

## DARTMOOR NATIONAL PARK AUTHORITY

## AUDIT &amp; GOVERNANCE COMMITTEE

1 November 2019

**FINANCIAL MANAGEMENT 1 APRIL TO 30 SEPTEMBER 2019  
AND FORECAST OF FINANCIAL OUTTURN 2019/20**Report of the Head of Business Support

Recommendation : **That the content of the report be noted.**

**1 Monitoring and Management of Revenue Budgets (April to September 2019)**

- 1.1 This report enables Members to monitor income and expenditure variations against the approved budget. 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 variations, both favourable and unfavourable 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 September 2019**

- 2.1 The 2019/20 net budget was set at £4,211,061 (NPA/19/006) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2018/19 financial year (NPA/AG/19/005) which are subsequently brought forward and allocated to the 2019/20 (in-year) budget so that projects can be completed. This has resulted in the net budget increasing to £4,242,307.
- 2.2 Current projections, based on figures at the end of September (month 6) indicate that a surplus of £121,092 may arise, largely as a result of increased external funding and increased fees and charges income (one major Planning application and car parking). A Cost Centre summary can be found at Appendix 1 and a detailed variance analysis against budget can be found at Appendix 2 for each Service area.
- 2.3 The main variations and movements in the management accounts, by Cost Centre are as follows:

Land Management – Filming income and a variation in salaries, post holder is part time.

Facilitation Fund – Grant income that is being used to extend the Farming Advisor post

Built Environment – a temporary contract to support the Historic Farm Building grant scheme, now complete (income received last year to cover these costs)

Visitor Management - Car parking pay & display income received to date (£40,712), is indicating a potential outturn of around £75,000 against a (prudent) budget of £50,000. (2018/19 Outturn was £72k). Heart of the South West Grant income £5,000 meeting the costs of the Welcome to Widecombe Project.

Public Rights of Way – Pizwell and Nun's cross path improvements to be met from Mend our Mountains donation (£20,000) Donate for Dartmoor, Heritage Lottery Fund, Duchy and the Project Fund. Total increased budget in excess of £73,000 (budgets have been adjusted).

Visitor Centres - Salaries surplus and sales income deficit due to the closure of Postbridge Visitor Centre, for the rebuild.

Communications – Salary savings due to a change in public relations post, now part time. Advertising income from Enjoy Dartmoor and information boards unlikely to meet target budget.

Education – External Grant income from Forest Holidays for engaging with young people. Increased events income. Youth Ranger budget will not be fully utilised, the programme is being met by staff resource.

Conservation Works Team – redundancy costs resulting from the Business Review. Heritage Lottery Fund (HLF) income match funding the apprentice programme.

Development Management - Currently showing vacancy savings, some of which is being used to buy in temporary cover. Recruitment is in progress and therefore the current underspend will reduce once the posts are filled. Increased costs include: recruitment and housing viability assessments costs, of which the latter has not yet been recharged to applicants. Increased planning application fee income of £72,000 is currently forecast, set against a forecast reduction of £8,000 for pre-application fees, demand appears to be low. As this is a demand led service, the position is likely to change over the next six months, but will remain within budget.

Forward Planning – There are increased salary costs for the new Planning Enabler post, which are being met from external funding held in reserves. A recruitment is also in progress for a current vacancy. New Homes Bonus Grant has been received from West Devon Borough and South Hams District Councils (£6,562 and £32,808 respectively) which will be used to fund community grant schemes and could be carried forward at year end.

Corporate & Democratic Core - Treasury income to be achieved by 31 March is anticipated to be £18,000 (budgeted £8,000). Donate for Dartmoor income received to date is £17,307 and is on track to meet the budget target of £25,000 by year end. Funding received via National Parks Partnerships includes: Clif Bar £2,500 and a dividend payment of £3,500.

Information Technology - Vacancy saving (GIS officer) a replacement has now been recruited.

Corporate Operating Costs – Implementation of the E-procurement system.

Admin & Finance – maternity absence savings

Parke - Grounds maintenance contract savings.

S106 Receipt - A developer contribution of £175,000 has been received being a commuted sum for the provision of affordable housing. This will be used in accordance with the S106 agreement (i.e. passed on) rather than being spent by this Authority.

2.4 Other significant projects worth drawing Members' attention to include:

Postbridge Visitor Centre Interpretation Project – Phase 1 costs incurred (£92,722 in 2018/19 and this year) to revitalise the interpretation at the existing visitor centre have been met from reserves and Heritage Fund grant income. Phase II will be implemented once the new extension is built i.e. in the next financial year; at a cost of £16,750 and to be met from earmarked reserves.

Moor Otters II – Costs incurred to date £72,770 will be met from the earmarked reserve set aside for the project. If as successful as the previous iteration, cost recovery should be achieved in 2020/21, together with a surplus to undertake conservation projects.

Postbridge Visitor Centre extension project - Revenue costs to enable an external funding bid to be submitted, e.g. architect and other professional fees, incurred to date are just under £128,000 (since 2018/19). These costs are met from last year's budget surplus and the earmarked reserve set aside for this project (approved budget was £140,000).

2.5 Within the budget the Authority set aside a Project Fund balance of £115,445. At the time of writing this report, the balance remaining in the Fund is £14,616. Bids made to the Fund and approved by Leadership Team are set out in the following table:

	<b>£</b>
<b>Opening Balance</b>	<b>115,445</b>
Telephone system upgrade	(8,034)
Dartmoor Connectivity Assessment	(1,650)
Postbridge Pathways Project (Pizwell)	(20,500)
Staff contracts *	(20,040)
Taste of Dartmoor	(5,000)
SWEEP*	(25,000)
Joint NPAs Communications Team	(5,400)
Buckfastleigh Trust (Grant) workshop - Bronze Age landscape and local heritage	(250)
Security Penetration testing	(1,500)
Meeting room blinds	(780)
iDOX system upgrade (Document management & scanning)	(1,475)
Web accessibility audit	(3,600)
Asset Management IT system - cloud hosting	(2,600)
Conservation Volunteer Workers (Eco Fund)*	(5,000)
<b>Balance remaining</b>	<b>14,616</b>

\*Not yet allocated to budgets

- 2.6 Full utilisation of the Fund is anticipated by year-end, although some balances may be carried forward as projects can span more than one financial year.

### 3 Treasury Management Stewardship - mid year performance

- 3.1 The function of Treasury Management (borrowing and lending monies) is covered by the CIPFA Code of Practice on Treasury Management in the Public Services. The Authority adopted this Code in 2004. In compliance with the code, the Authority approves a Treasury Management Policy & Investment Strategy annually (NPA/18/007). This sets out the detail on how the function is to be carried out, and delegates overall management of it to the Chief Finance Officer.
- 3.2 The Authority seeks to operate its accounts in credit, and any short-term surplus funds are deposited with in our bank accounts or the Barclays Treasury Deposit Account. Various forecasts have to be made about the likely interest rate movements and cash flow variations and an estimate of likely income from investment receipts are included in each year's Revenue Budget.

The following table shows the outturn position for the previous seven financial years, and the forecast outturn for 2018/19

2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2015/16 Outturn	2016/17 Outturn	2017/18 Outturn	2018/19 Outturn	2019/20* Forecast
£21,920	£16,013	£17,998	£19,162	£17,950	£10,616	£23,505	£18,000

\* Budget £8,000

- 3.3 The Authority has always adopted a very cautious and prudent approach to treasury management. Lending is only possible to banks and building societies which have strong credit limits and meet the criteria set by the Authority, using information published by the three major credit rating agencies. This policy has been maintained

in the knowledge that putting security before liquidity or yield does impact on the income being generated from these investments.

3.4 Since 2017/18 the target budget and was reduced for the following reasons:

- Our working balances had reduced
- The previous downgrading of Barclays Bank credit rating meant that investing for longer than a 6 month period would have breached our Treasury Management Strategy. (The rating has since been upgraded however)
- Interest rates have remained at an all-time low

However the rise in the base rate in 2018/19 resulted in an improved rate of return for that financial year; but new cash flow commitments in 2019/20 e.g. (Postbridge Visitor Centre, the end of the Moor than meets the eye project and Moor Otters II) will mean a temporary reduction in cash balances throughout the next 6-9 months, therefore impacting on investment returns.

3.5 The Authority's investment portfolio (surplus cash balances) is considered small and we do not have large enough sums to spread our investments with multiple counterparties or for the longer-term. Another option would be to consider having our investments managed by a third party, to perhaps take advantage of some type of 'pooling arrangement'. This has been discussed with the County Council, but has not been taken forward, as the charges incurred would almost certainly negate any possible investment gains.

#### 4 Capital Programme and Prudential Indicators

4.1 The Authority's capital programme for the MTFP is as follows:

<b>Capital Scheme</b>	<b>Budget 2019/20 £</b>	<b>Budget 2020/21 £</b>	<b>Budget 2021/22 £</b>
Replacement Vehicles	30,000	60,000	0
Replacement of the Planning Application IT system	0	35,000	0
Postbridge Visitor Centre	296,638	171,582	11,999

<b>Funded From</b>	<b>£</b>	<b>£</b>	<b>£</b>
National Park Grant or Revenue Reserves	(30,000)	(95,000)	0
Rural Development Programme England	(86,631)	(345,324)	(47,993)

4.2 The replacement vehicle has not yet been procured. The Rangers are undertaking an analysis to determine a longer-term view of their fleet vehicle requirements.

4.3 The Authority has been successful in applying for 100% capital grant from the Rural Development Programme England (RDPE) to fund an extension to the Postbridge Visitor Centre (NPA/18/017). The capital cost to build the extension is £479,948. The build will commence on 21 October 2019, completion is due in May 2020 and final grant monies (for the retention) will be received in 2021. Members will note that there are delays between expenditure being made and grant income being claimed, with the final grant retention not being claimed until 12 months after opening.

4.4 As the Authority has no plans apply for external borrowing, the other 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. Therefore forecasting beyond the current year is subject to considerable change.

5.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be at 31 March 2020. An outturn comparator is provided for the previous year (2018/19):

<b>Actual 2018/19</b>	<b>Earmarked Reserves</b>	<b>Forecast 2019/20</b>
<b>£</b>		<b>£</b>
<b>(2,252,350)</b>	<b>Opening Balance</b>	<b>(2,233,565)</b>
372,975	Use of reserves in year (appendix 3)	708,391
50,000	Transfer to the General Unallocated Reserve	0
(404,190)	Contributions to reserves / carry forwards	(50,349)
	Forecast year end Surplus 2019/20)	(121,092)
<b>(2,233,565)</b>	<b>Closing Balance (forecast)</b>	<b>1,696,615</b>
<b>(500,000)</b>	<b>General unallocated Reserve</b>	<b>(500,000)</b>

5.3 The Authority set aside a £300,000 earmarked reserve to cover the final stages of the Moor than meets the eye, Landscape Partnership Scheme, which ends on 31 December 2019. The Authority has now started to use this reserve to fund the last few months of expenditure and the retention period (not included in the figures above) until the final grant claim can be submitted at the end of December. A further update will be provided at the next meeting.

5.4 Reserve balances are closely monitored during the year and as we have now started the process of building the 2020/21 Budget and the Medium Term Financial Plan (MTFP) to 2023, the balances are likely to change.

## 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 £121,092 represents a -2.85% variance against the (revised) budget. It should be noted that some fluctuations are likely, especially if projects are delayed (e.g. due to poor weather conditions or partnership funding) or if other income is received or generated in the next 6 months. Action to realign budgets is not therefore recommended at this time.

7.2 The current year's projected outturn will be robustly monitored and challenged over the remaining six months to ensure that the Authority's aims, objectives and outcomes are achieved. Members will be notified before year-end if any new budget pressures, or significant variations are likely to occur. The next report presented to this committee will be in February (month 9 financial position) at which time we will also have new draft budgets for the next three years.

DONNA HEALY

**Background Papers**

NPA/19/006: 2019/20 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/18/007: Treasury Management Investment Strategy 2019/20

NPA/AG/19/005: Financial Outturn 2018/19

**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	2019/20 Original Budget £	2019/20 Budget Variation/ Virement £	2019/20 Revised Budget	2019/20 Actual & Committed Month 6 £	2019/20 Budget Remaining	2019/20 Projected Outturn	2019/20 Year End Deficit/ (Surplus) £	Variance % against Budget
Biodiversity	129,771		129,771	66,238	(63,533)	131,616	1,845	1.42%
Land Management	78,924		78,924	49,537	(29,387)	75,678	(3,246)	-4.11%
Woodlands	46,705		46,705	21,281	(25,424)	46,513	(192)	-0.41%
Facilitation Fund	0		0	(5,940)	(5,940)	(5,940)	(5,940)	
Hill Farm Project	16,262		16,262	26,254	9,992	16,262	0	0.00%
Dartmoor Headwaters Project	0		0	6,464	6,464	0	0	
Peatlands Project	48,154		48,154	27,795	(20,359)	48,154	0	0.00%
<b>Natural Environment</b>	<b>319,816</b>	<b>0</b>	<b>319,816</b>	<b>191,629</b>	<b>(128,187)</b>	<b>312,283</b>	<b>(7,533)</b>	
Archaeology	99,332	252	99,584	68,282	(31,302)	98,261	(1,323)	-1.33%
Built Environment	41,055		41,055	26,639	(14,416)	44,346	3,291	8.02%
Moor than meets the eye	15,907		15,907	157,912	142,005	15,907	0	
Higher Uppacott	22,400		22,400	9,894	(12,506)	17,099	(5,301)	-23.67%
<b>Cultural Heritage</b>	<b>178,694</b>	<b>252</b>	<b>178,946</b>	<b>262,727</b>	<b>83,781</b>	<b>175,613</b>	<b>(3,333)</b>	
Visitor Management	122,044	15,340	137,384	24,549	(112,835)	114,189	(23,195)	-16.88%
Access	116,224		116,224	56,335	(59,889)	116,193	(31)	-0.03%
Public Rights of Way	124,836	27,049	151,885	30,390	(121,495)	159,611	7,726	5.09%
Sustainable Transport & Tourism	17,638	750	18,388	10,066	(8,322)	18,214	(174)	-0.95%
<b>Recreation Management, Traffic &amp; Transport</b>	<b>380,742</b>	<b>43,139</b>	<b>423,881</b>	<b>121,340</b>	<b>(302,541)</b>	<b>408,207</b>	<b>(15,674)</b>	
Visitor Centres	195,922	1,354	197,276	76,901	(120,375)	206,003	8,727	4.42%
Postbridge Visitor Centre Interpretation Project	61,695		61,695		(61,695)	61,695	0	
Postbridge Visitor Centre Extension Project	72,305		72,305		(72,305)	72,305	0	
Discovering Dartmoor's Wild Stories	17,363		17,363	18,355	992	18,355	992	
Communications	224,041	3,600	227,641	115,888	(111,753)	224,667	(2,974)	-1.31%
Moor Otters II	0		0	72,770	72,770	0	0	
Naturally Healthy Dartmoor Project	1,000		1,000	0	(1,000)	1,000	0	0.00%
Education	148,735		148,735	64,209	(84,526)	143,173	(5,562)	-3.74%
<b>Education, Information &amp; Communication</b>	<b>721,061</b>	<b>4,954</b>	<b>726,015</b>	<b>348,123</b>	<b>(377,892)</b>	<b>727,198</b>	<b>1,183</b>	
<b>Rangers</b>	<b>450,431</b>		<b>450,431</b>	<b>221,616</b>	<b>(228,815)</b>	<b>449,010</b>	<b>(1,421)</b>	<b>-0.32%</b>
<b>Conservation Works Service</b>	<b>254,431</b>		<b>254,431</b>	<b>168,342</b>	<b>(86,089)</b>	<b>255,967</b>	<b>1,536</b>	<b>0.60%</b>
<b>Development Management</b>	<b>318,855</b>		<b>318,855</b>	<b>44,407</b>	<b>(274,448)</b>	<b>249,723</b>	<b>(69,132)</b>	<b>-21.68%</b>
<b>Forward Planning &amp; Community</b>	<b>264,930</b>	<b>13,650</b>	<b>278,580</b>	<b>104,223</b>	<b>(174,357)</b>	<b>254,842</b>	<b>(23,738)</b>	<b>-8.52%</b>
<b>Corporate and Democratic Core</b>	<b>303,355</b>	<b>5,650</b>	<b>309,005</b>	<b>153,429</b>	<b>(155,576)</b>	<b>294,044</b>	<b>(14,961)</b>	<b>-4.84%</b>
Information Technology	180,989	3,000	183,989	85,997	(97,992)	177,038	(6,951)	-3.78%
Corporate Operating Costs	131,398	9,509	140,907	103,844	(37,063)	143,111	2,204	1.56%
Finance & Administration	215,761	2,600	218,361	101,392	(116,969)	213,072	(5,289)	-2.42%
Legal & Democratic Services	66,231		66,231	36	(66,195)	66,267	36	0.05%
Human Resources	164,165		164,165	81,730	(82,435)	164,621	456	0.28%
Office Accommodation (Parke)	109,401	(5,920)	103,481	57,529	(45,952)	99,315	(4,166)	-4.03%
Office Accommodation (Princetown)	35,357	6,700	42,057	20,435	(21,622)	43,716	1,659	3.94%
<b>Business Support</b>	<b>903,302</b>	<b>15,889</b>	<b>919,191</b>	<b>450,963</b>	<b>(468,228)</b>	<b>907,140</b>	<b>(12,051)</b>	
Project Fund	115,445	(52,289)	63,156	0	(63,156)	63,156	0	
<b>Total Net Expenditure</b>	<b>4,211,062</b>	<b>31,245</b>	<b>4,242,307</b>	<b>2,066,799</b>	<b>(2,175,508)</b>	<b>4,097,183</b>	<b>(145,124)</b>	<b>-3.42%</b>
<b>Funded By:</b>	<b>£</b>			<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
National Park Grant	(3,825,865)		(3,825,865)	(2,188,599)	1,637,266	(3,825,865)	0	
S106 Receipt				(175,000)	(175,000)	0	0	
Transfers from Reserves in original Budget	(385,197)		(385,197)	0	385,197	(385,197)	0	
Transfers from Reserves - from year end and in-year		(31,245)	(31,245)	0	31,245	(57,562)	(26,317)	
Year end carry forwards						50,349	50,349	
<b>Total</b>	<b>(4,211,062)</b>	<b>(31,245)</b>	<b>(4,242,307)</b>	<b>(2,363,599)</b>	<b>1,878,708</b>	<b>(4,218,275)</b>	<b>24,032</b>	
<b>Budget Variation - (Under) / Over Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(296,800)</b>	<b>(296,800)</b>	<b>(121,092)</b>	<b>(121,092)</b>	<b>-2.85%</b>



VARIANCE ANALYSIS MONTH 6	Salaries	Travel & Subsistence	Transport	Premises	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIO-DIVERSITY	838	184			823	1,845			0	1,845	
LAND MANAGEMENT	(3,237)	552			539	(2,146)		(1,100)	(1,100)	(3,246)	Salaries: delay in start date and part time. Filming income
WOODLANDS	(28)	79				51		(243)	(243)	(192)	
FACILITATION FUND					1,997	1,997	(7,937)		(7,937)	(5,940)	Facilitation Fund Grant to be used to extend Farming Adviso contract until end March 2020
HILL FARM PROJECT						0			0	0	
<b>NATURAL ENVIRONMENT</b>	<b>(2,427)</b>	<b>815</b>	<b>0</b>	<b>0</b>	<b>3,359</b>	<b>1,747</b>	<b>(7,937)</b>	<b>(1,343)</b>	<b>(9,280)</b>	<b>(7,533)</b>	
ARCHAEOLOGY	(159)	212				(2,237)	914		914	(1,323)	
BUILT ENVIRONMENT	3,144	(77)			224	3,291			0	3,291	Temporary staff contract (now terminated) to support grant scheme
UPPACOTT		257		(4,425)		(4,168)		(1,133)	(1,133)	(5,301)	Council Tax - nil empty property relief. Replacement of Cottage roof delayed. Events income
<b>CULTURAL HERITAGE</b>	<b>2,985</b>	<b>392</b>	<b>0</b>	<b>(4,425)</b>	<b>(2,066)</b>	<b>(3,114)</b>	<b>914</b>	<b>(1,133)</b>	<b>(219)</b>	<b>(3,333)</b>	
VISITOR MANAGEMENT	(326)	(376)	10	(90)	7,587	6,805	(5,000)	(25,000)	(30,000)	(23,195)	Car parking income and HoTSW grant for Welcome to Widdecombe Project
ACCESS & RECREATION	3,174	173	94			(31)			0	(31)	Access & Recreation officer post appointed at higher spinal point than budget. Increased erosion works being offset by access agreement savings
PROW	1,917				5,809	7,726			0	7,726	Head Ranger post appointed at higher spinal point than budget. PROW work to be funded from D4D in-year
SUSTAINABLE TOURISM & TRANSPORT	(85)	53				(174)			0	(174)	
<b>RECREATION MANAGEMENT</b>	<b>4,680</b>	<b>(150)</b>	<b>104</b>	<b>(90)</b>	<b>9,782</b>	<b>14,326</b>	<b>(5,000)</b>	<b>(25,000)</b>	<b>(30,000)</b>	<b>(15,674)</b>	
VISITOR CENTRES	(9,306)	228		1,537	1,285	(6,256)		14,983	14,983	8,727	Salaries: Postbridge closure from Sept 2019, also refelcted in sales income
COMMUNICATIONS	(11,770)				3,296	(8,474)		5,500	5,500	(2,974)	PR Officer recruited at part time. External PR support during vacancy period. Advertising in Enjoy Dartmoor unlikely to achieve target based on 2018/19 performance
DISCOVERING DARTMOOR'S WILD STORIES					992	992			0	992	
EDUCATION	(445)	6	3			(3,512)	(1,500)	(550)	(2,050)	(5,562)	Forest Holidays & event income. Youth Ranger budget not required, being resourced by staff time
<b>PROMOTING UNDERSTANDING</b>	<b>(21,521)</b>	<b>234</b>	<b>3</b>	<b>1,537</b>	<b>2,497</b>	<b>(17,250)</b>	<b>(1,500)</b>	<b>19,933</b>	<b>18,433</b>	<b>1,183</b>	
RANGERS	(1,995)		464		447	(1,084)		(337)	(337)	(1,421)	
CONSERVATION WORKS SERVICE	11,480	12	(2,084)	23	(4,100)	5,331	(3,795)		(3,795)	1,536	Redundancy costs. Savings: training and equipment. MTMTE income for apprenticeship scheme.
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>9,485</b>	<b>12</b>	<b>(1,620)</b>	<b>23</b>	<b>(3,653)</b>	<b>4,247</b>	<b>(3,795)</b>	<b>(337)</b>	<b>(4,132)</b>	<b>115</b>	
DEVELOPMENT MANAGEMENT	(11,575)	339	95	0	6,547	(4,594)	0	(64,538)	(64,538)	(69,132)	Various staff vacancies in-year, but recruitment in progress and agency staff cover provided when needed - still fluid. Pre-app charges below target. Planning application fees above target due to major applications
FORWARD PLANNING	14,487	315	0	0	830	15,632	(39,370)	0	(39,370)	(23,738)	Salaries: Planning Enabler post to be met from reserves (see below). Current vacancy being recruited. NHB income from WDBC & SHDC to be allocated to new community schemes or carried forward as match funding for a Heritage Grant Funding bid for Parishcapes II (see below)
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>77</b>	<b>(1,334)</b>	<b>439</b>	<b>0</b>	<b>1,857</b>	<b>1,039</b>	<b>0</b>	<b>(16,000)</b>	<b>(16,000)</b>	<b>(14,961)</b>	Income: Treasury - extra £10k , Cliff Bar £2.5k and NPP LLP dividend £3.5k. Members: increased training, recruitment & attending conferences costs
INFORMATION TECHNOLOGY	(5,355)		147		(630)	(5,838)		(1,113)	(1,113)	(6,951)	Vacancy replacement recruited.
CORPORATE OPERATING COSTS			(800)		3,048	2,248		(44)	(44)	2,204	E-procurement system
ADMINSITRATION & FINANCE	(5,586)				297	(5,289)			0	(5,289)	Maternity absence
LEGAL & DEMOCRATIC SERVICES					36	36			0	36	
HUMAN RESOURCES	911	124			62	1,097		(641)	(641)	456	
OFFICE ACCOMMODATION (PARKE)	136			(4,202)		(4,066)		(100)	(100)	(4,166)	Grounds maintenance contract savings
OFFICE ACCOMMODATION (PRINCETOWN)	244			1,415		1,659			0	1,659	Repairs and maintenance
<b>CORPORATE SERVICES</b>	<b>(9,650)</b>	<b>124</b>	<b>(653)</b>	<b>(2,787)</b>	<b>2,813</b>	<b>(10,153)</b>	<b>0</b>	<b>(1,898)</b>	<b>(1,898)</b>	<b>(12,051)</b>	
RESERVE MOVEMENTS						0			0	24,032	Donate for Dartmoor, New Homes Bonus & Planning Enabler Post
<b>REVENUE EXPENDITURE</b>	<b>(13,459)</b>	<b>747</b>	<b>(1,632)</b>	<b>(5,742)</b>	<b>21,966</b>	<b>1,880</b>	<b>(56,688)</b>	<b>(90,316)</b>	<b>(147,004)</b>	<b>(121,092)</b>	

**GENERAL FUND RESERVE BALANCES**

Appendix 3 to DNPA/AG/19/010

GENERAL FUND RESERVE BALANCES	2019/20 Opening Balance £	2019/20 Forecast Movements £	2020/21 Forecast Movements £	2021/22 Forecast Movements £	2021/22 Forecast Closing Balance £	Notes
<b>Grants &amp; Contributions with Restrictions</b>						
Hill Farm Project	(8,957)	8,957				0 Cash balances are carried forward at each year end as allocated to expenditure
English Heritage: White Horse Hill	(20,036)	0	20,036			0 To fund new Interpretation at Postbridge Visitor Centre
Communities Fund Grant prior years contributions	(50,429)	50,429				0 Grants Awarde not yet paid out
MH&LG - Neighbourhood Planning Grant	(10,000)				(10,000)	
MH&LG - Unringfenced Grants	(104,667)	37,173	41,491	14,500	(11,503)	Funding specialist planning officer posts
Donate for Dartmoor Balances	(18,879)	18,879				0 Allocated to projects after year-end
Historic England Grant: Adopt a Monument	(252)	252				0 C/fwd from 2017/18
Historic England - PALS Grant	(9,891)	7,050	2,841			0 To be used over 3 years
Volunteer Award Prize money	(1,000)	1,000				0 C/fwd from 2018/19
Police & Crime Commissioner Grant - Rural Crime Partnership	(5,000)	5,000				0 C/fwd from 2018/19
Historic England - Monument Management Scheme	(7,781)	7,781				0 C/fwd from 2018/19
South West Water - Peatland Partnership	(4,477)	4,477				0 C/fwd from 2018/19
South West Water - Invasives Species project	(5,000)	5,000				0 C/fwd from 2018/19
South West water - Environmental Land Management Scheme	(27,500)	27,500				0 C/fwd from 2018/19
Enviornment Agency - Dartmoor Headwaters Project	(1,524)	1,524				0 C/fwd from 2018/19
<b>Budget Management Fund - Provisions (risk based)</b>						
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	(83,733)	50,000			(33,733)	Allocated to Climate Change NPA/19/020
Climate Emergency Declaration allocation		(50,000)			(50,000)	Allocated to Climate Change NPA/19/020
Annual Revenue Outturn	(69,394)	69,394				0 To be reallocated to the Invest to Save Reserve to Fund More Moor Otters Poject
<b>Capital Expenditure Fund</b>						
Vehicles - Sinking Fund - Replacement	(127,321)	30,000	30,000		(67,321)	Land Rover Defender purchased in 2018/19 to be met from in-year balances
Property - Sinking Fund - Repairs & Maintenance	(210,000)	10,000			(200,000)	Uppacott Cottage roof C/Fwd from 2018/19
<b>Known Commitments</b>						
Local Plan Review allocation	(81,905)	24,500	57,405			0 Built into the MTFP
Local Plan Review Contracts - work in progress	(7,000)	7,000				0 C/Fwds at year end
All Moor Butterflies NPA/15/037	(7,500)	5,000	2,500			0 3 year programme
Farming Year Films	(10,000)	10,000				0 C/Fwd from 2018/19
NPMP	(16,000)				(16,000)	To be used as required per programme
Car park repairs	(50,340)	50,340				0 C/Fwd from 2018/19
Customer Relationship Manager IT system	(10,000)	10,000				0 C/Fwd from 2018/19
PRoW IT system	(6,549)	6,549				0 C/Fwd from 2018/19
Visitor Centre shelving	(1,354)	1,354				0 C/Fwd from 2018/19
Historic Farm Buildings Grant Scheme Support (Project Fund 2018/19)	(14,392)				(14,392)	C/Fwd from 2018/19
<b>Match Funding Reserve</b>						
Moor Than Meets the Eye match funding	(100,000)	100,000				0 Match funing of scheme for Postbridge VC Interpretation Project
Moor than Meets the Eye - Cash Flow	(300,000)				(300,000)	Based on project cash flow - retention and final claim end December 2019
Greater Dartmoor LEAF 2015-2020	(13,800)	6,900	6,900			0 NPA/14/038 for 6 years 2015-2020
Discovering Dartmoor's Wild Stories	(22,288)	17,363			(4,925)	Match against HLF Funding. Now completed 2019
Moor Otters	(38,000)	29,000	9,000			0 Project Surplus to be allocated to 3 projects in 2018/19 & 2019/20
Discover England Fund - Make Great Memories	(750)	750				0 NPA18/003 Project completed 2019
SW Peatland Partnership	(150,000)	75,000	75,000			0 NPA17/041 - 3 year project
Postbridge Visitor Centre - Extension Building Project	(140,000)	72,305			(67,695)	NPA18/017 (Prior year met from in-year revenue surplus)
Moor Otters II - allocation		(120,000)			(120,000)	NPA19/015
Moor Otters II - spend to date		72,770			72,770	NPA19/016
Unallocated fund balance	(161,346)	55,144			(106,202)	Allocated to Moor Otters II
<b>Total Earmarked Reserves</b>	<b>(2,233,565)</b>	<b>708,391</b>	<b>245,173</b>	<b>14,500</b>	<b>(1,265,501)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(500,000)</b>				<b>(500,000)</b>	
<b>Total General Fund Balance</b>	<b>(2,733,565)</b>	<b>708,391</b>	<b>245,173</b>	<b>14,500</b>	<b>(1,765,501)</b>	

2018/19 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2019/20 Opening Balance £'000
<b>Grants &amp; Contributions with Restrictions carried forward:</b> Grants & Contributions with Restrictions	N/A	Actual	(275)
<b>Employees:</b> Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
<b>Costs &amp; Awards:</b> Appeals / Public Enquiries / Litigation	High	Est.	(250)
<b>Loss of Income and / or Price Increases:</b> Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)
<b>Capital - Property:</b> Repairs & maintenance (sinking fund)	Medium	Est.	(210)
<b>Capital - Vehicles</b> Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(127)
<b>Known Commitments/Contracts</b>			
Local Plan Review	N/A	Est. & Actual	(89)
All Moor Butterflies	N/A	Actual	(8)
Farming Year Films	N/A	Actual	(10)
National Park Management Plan	N/A	Actual	(16)
Car Park repairs	N/A	Actual	(50)
Customer Relationship Manager IT system	N/A	Actual	(10)
Public Rights of Way IT system	N/A	Actual	(7)
Visitor Centre shelving	N/A	Actual	(1)
Historic Farm Buildings Grant Scheme Support	N/A	Actual	(14)
<b>Match Funding Reserve</b>			
Postbridge Visitor Centre Interpretation	N/A	Actual	(100)
Moor than Meets the Eye - Cash Flow	N/A	Actual	(300)
Greater Dartmoor LEAF 2015-2020	N/A	Actual	(14)
Discovering Dartmoor's Wild Stories	N/A	Actual	(22)
Moor Otters Project Surplus - allocated to projects	N/A	Actual	(38)
Discover England Fund - Make Great Memories	N/A	Actual	(1)
South West Peatland Partnership	N/A	Actual	(150)
Postbridge Visitor Centre - Extension Building Project	N/A	Actual	(140)
Unallocated fund balance	N/A	Actual	(161)
<b>Revenue</b>			
Invest to save and / or Generate Projects	N/A	Actual	(84)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(70)
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>	N/A	Actual	(500)
<b>Total Reserve Balance</b>			<b>(2,734)</b>

## DARTMOOR NATIONAL PARK AUTHORITY

## AUDIT &amp; GOVERNANCE COMMITTEE

1 November 2019

**BUSINESS PLAN MONITORING 2019/20  
(APRIL – SEPTEMBER 2019)**Report of the Head of Organisational Development

**Recommendations : That Members note the content of the report and comment on performance and progress to date against the key actions identified in the 2019/20 Business Plan**

**1 Purpose of the Report**

- 1.1 This report informs Members of the Authority's performance at Quarter 2 against the key actions identified in the Business Plan for 2019/20.
- 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 2019/20 is attached at Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on specific key actions, the current Business Plan recognises that the Authority's core business also continues on a daily basis.

**2 Performance against key actions in Quarter 2**

- 2.1 The Business Plan 2019/20 identifies 20 key actions against the six agreed priorities for the Authority.
- 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 20 key actions at the halfway point in the business year, which is summarised in the table below:

<b>Progress</b>	<b>No.</b>	<b>%</b>
On target / completed	<b>15</b>	<b>75%</b>
Delayed / behind schedule	<b>4</b>	<b>20%</b>
Unlikely to complete	<b>1</b>	<b>5%</b>

- 2.4 Following the declaration of a Climate and Ecological Emergency at the Authority meeting in July 2019, we have added a new key action and milestones. As Members will recognise this work is in addition to existing key actions and other work. The timeline of developing the Action Plan by March 2020 is challenging but we are on track and considering the wider implications of climate change through the Management Plan review. We have met with community groups subsequent to the Authority meeting and agreed that we would provide some funding to support facilitation of a 'Peoples Assembly'. We have suggested that this is held in Spring 2020 to link to the Management Plan review and development of the detailed action plan for the Authority. Following a request from the Chair of the Authority we are scoping how we might engage young people in this work. We already have a 'next generation' group working on the Management Plan review and have been in contact with Devon County Council to see if we might be able to discuss the climate emergency with the Devon Youth Parliament. This option has the potential advantages of using an existing mechanism (i.e. we do not have to set up a new mechanism or meeting) and it includes representatives from all of the county (i.e. young people from our local communities and potential visitors). We are waiting to hear if we can be involved in the Parliament session scheduled for 29 November 2019 which is to focus on climate change.
- 2.5 Members are invited to review the Business Plan monitoring spreadsheet and recognise, question or seek assurances regarding the delivery of the 2019/20 Business Plan.

### **3 Equality and Sustainability Impact**

- 3.1 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.

### **4 Financial Implications**

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

### **5 Conclusion**

- 5.1 Members will note from this report that the Authority is making good progress in delivering the Business Plan 2019/20 in the first half of the business year.

NEIL WHITE

Business Plan Priorities (2019-20) - Quarterly Monitoring

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
1	<b>Ensure that the new Environmental Land Management System (ELMS) will be good for Dartmoor</b>  <i>Outcome sought</i> - A system that reflects Dartmoor's Special qualities and provides scope to maintain and enhance a wide array of public benefits. A role for the Authority in co-designing the system and facilitating in its delivery through advice.	KB	<b>Milestone:</b> Defra funding for the Dartmoor ELM 'Test and Trial' secured and contract awarded. Other milestones dependent upon Defra funding.  <b>Actual Progress:</b> No decision on funding from Defra. A new remuneration policy for 'Tests and Trials' due to be circulated shortly. Verbal confirmation that the Dartmoor 'test and trial' remains one of the 47 that Defra are committed to supporting but we will need to amend our costs to reflect the remuneration policy. <b>R</b>	<b>Milestone:</b> Finalise T&T contract, employ officer, identify commons and develop delivery plan  <b>Actual Progress:</b> A further revised proposal was submitted, in accordance with the financial guidance issued by Defra. We have been responding to questions/feedback from various policy officers in Defra but are still awaiting a formal contract offer having been informed that our proposal has been approved <b>R</b>	<b>Milestone:</b> Subject to funding  <b>Actual Progress:</b>	<b>Milestone:</b> Subject to funding  <b>Actual Progress:</b>
2	<b>An enhanced Visitor Centre at Postbridge</b>  <i>Outcome sought</i> - An enhanced National Park Visitor Centre at Postbridge which will enable us to better interpret the archaeological and cultural importance of Dartmoor, support local economic development and enhance peoples' experience of the National Park.	SH	<b>Milestone:</b> Internal interpretation fit out funded through MTMTE complete and open to the public. Funding bid confirmed by RPA. Stage 4 tender documents prepared ready to tender for building construction.  <b>Actual Progress:</b> Internal interpretation completed by the end of May on target. Funding bid confirmed for 100% funding by the RPA. Tender documents prepared and agreed by the RPA. Tender for construction to be sent out through DCC SLOAC early July <b>G</b>	<b>Milestone:</b> Tenders returned and evaluated and preferred contractor selected (if within funding parameters). Authority agree to progress to construction phase. Centre closes and is cleared, interpretation put into storage and part on display at Princetown  <b>Actual Progress:</b> Tenders returned and within funding bid. Authority approved proceeding to site. Centre closed and cleared out. Start on site 21 October <b>G</b>	<b>Milestone:</b> Site is handed over to contractor and car park is partially closed. Construction work commences. Stage two of the interpretation plan is developed and agreed.  <b>Actual Progress:</b>	<b>Milestone:</b> Construction continues. Stage 2 interpretation off-site build commences.  <b>Actual Progress:</b>
3	<b>Revised Management Plan for Dartmoor National Park</b>  <i>Outcome sought</i> - A Management Plan that is owned and supported by stakeholders, outlines a clear vision for the National Park and provides a framework for partnership working.	CR	<b>Milestone:</b> Develop draft objectives and targets with partners. Prepare updated timetable and milestones for project plan  <b>Actual Progress:</b> Progress has been made in developing objectives and targets for some themes including workshops with partners (Understanding & Enjoyment, Next Generation). Delay in organising workshops for other themes (Natural Environment, Farming & Forestry) due to difficulty arranging dates. Updated timetable prepared <b>A</b>	<b>Milestone:</b> Develop draft objectives and targets with partners. Commission consultants to carry out SEA/HRA and visualisation. Template for word document prepared. Follow up discussions with partners on objectives and targets.  <b>Actual Progress:</b> Work is currently underway to draft core elements of the Management Plan. The original plan was to do this via a number of working groups, to continue engagement with our key partners in developing the Plan and building ownership of this. Groups have been established for three themes of the Plan, but for various reasons they have not been progressed for all areas. Template for word document completed. Invitation to quote for SEA/HRA sent out and due to be commissioned early Oct. Visualisation work pushed back until future vision is clear. <b>A</b>	<b>Milestone:</b> Draft structure, objectives and targets prepared for discussion with Members (PMWP 11 Oct). Design template for poster prepared. Final Plan completed by end Nov ready for SEA/HRA and visualisation. Papers prepared for Authority sign off. Preparations for consultation  <b>Actual Progress:</b>	<b>Milestone:</b> Consultation draft Plan to Authority (10 Jan) to sign off for consultation. 8 week public consultation (20 Jan to 13 Mar). Analyse consultation responses ready for discussion with partners and members.  <b>Actual Progress:</b>
4	<b>Local Plan</b>  <i>Outcome sought</i> - An adopted Local Plan that (together with the Management Plan) provides a framework for the future development and management of the National Park, helps deliver National Park purposes and vibrant communities.	DJ	<b>Milestone:</b> Completion of revised draft policies for Reg 19. Completion of SA/SEA/HRA appraisals by consultants. Appoint support on site Briefs. Scope revisions for evidence base. Agree consultation programme.  <b>Actual Progress:</b> Revised policies submitted for appraisal. Late changes required on viability appraisal and SA/SEA/HRA in order to take into account shifting environment on Biodiversity Net Gain and Sustainable Construction but remained on target. <b>G</b>	<b>Milestone:</b> Complete Reg19 draft. Authority report on Reg19 with agreement to publish. Complete final SA/SEA/HRA appraisals by consultants. Design and print Reg19. Complete evidence base revisions. Complete Site Development Briefs. Start consultation process.  <b>Actual Progress:</b> Environmental appraisal complete. Reg 19 plan agreed by members and published for consultation. Evidence base revision complete and published. <b>G</b>	<b>Milestone:</b> Complete Local Plan consultation. Process consultee responses and complete Consultation Report.  <b>Actual Progress:</b>	<b>Milestone:</b> Prepare Reg19 procedural matters. Authority report on Reg19 with agreement to submit. Scope and appoint Local Plan Programme Officer. Submit Local Plan to SoS.  <b>Actual Progress:</b>
5	<b>Peatland Restoration</b>  <i>Outcome sought</i> - Restoration and enhancement of 276ha of peatland on Dartmoor.	DL	<b>Milestone:</b> Planning for next phase of delivery in Autumn 19  <b>Actual Progress:</b> Hangingstone restoration plan drafted. Redlake/Leftlake restoration plan first draft complete. Meetings held with leftlake/Redlake commons. Planning complete for Hangingstone. Data compiled from previous years work plotting progress. Report sent to peatland partnership and visit to FTP. Peatland piece submitted to Dartmoor news. <b>G</b>	<b>Milestone:</b> Completion of planning and starting restoration on Hangingstone and completion of planning for Redlake.  <b>Actual Progress:</b> Restoration on FTP underway, due for completion in November. Restoration started again at Amicombe, and planning underway for Hangingstone and Redlake/Leftlake. <b>G</b>	<b>Milestone:</b> Complete restoration of FTP and begin restoration of remaining 4 sites  <b>Actual Progress:</b>	<b>Milestone:</b> Continue restoration of 4 sites  <b>Actual Progress:</b>
6	<b>Common Cause</b>  <i>Outcome sought</i> - Model for development and delivery of shared local visions to deliver a range of public benefits; improved public understanding of commoning. Contribute to thinking about ELMS.	AK	<b>Milestone:</b> Complete Vision for 3 Commons. Draft management plan for at least one common. Develop list of projects for inclusion in second round application. Deliver outreach events through the outreach vehicle. Launch the Upland commons Exhibition at Princetown Visitor Centre. Start programme of John Muir events and training leaders . meeting of the Local area Group.  <b>Actual Progress:</b> Process of developing visions progressing just need to bring separate visions together in a meeting of all stakeholders. Planned for July. Management plan behind schedule and so it the developing list of projects. Outreach has started - good response at County Show and training day and suite of resources for John Muir leaders on the Commons has been developed. Possible trial with Okehampton College in the autumn . <b>A</b>	<b>Milestone:</b> Complete Visions. Submit the Dartmoor list of Projects for inclusion to second round bid. Meeting of the Local Area Group to agree local priorities including possible future Commons  <b>Actual Progress:</b> We have developed a suite of audience differentiated activities with the team for deployment on Outreach vehicle. Less progress with formal education route...started conversations with JMA co-ordinator and with area facilitator but limited outputs. Okehampton College pilot was not implemented. Awaiting their lead. Visions for Holne and Harford/Ugborough completed. List of projects for second round bid agreed . <b>G</b>	<b>Milestone:</b> Second Round bid submitted early December  <b>Actual Progress:</b>	<b>Milestone:</b> Decision on bid expected March  <b>Actual Progress:</b>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
7	<b>Natural Flood Risk Management</b> <i>Outcome sought</i> - Test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community. Contribute to national thinking on Environmental Land Management System.	CG	<b>Milestone:</b> Complete initial awareness raising and communications. Run auction pilot. Identify measures and engage landowners on all 5 catchments <b>Actual Progress:</b> Meetings held with landowners and commoners on three catchments promoting project. Preparation and promotion complete for online auction pilot. Meetings with specialists to identify solutions for Peter Tavy and Mardle. Engaged with Joe Hess for soil works on Hanger Down. Approx 6 landowners approach on each of the 4 main catchments. <b>G</b>	<b>Milestone:</b> Implement measures across 5 catchments - plan formulated for Peter Tavy, initial measures in place on Mardle and Dean Burn, all archaeological surveys complete. Work started on Walkhampton by West Country Rivers Trust <b>Actual Progress:</b> Employed soil scientist to provide specialist advice on commons. West Country Rivers Trust have now started work on Walkhampton catchment (KS will retain common) and works planned and starting for other 4 catchments. Peter Tavy archaeological survey complete and Walkhampton commissioned. <b>G</b>	<b>Milestone:</b> Solutions implemented for Hanger Down, measures begun on Peter Tavy and Walkhampton, continue with implementation on Dean Burn and Mardle. <b>Actual Progress:</b>	<b>Milestone:</b> Measures implemented across remaining 4 catchments <b>Actual Progress:</b>
8	<b>Dartmoor Hill Farm Project</b> <i>Outcome sought</i> - Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration. Seek funding to secure the Project beyond 2020.	DA	<b>Milestone:</b> Six training events and one special event. Continued work on agreed outcomes as part of the over arching agreement with PCF. Employ new TC officer. Develop programme for remaining phase. <b>Actual Progress:</b> The project has delivered 12 events in total including two special training sessions around grassland management and precision grazing with good attendances. There has also been a contributor event and the issue of a quarterly newsletter, several email updates and continued posting on Social media. Initial discussions have taken place on the future of HFP and this will be discussed in detail at the Steering Group mtg. on the 10th July. Work continues on a number of projects and time is being allocated to prioritising the remaining events programme from the end of July to January 2020. <b>G</b>	<b>Milestone:</b> Six training events and one special event. Continued work on agreed outcomes as part of the over arching agreement with PCF. Explore/Secure funding for next phase and develop project plan. Begin revised phase of project. Complete recruitment process. <b>Actual Progress:</b> Resilience programme completed in August. 12 events held. Revised phase of project developed but stalled due to Claire leaving the HFP. DA reverted to previous role to cover shortfall. Funding proposals submitted for Common Cause and separate proposal to recruit officer for 2 years. Developing funding bids to Esmee Fairbairn Foundation and PCF. <b>A</b>	<b>Milestone:</b> Six training events and one special event. Continued work on agreed outcomes as part of the over arching agreement with PCF. <b>Actual Progress:</b>	<b>Milestone:</b> Two training events. Continued work on agreed outcomes as part of the over arching agreement with PCF. Finish current phase of project and begin next in line with secured funding and agreed priorities. <b>Actual Progress:</b>
9	<b>Love Moor Life</b> <i>Outcome sought</i> - Changed behaviour of all visitors, locals and tourists, by improved understanding of Dartmoor and its special qualities leading to reduced number of incidents and bylaw offences.	BM	<b>Milestone:</b> Organise a project team to move the campaign forward collaboratively (includes comms, rangers, outreach, access & recreation). Develop and review artwork, webpages and associated materials as per feedback. Create a campaign timeline with project team. <b>Actual Progress:</b> Created a campaign timeline collaboratively with the project team. Updated webpages and signage as per feedback. Received dog treats and vouchers from our LML partner Forthglade which are being distributed by Rangers, outreach and visitor centres to reward good behaviour. <b>G</b>	<b>Milestone:</b> Continue with campaign and comms plan, focusing on end of summer messages through the outreach team and Rangers on the ground. Work with the new Communications & PR Officer on a targeted media approach. <b>Actual Progress:</b> Continuing with the campaign on social media, in visitor centres and out on the ground. Worked up a draft proposal for the proposed Haytor Dog Event in April 2020. Prepared our 'offer' to Mole Valley Farmers in preparation of our meeting in October. <b>G</b>	<b>Milestone:</b> Work with new campaign partner Mole Valley to raise awareness of LML messages. Develop a joint campaign across print materials, social media and rewarding good behaviour. <b>Actual Progress:</b>	<b>Milestone:</b> Haytor dog event? <b>Actual Progress:</b>
10	<b>Pathways Project</b> <i>Outcome sought</i> - Access routes and associated infrastructure that is of high quality, easy to use and helps support the Dartmoor economy.	AW	<b>Milestone:</b> Postbridge Area programme of improvements determined. Princetown Nuns Cross Works determined. Management Plan digital app developed and Big Path Survey to determine condition of paths started. <b>Actual Progress:</b> Landowner negotiations completed with landowner and tenants for Postbridge works. Programme of vegetation clearance by works team finalised (started 1 July). Field Testing of digital app underway. Big Path Survey route surveys commenced in May (due to finish October). <b>G</b>	<b>Milestone:</b> Tender for Postbridge works advertised and evaluated. Asset Management app development final testing and enhancements - being used by volunteers and rangers for path surveys. Big Path Survey substantially complete. Programme of improved signage confirmed. <b>Actual Progress:</b> Pizwell route tender complete and contract awarded. Start date 7 October. Big path survey well under way on track to complete end of October. Mend our mountains tender ready to be advertised in October. PROW asset management app final testing and web portal developed to be signed off before end of October. <b>G</b>	<b>Milestone:</b> Postbridge works completed within budget. Big Path Survey completed. <b>Actual Progress:</b> T	<b>Milestone:</b> Asset Management Plan produced by January. <b>Actual Progress:</b>
11	<b>Junior and Youth Rangers</b> <i>Outcome sought</i> - A Junior and Youth Ranger programme that provides young people with an enjoyable experience and a better understanding of the National Park; nurturing the skills and passion for participants to be ambassadors for Dartmoor and building a long term relationship between the young people, Dartmoor and the Authority.	OR	<b>Milestone:</b> Launch of new Youth Ranger (progression route) programme whilst retaining existing commitment to Junior Rangers. <b>Actual Progress:</b> Continued (from Q4, 2018-19) delivery of two engaging programmes for both Junior and Youth Rangers starting with a successful launch which welcomed new members recruited through social media.. Specific attention paid to ensure that Youth Rangers is a significant 'step up' for young people with increased personal responsibility, greater stretch and challenge, increased cognitive demand and greater autonomy. Existing Junior Ranger programme also has a better developed role for returnees who now become 'Junior Ranger Mentors' with increasing expectations on roles and responsibilities. <b>G</b>	<b>Milestone:</b> Delivery of two parallel programmes for two age cohorts (12 - 15 and 16 - 18) with stretching and challenging activities for older participants. <b>Actual Progress:</b> Continued successful delivery through quarter 2 with new activities and events being offered to Junior Rangers, opportunities for 'returning' Junior Rangers to act as mentors - to take greater responsibility in leading some of the conservation tasks. The Youth Ranger programme similarly sees growth and development opportunity: a two day stone walling course (similar to that provided for adults by HFP) was very successful - even with day 2 in the rain. The Youth Rangers also have to undertake their own, self-generated, independent activities. These have included: volunteering for other conservation charities; undertaking with at Plymouth Physic Garden; doing Dartmoor species specific study and research. <b>G</b>	<b>Milestone:</b> Conclude Youth and Junior Rangers' programmes - continued delivery and then with a John Muir Award 'share', certificate and award ceremony. <b>Actual Progress:</b>	<b>Milestone:</b> Evaluate Youth and Junior Ranger programmes (2109) - lessons learnt, revised programming and resources; recruit Range led tasks; recruit new cohorts for both programmes to start April 2020. <b>Actual Progress:</b>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
12	<b>Year of Green Action</b> <i>Outcome sought</i> - More people engaged in a wider range of activities to monitor, conserve or enhance the environment. Make links with Love Moor Life to help embed behavioural change.	OR	<b>Milestone:</b> Quarter 2 (of calendar year 2019) delivery of YoGA Action Plan agreed by LT and sent to Defra February 2019. <b>Actual Progress:</b> In addition to a range of public events - successfully advertised through our DNPA YoGA website and delivered to a range of audiences specific actions which would not appear on this 'public face' include: DNPA staff cohort undertaking their own personal John Muir Award; Team Dartmoor Day with a YoGA focus; South West Water YoGA team day undertaking both conservation activities and experiential immersion - fitting two of the YoGA themes: 'connect' and 'enhance'.	<b>Milestone:</b> Quarter 3 (of calendar year 2019) delivery of YoGA Action Plan agreed by LT and sent to Defra February 2019. Start collating 'case studies' and good practice examples for sharing with key stakeholders, eg Defra. <b>Actual Progress:</b> continued public engagement in 'making a difference' and in 'connecting'. Activities have spanned age ranges and event types as the Action Plan identified. Some examples include: Meldon Wildlife Festival a free public event, which attracted many local families (total number of participants exceeded 700); contribution by DNPA staff to the very successful Dartmoor Walking Festival; at a depth rather than breadth approach - a John Muir Award for year six over three terms providing a progression and development opportunity, at South Tawton Primary School; in addition to the successful outreach opportunities already provided by attendance at shows and the '50 things' campaign at Visitor Centres.	<b>Milestone:</b> Final Quarter (of calendar year 2019) delivery of YoGA Action Plan agreed by LT and sent to Defra February 2019. Reconvene officer working group to formally 'close project' and evaluate success of Year of Green Action - and use this together with collated 'case studies' and good practice examples to share with key stakeholders, eg Defra. <b>Actual Progress:</b>	<b>Milestone:</b> Continue to seek opportunities to share learning and success. <b>Actual Progress:</b>
13	<b>Terrific Towns and Vital Villages</b> <i>Outcome sought</i> - Local business networks that will help promote their towns/ villages, increased footfall and spend for local businesses and enjoyable visitor experiences.	JR	<b>Milestone:</b> Ashburton Town Team Action Plan event held and draft Action Plan identifying key priorities and projects produced. 3 projects submitted to and approved by GD LEAF. New Discover Ashburton brochure published & work underway to develop 'Discover Ashburton' website. Princetown Town Team partners identified and 1st stakeholders meeting taken place. <b>Actual Progress:</b> Discover Ashburton published and proving popular, working with Cosmic to develop website with additional support from Visit South Devon. Action Plan meeting in June and draft report published. Two of 3 GD LEAF bids gone forward to final round - awaiting decision. Princetown conversations with stakeholders taken place, meeting scheduled for July.	<b>Milestone:</b> Ashburton - Action Plan finalised and agreed identifying 3 key priorities/projects with project plans being developed. Plan & delivery strategy for Discover Ashburton website finalised and agreed. Princetown Town Team established and aims & objectives agreed. <b>Actual Progress:</b> Discover Ashburton Website design finalised, procurement undertaken and contract issued. GD Leaf funding secured for Cleder place project. Town Team Volunteers recently appeared in local and regional press. Ashburton Antiques trail creating 'offer' for Mayflower 400 group package. working with Visit South Devon to create wider group package offer.	<b>Milestone:</b> <b>Actual Progress:</b>	<b>Milestone:</b> <b>Actual Progress:</b>
14	<b>Developing the food economy</b> <i>Outcome sought</i> - Programme of activity to help promote and develop the local food economy.	JR	<b>Milestone:</b> Producers, photographer & designer for Food & Drink Exhibition commissioned. Link partners identified and promotion undertaken. <b>Actual Progress:</b> Producers and photographer identified. Some partners aware of proposal and supporting eg; Visit Dartmoor/Visit South Devon and sponsorship offer received - awaiting LT sign off to progress.	<b>Milestone:</b> Exhibition Images and Design work commissioned & contracted. All producers visited and engaged with programme of events. Launch event determined. Food Fair proposal on forecourt explored and determined. Potential for Supply Chain event including links to LEP activity/'field to fork' strategy assessed and determined. <b>Actual Progress:</b> Exhibition installed 4th Oct 2019. No commercial interest in food fair - time of year and lack of foot fall critical factor in decision making. Supply Chain event not pursued further.	<b>Milestone:</b> Exhibition held and min of 10 producer led events or activities undertaken. <b>Actual Progress:</b>	<b>Milestone:</b> <b>Actual Progress:</b>
15	<b>Moor Otters 2</b> <i>Outcome sought</i> - A public arts trail that raises income for National Park projects, supports local businesses, helps engage new audiences and raises the profile of the National Park.	SJ	<b>Milestone:</b> Authority agreement on repeating project. Steering Group created. Project Manager tender posted. Sculpture/model decided. Draft project plan. Draft work packages for internal team deliverables. <b>Actual Progress:</b> Authority have agreed to progress with project for 2020. Steering Group created and decision on sculpture is due to be made by 9th July. Tender for project manager has gone public with a deadline of 15th July. Waiting for feedback/comment on work packages from team members.	<b>Milestone:</b> Project Manager appointed. Sculptures tendered for and delivered. Brand and identity created. Comms & Marketing plan developed. Individual work packages finalised. Value in Kind support identified. Web pages launched with artist info. Artists packs made available online and by invite. Social media platforms finalised. Sponsors approached. Expert panel created. <b>Actual Progress:</b> Dave Southern has been appointed as Project Manager. Sculptures have been designed and created, delivery due early-November. Brand and identity created along with website, artist info and business packs. Artists have been invited and submissions already received. Social Media platforms established and media business partner identified - Western Morning News. Value in kind has been secured from MailBox UK, Bovey Castle Hotel, Bearnas, Hampton & Littlewood and others. Businesses approached for hosting and sponsoring, so far 23 from the previous 100 have come back to say they are interested in taking part again.	<b>Milestone:</b> Key project break point - Sculpture and artists sourced, website created and valued partners secured. Launch event. Artists announced. Otters go to artists. Retail offering considered. <b>Actual Progress:</b>	<b>Milestone:</b> Key project break point - majority of hosts and sponsors secured. Tender for photography work. Budget review for Audit and Governance. Retail sourced, priced and ordered. Otters returned from artists and photographed. <b>Actual Progress:</b>
16	<b>Support the development of new apprenticeship standards working alongside National Park Authorities</b> <b>Maintain rolling programme of apprentices across the Authority to support service delivery and business need</b> <i>Outcome sought</i> - Supporting people into work through skills development, training and relevant experience. Support for the Authority's service delivery.	NW	<b>Milestone:</b> Continue to engage with lead NPA (NYM) to ensure early adoption of Conservation Worker L2 Apprenticeship Standard once approved. Discuss options for further apprentices with Leadership Team at Strategic Meeting in July 2019 <b>Actual Progress:</b> Conservation Worker L2 Standard awaiting final approval from the Institute for Apprentices - expected to be ready for use from September 2019. LT discussion planned for 15 July 2019.	<b>Milestone:</b> Ongoing engagement with partner organisations to develop Conservation Supervisor L3 Apprenticeship Standard (National Trust leading). Possible recruitment of new apprentices (subject to LT decision - July 2019) <b>Actual Progress:</b> Conservation Worker L2 Standard still pending approval IFA - expected to be ready October 2019. L3 progress at early stages, limited involvement to date. LT agreed to hold any further apprenticeships pending Business Review (remain in MTFP)	<b>Milestone:</b> To be determined <b>Actual Progress:</b>	<b>Milestone:</b> To be determined <b>Actual Progress:</b>
17	<b>Contribute to Government reviews and policy</b> <i>Outcome sought</i> - A policy and funding framework that supports National Parks and the work of the Authorities and provides for the future enhancement of Dartmoor National Park.	KB	<b>Milestone:</b> Contribute to development of NPE 'roadmap' for Glover Review and start work on potential submission for Spending Review. <b>Actual Progress:</b> NPE 'Roadmap' agreed by Chairs/Directors, submitted to the Review team and discussed with Julian Glover at a roundtable workshop involving all Chairs. No details on Spending Review process	<b>Milestone:</b> Dependent on timetable for publication of Glover Review and Spending Review process <b>Actual Progress:</b> Glover report published 21 September 2019. Press statement prepared. Members will have an opportunity to discuss after the Authority meeting on 4 October 2019 and determine how we should respond. NPE are working on a response from all NPAs to be considered by Chairs when they meet on 30 October 2019. Spending Review has been postponed until 2020. No details on when we will receive our settlement for 2020/21	<b>Milestone:</b> Dependent on timetable for publication of Glover Review and Spending Review process <b>Actual Progress:</b>	<b>Milestone:</b> Dependent on timetable for publication of Glover Review and Spending Review process <b>Actual Progress:</b>



Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
18	<b>Parishscapes 2</b> <i>Outcome sought</i> - A funded scheme to help communities deliver projects that enhance the environment and/or people's understanding of it.	AK	<b>Milestone:</b> Complete legacy film and evaluation report (good practice guide/toolkit.) Moor medieval book launch and conference <b>Actual Progress:</b> Film and evaluation report completed. Film launched at the Celebration event. <b>G</b>	<b>Milestone:</b> Work on developing a funding bid to NHLF to be submitted in November. Discuss detail with possible local partners and communities. Consider how to make the scheme different but without losing crucial elements of success. Initial discussion with NHLF at Celebration Event and at the MTMTE Mentor meeting in August <b>Actual Progress:</b> Consultation on parishscapes 2 completed and results being analysed. Principles for Parishscapes 2 being developed and aim to submit in March 2020. Feedback from celebration event and mentors positive and encouraged to apply, with a new slightly different scheme <b>G</b>	<b>Milestone:</b> Bid submitted <b>Actual Progress:</b>	<b>Milestone:</b> Decision expected March <b>Actual Progress:</b>
19	<b>Moor than meets the eye</b> <i>Outcome sought</i> - A lasting legacy of environmental enhancement, improved visitor facilities, community engagement, volunteering, wider understanding, visitor management and continued partnership working.	AK	<b>Milestone:</b> Monitoring and Evaluation Contract progressing via attendance at events and conference. Celebration Event planned. Initial informal discussion with partners on small bids to and joint working to maintain legacy and next larger bid <b>Actual Progress:</b> All progressing on target. <b>G</b>	<b>Milestone:</b> Celebration Event to kick off more detailed discussions about joint working on Conservation Assistants and Outreach. Ideas being worked up for Moor Medieval. Round table discussion with partners on next large bid mid September to build on NPMP review. <b>Actual Progress:</b> Very successful celebration event and very positive feedback from community, partners and funders. Project Board to discuss possible next big project at October Board meeting <b>G</b>	<b>Milestone:</b> Timetable and Theme for next large bid to be determined and presented to LT <b>Actual Progress:</b>	<b>Milestone:</b> <b>Actual Progress:</b>
20	<b>Partnerships</b> <i>Outcome sought</i> - Continue to develop our partnership working with a specific focus on local Universities to benefit from their research and expert knowledge. Work with Exeter University on Phase 2 of the SWEEP programme subject to funding.	CR	<b>Milestone:</b> Confirmation of SWEEP FUNDING expected. Initial set up meeting if successful. (SWEEP 2 Developing and embedding novel remote sensing methods for routinely mapping the extent and condition of habitat across the National Park) <b>Actual Progress:</b> Funding Confirmed and start up meeting planned <b>G</b>	<b>Milestone:</b> Initial work to agree methodology and test via ground truthing <b>Actual Progress:</b> Attended SWEEP 2 Project on Environmental Investment for Health and Well being. Now a partner in this project and will be kept informed of progress. Work is progressing as planned <b>G</b>	<b>Milestone:</b> Second Project meeting in October <b>Actual Progress:</b>	<b>Milestone:</b> Initial baseline map completed <b>Actual Progress:</b>
21	<b>NEW KEY ACTION (Quarter 2 onwards)</b> <b>Climate Change Emergency</b>	KB	<b>Milestone:</b> <b>Actual Progress:</b>	<b>Milestone:</b> Engagement with staff and Members to gather ideas and build support for actions to reduce carbon emissions. <b>Actual Progress:</b> Discussion at member Workshop (13/9/19) including presentation by Met Office. Staff 'Green Team' established to discuss ideas and prioritise. Draft tender for consultancy support. Engaging with Devon Carbon Plan to ensure synergy. <b>G</b>	<b>Milestone:</b> Specialist consultancy support appointed. Initial draft of the action plan by end of December. Scope potential for engaging young people in this work with a focus on the Management Plan. <b>Actual Progress:</b>	<b>Milestone:</b> Draft action plan complete for informal discussion with Members after DM in Feb. Potential 'People's Assembly' to get input to the draft plan and to the wider Management Plan review. Specialist consultancy support procured. Detailed action plan presented to Authority for discussion and approval <b>Actual Progress:</b>

**Priorities:**

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

## DARTMOOR NATIONAL PARK AUTHORITY

## AUDIT &amp; GOVERNANCE COMMITTEE

1 November 2019

**PERFORMANCE INDICATORS 2019/20**Report of the Head of Organisational DevelopmentRecommendations : **That Members:**

- (i) **note the content of the report; and**
- (ii) **analyse the performance for 2019/20 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 performance at Quarter 2 against the Authority's agreed performance indicator targets for 2019/20 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 38 indicators. The Authority's current set of performance 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 monitored and reported to the Audit & Governance during the year.

**3 Performance for the first half of the business year 2019/20**

- 3.1 Attached at Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance to Q2 this year is shown as well as the previous two years (2017/18 & 2018/19) for comparison purposes.
- 3.2 Following focused work over the past 12 months, including the introduction of a new Absence Management Policy and manager training delivered by ACAS, Leadership Team noted the improving figures relating to days lost to sickness absence (S12).
- 3.3 Members are advised that the percentage of overall Member attendance at formal Authority meetings (S14) fell in Quarter 2 to 79% against a target of 85%.
- 3.4 Members will be aware that the Development Management Service has been working with reduced capacity for some time due to staff absence and turnover.

3.5 Quarter 2 has seen positive appointments to the Planning team as a whole and although some targets have not been met (P1 & P2) performance is improving alongside an excellent appeals record for the year to date. This is testament to the hard work of all of the Planning Officers (DM and Enforcement), specialists, Planning Administration Team and the Head and Deputy Head of Development Management.

#### **4 Annual Complaints Letter 2018/19**

4.1 In July 2019, the Local Government & Social Care Ombudsman published the annual review letter (see Appendix 2) containing details of the number of complaints and enquiries received and decisions made by the Ombudsman regarding Dartmoor National Park Authority for the period until 31 March 2019. This is provided for information and consideration.

#### **5 Equality and Sustainability Impact**

5.1 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.

#### **6 Financial Implications**

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

#### **7 Conclusion**

7.1 Members will note from this report that overall the Authority has made good progress during the first six months of the business year.

**NEIL WHITE**

**Attachments: Appendix 1 - Performance Indicators 2019/20**  
**Appendix 2 - Local Government & Social Care Ombudsman Annual Review Letter 2019**

20191101 NW PIs 2019/20

Ref No.	How will we measure our achievement		Responsible Officer	Outturn 2017/18	Outturn 2018/19	Target	Quarter 1	Quarter 2
						2019/20		
<b>SUSTAIN - Conservation of the Natural and Historic Environment</b>								
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	a) including long term absence	NW	7.82	12.17	7	10.44	7.92
		b) excluding long term absence		4.40	3.52	3.5	4.19	3.31
S13	% of enforcement cases resolved without the need for formal action		JA/NS	92.3%	96%	90%	94.6%	89.8%
S14	% of Membership attending Authority meetings		PB	Authority: 82% Development Mgt: 80% Audit & Gov'nce: 94% Overall attendance: 82%	Authority: 83% Development Mgt: 83% Audit & Gov'nce: 63% Overall attendance: 82%	85%	Authority: 91% Development Mgt: 88% Audit & Gov'nce: 60% Overall attendance: 87%	Authority: 79% Development Mgt: 79% Audit & Gov'nce: no meeting Overall attendance: 79%
S15	% of invoices paid on time		CAR	100.00%	100%	100%	100%	100%
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)		CH/JA	24%	37%	33%	16.6%	27%
<b>ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors</b>								
E1	Number of visitors to Visitor Centres at:	a) Haytor	RM	51,870	42,603	52,000	13,037	22,256
		b) Postbridge	RM	56,373	53,527	58,000	17,087	20,199
		c) Princetown	RM	79,291	74,749	80,000	22,455	29,126
		TOTAL:	RM	187,534	170,879	190,000	52,579	71,581
E4	Number of litter bags collected by DNPA staff or volunteers		SL	939	650	no target set	129	46
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)		NW	378 14% (of 2723.5 direct DNPA) Data not captured for volunteer groups		400	data not reconciled due to staff capacity	data not reconciled due to staff capacity

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2017/18	Outturn 2018/19	Target	Quarter 1	Quarter 2	
					2019/20			
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) [to be revised - see below]	AW	70	54	no target - record of trends	14	25	
	number of people participating	AW	14,095	12,775	reduce number of very large events	6260 (includes Dartmoor Classic)	3630 (includes Tavy 7 road race)	
E11*	Public engagement events	CP	135 events (6667 people)	108 events	135 events	25 events (520 People)	29 events (1999 People)	
<b>PROSPER - Work towards ensuring Dartmoor has a thriving economy</b>								
P1		a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	0% (2)	0%	50%	Nil	Nil
		b) minor applications determined within 8 weeks	CH (TJ)	67%	53.30%	65%	58.50%	73.60%
		c) other applications determined within 8 weeks	CH (TJ)	85%	81%	85%	61.00%	77.40%
P2	% of planning applications dealt with in a timely manner:	a) % of all planning applications determined which have been approved	CH (TJ)	89%	87%	no target - success is positive decisions for Dartmoor	76.60%	88.30%
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	89%	72%	90%	48.80%	68.00%
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	50%	0%	70%	100.00%	75.00%
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW	2723.50 (direct DNPA) plus 5381.25 (conservation groups) Total 8104.75 £75/volunteer day	2516 (direct DNPA) plus 6444 (supported conservation groups) = 8960	9000 (including volunteer conservation groups grant aided by DNPA)	data not reconciled due to staff capacity	data not reconciled due to staff capacity
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£607,856	£672,000	£675,000	data not reconciled due to staff capacity	data not reconciled due to staff capacity

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2017/18	Outturn 2018/19	Target	Quarter 1	Quarter 2	
					2019/20			
P5	Number of affordable housing units approved	DJ	39	2 A further 19 units approved subject to S106s which has not yet been signed (15 at M'hampstead in outline, 4 at South Zeal).	25	0 2 aff. units approved subject to S106 which has not yet been signed (South Brent)	data not reconciled due to staff capacity	
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH	442	389	420	100	104	
P9	Number of:	a) Followers on Social Media	SH	29,241	38,100	50,000	40,442	42,309
		b) Subscribers to e-communications (running total)	SH	3,690	1,490	2,500	1,568	1,677
		c) % opened	SH	42%	34%	45%	46%	40%
P10	Number of unique visitors to website & page views	SH	296,156 / 1,364,268	337,120 / 1,607,246	350,000 / 2,000,000	105,489/ 480,940	105,229/449,198	
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB	72%	78%	80%	Reported Annually	
		a) Number of Parish meetings attended by Rangers / Officers	PB	36	43	53	14	1
		b) Number of Parish meetings attended by Members	PB	22	47	30	16	29
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	18	17	18	1	15
		b) Number of contacts made	CP	2,371	2,200	2,500	777	1,650
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	JR	10	10	To be confirmed	10	10	
P14	Donate for Dartmoor:	LT	£18,295	£22,084	Overall target: £30,000	£9,347	£6,302 (Cumulative is therefore £15,649)	

Family Performance Indicators

# Local Government & Social Care OMBUDSMAN

24 July 2019

*By email*

Kevin Bishop  
Chief Executive & NPO  
Dartmoor National Park Authority

Dear Dr Bishop

## **Annual Review letter 2019**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

### **Complaint statistics**

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

### **New interactive data map**

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the



common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a horizontal line underneath.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

**Local Authority Report:** Dartmoor National Park Authority  
**For the Period Ending:** 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	0	0	0	0	0	0	2	0	2

## Decisions made

Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Detailed Investigations			Total
				Not Upheld	Upheld	Uphold Rate (%)	
0	0	0	2	1	0	0	3

**Note:** The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

## Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

**Note:** These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

## Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
0	0	0	0	<b>Number</b>
	0%		-	<b>Compliance rate**</b>
<p><b>Notes:</b>            * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year.            ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

## DARTMOOR NATIONAL PARK AUTHORITY

## AUDIT &amp; GOVERNANCE COMMITTEE

1 November 2019

**2019/20 STRATEGIC RISK REGISTER**Report of the Head of Organisational Development

**Recommendation: That Members approve the current Strategic Risk Register for 2019/20 attached at Appendix 1 and agree to remove risk 55 from the Register**

**1 Background**

- 1.1 The Strategic Risk Register forms part of the Authority's overall risk management strategy.
- 1.2 While the formal recording of risk management information is clearly important, equally important are the discussions and dialogues that take place about identifying and managing risks across all areas from the individual to the organisational.

**2 Monitoring and Reporting Framework**

- 2.1 As part of the risk management strategy it is important that Members review the strategic risks for the Authority in order to raise issues for further consideration and highlight possible areas of risk for addition or deletion.
- 2.2 Appendix 1 contains the Strategic Risk Register for 2019/20 for comment and approval. The risk management process requires us to:
- identify, assess and record Strategic Risks (by staff, managers, Leadership Team and Members);
  - determine the consequences of not taking any action to manage / mitigate those risks;
  - record control measures that are in place to manage the risk and provide a current "Risk Rating";
  - identify additional control measures that can be implemented, along with any resources that might be required;
  - re-evaluate and re-score the risk to demonstrate the anticipated "Planned Residual Risk Rating" (i.e. if the additional control measures are implemented).
- 2.3 The risk ratings (current and planned) are scored and colour coded as follows:
- 0 – 9 = Green – risk accepted;
  - 10 – 19 = Yellow - needs attention;
  - 20 – 25 = Red – cause for concern.
- 2.4 Leadership Team monitors and reviews the Strategic Risk Register on a quarterly basis and has recently reviewed the Register in light of changing circumstances so we are clear about potential risks and how we might mitigate these. Leadership

Team have updated risk reference F1 following the introduction of a new National Parks Financial Grant Agreement.

- 2.5 The Register has four categories of risk: Performance, Strategy, Finance and Governance and the table below summarises the risks and residual risk ratings with further details provided in Appendix 1:

Risk Ref	Risk Description	Planned Residual Risk
<b>PERFORMANCE</b>		
P1	Ineffective internal communication	4
P2	Inadequate external communication/community engagement	6
P3	Inadequate Info Management/Business Continuity Planning.	4
P4	Inadequate focus on Performance Management	6
P5	Lack of support to deliver on the actions in the NPMP	6
P6	Failure to determine major planning applications < 13 weeks	4
<b>STRATEGY</b>		
S1	Failure to implement culture of risk assessment/management	6
S2	Emergencies affecting DNPA land/buildings or activity	4
S3	Managing officer workload	15
S4	Workforce planning and resilience	20
S5	Superfast Broadband Project	8
S6	New Visitor Centre at Postbridge	15
<b>FINANCE</b>		
F1	Potential for further reductions in National Park Grant	16
F2	Inadequate financial management	4
F3	Appeals, Public Enquiries and enforcement action	6
F4	<i>Moor than meets the eye</i> Landscape Partnership Scheme	12
F5	Moor Otters	12
<b>GOVERNANCE</b>		
G1	Fraud & Corruption	2
G2	Inadequate procurement practice	6
G3	Inadequate management of partnerships and projects	8
G4	Inadequate decision making process and documentation	6
G5	Failure to implement new or changes to legislation or policy	6

- 2.6 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.
- 2.7 The Strategic Risk Register is reported to the Audit & Governance Committee in May and November each year.

### **3 Recommendation**

It is recommended that Members approve deletion of risk 55. This referred to a specific project which has now been completed. An end of Project report was presented to the Authority in June 2019 (NPA/19/018).

NEIL WHITE

**Attachments: Appendix 1 – 2019/20 Strategic Risk Register**

20191101 NW 2019/20 Strategic Risk Register

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P1	Ineffective internal communication				
	<p><b>Consequence if no action</b></p> <p>Lack of understanding of objectives, targets, priorities, issues and challenges Dis-engaged staff create a poor impression of DNPA when in-contact with the public and our stakeholders</p>	<p>Leadership Team meets every Monday morning for a quick communication catch up. Messages are then disseminated as appropriate. Key messages are reported in regular 'In Touch' newsletter, supplemented by specific newsletters as required. Monday Message is a regular communication tool from Chief Executive to all staff and Members. "Golden thread" linking Management Plan and Business Plan with individual appraisals &amp; 1:1s. Annual <i>Team Dartmoor Day</i> and individual <i>Team Dartmoor</i> days. Regular service and team meetings 'Time Well Spent' middle managers meeting Intranet &amp; website; Regular briefings to Members and two officer/Member working panels</p>	2	4	8
<b>Additional control measures planned</b>					
<p>Organisational Development Strategy "Developing Team Dartmoor" has a specific focus on improving internal communication and employee engagement. New staff survey introduced in 2015 which was repeated in 2017 indicating increased employee engagement. Survey due to be repeated in November 2019. Six monthly meetings between LT &amp; TWS introduced to share strategic direction, key developments, political and financial context. Improved staff induction process in 2016/17 including Team Dartmoor 'charter'. Communication methods constantly reviewed and mixture of written and face to face utilised. Need to consider how we keep Members informed and receive feedback from them about the views and issues that are communicated to them. Leadership Team will keep a focus on this issue.</p>					
<b>Resources required:</b> Staff & Member time is needed to participate fully					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			1	4	4
<b>Outcome</b>					
<p>Ensure staff are able to contribute and feel valued Staff and members are ambassadors for the organisation Promote full understanding and ownership of the Authority's work, priorities and change agenda Develop a better understanding of the Authority and its work</p>					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P2	Inadequate external communication and community engagement				
	<p><b>Consequence if no action</b>                      Damage to reputation.                      Poor support from community, business &amp; stakeholders                      Lack of understanding of the value of DNPA and the work it does                      Confusion with other organisations                      Projects not supported as no 'buy-in' from stakeholders</p>	Communications strategy implemented through developing a forward plan. Supporting communication tools include: Media briefings & releases. Authority publications. Authority Website Variety of forums Social media and targeted e-newsletters Surveys	3	3	9
<b>Additional control measures planned</b>					
Communications & Community engagement are priorities for the Authority. Refreshing the communications strategy to develop a forward plan and manage reputational issues. Supporting the development of better national communications through collaborative working and shared work on the development of the UK Brand and associated work. Residents' survey undertaken in 2013 and 2017. Results were used to improve communication with local residents. The residents' survey is due to be repeated in 2019/20 (following the pattern of three year intervals) but has not been budgeted for due to pressures on the revenue budget and we will be looking at other ways to provide resident/community feedback. We now have an online planning satisfaction survey with a link provided to all users of the planning service (from pre-application to formal planning applications). Increased presence at Parish meetings and local special interest groups – need to consider process for briefing in advance of the meetings and how we feedback after the meetings. Continue with supplying content in parish/community magazines/newsletters and quarterly newsletter Moor Life to improve awareness and understanding of our work.					
<b>Resources required:</b> Staff time will be needed to communicate and engage with local residents and prepare materials					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
<b>Outcome</b>					
A greater understanding of what DNPA does in relation to Dartmoor the place, so people value and support the work we do A good reputation as an organisation that listens and understands Excellent relationships with our communities and stakeholders Promoting understanding and enjoyment of Dartmoor's special qualities Ensure staff are able to contribute and feel valued					

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Green = Ok – scores 0-9



# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P3	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.				
	<b>Consequence if no action</b>  Non compliance with legislation. Inability to provide core services. Loss of reputation. Impact on service delivery. Breakdown of communication. Delays/failure to update records.	ICT systems and data backed up daily and copies stored off-site. Document Management System implemented for electronic storage of paper records. Disaster Recovery Plan in place, and critical elements tested Alternate venues/home working available in the event of loss of office accommodation Virtualised servers and desktops speed up recovery times – Security patches and upgrades regularly applied to the firewall and virtual servers	2	2	4
<b>Additional control measures planned</b>					
We are currently implementing a daily online backup of our systems at Parke to a datastore at our Princetown site, to improve disaster recovery and reduce our reliance on backup tapes. This work should be complete by summer 2019.					
<b>Resources required</b>					
Staff Time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	2	4
<b>Outcome</b>					
Continuous business efficiency in the event of systems failure or major emergency affecting operational buildings					

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Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P4	Inadequate focus on Performance Management (including customer service)				
	<p><b>Consequence if no action</b></p> <p>Individual and organisational performance not monitored. Low achieving Authority Unclear targets and objectives. Resources not targeted</p> <p>Reputational risk for the Authority.</p> <p>More complaints.</p>	<p>Business Plan &amp; Annual Review Organisational Development Strategy Service planning/Service dashboards Audit &amp; Governance Committee with clear remit to monitor and challenge performance. Suite of PIs that are focused on delivering against the Business Plan Parke House Project Management and staff trained maintaining focus on effective project management Robust and highly visible process for monitoring of key actions in the Business Plan. Detailed and thorough performance reporting and analysis by Leadership Team and Audit &amp; Governance. Performance Improvement Policy Customer Service Standards Lessons learnt from complaints</p>	3	3	9
<b>Additional control measures planned</b>					
Terms of reference for Audit and Governance Committee reviewed and updated (2018). Assurance & Governance training provided to members (Dec 2017) to help with their role to challenge, scrutinise and gain assurance, especially in areas such as audit, finance, performance and governance					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
Good performing organisation, with evidence of continuous improvement					

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Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P5	Lack of support and resources from partners/stakeholders to deliver on the actions in the Management Plan				
	<p><b>Consequence if no action</b></p> <p>Management Plan actions not undertaken</p> <p>Ambitions not delivered</p>	Extensive engagement with partners and stakeholders in development of the current NPMP. This is being replicated as we review the NPMP through a series of 'Dartmoor Debates', public consultation and the annual Steering Group meeting. The review is focusing on developing a shared vision for the future management of the National Park and to use this vision to guide partnership working (to deliver the vision)	3	3	9
<b>Additional control measures planned</b>					
Strategic Planning & Projects Officer appointed to project manage this work.					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
Clear agreed vision for the National Park					
Actions to achieve the Vision shared and owned by delivery partners					
Clear process for monitoring delivery and assessing progress towards the Vision					

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# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P6	Failure to determine major planning applications within the set Government target of 13 weeks				
	<p><b>Consequence if no action</b></p> <p>Authorities who 'poorly' perform over a 2 year period may be subject to special measures. The risk is therefore that the Authority could lose its ability to deal with applications resulting in a loss of income and reputation</p>	<p>Planning Performance Agreements (PPA) are in place which are a 'contract' between the planning authority and the developer in how their application will be dealt with including timescales.</p> <p>All such applications which are subject to a PPA do not have to be identified under the government speed targets and can be reported separately.</p> <p>Ongoing monitoring of the effectiveness of this control mechanism.</p> <p>Planners need to be realistic about time scale on framework, particularly if legal work is required.</p>	1	4	4
<b>Additional control measures planned</b>					
New structure established for Planning Service to provide effective leadership, management and increased capacity at officer level. Service level agreement for provision of legal services in place.					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			1	4	4
<b>Outcome</b>					
Major applications are dealt with in a timely way The performance agreement will allow time to be taken to achieve a quality outcome					

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# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S1	Failure to implement a robust culture of risk assessment and risk management.				
	<p><b>Consequence if no action</b></p> <p>Disruption to service delivery. Waste of financial resources as number and cost of losses escalate. Increasing cost or unavailability of insurance cover. Critical reports by external audit. Increase likelihood of major loss/incident. Loss of reputation.</p>	<p>Risk Management Strategy</p> <p>Risks monitored by A&amp;G and Leadership Team.</p> <p>Corporate Risk Management Steering Group (Leadership Team). Operational Risk Management via work programmes/projects. Internal and External Auditors base their work / review programmes on a Risk Based approach</p> <p>Annual Governance Statement following review of all governance arrangements.</p> <p>Health, Safety &amp; Wellbeing Committee</p> <p>SLA with TDC to provide operational H&amp;S support and compliance. SLA with PDNPA (2017-2020) in place to provide strategic advice and joint working with other NPAs. Risk assessment training provided regularly to relevant officers and further training available. H&amp;S training provided at induction</p>	2	3	6
<b>Additional control measures planned</b>					
<p>Reviewed health and safety management in 2016/17; revised SLAs with TDC and PDNPA from 2017/18.</p> <p>All members of LT have completed IOSH 'Leading Safely' course: Head of Organisational Development (June 2017); Head of Business Support (2018); Chief Exec, Director of Conservation &amp; Communities, Head of Comms &amp; Fundraising (December 2018)</p> <p>Increased focus on strategic management of occupational health and safety – key competencies and KPIs being developed.</p> <p>Health &amp; Safety training provided (April and Nov 2018); H&amp;S training plans being developed, including risk assessment training in 2019/20.</p>					
<b>Resources required:</b> None					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
<p>Risk based approach embedded in culture of the organisation.</p> <p>All risks effectively managed.</p>					

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Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S2	Emergencies affecting land or buildings owned or leased by DNPA or operational activity				
	<p><b>Consequence if no action</b></p> <p>Incidents such as flooding, storms, fire, which could disrupt the business of the Authority. Possible restrictions on access imposed as a result of outbreaks of disease. Denial of access to key premises resulting in major disruption to service delivery. Financial – increased cost of provision of alternative working locations.</p>	<p>Emergency Planning. Close working relationship with police and other emergency services Staff awareness training (induction training). ICT Disaster Recovery plan, H&amp;S, Lightning Protection, Fire Regulations (including regular testing of fire systems), etc. Alternate venues/home working available in the event of loss of office accommodation. Robust maintenance programme and risk assessments for operational property</p>	1	4	4
<b>Additional control measures planned</b>					
This is a risk which it is difficult to control, but is considered relatively low risk					
Ongoing IDOX project to scan central filing system is improving access and reducing risk of loss of data					
<b>Resources required:</b>					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			1	4	4
<b>Outcome</b>					
Business continuity in the event of an emergency affecting business premises Effective and appropriate use of DNPA's resources in other emergencies affecting the National Park					

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Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S3	Managing officer workload. Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'				
	<p><b>Consequence if no action</b></p> <p>Failure to deliver corporate objectives. High stress levels and staff absence. Targets/improvement not achieved Staff unclear of roles &amp; responsibilities in new structure</p>	<p>Officers (particularly middle managers) fully involved in developing the Authority's Business Plan and thus shaping work programmes HR Policies; Business Plan, Appraisal process – identifying clear priorities and work programmes for individuals, teams and the Authority as a whole – through manager and staff engagement. Implementation of the OD Strategy. Good internal communications/staff survey /feedback channels/liaison with representatives. Support to managers and focus on developing management skills. Proactive attendance management; provision of Employee Assistance Programme; OH service. Quarterly review at LT identifying pressure points and where additional support may be required. Provision of Project Fund within the budget to enable in-year bids for additional resource.</p>	3.	5	15
<b>Additional control measures planned</b>					
Skills Development Training for all Line Managers delivered Nov/Dec 2017. Further personal development sessions provided to staff in 2018/19.					
<b>Resources required:</b> Staff time and resources to deliver an effective programme.					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			3	5	15
<b>Outcome</b>					
Well informed, motivated workforce Effective leadership Appropriately supported and trained staff					

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Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S4	Workforce planning/resilience: limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts.				
	<p><b>Consequence if no action</b></p> <p>Reduced capacity/productivity Service pressures could lead to 'bad' decisions and high stress levels Poor performance Increase in complaints Contracts and obligations not fulfilled</p>	<p>Active staff management and support through a mixture of:</p> <ul style="list-style-type: none"> <li>Project Fund enabling flexibility to buy-in support as required</li> <li>Staff support e.g. Occupational Health, EAP; counselling etc.</li> <li>Increased joint working with other Local Authorities and partners</li> <li>Some SLAs in place (Finance, ICT, Payroll, H&amp;S, Legal)</li> <li>LT regularly review workforce planning and impact of staff absence</li> <li>LT strategic meetings consider future work programmes / direction of travel</li> </ul>	5	5	25
<b>Additional control measures planned</b>					
This will remain an area of high risk given the size and scope of our organisation and operations. Senior Officers, service managers, project officers and specialist staff are fundamental to our performance and success as an Authority, therefore any significant absences can have a real impact on delivery.					
<b>Resources required:</b> Staff time and resources to deliver an effective programme. May need external support					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			4	5	20
<b>Outcome</b>					
Well informed, motivated workforce Effective leadership Appropriately supported and trained staff					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9



# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: STRATEGY - **PROPOSED THAT THIS RISK IS DELETED**

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S5	Superfast Broadband Project (Connecting Dartmoor & Exmoor NPAs) – risks associated with project for DNPA				
	<p><b>Consequence if no action</b></p> <p>Staff capacity to manage planning applications</p> <p>Planning application sites not in keeping with policy, local opposition and potential for DNPA to refuse – project delayed</p> <p>Reputational risk arising from DNPA planning seen to be preventing project progress</p> <p>Technologies not working effectively</p> <p>Communities not taking up broadband</p> <p>Coverage not meeting Govt target of 96% by end of 2017</p> <p>Financial loss if project not delivered: £65k match funding committed</p>	A close of project report will be presented to the Authority in June 2019. It is proposed that this risk is then removed from the risk register.	2	5	10
<b>Additional control measures planned</b>					
Effective project management (Red) - regular updates to Leadership Team throughout					
<b>Resources required:</b> Staff time to manage project (Communities Officer) and planning officer time to advise on and process planning applications					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	4	8
<b>Outcome</b>					
Project delivered on time with effective communications to all stakeholders throughout					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S6	<b>New Visitor Centre at Postbridge</b>				
	<p><b>Consequence if no action</b></p> <p>Costs of the construction escalating once the project is tendered. Cost of construction escalating once on site due to unforeseen conditions. Staff capacity to deliver Site Health and Safety under CDM, legal duty to comply, prosecution risk if not adhered to. Key funding deadlines not met with RPA, risk to claims.</p>	<p>Risk register to identify risks, risk rating and mitigation/controls Engagement of external professionals to support project management and build Project Plan identifies exit points linked to most significant risks Project Team established to monitor and manage progress with member involvement, chaired by NPS appointed to provide specialist project management and construction expertise. Head of Communications &amp; Fundraising (leading on project delivery) CDM advisor contracted, site safety will be monitored by DNPA safety advisor. Funding bid and liaison with RPA managed by Head of Communications and Fundraising Head of Business Support (S151 Officer) also on team to ensure financial risks are controlled</p>	4	5	20
<b>Additional control measures planned</b>					
<p>Effective project management given challenging timeframe and financial circumstances with regular updates to Leadership Team and Members throughout. Multiple exit points built into the project plan to mitigate risk and financial loss</p>					
<b>Resources required:</b> NPS commissioned to provide specialist project management including CDM. Oversight of the project is within the work programme for the Head of Communications and Fundraising. Project Team (staff and Member) time to manage and deliver project					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			3	5	15
<b>Outcome</b>					
Project delivered on time and to budget with effective communications to all stakeholders throughout					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F1	Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements (clause 23 of the National Parks Financial Grant Agreement)				
	<p><b>Consequence if no action</b></p> <p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes. Failure to meet Performance Targets A new National Parks Financial Grant Agreement has been put in place by Defra for all NPAs; the addition of a new clause allowing Defra to alter its requirements (of NPAs) may risk the Authority's ability to exercise complete independence and fulfil its business plan objectives</p>	<p>Authority has set a balanced budget for 2019/20. This is the last year of our spending review settlement and a new one year settlement is anticipated for 2020/21 only A new comprehensive spending review is anticipated to commence in 2020/21 Assurance has been obtained from Defra that Clause 23 would only be exercised in exceptional circumstances; that existing commitments (of NPAs) would be honored and that advance discussions would take place, before implementation Ongoing workforce and resource planning to match revenue and resources to deliver outcomes Developing new strategies and ideas to generate other income streams, to reduce reliance on NPG Robust level of Reserve Balances maintained Strong budget management and procurement performance and evidence of using resources efficiently and effectively</p>	4	5	<b>20</b>
<b>Additional control measures planned</b>					
We are taking steps to diversify our income streams (e.g. introduction of car park charging and external fundraising initiatives such as Moor Otters) but our ability to generate income is limited by our lack of assets from which to trade/generate income and the fact that we are a public authority charged by Parliament with providing public services.					
<b>Resources required:</b> Officer time					

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Green = Ok – scores 0-9

## DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

Planned Residual Risk	Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
	4	4	16
<b>Outcome</b> Focused organisation with resources targeted to agreed priorities Reduced reliance on NPG			

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F2	Inadequate financial management				
	<p><b>Consequence if no action</b></p> <p>Unfunded budget variance. Under spend of core grant Reputational damage</p>	<p>Robust Budget monitoring and procurement process.</p> <p>Financial Regulations / Standing Orders.</p> <p>Sustainable procurement policy</p> <p>Procurement procedures</p> <p>Staff training on procurement rules and procedures</p> <p>Devolved budgets with clear accountability supported by timely and accurate financial reporting</p> <p>Quarterly reports to Leadership Team &amp; A&amp;G Committee</p> <p>Training for staff in financial management</p>	2	4	8
<b>Additional control measures planned</b>					
On-going training for staff in financial management and procurement. Training for Members of Audit & Governance Committee Sept 2019. Capacity issues are recognised and extra support is brought in to progress work programmes					
<b>Resources required:</b> Staff time and training resources					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			1	4	4
<b>Outcome</b>					
Financial outturn on target					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F3	Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR				
	<p><b>Consequence if no action</b></p> <p>Bad decisions that damage Dartmoor Additional costs and significant budget overspend Loss of public confidence Poor PR</p>	<p>Head of Development Management reviews all appeal files to learn lessons; reporting to LT and Members</p> <p>External legal advice and support obtained where necessary</p> <p>Good Practice Guide for Members and officers (planning) and appropriate training</p> <p>Enforcement Policy</p>	3	5	15
<b>Additional control measures planned</b>					
Procure expert input when necessary Clear project management arrangements for high profile cases Clear operational procedures to support Enforcement Policy					
<b>Resources required:</b> Staff time and financial resources					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
All decisions are lawful, in accordance with advice and can be supported on appeal Public confidence in decisions Minimise payment of costs					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F4	<i>Moor than meets the eye</i> Heritage Lottery Fund Landscape Partnership Scheme: risk to the Authority as lead partners regarding cash flow, reputation and fixed term contract staff retention in the final year				
	<p><b>Consequence if no action</b></p> <p>Reputational damage if the scheme is not delivered on time and to budget</p> <p>Potential cash flow issues for the Authority if the scheme is not delivered on time and to budget</p> <p>Reputational issues for the Authority as lead partners if local community not engaged and supportive of all projects</p> <p>Inability to deliver central Scheme support and obligations if core staff leave within their final year of their fixed term contracts (increasing probability as 31 December 2019 approaches)</p>	<p>Scheme Manager appointed with strong project management experience.</p> <p>Continued dialogue through quarterly monitoring meetings with Community Stakeholders Group, Landscape Partnership Board, HLF and project Leads to share Scheme, Project and risk management</p> <p>Agreed Communications Strategy and Plan implemented and reviewed yearly.</p> <p>Some slippage has occurred, implications are discussed and revisions agreed with Board and partners.</p> <p>Quarterly Landscape Partnership Board, HLF Monitoring and budget monitoring with Head of Business Support. Detailed performance reports to Audit &amp; Governance Committee and yearly review to Authority in December</p> <p>DNPA (and other Partners) to consider succession planning and potential future roles for the core team (LCAP ‘Sustainability’ extract: “...the core team’s skills would be such that they would be a valuable asset to any employer. The core management team will be employees of DNPA, and afforded all the protection that such a public sector position affords. Each will be entitled to redeployment opportunities that may exist within the organisation.”)</p>	3	5	15

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

## DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

<b>Additional control measures planned</b>			
Scheme Manager to focus on strategic delivery of the Scheme – to include finance and performance management. Changes and risk to delivery identified early. Risk to be continually monitored. Role of Landscape Partnership Scheme Board is strategic.			
<b>Resources required:</b> Staff time and financial resources			
<b>Planned Residual Risk</b>	<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
	3	4	12
Outcome Prompt action when slippage or new risk identified resulting in successful delivery of the scheme.			

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9



# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F5	<i>Moor Otters</i> : Financial and reputational risk to the Authority				
	<p><b>Consequence if no action</b></p> <p>Risk of financial loss from reserves if project does not generate anticipated income to cover outlay costs and generate additional income</p> <p>Reputational issues for the Authority if businesses, stakeholders and the public are not engaged and supportive of the project</p>	<p>Head of Communications &amp; Fundraising is LT sponsor, closely overseeing project manager.</p> <p>Member steering group set up.</p> <p>Clear project plan and timeline developed with breakpoints to end project if needed.</p> <p>Project management contract established to ensure buy-in from artists, sponsors and stakeholders.</p>	3	5	20
<b>Additional control measures planned</b>					
Changes and risk to delivery identified early. Risk to be continually monitored.					
<b>Resources required:</b>					
Staff time and financial resources					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			3	3	12
<b>Outcome</b>					
Successfully delivered project					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G1	Fraud & Corruption				
	<p><b>Consequence if no action</b></p> <p>Misappropriation of Authority resources (not always financial)</p>	<p>Financial Regulations. Standing Orders. Prosecution deterrent. Internal checks / controls. Scheme of delegation. Internal / External Audit. Whistle-blowing Policy. Bank Reconciliation. IT Firewall. IT security / passwords. Anti-fraud &amp; corruption policy in place. Information security policy</p>	1	2	2
<b>Additional control measures planned</b>					
Risks monitored especially during financially difficult times					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			1	2	2
<b>Outcome</b>					
Staff aware of risks and controls regarding fraud & corruption					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G2	Inadequate procurement practice				
	<p><b>Consequence if no action</b></p> <p>Failure of partners/contractors Schemes not delivered on time or over budget. Damage to reputation. Value for Money not achieved Sustainability principles not applied Procurement rules not followed providing opportunity for challenge</p>	<p>Service level agreement with Devon Procurement Service to provide procurement support Standard set of templates, terms and conditions etc kept up to date by DPS (on sharepoint site) Use of e-procurement portal Member of Devon &amp; Cornwall Procurement Partnership. Financial appraisal. Risk Assessments. Financial Regulations / Standing Orders. Sustainable procurement policy Procurement procedures Procurement training Contract management Contractor Vetting &amp; Insurance Project Management Training</p>	2	3	6
<b>Additional control measures planned</b>					
On-going staff training on procurement rules and procedures and project management					
<b>Resources required</b>					
Staff time and potentially resources if purchasing is to adopt more sustainable principles					
<b>Planned Residual Risk</b>			2	3	6
<b>Outcome</b>					
All procurement undertaken within policies, procedures & legislation					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G3	Inadequate management (and success) of partnerships and projects				
	<p><b>Consequence if no action</b>                      Failure to meet DNPA objectives. Inadequate SLAs and potentially poor performance, service failure &amp; reputational damage. Inadequate contract conditions/ management structure &amp; dispute resolution process. Failure of partnership arrangement. Financial over-commitment by the Authority due to unpaid grant claims.</p>	Signing up to formal agreements (Contracts, SLAs, MoUs, etc.) that set out terms of reference, agreed objectives and outcomes, roles, responsibilities, exit strategies etc. Risk Assessments. Standing Orders. Financial Regulations. Internal/External Audit. External partners' controls Parke House Project Management Embedded link between project management and personal performance management via appraisals, work plans and the Business Plan. Performance monitoring - Business Plan.	3	4	12
<b>Additional control measures planned</b>					
Ongoing monitoring of compliance with procedures and staff training.					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	4	8
<b>Outcome</b>					
Robust, well managed partnerships and projects that help to deliver Business Plan and National Park Management Plan objectives					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G4	Inadequate decision making process; inadequately documented decision making process				
	<p><b>Consequence if no action</b></p> <p>Financial cost. Judicial reviews/Legal challenges. Loss of reputation. Demands on legal service time High level of complaints/appeals Information Commissioner adverse finding</p>	<p>Complaints procedures. Ombudsman. Legal process. Authority policy of open &amp; honest response to complaints. Standing Orders Rules &amp; Procedures in relation to decision making. Publications Scheme (FOI) Recording in writing of decisions undertaken under delegated powers Written advice about recording key decisions and process established</p>	2	3	6
<b>Additional control measures planned</b>					
Ongoing training for staff and Members					
<b>Resources required:</b> Staff & member time and training resources					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
Low level of complaints, appeals & legal challenge					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2019/20

## Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G5	Changes in legislation/failure to implement new legislation or policy				
	<p><b>Consequence if no action</b></p> <p>Financial cost/budget difficulties. Requirement to revise working practices or introduce new systems. Potential compliance difficulties. Financial impact if the Authority cannot effectively respond promptly</p>	<p>The National Park Authorities ' Legalnet', South West Employers (HR) XpertHR online subscription Technical Support subscription (Finance) and member of Devon Accounting Group External Legal Services provision Various on-line alerts Up-dates and policy work via National Parks England and various Professional network groups</p>	2	3	6
<b>Additional control measures planned</b>					
Various legislation relating to planning to be monitored closely by Head of Development Management and Head of Forward Planning & Economy					
<b>Resources required:</b> Staff time with a plethora of legislation and consultations being issued					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
Legally compliant with no challenges through Judicial Review					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

## DARTMOOR NATIONAL PARK AUTHORITY

## AUDIT &amp; GOVERNANCE COMMITTEE

1 November 2019

***MOOR THAN MEETS THE EYE (MTMTE) LANDSCAPE PARTNERSHIP SCHEME***Report of the *Moor than meets the eye* Scheme Manager

**Recommendation: That Members note progress to 31 August 2019 (end of Heritage Lottery Fund Year 5, Quarter 4)**

**1 Background**

- 1.1 The Landscape Partnership has been running since summer 2014. The National Lottery Heritage Fund (formerly HLF, Heritage Lottery Fund) has granted up to £1.9m towards the Scheme's total budget of £3,843,183 giving an Intervention Rate of 49.4%. The remaining funding comes from the *MTMTE* Partners. Dartmoor National Park Authority (the Authority) is the lead Partner.
- 1.2 There are 34 co-ordinated Projects within the Scheme, many of the projects contribute to the delivery of Your Dartmoor (National Park Management Plan) (2014-2019). Each Project has a Partner who is responsible for delivery (there are 13 Partners in total). As Lead Partner, Dartmoor National Park Authority is responsible for the general administrative, financial and management functions of the Scheme.
- 1.3 Representatives from the 13 Partners form the Landscape Partnership Board (the Board) and provide strategic oversight and direction for the Scheme and the *MTMTE* Staff Team.
- 1.4 Most of the project delivery was complete at the end of August 2019; the *MTMTE* team remains in post until the end of December and will continue to deliver the remaining project outputs during that time.
- 1.5 The previous Scheme Manager was Mark Allott; Mark left the Authority in June this year and this report has been prepared by James Sharpe, now *MTMTE* Scheme Manager.

**2 Purpose of the report**

- 2.1 This report presents a summary of Scheme delivery to date, overall financial situation and risk. A list of projects being led by the Authority has been presented previously and is appended (Appendix A).

### 3 Progress delivering Approved Purposes

- 3.1 Delivering the MTMTE Landscape Partnership Scheme has taken a lot of hard work by many different people, people of Dartmoor’s communities, volunteers, Officers from partner organisations, all working together with the Authority’s Officers. The Scheme is considered as a success by people from across stakeholder groups, overwhelmingly by members of the public, by Partners and; feedback received from our Celebration Event and from the National Lottery Heritage Fund.
- 3.2 The total cash value of the Scheme is expected to be £3,754,693, as lead Partner the Authority has contributed £306,000 of this, leveraging in more than £10 for every £1 of Authority money spent.
- 3.3 All of the Scheme’s 28 projects can be considered a success. Three of the original projects did not prove to be viable and were replaced by approved, redesigned projects (these changes were agreed and have been reported previously).
- 3.4 The Scheme management team use a traffic light approach to quickly assess project delivery. At the end of August (MTMTE quarter 4 of its 5<sup>th</sup> year, Y5Q4) the situation was as follows (the previous quarter is also shown):

	Y5Q3	Y5Q4
<b>Green</b>	79%	89%
<b>Amber</b>	18%	11%
<b>Red</b>	3%	1%

- 3.5 This analysis is based on individual project outputs, not whole projects. Of the 12% of project outputs still showing amber or red it is anticipated that all should achieve a satisfactory position by the end of December when the MTMTE Scheme draws to a close.
- 3.6 The work of the Partnership will have impact beyond its life and Partners are already developing their next steps, some have made a firm commitment to continue to support benefits into 2020 and beyond. A summary of outcomes and legacy is included in Appendix B.

### 4 Overview of financial situation

- 4.1 The Partnership has achieved its cash match funding contribution, in a couple of cases outputs were achieved at lower cost, therefore lower contributions were made but these have been offset by higher contributions from other Partners (Forestry England is forecast to deliver agreed outputs at a lower cost, Royal Albert Memorial Museum were able to show higher than budgeted value in delivering the ‘Wild and Wondrous’ exhibition of Victorian painting).



- 4.2 The MTMTE Scheme budget was set at £3,843,183 in 2014, we currently forecast a closing value of £3,754,693.
- 4.3 The two projects showing significant underspend against budget are PD4 - Heritage Skills Training (>£20k underspent) and PD5 - Conservation Apprentices (>£20k underspent), both of these projects have been successful in delivering their outputs.
- 4.4 As reported previously the Scheme is complex to manage financially because the grant intervention rate varies across the individual Projects. The overall intervention rate from HLF is 49% but some of our Projects are wholly financed by HLF (they have an intervention rate of 100%) and others have some or no income from HLF (they have an intervention rate ranging between 0 and 96%). This means that some Projects contribute to the Common Fund and others take money from the Common Fund, ie. they are reliant on other Projects delivering against their targets. This is important to note when we are considering how to re-allocate underspends to ensure we can continue to manage the Common Fund. The two projects showing underspend are net contributors to the Common Fund, so underspending results in additional unanticipated costs. This unanticipated cost is currently forecast to be £25,000. Both of the projects mentioned are led by the Authority and this unanticipated cost would also be met by the Authority as lead Partner.
- 4.5 Other costs are in line with expectations, subject to amendments detailed in previous reports to the Audit & Governance Committee.
- 4.6 Members are aware that the NHLF withhold the final 10% of their grant until approved completion and the Authority is now bank-rolling this Scheme. Given that we have delivered against our approved purposes we expect that the NHLF will release the full amount of grant.

## **5 Summary and Conclusion**

- 5.1 Activity on this Landscape Partnership Scheme, under the current funding arrangement, will come to a close at the end of December 2019. All indications (based on project delivery reporting collated by the MTMTE Scheme Management Team as well as an evaluation report produced by independent consultants) are that the Landscape Partnership has achieved its Approved Purposes and the National Lottery Heritage Fund will make the final grant payment. As previously mentioned, the Partnership has met its match funding commitment.
- 5.2 Responding to the success of the MTMTE Scheme, there is a strong drive to maintain the momentum that has been created, both among Dartmoor's communities and among partner organisations. Staff are currently developing proposals for future partnership working, based upon the current review of the National Park Management Plan. This includes a Parishscapes 2 project.

## **6 Equality and Sustainability Impact Assessment**

- 6.1 The projects being delivered were selected to improve access to and understanding of the MTMTE (and wider Dartmoor) area by all sectors of society; support local communities and businesses; and deliver a range of environmental benefits.
- 6.2 The Authority seeks to treat all people equally, honestly and fairly in any, or all of its business activity, including partners, visitors, suppliers, contractors and service users. There are no specific impacts arising from this report.

JAMES SHARPE

**Attachments:**    **Appendix A – Projects led by DNPA**  
                          **Appendix B – Outcomes and Legacy**

20191101 JS MTMTE

**MOOR THAN MEETS THE EYE (MTMTE) LANDSCAPE PARTNERSHIP SCHEME**Appendix B

The Authority (including its *MTMTE* Staff Team and Dartmoor Hill Farm Project staff) is leading the following 26 Projects:

Ref	Name	Budget
PA2	Haymeadows	£9,000
PA3	Natural Connections	£9,000
PA5	Unveiling the heritage of the High Moor and Forests	£79,000
PA6	Higher Uppacott	£153,250
PA7	Ponies, Pounds and Driftways	£34,000
PA8	Ancient Boundaries, Modern Farming	£100,000
PA9	Hameldown WWII Crash Archaeological Survey	£2,300
PB1	Bellever and Postbridge Trails	£124,400
PB2	Parishscapes	£175,386
PB3	Moor Medieval	£25,000
PB5	Welcome to Widecombe	£49,430
PB6	Managing Volunteers	£20,000
PB7	In the Footsteps of the Victorians	£102,087
PC1	<i>MTMTE</i> Interpretation - the Dartmoor Story	£177,986
PC6	Heritage Trails	£9,900
PC8	Postbridge Visitor Centre	£184,920
PD4	Heritage Skills Training	£83,215
PD5	Conservation Apprentices	£67,900
PD6	Dart Valley in Focus	£33,000
PE1	Staff Team	£631,177
PE2	HERO and GIS Staff for PC6	£11,338
PE3	Transport & Subsistence	£5,000
PE4	Training	£3,000
PE5	Monitoring & Evaluation	£20,000
PE6	<i>MTMTE</i> website	£6,500
PE7	<i>Unbudgeted items</i>	-
	<b>Total</b>	<b>£2,116,789</b> <b>(67% of the Scheme)</b>

10.10.2019



Project	Partner	What will remain of MTMTE beyond early 2020
PA1 - Moorland Birds	RSPB	New land management practices have been adopted (esp. Duchy land), case for ongoing peatland restoration is strengthened with evidence. Engaged land managers will continue practices to support moorland birds, including through stewardship agreements. Exclosure experiment will continue (possibly for another 5 years) with RSPB & landowner support. Work has informed Our Common Cause (developing project). Bird Information Sheets available to land managers as long term resource.
PA2 - Haymeadows	MTMTE	People (including landowners) have come together and can work together, they also have gained knowledge and skills to assess and manage habitat. Seed harvester is available, along with National Park staff to support meadow restoration & conservation.
PA3 - Natural Connections	MTMTE	Research will be available to inform future conservation efforts. Invasive species have been identified and are being reduced.
PA4 - Discovering the Nature of the Bovey Valley	NE	Significant areas of woodland have been restored and, increasingly over coming years, will support more resilient populations of animals and plants. Important historic sites have been recorded and conserved, are better understood and will retain better condition.
PA4 - Discovering the Nature of the Bovey Valley	WT	Greater and more detailed research is available to inform this careful work, people have joined as regular volunteers, gaining the necessary skills & knowledge to play their part. Natural England & Woodland Trust secure benefits in the longer term.
PA5 - Unveiling the heritage of the High Moor and Forests	DNPA	Thousands of people have seen the display interpreting White Horse Hill burial, in the new Postbridge Visitor Centre it will be seen by hundreds of thousands in years to come. New publications are available. 18 Scheduled Monuments are no longer considered 'at risk'. Over 20 archaeological features in plantation woodland are in better condition and less likely to be damaged. Over 200 people have gained experience of 'hands on' archaeology.
PA6 - Higher Uppacott	DNPA	This rare and outstanding historic building is restored, more accessible and better presented. Its story is being told and will be told to thousands more people in years to come. Dartmoor National Park committed to long term care & accessibility of Higher Uppacott for public benefit.

PA7 - Ponies, Pounds and Driftways	DNPA	Restored historic ways are in good condition and can be enjoyed by people for years to come.
PA8 - Ancient Boundaries, Modern Farming	DHFP	DHFP are progressing plans to establish a Walling Club to continue to support the people who have engaged with skills training as well as those farms who wish to restore walls (there are many more!). Over 2000m of granite boundary walls are restored and will survive many more years. Good relationships have been built between landowners, DHFP staff and other local people.
PA9 - Hameldown WWII Bomber Crash Archaeological Survey	DNPA	The site has been studied and recorded.
PB1 - Bellever and Postbridge Trails	DNPA	The landscape and its stories around Postbridge and Bellever are better presented and more attractive to the thousands of people visiting. Significant improvements to physical access are established, especially for less able people.
PB1 - Bellever and Postbridge Trails	FC	
PB2 - Parishscapes (general), Emma Stockley	MTMTE	Members of fourteen of Dartmoor's parishes have researched, celebrated and cared for the heritage that is important to them. New groups have been formed, built heritage has been restored, cultural heritage celebrated, research published and areas of natural heritage made more accessible. DNPA recognises the varied benefits of this new way of working with communities and is exploring ways to continue this approach. A bid for future funding will be submitted in 2020.
PB3 - Moor Medieval, Emma Stockley	DNPA	An exemplar community history project. The group's research is presented in a film and critically-acclaimed book. The project is evidence of the significant contribution that non-professional researchers can make to the understanding of the past, given appropriate support and training. The group continues to undertake archaeological test-pitting activities and research independently.
PB4 - Engaging with the Nature of the Bovey Valley	NE	Knowledgeable and experienced volunteers will continue to support the work described under PA4. New facilities are available for community and volunteer use.
PB4 - Engaging with the Nature of the Bovey Valley	WT	

PB5 - Welcome to Widecombe	MTMTE	Materials telling the story of Widecombe are available to the community. Dartmoor National Park Team are testing this approach elsewhere.
PB6 - Managing Volunteers	MTMTE	Volunteers have gained skill and experience, Dartmoor National Park team continue to operate Tool Trailer and the National Park are developing stronger commitment to volunteering.
PB7 - In the Footsteps of the Victorians, Emma Stockley	MTMTE	Books and other interpretive material are available, including stories relating to the Wray Valley Trail. A new relationship has been established between RAMM, Exeter and DNPA. Knowledge of good practice has been gained and the benefit of utilising aspects of broader cultural heritage e.g. art history, to understand and celebrate the public's perceptions of Dartmoor's landscape over time, has been recognised.
PB7 - In the Footsteps of the Victorians	RAMM	
<del>PB8 - Pony Herd Identification Project</del>	<del>closed</del> MTMTE	
PB9 - Moor Boots, Phil Hutt	DPA	DPA is committed to continuing this valuable & important work. The DPA's trustees have agreed in principle to allocate funding for an initial three-year period, commencing in 2020. The staff and volunteers who managed the Moor Boots scheme are preparing a detailed project for trustees' final approval.
PB10 - Whitehorse Community Play, Mark Beeson	Med Theat	MED Theatre is putting on a play set in the Bronze Age next summer outside on Dartmoor and Exmoor, inspired by the Whitehorse Hill experience.
PC1 - Discovering the Dartmoor Story (Learning)	MTMTE	Large amount of printed, web based and interpretive signage available for people to gain a deeper understanding of Dartmoor.
PC1 - Discovering the Dartmoor Story	WT	
PC4 - Brimpts Tin Trail (Learning)	DTRG	A new website, printed books, leaflets and interpretive material support the group in telling the story of Brimpts & Dartmoor tin mining. Sale of these items provides some income for the group.
PC5 - Wray Valley Trail	DC	A traffic free walking & cycling route will support active travel/sustainable transport choices for many people in years to come.

PC6 - Heritage Trails	DNPA	A customisable online map provides access to a deeper, location based Dartmoor story for walkers & cyclists.
PC7 - Fernworthy Reservoir Improved Access	SWLT	A wider range of people can enjoy time outdoors around the reservoir.
PC8 - Postbridge Visitor Centre, Sam Hill	DNPA	A larger, fully accessible Visitor Centre, telling the story of Bronze Age Dartmoor and the finds at Whitehorse Hill. Presenting engaging & important landscape stories, events and activities to our audiences, helping them to understand the importance of the area with regard to the human story of Dartmoor.
PD1 - Dartmoor Diploma	closed	MTMTE
PD2 - EcoSkills	NE	The trainees will continue to benefit throughout their careers. This work will continue.
PD3 - East Shallowford Trust	closed	
PD4 - Heritage Skills Training	DNPA	Relationships between DHFP, landowners/managers and local people are strengthening. Plan to continue Bee Keeping, Sheepdog training and walling.
PD5 - Conservation Apprentices	DNPA	Exploring options to continue benefit from this project.
PD6 - Dart Valley in Focus	DNPA	Five developing young film makers gained skill and experience, their films remain available.
PE5 - Monitoring & Evaluation	MTMTE	An evaluation report is being prepared and will be shared widely.
PE6 - MTMTE Website	MTMTE	The website will be reviewed and useful reference will be retained.

**Moor than  
meets the  
eye**

Landscape Partnership



**LOTTERY FUNDED**