

Internal Audit Report

Dartmoor National Park
Authority

Key Financial Systems Review
2017 - 18

October 2017

Auditing for achievement

Devon Audit Partnership

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1 Introduction

Section 151 of the Local Government Act 1972 requires that every local authority in England and Wales should "... make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". The Head of Business Support, as the responsible financial officer, has this statutory responsibility and must establish an appropriate control environment and effective internal controls for all financial activity and systems of the Dartmoor National Park Authority (DNPA).

An effective internal audit service reports on, and gives an objective opinion to management, on the effectiveness of the control environment and internal controls in managing the risks, including the financial risks, facing the Authority. This audit was undertaken as part of the annual plan agreed with the Head of Business Support. The review of the financial systems in operation throughout the Authority was undertaken during October and November 2017.

Our summary opinion is provided below. This is based on a review of the effectiveness of the controls to mitigate the exposure to the identified risks, the results of walkthrough testing and reviewing a restricted sample of transactions and/or documentation.

2 Audit Opinion

High Standard - The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. We have made only minor recommendations aimed at further enhancing already sound procedures.

3 Executive Summary

The Finance Department of the Authority have an extensive understanding of the financial administration of Dartmoor National Park and are closely involved with its day to day running and set high standards. There are effective controls in place within the systems reviewed which mitigate key financial risks. This is much to the credit of the staff that work within the Finance Department at the Authority. It is pleasing to confirm that all areas reviewed remain at a 'high standard' of assurance; This clearly displays and confirms the hard work and dedication that is input by all staff involved in the financial management of the Authority.

The detailed findings and recommendations regarding these issues and less important matters are described in the appendices. Recommendations have been categorised to aid prioritisation. Definitions of the priority categories and the assurance opinion ratings are also given in the appendices to this report.

4 Assurance Opinion on Specific Sections

The following table summarises our assurance opinions on each of the areas covered during the audit. These combine to provide the overall assurance opinion at Section 2. Definitions of the assurance opinion ratings can be found in the Appendices.

Areas Covered		Level of Assurance
1	Non-compliance with Treasury Management statutory requirements, regulations and best practice.	High Standard
2	Financial loss and undetected error or fraud	High Standard
3	The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	High Standard
4	Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	High Standard
5	Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.	High Standard
6	Inadequate or inappropriate inventory held.	High Standard
7	The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and/ or unauthorised payments being made	High Standard
8	Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.	High Standard
9	Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	High Standard

The findings and recommendations in relation to each of these areas are discussed in the "Detailed Audit Observations and Action Plan" appendix. This appendix records the action plan agreed by management to enhance the internal control framework and mitigate identified risks where agreed. Management are required to agree an action plan, ideally within three weeks of receiving the draft internal audit report. Written responses should be returned to Dominic Measures (dominic.measures@devonaudit.gov.uk) or Claire Moore (claire.moore@devonaudit.gov.uk). Alternatively a meeting to discuss the report and agree the action plan should be arranged with the named auditors.

5 Issues for the Annual Governance Statement

The evidence obtained in internal audit reviews can identify issues in respect of risk management, systems and controls that may be relevant to the Annual Governance Statement.

The evidence obtained in internal audit reviews can identify issues in respect of risk management, systems and controls that may be relevant to the Annual Governance Statement.

Based on the evidence we have found in this audit, there are no issues arising that would warrant inclusion in the Annual Governance Statement.

6 Scope and Objectives

Main Accounting System:

To ensure that the Main Accounting System is operated in accordance with the organisation's Financial Regulations so that the Authority's financial position is accurately reported.

Bank reconciliation:

To ensure that bank reconciliation procedures are carried out efficiently and effectively to safeguard the Authority's financial balances.

Inventories / Disposals:

To ensure that there are reasonable procedures to record, monitor and safeguard assets owned by the authority.

Income and Cash Collection:

To confirm that income due to the organisation is suitably controlled (invoice raising, income collection and banking).

Ordering and Payments:

To ensure that purchasing is carried out in compliance with the Authority's financial regulations, Instructions for Procurement and also European procurement regulations (EU Procurement Directive 2015) so that the Authority obtains the best value for money.

Investments:

To review and ensure that regulatory requirements, performance targets and best practice expectations are met. To ensure controls are in place to prevent financial loss as a result of error or fraud.

Payroll and Travel Expenditure:

To confirm that Payroll and Travel Expenditure is suitably controlled resulting in correct and / or authorised payments being made.

7 Inherent Limitations

The opinions and recommendations contained within this report are based on our examination of restricted samples of transactions / records and our discussions with officers responsible for the processes reviewed.

8 Acknowledgements

We would like to express our thanks and appreciation to all those who provided support and assistance during the course of this audit.

Robert Hutchins
Head of Partnership

Appendix A

Detailed Audit Observations and Action Plan

1. Area Covered: Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Level of Assurance
<p>Opinion Statement:</p> <p>There was no evidence of non-compliance with treasury management statutory requirements or regulations, and the control framework surrounding this area was found to be robust, which is much to the credit of the finance staff involved in this area. The corporate governance around investments was considered comprehensive including having the relevant policies and formalised financial framework established namely an investment strategy, policy, financial regulations and scheme of delegation. In addition, there is evidence of clear reporting to the Leadership Team, the Audit and Governance Committee and the Authority.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

2. Area Covered: Financial loss and undetected error or fraud	Level of Assurance
<p>Opinion Statement:</p> <p>Good evidence exists to confirm that cash flow and treasury management performance monitoring takes place at both committee and leadership team level. Transactions can only be made through the Authority's official bank accounts, as well as there being regular reconciliations and independent verification of the investment of funds. Therefore, the controls in this area were found to be robust and suitably mitigate the risks hence a high standard of assurance being awarded.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

3. Area Covered: The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	Level of Assurance
<p>Opinion Statement:</p> <p>Dartmoor National Park Authority continues to use 'FINEST' as its main accounting system. This system is supported by the 'FINEST' team at Devon County Council who maintain it as well as acting as system administrators.</p> <p>The established system controls ensure compliance with accounting standards and also provide a comprehensive audit trail. Sound control procedures are in place whereby appropriate officers have access to the system and suitable restrictions are in place to prevent unauthorised use.</p> <p>High standard assurance has been provided in this area as all aspects of the main accounting system reviewed are working well and comprehensive controls remain in place.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

4. Area Covered: Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	Level of Assurance
<p>Opinion Statement:</p> <p>The Authority's financial regulations require income and expenditure budget monitoring information to be regularly reported to Members throughout the financial year. Furthermore, the Head of Business Support provides regular budget monitoring information to the Authority Leadership Team and budget holders. A review of the financial information provided at all levels confirmed that comprehensive and clear data is provided in order to allow for accurate budget monitoring to take place at all levels. All of these factors enable a level of high standard assurance to be awarded in this area which is much to the credit of the staff involved.</p> <p>There is clear evidence that the annual budget approved by Members is uploaded to the financial system. This, in turn, is closely monitored by the Head of Business Support with procedures in place to ensure that expenditure is controlled within agreed limits at all levels across the Authority.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

5. Area Covered: Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.	Level of Assurance
Opinion Statement: Bank reconciliations are carried out effectively, efficiently and promptly for all bank accounts. Access to the banking system was found to be well controlled with a limited number of appropriate Authority staff members having the correct levels of access. High standard of assurance therefore continues to be provided in this area.	High Standard
No observations and recommendations recorded.	

6. Area Covered: Inadequate or inappropriate inventory held.	Level of Assurance
Opinion Statement: The control framework in respect of inventories and the recording of the Authority's assets was found to be comprehensive. There continues to be a good audit trail in place to demonstrate compliance with the framework, thereby the risk in this area is deemed to be mitigated enabling a high level of assurance to be awarded in this area.	High Standard
No observations and recommendations recorded.	

7. Area Covered: The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and/ or unauthorised payments being made	Level of Assurance
<p>Opinion Statement:</p> <p>Dartmoor National Park continues to use Devon County Council's HR One to administer its payroll. The Authority's HR team have continued to monitor payroll errors through use of an 'error log' in this financial year and this has only identified a small number of errors processed by either parties.</p> <p>A walkthrough review and limited testing of procedures in relation to staff starters and leavers, changes to employees' salaries, additional hours and staff travel and subsistence claims have confirmed that staff are paid accurately and in a timely manner. The risk of ghost employees or staff being paid incorrectly is therefore minimal due to the sound control framework in place in relation to payroll.</p> <p>Furthermore, HR One provides the Authority with a variance report on a monthly basis and this assists Authority HR staff in identifying any payroll variances over an agreed amount.</p> <p>As part of this audit, a review also took place of members' allowances and travel / subsistence claims. Limited sampling confirmed that Members are paid correctly and reimbursed accurately for any travel or subsistence claims made.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

8. Area Covered: Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.		Level of Assurance	
Opinion Statement:		High Standard	
Walkthrough discussions and testing in this area has confirmed that the Authority continues to maintain a high standard of controls to enable effective purchasing of supplies and services; This is much to the credit of the Finance Staff involved in this area. Comprehensive guidance and policies are in place which clearly detail the appropriate procedures and delegated spending limits.			
Access to processing invoices is restricted to the Authority's Finance Staff, and there is an adequate segregation of duties built into the accounting system for raising, processing and authorisation of creditor invoices. Testing confirmed that orders are raised wherever possible which allows for the correct authorisation processes as well as more accurate budget monitoring.			
In our sample of creditor payments reviewed, we were able to confirm adherence to the tendering and / or quotation requirements as per the Authority's set of procurement procedures. Assurances were provided that for purchases between £1,000 and £2,500 two verbal quotations are sought however, evidence of this could not always be provided. It is suggested that when verbal quotations are sought and achieved, the information should be recorded in order to evidence the procedures that have taken place. A simple narrative record on the relevant order documentation is considered sufficient.			
A limited sample of creditor payments including manual payments and purchases made by credit card were found to be subject to the appropriate levels of checking and authorisation. All of the creditor invoices which were reviewed have also been correctly coded in the accounting system.			
No.	Observation and implications		
10.1	Discussions with the Authority's Finance Team highlighted that the current procedures in relation to 'Bleep' processing at Princetown Visitor Centre are laborious and processes are part duplicated on the 'Bleep' system as well as in FINEST. The Finance Team have already given consideration to streamlining the 'Bleep' system and have devised more efficient procedures which still allow for the effective recording of information as well as the separation of duties. The proposed new processes are therefore endorsed by Audit.		
	Recommendation	Priority	Management response and action plan including responsible officer
10.1.1	The proposed streamlined 'Bleep' procedures should be implemented in order to allow for more efficient processes that no longer create unnecessary duplication.	Opportunity	This was a suggestion from the Finance Team. Internal Audit reviewed the proposals and agreed. This is now being implemented and will go live by 1 April at the latest.

No.	Observation and implications		
10.2	For the sample of larger value purchases reviewed evidence was not recorded for the verbal quotations received when making purchases between £1,000 and £2,500, in accordance with the Authority's procurement guidelines.		
	Recommendation	Priority	Management response and action plan including responsible officer
10.2.1	For purchases of between £1,000 and £2,500 two verbal quotations should be sought in accordance with the Authority's procurement procedures. A simple record of the suppliers that have quoted should be maintained. It is suggested that such information could be annotated on the order form.	Low	Agreed and has been actioned: Officers are annotating purchase order forms

9. Area Covered: Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	Level of Assurance
<p>Opinion Statement:</p> <p>The Authority has very good processes in place to manage debtor income. A review of the aged debtor report at the time of the audit confirmed that aged debtor is kept to a minimum and where aged debt exists it is pro-actively managed and followed up. Furthermore, suitable separation of duties exists in relation to the raising of processing debtor invoices and credit notes within the accountancy system. Therefore, high standard assurance has been provided in this area.</p> <p>A review of income procedures confirmed that good controls are in place to manage, check and reconcile cash through the three National Park Visitor Centres and also through other income streams including planning and car parking income. Clear evidence also exists to confirm that banking had been done accurately and regularly.</p> <p>The Authority adopts an agreed set of fees and charges for each financial year which are reviewed as part of its budget setting process and are approved by Members. In reviewing a limited sample of invoices raised in this financial year, the invoices had been raised timely and we were able to get assurance that the invoices had calculated the right amount that was owed to the Authority, and also provided a correct breakdown of VAT.</p>	High Standard
No observations and recommendations recorded.	

Definitions of Audit Assurance Opinion Levels

Assurance	Definition
High Standard.	The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. We have made only minor recommendations aimed at further enhancing already sound procedures.
Good Standard.	The systems and controls generally mitigate the risk identified but a few weaknesses have been identified and / or mitigating controls may not be fully applied. There are no significant matters arising from the audit and the recommendations made serve to strengthen what are mainly reliable procedures.
Improvements required.	In our opinion there are a number of instances where controls and procedures do not adequately mitigate the risks identified. Existing procedures need to be improved in order to ensure that they are fully reliable. Recommendations have been made to ensure that organisational objectives are not put at risk.
Fundamental Weaknesses Identified.	The risks identified are not being controlled and there is an increased likelihood that risks could occur. The matters arising from the audit are sufficiently significant to place doubt on the reliability of the procedures reviewed, to an extent that the objectives and / or resources of the Council may be at risk, and the ability to deliver the service may be adversely affected. Implementation of the recommendations made is a priority.

Definition of Recommendation Priority

Priority	Definitions
High	A significant finding. A key control is absent or is being compromised; if not acted upon this could result in high exposure to risk. Failure to address could result in internal or external responsibilities and obligations not being met.
Medium	Control arrangements not operating as required resulting in a moderate exposure to risk. This could result in minor disruption of service, undetected errors or inefficiencies in service provision. Important recommendations made to improve internal control arrangements and manage identified risks.
Low	Low risk issues, minor system compliance concerns or process inefficiencies where benefit would be gained from improving arrangements. Management should review, make changes if considered necessary or formally agree to accept the risks. These issues may be dealt with outside of the formal report during the course of the audit.

Confidentiality under the National Protective Marking Scheme

Marking	Definitions
Not Protectively Marked or Unclassified	Documents, information, data or artefacts that have been prepared for the general public or are for the public web pages or can be given to any member of the public without any exemptions or exceptions to release applying, have the classification NOT PROTECTIVELY MARKED. Some organisations will also use the word UNCLASSIFIED for publicly available information.
Official	The majority of information that is created or processed by the public sector. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened threat profile.
Secret	Very sensitive information that justifies heightened protective measures to defend against determined and highly capable threat actors. For example, where compromise could seriously damage military capabilities, international relations or the investigation of serious organised crime.
Top Secret	The most sensitive information requiring the highest levels of protection from the most serious threats. For example, where compromise could cause widespread loss of life or else threaten the security or economic wellbeing of the country or friendly nations.

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 February 2018

**FINANCIAL MANAGEMENT 1 APRIL TO 31 DECEMBER 2017
AND FORECAST OF FINANCIAL OUTTURN 2017/18**Report of the Head of Business SupportRecommendation : **That the content of the report be noted****1 Monitoring and Management of Revenue Budgets (April to December 2017)**

- 1.1 This report enables Members to monitor income and expenditure variations against the approved budget for 2017/18. Effective budgetary control is essential to ensure priorities are delivered in accordance with the Authority's plans. Budget Management is a dynamic process, resulting in the budget being subject to many varying pressures throughout the year.
- 1.2 The Authority's Financial Regulations provide delegated authority for the Chief Executive (National Park Officer) in consultation with the Chief Financial Officer to enact budget virement below £30,000. Above that sum, Members' approval would be sought.
- 1.3 Processes for sound budget management are well established within the Authority, with quarterly reports to the Leadership Team and detailed and continuous budget monitoring being carried out across all Directorates involving Heads of Service, spending officers and finance staff. This ensures the early identification of pressures and variances so that timely management action can be taken to adjust the budget and/or work programmes accordingly.

2 Forecast Outturn Position as at 30 December 2017

- 2.1 The 2017/18 net budget was set at £3,846,282 (NPA/17/008) funded by National Park Grant (NPG), fees and charges and Earmarked Reserves. The Authority approved various appropriations to reserves at the end of the 2016/17 financial year (NPA/17/017) which are subsequently brought forward and allocated to the 2017/18 budget so that projects can be completed in the new financial year. This has resulted in the net budget increasing to £3,992,555.
- 2.2 Current projections based on figures at the end of December (month 9) indicate that a surplus of £101,343 may arise (£49,540 at month 6). A cost Centre Summary can be found at Appendix 1 and a detailed outturn variance analysis against budget can be found at Appendix 2.

3 Service Areas: Variations and Movements

- 3.1 The main variations and movements in the management accounts are as follows:

Land Management - An underspend in the Pony support budget and income received from Devon County Council for use of DNPA land. The £20,000 budget allocated to produce Farming Year Film will not be delivered this year and is subject to a carry forward request. The Chagford Cattle grids have now been installed and our £3,000 contribution paid over; this is being funded from reserves. Other planned land management works have not been progressed as planned (£3,000).

Central Directorate costs - spending on uniform, travel, training etc. has been allocated to services rather than being coded here. There are slight savings being made.

Archaeology - The Peatland bibliography project costs are to be met from grant income from partners. Farm Environmental Plan income is due via the Countryside Stewardship Scheme.

Higher Uppacott - improvements to the building via the Moor than Meets the Eye project will be met from Heritage Lottery Fund grant income and our own match funding held in reserves, or from in-year underspends.

Visitor Management - The salaries budget is overspent due to agency staff covering (holidays and absence) in the summer. Increased income of £5,000 from donations (car park cairns) has been received to date. Some recycling / litter collection costs have been reallocated and the resulting underspend will be used accordingly in the new budget code. There are anticipated savings, key campaigns and visitor schemes budgets - where planned projects have not been progressed.

Access and Recreation - Salary savings (due to a retirement) is offsetting Rangers additional hours and new (replacement) post in Visitor Management & Recreation and income of £1,300 from the sale of gravel.

Public Rights of Way - Salary savings made elsewhere are being used to cover additional hours for Rangers. Nun's cross path repairs (£16,497) are to be met from Donate for Dartmoor and Mend Our Mountains Crowd Funding monies currently held in reserves. There is a small saving in the planned infrastructure improvement budget.

Sustainable Tourism & Transport - Our £7,500 match funding contribution has been paid to the Peak District NPA for the Discover England Project; funded from reserves.

Visitor Centres - The salaries surplus currently forecast may fluctuate if emergency staff cover is required. Increased stock purchase costs (circa £15,000) are being matched by forecast increased income of circa £20,000. Spend per visitor has also increased.

Communications - The vacancy held until January has given rise to a £10,514 saving which also impacted on the promotion, fundraising and sponsorship budget not being fully utilised. This cost centre also holds the expenditure and income for the Moor Otters Project (see table 2 in this report) and the full report presented to Authority in December. The Project net balance of £60,000 will be carried forward via reserves to be allocated in accordance with the original objectives.

Education - The mileage and outreach vehicle running costs are less than anticipated. Education Guides recruitment and retention budget has not been fully utilised; it will be reduced next year.

Rangers - Salaries, vehicle running, premises, uniform and volunteer costs are forecast to be less than expected which are offsetting additional training costs and a £500 contribution made to Dartmoor Forest Parish Council for the speed watch awareness campaign

Conservation Works Team - A new staff structure has been implemented which has resulted in a vacancy saving of circa £16,000. Agency staff cover was put in place to cover the interim period. The team now includes three apprentices. Vehicle running costs forecast to be less than expected which will offset increased health & safety and staff training costs. Some grant income will be claimed in respect of two apprentices via the Moor than Meets the Eye Project.

Development Management - Vacancy savings (Head of Planning) have been used to meet the cost of extra and temporary planning officer staff cover. Other increased costs have been incurred to procure specialist external support and advice for complex applications, where in-house expertise is not available and for enforcement related issues (£15,400). Planning fees and Pre-Application fee income is unlikely to meet target budget (number of applications received has reduced) £19,000 below budget, this is a demand-led service.

Forward Planning - Whilst there is a vacancy saving (Head of Planning) and reduced hours within the team, extra capacity has been added. The Communities Fund is oversubscribed for both the South Hams and West Devon areas. This is the final year for the funding for the Teignbridge funding arrangement. The Local Plan review programme is on track, the budget is being closely monitored, extra costs of circa £15,000 could be incurred over the life of the review (up to 2019/20) and therefore the Reserve balances may have to be increased (this is being addressed via the new Medium Term Financial Planning process). A £16,000 budget for the review of the National Park Management Plan will not be spent this year and will be carried forward into 2018/19.

Corporate & Democratic Core - Savings include a £1,468 pension in payment saving, an Audit fee rebate of £1,750 and S151 support savings of £2,800 as this is now provided in-house. Donate for Dartmoor income received to date £14,847 which will be transferred to reserves at year end, to be allocated to projects in 2018/19. National Parks Partnerships LLP contribution (£10,000) is to be met from reserves.

Corporate Operating Costs - Savings include: pool car fuel costs (£2,000) postage and stationery, which are offsetting increased insurance costs of £5,502 due to rises in Insurance Premium Tax and the outcome of new long-term contract that arose from a joint procurement with other National Parks. The project to enhance the broadband speed at Parke will increase costs by £4,000.

Legal - Increased costs include interim support costs to cover sickness absence and the vacant solicitor post (including exit costs).

Human Resources - Increased costs have been incurred relating to the staff training programme, Health & Safety and health & wellbeing support for staff.

Parke - Agency staff has been used to cover sickness absence which has resulted in some savings. The extra costs for the redecoration of the main entrance, lobby, staircase and lantern repairs will be met from salary and business rates savings.

Princetown - Increased external building repairs costs incurred include external decoration & the replacement of the portico roof. Reallocation of recycling costs to this service area has resulted in an overspend against the approved budget (but an underspend elsewhere).

- 3.2 Within the budget the Authority set aside a **Project Fund** balance of £103,944 for this financial year. At the time of writing this report, the balance remaining in the Fund is £12,294. Bids made to the Fund and approved by Leadership Team are set out in the following table:

Table 1

	£
Opening Balance	103,944
CAMS web/hosting	(6,761)
Large format plotter / scanner	(6,699)
Software Licences	(2,289)
Website support (CF/GL etc)	(500)
New posts in HR	(12,398)
SAN	(27,591)
Princetown Depot clearance	(7,825)
Higher Uppacott	(22,483)
Cycle South Dartmoor feasibility study contribution	(2,000)
Princetown portico repairs	(4,879)
Meldon Interpreted	(2,600)
SWEEP/NERC	(20,000)
Staff capacity at Visitor Centres	(2,000)
Farm income on Dartmoor report	(1,800)
Life & Traditions of Dartmoor Commons leaflet	(350)
Add back:	
Business Support salaries	6,000
Car park repairs	22,525
Balance remaining	12,294

- 3.3 Full utilisation of the Fund is anticipated by year-end, although some balances may be carried forward as some projects and posts span more than one financial year. It should be noted that savings from salaries and the car park resurfacing work meant that the fund could be topped up during the year, enabling new projects to be implemented.
- 3.4 In June 2016 (NPA/16/020) Members gave approval to undertake the public arts initiative called “Moor Otters”. The project aim was to engage the public, support the local economy, promote positive key messages and generate an income stream to support our objectives. We set aside £140,000 in reserves to pump-prime the project. The project has now ended and a detailed report was brought to the

Authority in December which set out how the net balance of £60,000 will be used. The following table confirms the financial position.

Table 2

<u>Moor Otters</u>	2016/17 £	2017/18 £	Total £
Expenditure	37,519	62,427	99,946
Income - sponsorship	(10,000)	(24,033)	(34,033)
Income - Adoptions/Auctions	0	(125,744)	(125,744)
Income - Donations	0	(2,689)	(2,689)
Net Deficit / (Surplus)	27,519	(90,039)	(62,520)

4 Capital Programme and Prudential Indicators

- 4.1 The Authority does not have a capital programme this year, has no plans for external borrowing and therefore the prudential indicators do not apply.

5 Reserves

- 5.1 The level of reserve balances is determined in part by our on-going work programmes and projects, see Appendix 3, and by using a risk based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or is dependent on partnerships where timing of spend is uncertain.
- 5.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be at 31 March 2018 and gives a comparator for the previous year:

Table3

2016/17	Earmarked Reserves	2017/18
		£
(2,537,831)	Opening Balance	(2,154,071)
724,719	Use of reserves in year	428,340
(340,959)	Contributions to reserves / carry forwards	(242,190)
(2,154,071)	Closing Balance (forecast)	(1,967,921)
(450,000)	General unallocated Reserve	(450,000)

- 5.3 Reserve balances are closely monitored during the year and as we have now started the process of building the 2018/19 Budget and Medium Term Financial Plan (MTFP) the four year plan will be revised.

6 Sustainability and Equality Impact

- 6.1 Consideration is always given, when deciding which areas of expenditure should be supported, of the impact on under-represented groups, and the need to promote equal opportunities both as an employer and in respect of the services provided.

7 Conclusions

- 7.1 The forecast outturn surplus of £102,343 representing a -2.54% variance against the budget (was -1.24% at month 6). The Project Fund also has an unallocated balance of £12,294.
- 7.2 Leadership Team has identified the following projects that are being bid for next year that could be brought forward to utilise the projected budget surplus, which would alleviate pressure on next year's spending plans and budget.

Table 4

Project	£
Install LED lighting at Parke (invest to save)	£8,000
Windows server licences (upgrade due 2018/19)	£7,782
Purchase new PC monitors	£500
Exchange server licences (upgrade due 2018/19)	£8,483
QGIS maplink licences for PACS	£1,425
Total	£26,190

- 7.3 Any unallocated revenue underspend will be put back into Reserves to be used to resource future external funding bids and new and existing pressures that arise in the next Medium Term Financial Plan; for example to provide for any increased pay awards and contribute to temporary posts that have been part funded from this and last year's project Fund.

DONNA HEALY

Background Papers

NPA/AG/17/003: Financial Management 1 April to 30 September 2017

NPA/17/008: 2017/18 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/17/009: Treasury Management Investment Strategy 2017/18

NPA/17/017: Financial Outturn 2016/17

Attachments – **Appendix 1 - Revenue Budget Monitoring Report Summary**
Appendix 2 - Month 6 Variance Analysis
Appendix 3 - General and Earmarked Reserve Balances
Appendix 4 - Reserves: Risk Based Analysis

Functional Strategy	2017/18 Original Budget £	2017/18 Budget Variation/ Virement £	2017/18 Revised Budget	2017/18 Actual & Committed Month 9 £	2017/18 Budget Remaining	2017/18 Projected Outturn	2017/18 Variance Deficit/ (Surplus) £	2017/18 Variance Deficit/ (Surplus) %
Biodiversity	94,774	0	94,774	64,600	(30,174)	95,837	1,063	1.12%
Land Management	83,276	9,975	93,251	50,187	(43,064)	68,265	(24,986)	-26.79%
Woodlands	46,094	0	46,094	31,703	(14,391)	45,811	(283)	-0.61%
Hill Farm Project - Princes Countryside Fund	20,557	0	20,557	20,081	(476)	20,557	0	0.00%
Directorate Costs	6,000	0	6,000	894	(5,106)	1,521	(4,479)	-74.65%
Natural Environment	250,701	9,975	260,676	167,465	(93,211)	231,991	(28,685)	
Archaeology	98,947	0	98,947	77,646	(21,301)	93,821	(5,126)	-5.18%
Built Environment	39,374	0	39,374	30,918	(8,456)	40,766	1,392	3.54%
Higher Uppacott	27,064	8,483	35,547	3,320	(32,227)	40,688	5,141	14.46%
Cultural Heritage	165,385	8,483	173,868	111,884	(61,984)	175,275	1,407	
Visitor Management	153,362	612	153,974	74,666	(79,308)	140,276	(13,698)	-8.90%
Access	106,093	0	106,093	57,281	(48,812)	89,462	(16,631)	-15.68%
Public Rights of Way	103,790	6,761	110,551	89,539	(21,012)	126,172	15,621	14.13%
Sustainable Transport & Tourism	18,407	0	18,407	20,204	1,797	26,539	8,132	44.18%
Recreation Management, Traffic & Transport	381,652	7,373	389,025	241,690	(147,335)	382,449	(6,576)	
Visitor Centres	180,316	2,000	182,316	120,398	(61,918)	172,001	(10,315)	-5.66%
Discovering Dartmoor's Wild Stories	0	0	0	11,061	11,061	0	0	
Communications	201,867	5,500	207,367	158,581	(48,786)	177,045	(30,322)	-14.62%
Moor Otters	0	0	0	(90,039)	(90,039)	(90,039)	(90,039)	
Naturally Healthy Dartmoor Project	9,983	0	9,983	14,509	4,526	9,983	0	0.00%
Education	128,148	0	128,148	91,768	(36,380)	122,723	(5,425)	-4.23%
Education, Information & Communication	520,314	7,500	527,814	306,278	(221,536)	391,713	(136,101)	
Rangers	429,628	0	429,628	316,639	(112,989)	419,093	(10,535)	-2.45%
Conservation Works Service	241,139	0	241,139	175,791	(65,348)	227,924	(13,215)	-5.48%
Development Management	311,418	6,699	318,117	308,407	(9,710)	339,797	21,680	6.82%
Forward Planning & Community	277,277	136,736	414,013	288,502	(125,511)	362,828	(51,185)	-12.36%
Corporate and Democratic Core	309,360	20,000	329,360	215,798	(113,562)	319,405	(9,955)	-3.02%
Information Technology	174,735	29,880	204,615	163,585	(41,030)	206,567	1,952	0.95%
Corporate Operating Costs	119,253	0	119,253	100,281	(18,972)	122,484	3,231	2.71%
Finance & Administration	178,523	(6,000)	172,523	130,766	(41,757)	173,303	780	0.45%
Legal & Democratic Services	101,354	0	101,354	97,468	(3,886)	110,481	9,127	9.01%
Human Resources	133,260	12,398	145,658	119,638	(26,020)	151,450	5,792	3.98%
Office Accommodation (Parke)	101,797	8,000	109,797	92,412	(17,385)	109,724	(73)	-0.07%
Office Accommodation (Princetown)	46,543	(3,121)	43,422	48,055	4,633	50,584	7,162	16.49%
Business Support	855,464	41,157	896,621	752,205	(144,416)	924,593	27,972	
Project Fund	103,944	(91,650)	12,294		(12,294)	12,294	0	
Total Net Expenditure	3,846,282	146,273	3,992,555	2,884,659	(1,107,896)	3,787,362	(205,193)	-5.14%
Funded By:	£			£	£	£	£	
National Park Grant	(3,697,575)		(3,697,575)	(2,931,570)	766,005	(3,697,575)	0	
Transfers from Reserves	(148,707)	(146,273)	(294,980)	0	294,980	(331,977)	(36,997)	
Transfers to Reserves			0			140,847	140,847	
Total	(3,846,282)	(146,273)	(3,992,555)	(2,931,570)	1,060,985	(3,888,705)	103,850	
Budget Variation - (Under) / Over Spend	0	0	0	(46,911)	(46,911)	(101,343)	(101,343)	2.54%

VARIANCE ANALYSIS MONTH 9	Salaries £	Travel & Subsistence £	Premises £	Transport £	Supplies & Services £	Expenditure Overspend (Underspend) £	Grants £	Sales Fees & Charges £	Income Deficit (Surplus) £	Variance Deficit (Surplus) £	Explanation
BIO-DIVERSITY	(260)	(549)			1,872	1,063			0	1,063	
LAND MANAGEMENT	1,038			(376)	(20,374)	(19,712)		(5,274)	(5,274)	(24,986)	Pony Support budget underspend & income from DCC - use of DNP land. Chargford Cattle grid grant (held in reserves). Works not progressed as planned
WOODLANDS	(12)	(43)				(55)		(228)	(228)	(283)	Project Budget is balanced over 3 years
DIRECTORATE COSTS		(892)		(400)	(3,187)	(4,479)			0	(4,479)	Costs allocated to services
NATURAL ENVIRONMENT	766	(1,484)	0	(776)	(21,689)	(23,183)	0	(5,502)	(5,502)	(28,685)	
ARCHAEOLOGY	253	(1,154)		268	4,907	4,274		(9,400)	(9,400)	(5,126)	Peatland Bibliography project, costs to be offset by partners (tbc) and income due from FEPs - Countryside Stewardship Scheme
BUILT ENVIRONMENT	(3)	70			1,325	1,392			0	1,392	Character appraisals final docs - orders raised in 2016/17
UPPACOTT		374	10,406			10,780		(5,639)	(5,639)	5,141	MTMTE project grant income & expenditure, business rates / council tax saving.
CULTURAL HERITAGE	250	(710)	10,406	268	6,232	16,446	0	(15,039)	(15,039)	1,407	
VISITOR MANAGEMENT	3,062	127	125	980	(12,992)	(8,698)		(5,000)	(5,000)	(13,698)	Agency staff covering sickness & holiday absence. Income: Donations at Car Parks. Forecast savings: toilet cleaning and litter disposal. Key campaigns and visitor scheme improvement budgets not fully utilised
ACCESS & RECREATION	(15,269)	756			(818)	(15,331)		(1,300)	(1,300)	(16,631)	Salary saving offsetting Visitor Management (new post) and Rangers (extra hours)
PROW	1,684				13,937	15,621			0	15,621	Rangers increased hours. Nun's Cross Path repairs to be met from Donate for Dartmoor income (see Reserves). Infrastructure works have not come forward as planned
SUSTAINABLE TOURISM & TRANSPORT		282			7,500	7,782		350	350	8,132	Discover England Bid match funding to be met from reserves
RECREATION MANAGEMENT	(10,523)	1,165	125	980	7,627	(626)	0	(5,950)	(5,950)	(6,576)	
VISITOR CENTRES	(2,636)	(53)	1,008		14,484	12,803		(23,118)	(23,118)	(10,315)	Increased stock purchases being forecast which is being offset against projected increased sales income
COMMUNICATIONS	(10,514)	94		31	(19,633)	(30,022)		(300)	(300)	(30,322)	Vacancy savings, post now filled. Training budget not required, Donate for Dartmoor, fundraising & sponsorship budgets under spent due to vacancy.
MOOR OTTERS					62,427	62,427		(152,466)	(152,466)	(90,039)	Balance to be transferred to reserves
EDUCATION	303	(1,438)		(285)	(3,800)	(5,220)		(205)	(205)	(5,425)	Recruitment of guides and travel budgets not utilised
PROMOTING UNDERSTANDING	(12,847)	(1,397)	1,008	(254)	53,478	39,988	0	(176,089)	(176,089)	(136,101)	
RANGERS	(3,607)	305	(2,000)	(3,962)	(803)	(10,067)		(468)	(468)	(10,535)	Fuel savings projected. Increased Training costs and Speedwatch project contribution
CONSERVATION WORKS SERVICE	(16,074)		(1,008)	(852)	4,891	(13,043)		(172)	(172)	(13,215)	Vacancy savings, all but one apprenticeship post is filled. Fuel savings projected. Increased Health & Safety and training costs, some of which will be met from MTMTE grant income
RANGERS, ESTATES & VOLUNTEERS	(19,681)	305	(3,008)	(4,814)	4,088	(23,110)	0	(640)	(640)	(23,750)	
DEVELOPMENT MANAGEMENT	(5,110)	(686)	0	0	8,977	3,181	0	18,499	18,499	21,680	Vacancy saving being used to fund temporary staff cover. Planning & Pre application fee income unlikely to meet target budget. Specialist legal advice costs for planning application processing
FORWARD PLANNING	(35,338)	(103)	0	95	(15,839)	(51,185)	0	0	0	(51,185)	
CORPORATE & DEMOCRATIC CORE	(1,468)	885	0	0	6,427	5,844	0	(15,799)	(15,799)	(9,955)	
INFORMATION TECHNOLOGY	(129)	292		(93)	2,382	2,452		(500)	(500)	1,952	Income: External recharge to DPA for work undertaken. New Wifi Hub and SAN costs
CORPORATE OPERATING COSTS				(2,081)	5,496	3,415		(184)	(184)	3,231	Potential pool car fuel savings. New Insurance contract = increased costs
ADMINSITRATION & FINANCE	353	171			256	780			0	780	Training: procurement
LEGAL & DEMOCRATIC SERVICES	11,217				(1,446)	9,771		(644)	(644)	9,127	Legal support and exit costs. Legal advice re Dartmoor Commons Act Byelaws
HUMAN RESOURCES	824	537			6,205	7,566		(1,774)	(1,774)	5,792	Staff training , Health & Safety and Wellbeing costs. Staff cycle scheme costs and income
OFFICE ACCOMMODATION (PARKE)	(3,405)		3,519			114		(187)	(187)	(73)	Agency staff covering sickness absence. Business rates less than forecast. Premises decorating
OFFICE ACCOMMODATION (PRINCETOWN)			7,722			7,722		(559)	(559)	7,163	External building repairs and decorating
CORPORATE SERVICES	8,860	1,000	11,241	(2,174)	12,893	31,820	0	(3,848)	(3,848)	27,972	
RESERVES BROUGHT FORWARD						0			0	(36,997)	Nun's Cross Path - use of Donate for Dartmoor (see Prow for expenditure) and Discover England
RESERVES TO BE CARRIED FORWARD						0			0	140,847	Donate for Dartmoor Cash, Moor Otters, NPMP, Farming Films
REVENUE EXPENDITURE	(75,091)	(1,025)	19,772	(6,675)	62,194	(825)	0	(204,368)	(204,368)	(101,343)	

2017/18 GENERAL FUND RESERVE BALANCES

Appendix 3 to NPA/AG/18/001

2017/18 GENERAL FUND RESERVE BALANCES	2017/18 Opening Balance £	2017/18 Transfers Within £	2017/18 Transfers to Revenue in year £	2017/18 Transfers from Revenue at year end £	2017/18 Closing Balance £	Notes
Grants & Contributions with Restrictions						
Hill Farm Project	(20,339)		5,557		(14,782)	2nd Phase of the Project, with match funding, commences Feb 2017 for 36 Months
English Heritage: White Horse Hill	(20,036)				(20,036)	To fund the Exhibition at Postbridge VC, timing unknown
TDC: Communities Fund Grant prior years contributions	(55,863)		55,863		0	To be paid out during 2017/18
WDBC: Communities Fund Grant prior years contributions	(20,944)		20,944		0	To be paid out during 2017/19
SHDC: Communities Fund Grant prior years contributions	(28,610)		28,610		0	To be paid out during 2017/20
Naturally Healthy Dartmoor Project 2014-2017	(11,410)		9,983		(1,427)	Final year: 2017/18. any balance will be carried forward
DCLG - Neighbourhood Planning Grant	(5,000)				(5,000)	
DCLG - Self Build Register Grant	(5,850)				(5,850)	To be used in 2018/19 and new MTFP
DCLG - Custom Build Grant	(15,000)				(15,000)	To be used in 2018/19 and new MTFP
DCLG - New Burdens Grant: Brownfield register and PIP NP	(14,645)				(14,645)	To be used in 2018/19 and new MTFP
Dartmoor Trust - 2017/18 contribution for the HER	(4,000)		4,000		0	
Donate for Dartmoor Balances	(16,644)		16,497	(14,847)	(14,994)	Allocated to nun's Cross Path in 2017/18
Budget management Fund - Provisions (risk based)						
Employees	(52,000)				(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)				(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(133,733)				(133,733)	To be utilised / allocated in the new MTFP
Annual Revenue Outturn	(5,822)	5,822		(101,343)	(101,343)	Month 9 forecast
				15,000	15,000	Transfer to Local Plan review programme
Capital Expenditure Fund						
Vehicles - Sinking Fund - Replacement	(48,596)	(5,822)			(54,418)	
Property - Sinking Fund - Repairs & Maintenance	(150,000)				(150,000)	
Known Commitments						
Chagford Cattle Grid	(3,000)		3,000		0	Paid 2017/18
Local Plan Review contracts	(153,819)		74,319	(15,000)	(94,500)	
All Moor Butterflies NPA/15/037	(17,500)		5,000		(12,500)	Project start delayed - 3 year programme
MIRES PR14	(10,000)				(10,000)	3 year partnership project, to be allocated when required
Project Fund allocations in 2016/17 against salaries	(132,262)		82,804		(49,458)	Built into 2017/18 Budget and MTFP
Residents' Survey	(5,000)		5,000		0	Completed May 2017
National Park Management Plan				(16,000)	(16,000)	Carry forward from 2017/18
Farming Year Films				(20,000)	(20,000)	Carry forward from 2017/18
Match Funding Reserve						
HLF - Moor Than Meets the Eye match funding	(148,305)				(148,305)	Allocated as required to match cash out flows.
Moor than Meets the Eye - Cash Flow	(300,000)				(300,000)	Based on project cash flow - retention and final claim in year 5
Superfast Broadband - connecting Dartmoor & Exmoor	(65,000)		65,000		0	Approved in 2015/16, due to be paid in 2017/18
Greater Dartmoor LEAF 2015-2020	(13,800)	(13,800)	6,900		(20,700)	NPA/14/038
Naturally Healthy Dartmoor Project	(10,000)		10,000		0	NPA/14/031 for years 2015-2017 - ends Dec 2017
Discovering Dartmoor's Wild Stories	(17,363)		17,363		0	Match against HLF Funding in 2016/17 & 2017/18
National Parks Partnerships LLP	(10,000)		10,000		0	
Our Common Cause: Our Upland Commons NPA/16/009	(8,000)				(8,000)	Unsuccessful, at first attempt.
Dartmoor Arts Initiative NPA/16/020	(112,481)	112,481		(60,000)	(60,000)	Project surplus to be allocated to projects
Discover England Fund		(23,900)	7,500		(16,400)	£15k confirmed match funding and £10k contingency
Unallocated fund balance	(254,549)	75,219		(30,000)	(209,330)	
Peatlands		(150,000)			(150,000)	December Authority
Total Earmarked Reserves	(2,154,071)	0	428,340	(242,190)	(1,967,921)	
General Reserve (unallocated emergency reserve)	(450,000)			0	(450,000)	
Total General Fund Balance	(2,604,071)	0	428,340	(242,190)	(2,417,921)	

2017/18 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2017/18 Forecast Outturn £'000
Grants & Contributions with Restrictions carried forward:			
Grants & Contributions with Restrictions	N/A	Actual	(92)
Employees:			
Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
Costs & Awards:			
Appeals / Public Enquiries / Litigation	High	Est.	(250)
Loss of Income and / or Price Increases:			
Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(34)
Capital - Property:			
Repairs & maintenance (sinking fund)	Medium	Est.	(150)
Capital - Vehicles			
Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(54)
Known Commitments/Contracts			
Local Plan Review	N/A	Est.	(96)
All Moor Butterflies	N/A	Actual	(12)
MIRES PR14	N/A	Actual	(10)
2016/17 Project Fund allocations	N/A	Actual	(49)
Farming Year Films	N/A	Actual	(20)
NPMP	N/A	Actual	(16)
Match Funding Reserve			
Greater Dartmoor LEAF	N/A	Actual	(21)
Naturally Healthy Dartmoor	N/A	Actual	0
Dartmoor's Wild Stories - HLF	N/A	Actual	0
Our Common Cause	N/A	Actual	(8)
National Parks Partnerships LLP	N/A	Actual	0
Public Arts Project	N/A	Actual	(60)
Moor Than Meets The Eye - match funding	N/A	Actual	(148)
Moor Than Meets The Eye - cash flow provision	N/A	Actual	(300)
Discover England Bid	N/A	Actual	(16)
Peatlands			(150)
Unallocated to match future opportunities	N/A	Actual	(209)
Revenue			
Invest to save and / or Generate Projects	N/A	Actual	(134)
2017/18 Revenue Outturn Surplus		Actual	(87)
General Reserve - Minimum amount to cover unanticipated costs / emergencies		Actual	(450)
Total Reserve Balance			(2,418)

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 February 2018

**BUSINESS PLAN MONITORING 2017/18
(APRIL – DECEMBER 2017)**Report of the Head of Organisational Development

Recommendation: That Members note the content of the report and comment on performance and progress to date against the key actions identified in the 2017/18 Business Plan

1 Purpose of the Report

- 1.1 This report informs Members of the Authority's performance at Quarter 3 against the key actions identified in the Business Plan for 2017/18.
- 1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2017/18 is attached at Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on the specific key actions, the current Business Plan recognises that our core business also continues on a daily basis.

2 Performance against key actions in Quarter 3

- 2.1 The Business Plan 2017/18 identifies 33 key actions against the six agreed priorities for the Authority. Key action number 10 relates to the *Moor than meets the eye* programme and is broken down into a ten separate actions.
- 2.2 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions ranges from specific short-term projects to longer term strategic goals, each requiring different levels of officer and Member input and commitment.
- 2.3 Members will note the progress made against the 33 (plus 10 *MTMTE*) key actions at the Quarter 3 point in the business year, which is summarised in the table below:

Progress at Q3 (Q2 figures)	No.	MTMTE (key action 10)	%
On target / completed	23 (25)	6 (3)	67 (65)
Delayed / behind schedule	7 (4)	4 (7)	26 (26)
Unlikely to complete	3 (4)	0 (0)	7 (9)

- 2.4 Members will note that our plans to deliver a new 'Dartmoor Youth Rangers' project (Action 16) will now be progressed with funding generated by the *Moor Otters* project.
- 2.5 There are 3 key actions that are unlikely to be completed during the 2017/18 business year and Members will note the following updates:
- Action 14 – plans to scope the potential for a Dartmoor Food initiative; linking food, farming and tourism have been deferred due to officer capacity.
 - Action 20 – Sport England have indicated that they will not support a joint National Parks bid based on the original proposal for a '*Miles Without Stiles*' project, however discussions are ongoing at a national level regarding revised proposals and a potential bid to Sport England's Active Recreation Fund.
 - Action 30 – plans to deliver the Rural Productivity Network initiative have not progressed due to a lack of external funding. We are awaiting feedback regarding potential funding opportunities.

3 External Funding Update

- 3.1 During this quarter officers have been busy submitting funding applications to support our land management and conservation work (this is a culmination of many hours work). Two major bids were submitted during the last quarter. One was a bid to Defra's Facilitation Fund on behalf of the Dartmoor Hill Farm Project (we were unsuccessful with our application last year). This £80,000 bid was successful and will support farmers to consider how they might work together at a landscape-scale across farm and common boundaries.
- 3.2 The second application was a joint South West Peatlands bid to Defra's Capital Grant Scheme for the Restoration of Peatland in England. This was reported to Authority in December 2017 (NPA/17/041) and a decision is expected at the end of January.
- 3.3 In August 2017, we also received positive news about the Common Cause Project which is being led by the Foundation for Common Land and funded by the Heritage Lottery Fund. This £400,000 scheme covers four areas across the country (Dartmoor, Yorkshire Dales, Shropshire Hills AoNB and the Lake District) and has been granted funding for the Development Phase of the project. It aims to promote collaborative working to ensure best outcomes for common land and promote the important role that commons and commoners play in the social cohesion of local communities and management of upland areas. We have been working with national and local partners to set up the Dartmoor element of this project which will be delivered over the next two years.
- 3.4 It is worth noting that officers have also submitted two applications to Historic England for the Adopt a Monument Scheme and for surveys of the Upper Erme valuing £15,000 and we hope that they will be successful. We have a good record delivering for Historic England and these two bids are on top of three projects already funded this year; two grants for volunteer groups to help manage archaeological sites and another for repairs to the historic Lizwell Bridge (over £40,000 of grant in total).

4 Equality and Sustainability Impact

- 4.1 The Authority seeks to treat all people equally, honestly and fairly in any, or all of its business activity, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

5 Financial Implications

- 5.1 There are no financial implications arising directly from this report.

6 Conclusion

- 6.1 Members will note the progress made in delivering the Business Plan 2017/18 key actions at Quarter 3, but that there are three key actions that are unlikely to be completed.

NEIL WHITE

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ENJOY							
PROSPER							
Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
14	Scope potential for a Dartmoor Food initiative (linking food, farming and tourism)	P2	CG	Milestone: Explore options and identify successful initiatives	Milestone: Form group and plan event	Milestone: Being formulated	DEFERRED TO 2018/19
				Progress: Still scoping	Progress: Decision made to hold meeting with key stakeholders rather than wider farmer workshop. Spoken to farmers and need to follow up to establish attendance and agenda	Progress: Agreed with AK to suspend this work until next year/further notice due to workload and complexity of task.	
20	Scope 'Miles Without Stiles' project to improve access for all visitors to the National Park with NPA partners and seek funding through Sport England's Active Recreation Fund	P3	AW	Milestone: Joint NPA's outline expression of interest submitted (implementation will be dependent on success of bid)	Milestone: Joint funding bid submitted (Implementation timescale not yet known)	Milestone: Meeting with Sport England to discuss the bid	Milestone:
				Progress: Bid for all 10 English parks submitted in May	Progress: No further progress or update	Progress: No further progress - Sport England have indicated will not support a joint NPA's bid	Progress:
30	Rural Productivity Network – secure staff capacity to deliver this initiative	P5	KB	Milestone: Clarify funding situation with GD Leaf. Consider scope to develop a bid for facilitation capacity linked to wider objectives eg take-up of superfast broadband	Milestone: Depends on funding advice from GD Leaf	Milestone: Secure external funding	Milestone:
				Progress: Advised that the RPN concept is not eligible for funding via GD Leaf	Progress: No progress in terms of securing external funding for a facilitation post to develop the proposals. Briefed Mel Stride MP who promised to discuss the concept with Treasury and Defra officials	Progress: Awaiting feedback from Mel Stride MP regarding funding opportunities	Progress:
2	Moorland Birds Initiative – work with RSPB, Duchy of Cornwall and other partners on an initiative to promote better management of moorland habitats for birds	P1	RK	Milestone: RSPB is lead. DNPA a funding partner. Appoint Moorland Birds Officer and May and agree work priorities.	Milestone: Delivery of advice across the MTMTE area	Milestone: Delivery of advice across the MTMTE area	Milestone: Delivery of advice across the MTMTE area
				Progress: underway, on target. Project steering group met 10/3/17 (RK and CG present). Terms of reference for project agreed, PO work priorities discussed and recruitment approved for action by RSPB. Post advertised from early April. Interviews 12/5/17, with CG part of interview panel.	Progress: PO recruited and in post. CG on steering group (met twice) and RK on advisory group (meet November). Promotional advisory materials agreed and initial objectives established. PO met with number of stakeholders	Progress: Advisory group met in December. Some progress with provision of advice and habitat management on Duchy land.	Progress:
6	Historic Environment Record and Local Heritage Assets – implement process for registering undesignated Heritage Assets	P1	NP	Milestone: Authority approval in April.	Milestone: Implementation phase	Milestone: Review process at end of Q3	Milestone: Complete review process and report to LT
				Progress: Approved at Authority Meeting 07/04/2017.	Progress: Ongoing.	Progress: Under review.	Progress:
9	Develop Natural Capital Account and Natural Infrastructure Investment Plan (2017/18) (EF)	P1	KB	Milestone:	Milestone: Partnership with SWEEP commenced. Training workshop held. Project and Communications Plan produced identifying outputs and future milestones	Milestone: Steering Meeting to review progress December 2017	Milestone: Natural capital account completed in draft by end of April 2018
				Progress: Conformation that resources secured. Training workshop held, Project plan to be drafted and agreed	Awaiting confirmation of work programme and milestones from SWEEP.	Progress: Steering meeting postponed by SWEEP due to staff sickness and project likely to be delayed.	Progress:

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10	Manage MTMTE Landscape Partnership and implement key actions which the Authority is leading on: <i>Natural Connections (CM)</i> <i>Haymeadows (CM)</i> <i>Ponies, Pounds and Driftways (RS)</i> <i>Bellever & Postbridge Trails (ID)</i> <i>Moor Medieval (NP)</i> <i>Welcome to Widecombe (AB)</i> <i>Dartmoor Story (AB)</i> <i>Heritage Trails (AC)</i> <i>Postbridge Visitor Centre (RD)</i> <i>Conservation Apprentices (JS)</i>	P1	CM	Milestone: Natural Connections - Draft Integrated Management Plan Progress: Still drafting	Milestone: Natural Connections - Draft Integrated Management Plan Progress: Still drafting	Milestone: Natural Connections - Integrated Management Plan completed. Small capital grants advertised/allocated. Progress: Management Plan drafted - further work for consultation with stakeholders	Milestone: Natural Connections - Final Plan completed Progress:
10		P1	CM	Milestone: Haymeadows - Meadows Conference and Family Day - Organise final haymeadows walk event Progress: Delivered Meadows support, conference, family day. Final haymeadow walk organised and fully booked at Challacombe	Milestone: Progress: Ongoing	Milestone: Haymeadows - seed harvesting group established with ToR - seed harvesting kit purchased Progress: Progress has been made but seed harvesting machine not purchased	Milestone: Seed harvesting machine will be purchased Progress:
10		P1	AB	Milestone: Welcome to Widecombe - - Complete interpretation panel design - Start village guide leaflet design - Meet Margaret Rogers (Ally K arranging) to confirm Glebe Farm works viability or discuss Plan B: North Hall Manor (final) community dig Progress: - Interpretation panels designed, approved and installed 2 July - Village guide leaflet drafted - Still awaiting meeting to confirm proposals for Glebe Farm and possible Plan B: North Hall Manor (final) community dig	Milestone: Welcome to Widecombe - snag interpretation boards - install rubbing posts - agree proposals for Glebe Farm element of the project. Progress: - interpretation panel snagging and works complete - delays developing walks leaflet - rubbing trail not installed at same time due to final agreements over land approval. Parish Council has now approved the sites of the posts - Glebe Farm proposals aborted due to lack of landowner interest. Proposed rescoping to culminate in North Hall Manor celebration dig 2018 - proposal to LP Board due on 11 Oct	Milestone: Welcome to Widecombe - complete walk booklet - complete rubbing posts - develop North Hall dig proposal Progress: - Walking book not finalised. Researched walking routes and working on text - rubbing posts installed - Glebe Farm proposals aborted due to lack of landowner interest. Held rescoping meetings re: North Hall Manor celebration dig 2018. Rescoped for formal LP Board and HLF approval in Jan 2018	Milestone: Welcome to Widecombe - complete walk booklet - North Hall dig proposal approved by Board/HLF in Jan 2018 - North Hall dig planning -Commission additional interpretive works as part of phase 2 of W2W Progress:
10		P1	RD	Milestone: Postbridge Visitor Centre - submit EOI to EAFRD, finalise with Duchy support for a new Centre Progress: EOI written but awaiting sign off from Duchy-submission by mid-July	Milestone: Postbridge Visitor Centre - subject to Q1 submit full application, draw up plans for new centre Progress: EOI successful but match funding requirements meant that we cannot proceed with plans to build a new Centre.	Milestone: Postbridge Visitor Centre - Plan B presented to MTMTE board and HLF monitoring. Timelines and budgets developed. Progress: Met with HLF on site, broadly supporting plans. Plan B being developed but awaiting news re match funding from EAFRD	Milestone: Postbridge Visitor Centre - start work on plan for interpretation and refit of centre Progress:
15	Work with EA, FC and NE to develop an integrated approach to farm based advice with potential for capital grants to address flood management issues	P2	CG	Milestone: Contribute to development of priorities and detailed business case. Progress: EA mapping completed and priority areas are being identified. Groundtruthing mapping during summer period	Milestone: Business case submitted to Defra by EA Progress: 4 priority catchments have been identified for project. Potential funding available to fund a DNPA PO post in 2018 in partnership with EA. Post to be worked up in November. Business case submission due at the end of the Autumn. Need to agree coms strategy with EA before roll out. CG speaking to farmers regarding approach.	Milestone: Subject to EA funding Progress: C&LM team spent productive day with EA on site to discuss project. Draft JD presented to EA who agreed direction and DNPA lead on post. Funding of post still not secured and business plan not complete for submission (EA lead). Need to resolve and advertise for April start. Coms strategy to be developed in new year for early engagement with farming community.	Milestone: Subject to EA funding Progress:

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22	Work with local communities, stakeholders and land managers to maintain PROW to a high standard. Develop a three year rolling programme to guide investment in access infrastructure Review progress in January 2019.	P3	AW/ Rangers	Milestone: Student ranger continued for 1 year to allow concerted effort on PROW. PROW Review reported to A & G in May. Purchase CAMSweb	Milestone: Asset management approach to PROW developed with three year forward plan identifying resources required to maintain network. Implement CAMSweb - rollout with ranger service and volunteers	Milestone: Rangers ,Volunteers using CAMSweb. Scope out CAMSmobile for 2018/19	Milestone: Outstanding PROW issues reduced by 25% by June 2018
				Progress: Initial work to move cams over to new system has started. Student ranger in post. PROW review not reported to A and G, report progress to next meeting?	Progress: PROW review implementation update reported to Authority in September. First phase of CAMS work to externally host completed. CAMSweb work due to commence October due to external hosting work taking longer than anticipated.	Progress: CAMSweb implemenation has started but is behind schedule. Should be completed by end of Q4 with training for administrators.	
27	Affordable Housing – seek funding for the provision of affordable housing on Dartmoor and develop a viable delivery model. Implement Revolving Land Bank proposals if funded. Agree new Supplementary Planning Guidance	P4	DJ	Milestone: Complete draft SPD	Milestone: Draft SPD published for public consultation	Milestone: SPD Adopted. Consider (jointly) position on Land Bank bid following outcome of General Election and any ministerial change	Milestone: Land Bank bid progression if deemed possible.
				Progress: Draft SPD received. Concerns regarding additional work still needed.	Progress: Revised draft considered. Concerns regarding timescales for publication (policy clash) and assessing scope to adopt immediately as interim informal guidance to bridge gap.	Progress: Members agreed in principle to progress SPD work as interim informal guidance to be progressed in Q4.	
28	Support delivery of high speed broadband on Dartmoor and work in partnership to encourage use of this network by local businesses and communities	P5	JR	Milestone: Confirm final coverage and rollout plan	Milestone: All planning applications determined	Milestone: All network infrastructure installed	Milestone: Programme of Demand stimulation and awareness underway
				Progress: Final Coverage & rollout expected to be confirmed in July. Continue to offer pre-app advice for additional infrastructure, still awaiting confirmation on implications of code powers being secured by Airband.	Progress: Final coverage and rollout still to be confirmed via contract change request. We continue to offer pre-app advice. Airband now benefit from Code Powers and currently in discussion regarding need for Prior Approval for new masts.	Progress: Delayed. Members approved 3 applications at Jan 2018 meeting leaving last few remaining elements of network to be completed. Revised network completion end of March 2018.	
1	Peatland Project - following work to establish the extent and condition of Dartmoor's peatland, apply for funding to implement an agreed plan to conserve and enhance peatlands, ensuring multiple outcomes and (looking at opportunities for engagement of local contractors and payment for ecosystem services)	P1	AK	Milestone: Complete Logic Framework process to inform funding bid. Complete prioritised action plan. Consider appropriate funding options and decide whether to submit a bid.	Milestone: Complete prioritisation exercise. Consider application to Defra capital grant for peatland restoration if support from partnership, landowners and commoners. Continue to look for other funding	Milestone: Closing date for applications to Defra grant 21 November	Milestone: If bid is successful: Advertise and appoint Project Officer to help deliver Dartmoor elements of Defra bid (aim to have Project Officer in place for June). Further liasion with local stakeholders to agree detailed restoration plans. Initial conversations with potential contractors.
				Progress: Logic Framework process completed with the peatland partnership through an external facilitator. Decision not to submit LIFE bid but still taking forward work to develop a prioritised action plan.	Progress: Prioritisation exercise ongoing. Bid to Defra being considered and worked up. Support received from Peatland Partnership.	Progress: Joint SW Uplands bid submitted to Defra. South West Water lead body for whole bid but DNPA will lead dartmoor delivery (through dartmoor Peatland partnership) if successful.Defra decision delayed until 19 Jaanuary.	
3	Common Cause – project with Foundation for Common Land, Duchy, DaCC, RSPB, NE, NT, DWT to develop local visions for three pilot commons, trialling community engagement and new approaches to management	P1	AK	Milestone: awaiting decision on whether to re-submit and timings	Milestone: Decision on application due in August	Milestone: Appoint Project Co-ordinator (national facilitator). First meeting of Project Board and Steering Group	Milestone: Appoint Local facilitators. First meeting of Local Area Group to determine local delivery plan
				Progress: Project has been re-submitted for 3rd time	Progress: Application successful. Project Manager interviews in November.	Progress: All completed on time	
4	Continue parish-based approach to biodiversity, building on the Housemartins and Cuckoo projects – focus on community engagement/citizen science	P1	RK	Milestone: Project planning House martin project 2017. Cuckoo project underway.	Milestone: Delivery of house martin project. Prepare short list of potential future parish-based projects in consultation with rangers and partners.	Milestone: Identify two new potential projects for delivery in 2018, with potential partners and funding.	Milestone: Review 2017 parish based approach delivery and plan 2018 projects
				Progress: underway, on target. Cuckoo project promoted via social media and active recording via DNP website and through visitor centres. House martin project work plan and budget agreed with partners.	Progress: Two walks delivered for parish communities with RK and John Walters to raise awareness and understanding for the house martin project.	Progress: [1] Invasive species - parish based approach to be extended beyond MTMTE area using Moor Otters funding (possible match funding from Defra and SWW will be pursued next quarter). [2] Plan to expand house martin project scope to include swift and swallows. In partnership with Devon Birds. Other partners and funding still to be identified.	

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5	Scope potential for 'landmark' archaeology/cultural heritage project	P1	LB	Milestone: Consider initial ideas at LT meeting in May and agree next steps/resourcing. Consider and discuss with potential funding partners.	Milestone: Production of better defined project design for the project by LB, Emma Stockley and David Stone.	Milestone: Project scoped and presented to LT as part of medium term financial plan. Discussion with potential partners	Milestone: No further work until summer 2018
				Progress: Evolved a project concept in conjunction with LT revolving around the theme of medieval settlement on Dartmoor. Development of more solid project concept is next step	Progress: 2 ideas have developed: Dig Dartmoor community test pit project across all Dartmoor parishes (HLF) and Roborough Down project working with disadvantaged communities potentially through the MOD.	Progress: Project scoped and provisionally costed for inclusion in MTFP. Positive initial discussion with Dartmoor Preservation Association and Dartmoor Trust.	Progress:
7	Higher Uppacott – complete restoration and develop a 'business model' for future interpretation and management	P1	AW	Milestone: 12 Public Events Contract for internal works awarded Re-profile budget and priorities Business model discussed at LT and with PMWP in June	Milestone: Internal works commenced	Milestone: Internal works completed	Milestone: Develop volunteer group for garden
				Progress: Budget re-profiled and prioritised based on tender returns. Evaluation of tenders completed. Future use of HU reported to LT for discussion. Programme of costed works to reduce radon levels identified.	Progress: Carrek Ltd appointed and are on site to undertake programme of repairs and conservation works to interior -Shippon wall, Hall, Inner room and first floor rooms. Due to be completed middle of October 2017. Radon contractor commissioned to install intervention measures.	Progress: interior works substantially completed October to Hall, Inner Room and first floor rooms. Some additional works have been identified which will be completed next quarter. Commenced electrical re-wiring programme November. There is some minor carpentry works still to do by specialist. Works Team have commenced shippon works - including re-cobbling of cross passage during December.	Progress:
8	Review the National Park Management Plan (start in 2017/2018 adopt new plan in 2020)	P1	KB	Milestone: Not starting until Q3	Milestone: Not starting until Q3	Milestone: Capacity to project manage and undertake the review procured	Milestone: Review commenced
				Progress: Not starting until Q3	Progress: Not starting until Q3	Progress: Employment contract offered, project plan being developed.	Progress:
10		P1	RS	Milestone: Ponies, Pounds and Driftways - - update delivery plan - organise East Shallowford works - liaise with new Blackmoor Slade owner at Venton site to confirm works scope - liaise with Postbridge stakeholders to confirm works scope	Milestone: Ponies, Pounds and Driftways - Venton and Shallowford projects started	Milestone: Ponies, Pounds and Driftways - Venton and Shallowford projects completed. Postbridge driftlands project started	Milestone: Ponies, Pounds and Driftways - Postbridge driftlands project completed
				Progress: schemes for Postbridge and East Shallowford agreed and contractors have provided quotes for the work. Venton is delayed.	Progress: Postbridge driftway started at end of September and will be completed on 6 October. Voluntary work by owner of East Shallowford pound has been completed. Initial days work with contractor is to be undertaken imminently and await fuller estimate for rest of works. Venton work agreed in principle with owner. Site visit to agree vegetation clearance to be organised with RK and then contracted out.	Progress: Postbridge driftway completed. Site visit with RK done and contractor pricing up gorse clearance on 9/12/17. East Shallowford priced up by one contractor and await another quote on 7/12/17. Work should start on both sites before Christmas and in to January 2018. Other sites being looked at to use up predicted underspend.	Progress:
10		P1	ID	Milestone: Believer & Postbridge Trails - - procure and deliver small-scale/quick-win works - confirm Forestry Commission works and timescale	Milestone: Believer & Postbridge Trails - Implement village trail	Milestone: Believer & Postbridge Trails - Implement Believer cycle route	Milestone: Believer & Postbridge Trails - Decision required on Whitehorse Hill Cairn
				Progress: - small-scale works being delivered to agreed routes	Progress: small scale works have continued. Village trail groundworks completed, signage on order. Agreed programme with FC to remodel car park and interpretation plan to be drawn up October / November.	Progress: Waymarker posts design work undertaken. Quote for fabrication and installation obtained. Trumper access audit to be undertaken in Quarter 4	Progress: Details of plan with Duchy of Cornwall and Historic England
10		P1	NP	Milestone: Moor Medieval - - organise monthly Study Group meeting/event - progress work on 4 key research areas	Milestone: Moor Medieval - organise monthly Study Group meeting/event - progress work on 4 key research areas	Milestone: Moor Medieval - organise monthly Study Group meeting/event - progress work on 4 key research areas Develop Year 3 Report	Milestone: Moor Medieval - organise monthly Study Group meeting/event - progress work on 4 key research areas
				Progress: Field trips to Vinnimore and Dunnabridge and study group meeting.	Progress: combined field trip study group meeting - July; group visit to Bradley Manor - September.	Progress: Study Group meetings took place at Parke on 28/10/17 and 14/12/17. Annual reports for Years 1-3 have been completed.	Progress:

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10		P1	AB	<p>Milestone: Dartmoor Story -</p> <ul style="list-style-type: none"> - Website: confirm page content for DNPA website launch - Events: continue delivery - Haytor Hub interpretation board: draft copy for board and commission illustrations (Chrissy Mason leading) - HU & medieval farming: coordinate with Strategy Group - Wray Valley Trail interpretation: meet DCC reps and initiate contact with ItFotV researchers - Birch Tor panels: draft copy for board - Dart Valley boards: agree final design and mapping, manufacture and installation by school summer holidays - clarify WT output forecast overspend <p>Progress:</p> <ul style="list-style-type: none"> - Website: DNPA website content launched. - Events: forthcoming programme at: http://www.moorthanmeetsstheeye.org/get-involved/upcoming-events - Haytor Hub interpretation board: copy drafted and illustrations complete (Chrissy Mason leading) - HU & medieval farming: fed into Strategy Group thoughts on interpretation. On-hold whilst works scope is clarified - Wray Valley Trail interpretation: met DCC reps and initiated contact with ItFotV researchers - Birch Tor panels: no progress with draft copy/board layout - Dart Valley boards: board complete, manufacture and installation due by 21 July 	<p>Milestone: Dartmoor Story - Dart Valley boards erected on site</p> <p>Progress:</p> <ul style="list-style-type: none"> - Website: content drafted and awaiting 'Dartmoor Story' infrastructure on DNPA website - Events: 21 diverse events organised over last quarter - Haytor Hub interpretation board: proofs out for final comment - HU & medieval farming: fed into Strategy Group thoughts on interpretation. On-hold whilst works scope is clarified - Research content available through PB7 - In the footsteps of the Victorians project - Birch Tor panels: no progress with draft copy/board layout - Dart Valley boards: Newbridge installed and Dartmeet board awaiting delivery of new display case 	<p>Milestone: Dartmoor Story</p> <ul style="list-style-type: none"> - Heritage Events x4 - Interpretation panels x2 <p>Progress:</p> <ul style="list-style-type: none"> - Delivered 2 of 4 events. 2 cancelled due to poor weather x 60 attendees - Dart Valley Interpretation panels- installed x 2 - Several meetings undertaken to progress DS website and prototype site in development - worked on preparing DS exhibition for Princetown VC - produced Communications strategy incorporating Dartmoor Story in response to monitoring and evaluation report 	<p>Milestone: Dartmoor Story -</p> <ul style="list-style-type: none"> - Progress and reprofiling of DS project presented to LPB on 24/1/18 - DS website up and running - Interpretation panels x6 - Bovey valley leafletsx6 - Dibond welcome breadboards x30 for Bovey Valley - Produce plan of interpretive video content for website and commission - Deliver programme of engagement activities in conjunction with RAMM as part of Wildl and Wondrous region and In the Footsteps of the Victorians Project - Deliver exhibition at Princetown Visitor Centre about MTMTE and the Dartmoor Story <p>Progress:</p>
10		P1	AK	<p>Milestone: Heritage Trails -</p> <ul style="list-style-type: none"> - Upload additional routes - Leaflet design <p>Progress:</p> <ul style="list-style-type: none"> - Routes: 6 added plus Otter trail; 15 trails now available - Leaflet: No progress 	<p>Milestone: Heritage Trails - full launch with DNPA website</p> <p>Progress: Further 1 route added. 576 pages views in first year. Plan for promotion agreed.</p>	<p>Milestone: Heritage Trails - promotion at 10 Tors Leaders' meeting</p> <p>Progress: Heritage Trails and link to the website was promoted at the Ten Tors managers meeting in October. Article has been written for Enjoy Dartmoor that promotes the Heritage Trail map and the Magnificent Mires walks.</p>	<p>Milestone: Heritage Trails - 6 new trails uploaded</p> <p>Progress:</p>
10		P1	JS	<p>Milestone: Conservation Apprentices - Apprentice advertised and appointed</p> <p>Progress: Advertising & selection for interview completed. Interviews booked for 4 May at Station Yard depot; 9 candidates to be interviewed. At the same time the CWS will interview a selection for DNPA funded apprentice.</p>	<p>Milestone: Conservation Apprentices - Apprentice starts</p> <p>Progress: - 2 new apprentices started 6 June and have had an extensive programme of training</p> <p>- third Apprentice (second HLF funded) phase post advertised</p>	<p>Milestone: Conservation Apprentices - second HLF supported Apprentice advertised and appointed</p> <p>Progress: Conservation apprentice appointed, due to start January 2018</p>	<p>Milestone: Conservation Apprentices - scrod HLF supported Apprentice in post</p> <p>Progress:</p>
11	Review MTMTE and use the NPMP process to develop thinking on future ambitions for a new large scale multi objective scheme.	P2	MTMTE-MA	<p>Milestone: - Interim Evaluation data gathering (June - Sept), draft report Sept, presentation to working party and Board Oct</p> <p>Progress: - data gathering/collation underway, key stakeholders being contacted by Resources4Change in July/Aug/Sept</p>	<p>Milestone: Work on MTMTE Mid Term Review starts</p> <p>Progress: - data/evidence collection, interviews and analysis mainly complete</p> <p>- key findings workshop 11 Oct</p>	<p>Milestone: Work on MTMTE Mid Term Review completed</p> <p>Progress: - initial findings presented to Landscape Partnership Board 11 Oct</p> <p>- draft report circulated for comment 8 Dec (due by 22 Dec)</p> <p>- Scheme Manager compiling comments for final report update by R4C early Jan</p>	<p>Milestone: - Final report completed and presented to 24 Jan Landscape Partnership Board</p> <p>- draft timetable for Actions to implement Mid-Term Review final</p> <p>Progress:</p>

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12	Work to develop a post Brexit model for environmental investment and farm development on Dartmoor.	P2	KB	Milestone: Working Group established to develop Dartmoor specific model building on work by NPE on Future of Farming	Milestone:	Milestone: Share initial ideas from Task and Finish Group at Dartmoor Farmers' Forum	Milestone: Principles for an environmental land management scheme submitted to Defra and meeting sought to discuss potential pilot on Dartmoor
				Progress: Authority approved establishment of a Task and Finish Group and appointed Maurice Retallick to chair it. Invites sent out and date of first meeting set. Internal meeting held.	G	Two meetings of the Task and Finish Group held. NPE FARM proposals and Dartmoor Farming Futures experience shared with Secretary of State when he visited Dartmoor	G
13	Continue to support the Hill Farm Project as a delivery vehicle for farmer engagement and development of new projects to support farming on Dartmoor. Specific actions to include: supporting and promoting Moorskills apprenticeship; training and knowledge transfer; facilitate collaborative working between farming and tourism businesses.	P2	CG	Milestone: 3 training events delivered. Training co-ordinator post re-advertised. Calendar of events produced.	Milestone: 3 training events delivered. Training Co-ordinator starts. 1 specialist advisor day on farm.	Milestone: 3 training events delivered. 1 specialist advisor day on farm.	Milestone: 3 training events delivered. 1 specialist advisor day on farm.
				Progress: Training events delivered. Failed to recruit training coordinator in March so re-advertising for June/July start. Re-evaluation of Moorskills model - TBC. Training coordinator interviews held in late June and appointment made.	G	Progress: Training coordinator recruited and started August 20th. Promotional event held by SG chair. Around 20 training events delivered. £10K of additional funding secured to deliver the PCF Resilience Programme on Dartmoor. Moorskills will continue running from Sep with 2 continuing apprentices.	G
16	Seek funding for and deliver a new 'Dartmoor Youth Rangers' project to address the gap in informal learning opportunities for teenagers.	P3	OR	Milestone:	Milestone: Decision on Kick the Dust bid expected August	Milestone: Input to development of second round bid if successful. Consider alternative funding mechanisms if not successful	Milestone:
				Progress: Bid complete - submitted by SWLT - awaiting decision	G	Progress: Kick the dust bid - unsuccessful. Further work required to consider whether an Our Heritage bid would succeed.	R
17	'Recruit' Education Guides to ensure we can sustain our formal education offer	P3	OR	Milestone: Ongoing advertising and recruitment	Milestone: Focussed recruitment at shows and outreach events	Milestone: Volunteer guides training day to promote ambassadorial role for recruiting peers	Milestone: Review and reflect on progress
				Progress: 2 new Volunteer Education Guides have been recruited and are undergoing induction training and shadowing; a further 2 new Volunteer Education Guides have applied, been interviewed, have either completed or have in place necessary mandatory training and will start induction process in quarter 2.	G	Progress: A further 2 potential Education Volunteers (6 in total) have expressed interest and been interviewed - they are starting their training and development journey. The first 'new pair' have completed induction and are now leading events for us.	G
18	Develop and implement three year vision and 'business plan' for the National Park Visitor Centres	P3	RD	Milestone: Review initial work and draw up programme of work for the summer, ensuring that all related projects are mindful of the paper.	Milestone: Deliver and review retail policy over the key summer months. Deliver the visitor survey. Draw up Postbridge plans	Milestone: Write and review retail strategy 2018-2020. Write visitor survey report	Milestone: Complete reports on visitor survey and retail strategy. Ensure plans for 2018-19 are in place and follow Visitor Centre vision.
				Progress: Work programme for summer drawn up concentrating on key events and supporting Moor Otters.	A	Progress: Number of events delivered in line with retail policy, Dartmoor Ambassadors engaged to support visitor centres, Visitor Survey collected more than 1000 face to face surveys and Postbridge plans halted due to match-funding requirements.	G
19	Discover England funding bid (joint with all English NPAs)	P3	RD	Milestone: On-going work with project group to prepare for successful outcome of DEF bid	Milestone: Subject to successful outcome, start scoping Ranger brand work and also delivery of marketing elements for the SW National Parks.	Milestone: First meetings for Ranger brand, staff in place to deliver the DEF	Milestone: Report given to Authority. Joint ranger brand scoping work complete and shared by DNPA, ENPA, PDNPA and LDNPA.
				Progress: DEF queries answered and delivery group initiated recruitment process	G	Progress: Work undertaken to get agreement on budget, work streams and promotion before the grant offer letter was signed (late September 2017). Interim project manager appointed and work groups allocated.	G

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21	Public Arts Project – Moor Otters (2017/18)	P3	SH	Milestone: Moor otters trail launched, online auction site live, otters in place, trail leaflets produced and distributed, schools project underway	Milestone: Trail live, online auction underway, auction book produced, schools project finished and in visitor centre, live auction for golden otters	Milestone: All monies collected from online and live auction, otters distributed to their new homes, artists commission and expenses paid, authority report presented. Project completed	COMPLETED
				Progress: on track as per milestone, trail a huge success may need to reprint trail guides. Two otters already sold!	Progress: Trail was a huge success with public, lots of positive feedback. All other milestones complete. Live auction and online auctions completed	Progress: project complete. Raised £162,500 gross £60,000 net. Evaluation complete and report to Authority presented in Dec	
23	Visitor management – implement an agreed programme of communication to influence visitor behaviours more effectively; including consideration of interpretation and signing across the National Park Develop key messages and new materials for all partners and stakeholders		SH/AW	Milestone: draft new messages and creative style developed and tested with stakeholders	Milestone: draft messages and creative presented to LT with campaign plan to be developed by new promotions officer [if in post by then]	Milestone: campaign materials developed and marketing plan implemented by promotions officer, working with assistant access and recreation officer to engage key stakeholders	Milestone: launch and ongoing development and management of campaign to meet seasonal pressures
				Progress: new messages developed in draft, creative style and outline comms plan underway. Meeting booked in July to consult	Progress: draft messages presented to stakeholder groups including HFP steering group, farmers and rangers. Campaign plan not yet developed as post not filled	Progress: All main stakeholder groups engaged with and preliminary campaign outlined. Awaiting new Marketing officer to start to develop full plan in January.	Progress:
24	Implement three year car park maintenance programme and roll out formal charges	P3	JS/AW	Milestone: Haytor Lower car park surfaced (depends on what trenching required for pay and display) By May12th contact contractors and get quotes for works to be undertaken early June	Milestone: Consultation on car park charges complete	Milestone: Surfacing completed at Haytor Dunnabridge, Hexworthy & Saddle Bridge. Implementation programme determined for car park meters.	Milestone: Infrastructure (car parking meters etc.) installed
				Progress: Quotes for all car park works now obtained. All works to be completed - September /October	Progress: Resurfacing works on Haytor Lower, Dunnabridge, Hexworthy Bridge and Saddle Bridge completed in September ahead of deadline. Works on minor car parks now progressing. Parking charges consultation completed and reported to authority October.	Progress: Milestone met in Q2. Members approved implementation of car park charging.	Progress:
25	Haytor Hoppa	P3	RD	Milestone: Prepare marketing material, sign contract for service starting on May 27th. Link to the Moor Otters campaign	Milestone: Ensure successful summer operation through to 16th September	Milestone: Review year figures and passenger survey forms. Report to LT and partners and decide on support for 2018	Milestone: Subject to previous quarter make decision as to whether service will run in 2018
				Progress: Services started, Moor Otters promoted and leaflets distributed.	Progress: Haytor Hoppa had successful summer season with good passenger figures and positive anecdotal feedback.	Progress: Visitor figures increased on 2016 and anecdotal feedback is of a successful year for the ONLY visitor service operating on or to Dartmoor.	Progress:
26	Review and adopt a revised Dartmoor Local Plan	P4	DJ	Milestone: Local Character Assessment (LCA) and LSA complete. Appoint contract for SA/SEA/HRA. Hold Member Steering Group. Parish Council Workshop. Launch Parish Council Consultation.	Milestone: Hold Member Steering Group. Report on Parish Council consultation. Historic Environment Topic Paper. Appoint Housing Paper support. DTC Scoping agreed. Local Development Scheme (LDS) Revised. Land Availability Assessment (LAA) Report complete.	Milestone: Final draft Infrastructure Delivery Plan (IDP). Final draft Open Space, Sport and Recreation Study (OSSR). Site options review. Settlement Strategy report complete. Sustainability Appraisal options and alternatives. Hold Member Steering Group.	Milestone: Hold Member Steering Group. Direction of Travel Paper to Authority. SA/SEA in progress for Reg 18. SFRA complete. ELR Complete.
				Progress: Local Character Assessment (LCA) and Landscape Sensitivity Assessment (LSA) completed. Contractor for Sustainability Appraisal (SA)/Strategic Environment Assessment (SEA)/Habitat Regulation Assessment (HRA) appointed and work commenced. Steering groups held, workshop held and consultation launched.	Progress: Steering Group held (and additional programmed). Parish Council consultation completed. Contractor for housing support appointed. Contractor for Employment Land Review (ELR) appointed. Land Availability Assessment (LAA) completed. Local Development Scheme (LDS) revised. Annual Management Review (AMR) complete.	Progress: Final draft IDP complete. Final draft OSSR complete. Housing policy workshop held. ELR Draft received. Strategic Flood Risk Assessment (SFRA) Draft completed and consulted with Environment Agency and Devon County Council. SA and Habitat Regulation Assessment (HRA) Baseline reports complete. SA site assessments draft. Member Steering Group meetings held. Sites consultations completed in Local Centres. Direction of Travel paper published for Authority.	Progress:
29	Contribute to the Heart of the South West Productivity Plan (in partnership with Exmoor National Park)	P5	KB	Milestone: Submit evidence (joint with Exmoor NPA) to LEP Rural Productivity Commission	Milestone: Comment on HofSW Productivity Plan and consider business case for DNPA to be a formal member of the Joint Committee to oversee the Productivity Plan. Productivity Plan due to be approved by end of September 2017	Milestone: Dependent on progress in Qs 1 and 2	Milestone: Heart of the South West Joint Committee due to adopt Productivity Plan in March 2018
				Progress: Written evidence submitted and attended a hearing to present our evidence and answer questions	Progress: Joint Committee proposals published and include NPAs as voting Members. Need Authority approval for the proposals. Productivity Plan due to be published for consultation: retains a focus on Natural Capital.	Progress: Comments approved by Authority and submitted. Authority approved establishment of Heart of the South West Joint Committee to oversee adoption and implementation of the Productivity Plan. Final version of the Productivity Plan delayed until March 2018.	Progress:

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
31	Complete and review Dartmoor Naturally Healthy project, work with other NPAs on a funding application to the BIG Lottery Fund	P5	OR	Milestone: Ongoing interventions	Milestone: 6 monthly report to the Devon Public Health	Milestone: Completion of external evaluation. Project ends. Project Officer post ends 31/12/2017.	Milestone: Launch of the project evaluation planned (Feb 2018)
				Progress: 12 events run throughout this quarter - providing continuity of engagement together with capacity building within the community to run their own events by project end. The model of a two week cycle alternating Walking for Health with structured activity is well received. G	Progress: a further 12 events run on the 'two-weekly cycle'. Meetings with Plymouth University to agree outcomes: a practitioner's 'tool-kit', a policy report to influence 'upwards' agreed; plus revision to an undergraduate teaching syllabus to include 'naturally healthy' options discussed. No progress on NPE led bid to Big Lottery Fund. G	Progress: 12 more events run on the 'two-weekly cycle'. Meetings with Plymouth University to review first draft of evaluation; second meeting to finalise. Launch date anticipated February 2018 with potential for Steve Brine MP to attend. G	Progress:
32	Proactive links to local universities – dissemination of research, tap into potential student volunteers and to promote the National Park for tourism (eg focused initiative around graduation and freshers' week)	P5	AK	Milestone:	Milestone: Partnership with SWEEP commenced (see action 9)	Milestone: Consider options for further research links	Milestone: Finalise details for Dartmoor research day for delivery in Summer 2018
				Progress:	Progress: SWEEP partnership established (see action 9). R	Progress: Desk based study completed to identify existing and potential research links with higher education institutes. Work has started on developing a Dartmoor research day - to highlight current work and highlight gaps/opportunities for further research. Poster presentation for graduates included in current plans G	Progress:
33	Rolling programme of apprenticeships across the Authority to meet our business needs and the Government's target	P5	NW	Milestone: Successful appointment of two apprentices to CWT; maintain three apprenticeships across Authority in line with MTFP.	Milestone: Ongoing support of current apprentices and liaison with training provider(s)	Milestone: Ongoing support of current apprentices and liaison with training provider(s). Recruitment of CWT Apprentice (HLF)	Milestone: Seek interest from managers to take on apprentice(s) during 2018/19 (Digital Comms apprenticeship ends 30/09/2018).
				Progress: Two Conservation apprentices appointed. NW maintaining input to development of new Conservation Worker Apprenticeship Standard. G	Progress: Conservation apprentices in post and undertaking training programme/courses. Further input to Conservation Worker Standard. G	Progress: Third CWT Apprentice appointed in December 2017 (start early 2018). Three other apprentices (2 x CWT and 1 x Digital Comms) continuing with training programmes and on the job development. G	Progress:
34	Contribute to national celebration of 70th anniversary of National Parks and Access to the Countryside Act 1949 and develop a specific programme/event for Dartmoor (2019)	P5	SH	Milestone: Not starting until Q3	Milestone: Not starting until Q3	Milestone: Meet with BBC to discuss proposal for a series of programmes to celebrate history of UK National Parks. (proposal submitted January 2017). Future milestones dependent on whether BBC decides to commission such a series.	Milestone: Scope Dartmoor event to celebrate 70th anniversary of 1949 Act
				Progress: Not starting until Q3 G	Progress: Not starting until Q3 G	Progress: Decision due Feb 2018 re-BBC commissioned programme. G	Progress:

- P1 Conservation of the natural and historic environment
- P2 Work to support sustainable farming systems
- P3 Promote a positive experience of Dartmoor National Park for residents and visitors
- P4 Work towards ensuring Dartmoor has a thriving local economy
- P5 Improve support to and engagement with local communities
- P6 Be an excellent organisation

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 February 2018

PERFORMANCE INDICATORS 2017/18Report of the Head of Organisational DevelopmentRecommendations : **That Members:**

- (i) **note the content of the report; and**
- (ii) **analyse the performance for 2017/18 to date and consider any action which may be taken to maintain and/or improve good performance or to address under performance**

1 Purpose of the Report

- 1.1 This report informs Members of the Authority's performance at Quarter 3 against agreed performance indicator targets for 2017/18 and provides an opportunity to discuss, query and challenge performance against each indicator.

2 Performance Indicators

- 2.1 The current performance indicator framework comprises a set of 40 indicators. The complete set of indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e. required by Central Government or agreed with other National Park Authorities).
- 2.2 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are reported to the Audit & Governance Committee in May each year. Appendix 1 details the indicators for which we have quarterly data.

3 Performance at Quarter 3 of the business year 2017/18

- 3.1 Leadership Team has recently reviewed performance against the indicators and, where the Authority is falling behind the agreed target, considered any action that may be required to ensure that the target is met or exceeded.
- 3.2 Working days lost to sickness absence (S12) at Q3 was 8 days per employee against a target of 7 days. Short-term absences have reduced to 3.74 days per employee against a target of 4 days.
- 3.3 Long-term absences (in excess of 4 weeks) have a significant impact on overall performance as this further breakdown for 2017/18 to the end of quarter 3 highlights:

Length of sickness absence – 2017/18 to 31 December 2017

Length of absence	No. of employees	Days lost	% of absence
No sickness absence (nil)	54	0	0%
5 days or less	31	80	17%
> 5 days <= 20 days	12	140	29%
More than 20 days	5	261	54%
Totals	102	481	100%

- 3.4 Members will note that 54% of absences this year have been due to five long-term absences in excess of 20 days (261 days lost). In each of these cases, managers and HR have worked together to support employees throughout, providing access to occupational health services as appropriate and maintained regular contact to seek to facilitate a successful return to work.
- 3.5 Members are also advised that the causes of all five long-term cases were not work-related. One case resulted in 106 days being lost which, if excluded from the figures, would mean our overall days lost per employee would be 6.28.
- 3.6 Work to review our attendance management procedure, further analysis of sickness data (e.g. by reason; service) and regular training for staff and managers is ongoing.
- 3.7 To support employee wellbeing, we are also arranging events including taking good care of your back (March/April 2018) and dietary advice (taking place on 7 February 2018) delivered by professional practitioners to increase awareness of the importance of looking after ourselves.
- 3.8 Members are advised that the percentage of Member attendance at Authority meetings (see S14 of appendix) during quarter 3 was 82% against a target of 85%.
- 3.9 The number of visitors to our Visitor Centres (E1), which were significantly boosted by the presence of Moor Otters, continues to exceed targets. This increased engagement has also resulted in excellent sales figures across all three Centres compared to 2016/17 (up by 15% overall); Princetown up 13%; Postbridge up 11%; Haytor up 24% demonstrating the impact of an improved retail offer and the quality of service provided by our Information Advisers.
- 3.10 The performance indicator relating to public rights of way (E2) does not provide the full picture. While there remains a concern about the condition of the rights of way network as a whole, there is evidence of good progress which has been reported to Leadership Team via the Access & Recreation Service Dashboard and summarised below:

2017/18 (2016/17)	Q1	Q2	Q3	Q4
No. of unresolved public rights of way issues	303 (300)	317 (321)	225 (326)	(294)
No. of new issues resolved	1 (30)	3 (26)	48 (24)	(61)

3.11 This reflects the ongoing work of the Ranger Service and resolving these issues has been a particular focus for the Student Ranger working alongside Rangers across more sectors.

4 Equality and Sustainability Impact

4.1 The Authority seeks to treat all people equally, honestly and fairly in any, or all of its business activity, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

5 Financial Implications

5.1 There are no financial implications arising directly from this report.

6 Conclusion

6.1 Members will note that the Authority is making good progress against the majority of agreed performance indicator targets at the end of quarter three of the business year.

NEIL WHITE

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2015/16	Target	Outturn	2017/18					
SUSTAIN - Conservation of the Natural and Historic Environment											
S7	a) Number of known erosion sites	RS	only 20 forms returned by deadline. Incomplete stats	43 sites left to survey for baseline	213 sites identified	213	213	213	213		
	b) % of known erosion sites stable or improving	RS	55%	90%	58%	72%					Reported annually
S11	% change in CO ₂ e from DNPA operations ** (NB: Higher Uppacott was excluded in previous years)	DH	Buildings: 112,522kg - 6.5% Transport: 101,356kg +2%	0.00%	Buildings: 124,336kg +10.5% Transport: 99,442kg -1.9%	Buildings: 0% Transport: 0%	Buildings: 25,973kg -0.90% Transport: 25,347kg +2.32%	Buildings: 21,989kg +10.10% Transport: 26,981kg +11.60%	Buildings: 38,151kg +13.4% Transport: 26,009kg +5.90%		
			Overall: 213,876kg -2.45%		Overall: 223,778kg +4.6%	Overall: 0%	Year to date: Bldgs: 47,962kg Transport: 52,328kg	Year to date: Bldgs: 86,113kg Transport: 78,337kg			
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)										
	a) including long term absence	NW	9.78	7	7.78	7	7.18	7.02	8.05		
	b) excluding long term absence		4.19	4	4.19	4	4.78	4.72	3.74		
S13	% of enforcement cases resolved without the need for formal action	JA/NS	93.10%	90.00%	91.4%	90%	93.3%	87.0%	91%		
S14	% of Membership attending Authority meetings	PB	Authority: 81% Development Mgt: 86% Audit & Gov'nce: 78% Overall attendance: 83%	84%	Authority: 85% Development Mgt: 86% Audit & Gov'nce: 85% Overall attendance: 85%	Authority: 85% Development Mgt: 86% Audit & Gov'nce: 85% Overall attendance: 85%	Authority: 82% Development Mgt: 89.5% (No Audit & Gov'nce mtg held) Overall attendance: 85.5%	Authority: 77% Development Mgt: 79% (No A&G) Overall attendance: 78%	Authority: 84% Development Mgt: 80% Audit & Gov'nce: 100% Overall attendance: 82%		
S15	% of invoices paid on time	CAR	99.92%	98.00%	99.91%	98%	100%	99.69%	100.00%		
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	43.70%	33.00%	40%	33%	28.5%	25%	16%		

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2015/16	Target	Outturn	2017/18					
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors											
E1	Number of visitors to Visitor Centres at:	RD	173,426	175,000	183,252	185,000					
	a) Haytor	RD	40,804	47,000	46,157	47,000	16,103	26,073	6,979		
	b) Postbridge	RD	59,150	55,000	57,811	58,000	19,752	28,058	6,470		
	c) Princetown	RD	73,472	73,000	79,284	80,000	24,568	33,845	11,532		
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW	83.40%	83.00%	79%	83%	93.0%		83.00%		88%
E4	a) Number of litter bags collected by DNPA staff or volunteers	Hresources	704	600	1016	850	307	341			
	b) Cost of disposing of litter collected (includes Tavi Taskforce collection costs)	RS	£19,470	£22,250	£18,157	£22,000	£3,401	£5,039	£2,637		
E7	Vistors Satisfaction: (a) survey	RD	Frequency of reporting: 3 years (Survey to be developed)	Survey completed	99% of the 306 people surveyed would recommend a visit to Dartmoor to other people	98% recommend a visit to Dartmoor			99% of the 306 people surveyed would recommend a visit to Dartmoor to other people		
	(b) Trip Advisor (stars achieved)	RD	4.5 stars	4.5	4.5 stars average over 75 reviews	4.5 stars	25 reviews 4.6 stars	26 reviews 4.5 stars	8 reviews 4.5 stars		
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	466 17.9%	500	412.5 29%	500	51 (35%)	121 (26%)	74 (12%)		
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets)	AW	48	no target - record of trends	44	no target - record of trends	8	31	21		
	number of people participating	AW	11,303 (6,538)	reduce number of very large events	8132 (6500)	reduce number of very large events	1,730	5,870	4,190		

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2015/16	Target	Outturn	2017/18					
E11*	Public engagement events	CP	n/a (new PI from 2017/18)	n/a (new PI from 2017/18)	n/a (new PI from 2017/18)	no target - pilot year 2017/18	55 events (1315 people)	43 events (3684 people)	20 events (1057 people)		
PROSPER - Work towards ensuring Dartmoor has a thriving economy											
P1	% of planning applications dealt with in a timely manner:										
	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	50% *1	60%	33% *2	50%	N/A	0% (2)	0.00%		
	b) minor applications determined within 8 weeks	CH (TJ)	74%	65%	69.60%	65%	65.96%	65.40%	67.20%		
	c) other applications determined within 8 weeks	CH (TJ)	85%	80%	82.80%	80%	89.36%	84.60%	79.20%		
P2	a) % of all planning applications determined which have been approved	CH (TJ)	88.50%	no target - success is positive decisions for Dartmoor	88.60%	no target - success is positive decisions for Dartmoor	87.94%	89.40%	89.20%		
	b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	n/a	new PI - baseline year	77.90%	90%	82.78%	91.00%	82.00%		
	c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	n/a	new PI - baseline year	73.30%	85%	N/A	50.00%	100.00%		
P3	a) Total number of volunteer days organised or supported by the NPA	NW	2601	2,600	1,481.50	2600	175	524.5	601		
			£75/volunteer day	£75/volunteer day		£75/volunteer day					
	b) Value (expressed in £) of volunteer days	NW (via NPE)	£195,075	£195,000	£111,112.50	£195,000	£13,125	£39,338	£45,075		

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2015/16	Target	Outturn	2017/18					
P5	Number of affordable housing units approved	DJ	13	30	10 A total of 18 units have been resolved to grant subject to S106 which has not yet been signed. 20 units on Chagford Masterplan site also awaiting S106 completion	16	8	28	2		
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH	498	350	414	400	121	111	117		
P9	Number of:										
	a) Followers on Social Media	SH	10,200	20,000	21,703	25,000	23,476	25,120	26,337		
	b) Subscribers to e-communications (running total)	SH	1,276	2,000	2,188	2,750	2,231	2,363	2,565		
	c) % opened	SH	44%	45%	42.50%	45%	41%	42%	42%		
P10	Number of unique visitors to website & page views	AB	357,086 / 2,963,307	350,000 / 3,000,000	346,585 / 2,751,830	350,000 / 2,000,000	98,143 / 435,840	81,136 / 379,679	53,640 / 247,679		
P11	% of Parish meetings attended at least once in the year	PB	91.5% (43 of 47)	86%	72% (34 of 47)	86%					Reported annually
	Number of Parish meetings attended by:										
	a) Rangers / Officers	PB	41	47	35	47	23	1	6		
	b) Members	PB	46		31		4	7	7		
P12	DNPA attendance at Local shows										
	a) Number of shows attended	CP	17	17	15	17	2	16	0	0	
	b) Number of contacts made	CP	1,694	2,000	1,903	1800	220	2,151	0	0	
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	JR	8	6	7	6	9	10	10		

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2015/16	Target	Outturn	2017/18					
P14	Donate for Dartmoor - Nature Fund	LT	N/A	baseline year	£581	Target for whole fund £18,000	£169.52	£429	£322		
P14	Donate for Dartmoor - Recreational Fund	LT	N/A	baseline year	£14,477		£2,380.22	£1,609	£2,304		
P14	Donate for Dartmoor - Cultural Heritage Fund	LT	N/A	baseline year	£339		£100.55	£370	£184		
P14	Donate for Dartmoor - General Fund	LT	N/A	baseline year	£4,537		£865.90	£1,846	£4,409		
P14	£ for the Park			£11,000	£8,987	PI to be deleted					

*E11 New indicator to capture wider data on ways in which DNPA engages with communiites. Replaces old E11 - which measured just a subset of data.

*P10 Target for page views reduced this year to reflect the reduction in the total number of pages on the new website

NB. Annual data will be reported at the Audit & Governance Committee meeting to be held in May 2018

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 February 2018

AUDIT & GOVERNANCE COMMITTEE - TERMS OF REFERENCEReport of the Head of Business Support

Recommendation: That Members consider the proposed new Terms of Reference and the future work programme and meetings schedule for the Audit & Governance Committee

1 Background

- 1.1 In May 2006 the Authority determined to establish a sub-committee of the Authority. The Audit & Governance (A&G) Committee is a key component of the Authority's governance framework; the function is to provide independent and high-level resource to support good governance and strong public financial management.
- 1.2 The overriding purpose of the committee is to provide "Those Charged with Governance" independent assurance on the adequacy of the risk management framework, performance management framework and governance processes; the internal control environment and the integrity of the financial reporting. By overseeing internal and external audit, it makes an important contribution to ensuring that effective assurance arrangements are in place.
- 1.3 The A&G committee has traditionally focused on the following key areas:
- Audit (Internal & External)
 - Business Plan - monitoring of achievement of outcomes
 - Performance Management & key performance indicators
 - Risk Management
 - Financial Management
 - Governance policies, regulations and procedures
 - Standards sub-committee
- 1.4 The original Terms of Reference for the A&G Committee, attached at Appendix 1, were put in place in 2006. There has been tremendous change since the inception of the Committee and Members of the Authority and the current A&G Committee requested that the work of the committee be reviewed, along with the Terms of Reference, and the schedule of meetings.

2 Proposals for Discussion for the Future

- 2.1 A training event was held for all Members in December 2017 that focused on the work areas set out in 1.3 above, facilitated by the Head of Business Support and the Head of Internal Audit. The following Members attended: A Cooper, P Harper, S Hill, P Hitchins, J McInnes, C Pannell, M Retallick, D Webber, P Woods.

2.2 Members were provided with a “toolkit” type of document that provides:

- An overview of the various components that make up the Governance Framework;
- an explanation of what is reported, to whom and why;
- an explanation of the role of Members “Those charged with Governance” in reviewing, approving and gaining assurance;
- suggested areas to focus on and to consider when working through the reports; and
- the type of questions Members may wish to ask to help them gain assurance.

Copies of these toolkits are available for the Members who were not able to attend the training event (please see the Head of Business Support).

2.3 Various issues were discussed at the event about the role of Members, how Officers might assist and the future role of the A&G Committee, for example:

- Timing and frequency of meetings
- Terms of Reference
- Relationship with the Authority
- Delegated Powers / Decision making
- Member attendance
- Skills and attributes of committee members
- Name of the Committee

2.4 Any change to the A&G Committee’s Terms of Reference, Delegated Powers, or schedule of meetings must be approved by the Authority. However, any proposed changes should be considered and discussed by the A&G Committee, with Officers, in the first instance, so that their recommendations can be put before the full Authority in due course.

2.5 A proposed draft Terms of Reference for A&G Committee for discussion and consideration can be found at Appendix 2. This has been drafted in consultation with the current Chair and Deputy Chair of the Committee, the Chief Executive, S151 Officer, the Monitoring Officer and the Head of Internal Audit. Members are invited to comment and make further recommendations.

2.6 Appendix 3 sets out the programme of work, timing of meetings and timing of reports for the previous 12 months. The A&G Committee currently meets after the Development Management Committee meeting in February, May and November; which is not always ideal.

2.7 Another issue to be resolved regarding the timing of meetings relates to the new Annual Accounts and Audit timetable; we have already had to alter the timing of Authority meetings in the trial run period and this must now be formally resolved, both in terms of the schedule and to decide whether the Authority or the A&G Committee takes responsibility for approving the Statement of Accounts, the Annual Governance Statement and the Audit Findings report. Members are invited to discuss.

3 Conclusion

- 3.1 Members are invited to review the Terms of Reference and discuss any or all of the items listed at 2 above and / or any other issues Members consider need to be addressed to enable effective and productive Member engagement in the important work that the A&G Committee undertakes i.e. to provide assurance to the Authority.
- 3.2 A formal report will be presented to the Authority in April, so that any changes may be incorporated into the 2018 schedule of meetings and work programme which will be approved at the Annual Meeting in June.

DONNA HEALY

**Attachments : Appendix 1 - A&G Committee existing Terms of Reference
Appendix 2 - Draft Proposed Terms of Reference
Appendix 3 - Current Reporting Timetable**

20180202 DH A&G Committee Terms of Reference

AUDIT & GOVERNANCE COMMITTEE

The general functions of the Audit & Governance Committee are:

- (a) to exercise such powers and decision-making duties as may be delegated to the committee by the Authority;
- (b) to scrutinise the activity of the Authority with particular reference to its governance, performance and use of resources (including human resources);
- (c) to maintain a sub-committee to deal with Standards issues; and
- (d) to make recommendations to the Authority, its committees and sub-committees as appropriate, relevant to governance, performance and resource issues.

Without prejudice to its general functions, the Audit & Governance Committee shall have the following specific functions:

A Audit

- to agree the District Auditor's annual Audit and Inspection Plan;
- to agree the Internal Audit Service programme;
- to consider the Annual Report, any reports from the Authority's Internal Audit Service and/or the District Auditor;
- to determine action plans and monitor progress against them.

B Performance

- to monitor and review the performance of the Authority with particular regard to the Corporate Improvement Action Plan and all statutory or other performance indicators, or agreed service standards and targets;
- to agree Key Performance Indicators and to monitor progress against these;
- to monitor the financial performance of the Authority and the management and maintenance of the Authority's assets;
- to agree the Best Value Review programme and to receive reports and monitor progress against action plans;
- to receive and consider the annual report on the complaints procedure, reports on customer survey/satisfaction, peer reviews, self assessments etc.

C Governance

- to scrutinise and keep under review Internal Control Mechanisms;
- to consider and make recommendations to the Authority regarding policies and procedures which guide the Authority in the discharge of its powers and duties;
- to hear appeals from staff pursuant to various HR policies, as required;
- to monitor and review the Corporate Risk Strategy and Register.

D Standards

- to promote and maintain high standards of conduct by Members and officers;
- to advise the Authority on the adoption of a Code of Conduct pursuant to s.27(2) of the Localism Act 2011;
- to assist Members to observe the Code of Conduct;
- to consider and determine complaints against Members under the Code of Conduct.

DRAFT AUDIT & GOVERNANCE COMMITTEE TERMS OF REFERENCE

The general functions of the Audit & Governance Committee are:

- (a) to exercise such powers and decision-making duties as may be delegated to the committee by the Authority;
- (b) to scrutinise the activity of the Authority with particular reference to audit, governance, risk management, performance management and use of resources (including financial and human);
- (c) to maintain a sub-committee to deal with Standards issues;
- (d) to provide assurance to and make recommendations to the Authority, its committees and sub-committees as appropriate;
- (e) to report its findings and confirm the level of assurance that has received [In-year] to the whole Authority (via committee minutes, reviewed at Authority meetings, or other reports as determined);
- (f) to consider any relevant issue referred to it by the Chief Executive, Chief Finance Officer, Monitoring Officer, Head of Internal Audit or External Audit ;

Without prejudice to its general functions, the Audit & Governance Committee shall have the following specific functions:

A Audit

- to support the provision, management and performance of the internal and external audit functions;
- to approve the appointment of Internal and External Auditors, to the extent permitted by law;
- to receive and consider the External Auditor's annual Audit (work) Plan and fee;
- to receive and consider the Internal Auditor's Audit (work) Plan and fee;
- to receive and consider letters, reports, audit findings and action plans received from the Internal and the External Auditors, monitoring progress on agreed recommendations and making requests for further audit work or investigation if required.

B Performance and Risk

- to monitor and review the performance of the Authority with particular regard to the Business Plan, Budget Management, Treasury Management, Key Performance Indicators, other Strategic Plans and any other agreed service standards and targets;
- to approve a [Best Value] Service / Special Projects Review Programme as required and receive reports and monitor progress against action plans;

- to receive and consider other assurance reports and improvement action plans, such as: the annual report on the complaints procedure, reports on customer survey/satisfaction, peer reviews, self-assessments, Health & Safety etc. and monitor progress against them
- to consider the effective development and operation of the Risk Management Policy and procedures; obtaining assurance that risk management processes are working effectively
- to receive and consider the Strategic Risk Register and associated reports; obtaining assurance that key strategic risks are being effectively managed and addressed.

C Governance

- to maintain an overview of the Authority's corporate governance arrangements, including regular reviews of the Authority's Local Code of Corporate Governance and the Annual Governance Statement;
- to maintain an overview of financial regulations, procurement policy & procedures, Standing Orders, Scheme of Delegation, working protocols and codes of conduct and behaviour - not otherwise reserved for the Standards sub-committee;
- to keep under review and monitor the effectiveness of the systems of internal control;
- to keep under review and monitor the Anti-fraud & Corruption and Confidential Reporting (Whistleblowing) Policies; and receive and consider any investigation reports referred to it;
- to consider the effectiveness of the Authority's Information Governance arrangements (General Data Protection Regulations/Freedom Of Information/Environmental Information Regulations); and seek assurance that action is taken relating to any breaches or issues of non-compliance;
- to consider any issue of Authority non-compliance with its own and other relevant published regulations, waivers and exemptions of these regulations;
- to consider and make recommendations to the Authority regarding legislation, policies and procedures which guide the Authority in the discharge of its powers and duties;
- to form a panel to hear appeals from staff pursuant to various HR policies, as required.

D Standards

- to promote and maintain high standards of conduct by Members and officers;
- to promote a zero tolerance to fraud and corruption within and against the Authority;
- to advise the Authority on the adoption of a Code of Conduct pursuant to s.27(2) of the Localism Act 2011;
- to assist Members to observe the Code of Conduct;
- to consider and determine complaints against Members under the Code of Conduct.

Audit & Governance Committee - Reporting Timetable

Reports to A&G	Nov	Feb	May	Reports to Authority
Budget and Medium Term Financial Plan				Feb/March
Financial Monitoring	x	x		
Fees & Charges				Feb/March
Business Plan Monitoring & KPIs	x	x	x	Feb/March
Monitoring of Risk Register	x		x	Feb/March
Financial Outturn			x	June
Internal & External Audit Plans		x		
Statement of Accounts				July
Annual Governance Statement			x	July
Audit Findings Report				July
External Audit Letter				Published on website only
Internal Audit Annual Report		x		
Complaints / Ombudsman	x			
Moore Than Meets The Eye			x	December

Other reports presented to A&G Committee over the last 12 months have included:

- Independent Person Report (Governance)
- Public Rights of Way Review (Strategic & Service)
- Fundraising Action Plan (Strategic & Operational)
- ICT Service update (Service)
- Enforcement / S106 (Service)
- Staffing update (Strategic)

Standards Sub-Committee (of A&G):

- Meets twice a year
- Receives an update from the Monitoring Officer, compiles an annual report on the year's activity and reports on the observations activity