



Internal Audit Final Report

Dartmoor National Park Authority

Key Financial Systems Review 2019-20

October – November 2019

Official



Support, Assurance & Innovation

Devon Audit Partnership

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1 Introduction

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

An effective internal audit service reports on, and gives an objective opinion to management, on the effectiveness of the control environment and internal controls in managing the risks, including the financial risks, facing the Authority. This audit was undertaken as part of the annual plan agreed with the Head of Business Support. The review of the financial systems in operation throughout the Authority was undertaken during October and November 2019.

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

2 Audit Opinion

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

3 Executive Summary

Dartmoor National Park Authority's Finance Department is made up of knowledgeable and competent staff managed by the Head of Business Support who, along with the Senior Finance Officer, have an extensive understanding of the financial administration of the Authority and are closely involved with its day to day running and continue to set high standards.

This audit review has confirmed that there are effective controls in place within the systems reviewed which mitigate key financial risks. This is much to the credit of the staff that work within the Finance Department at the Authority. It is pleasing to confirm that all areas reviewed remain at a 'high standard' of assurance; This clearly displays and confirms the hard work and dedication that is input by all staff involved in the financial management of the Authority. Furthermore, recommendations that had been made in the 2018/19 audit report have been actioned and remedied which is very pleasing to note.

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

4 Assurance Opinion on Specific Sections

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

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

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

5 Issues for the Annual Governance Statement

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

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

6 Scope and Objectives

Ordering and Payments:

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

Income and Cash Collection:

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

Payroll and Travel Expenditure:

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

Main Accounting System:

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

Bank reconciliation:

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

Inventories / Disposals:

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

Investments:

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

7 Inherent Limitations

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

8 Acknowledgements

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

Robert Hutchins
Head of Partnership

Appendix A

Detailed Audit Observations and Action Plan

1. Area Covered: Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.	Level of Assurance
<p>Opinion Statement:</p> <p>Walkthrough discussions and testing in this area has confirmed that the Authority continues to maintain a high standard of controls to enable effective purchasing of supplies and services; This is much to the credit of the Finance Staff involved in this area. Comprehensive guidance and policies are in place which clearly detail the appropriate procedures and delegated spending limits.</p> <p>Access to processing invoices is restricted to the Authority Finance Staff, and there is an adequate segregation of duties built into the accounting system for registering, approving and authorising creditor invoices. Testing confirmed that orders are raised wherever possible which allows for the correct authorisation processes as well as for more accurate budget monitoring.</p> <p>In the sample of creditor payments reviewed, it was possible to confirm that the Authority correctly follows the tendering and / or quotation requirements as detailed in the Authority's Procurement Procedures.</p> <p>A sample of creditor payments including manual payments and purchases made by credit card were also found to be subject to the appropriate levels of checking and authorisation. All of the creditor invoices which were reviewed have also been correctly coded in the accounting system.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

2. Area Covered: Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	Level of Assurance
<p>Opinion Statement:</p> <p>Debtor income continues to be very well managed by the Authority due to there being comprehensive controls and procedures in place in order to ensure that all income is collected efficiently, reconciled accurately and banked in a timely manner. Income is received through the National Park Visitor Centres and also through planning charges and car parking income. High standard assurance has been awarded in this area due to the effective systems in place.</p> <p>A review of the aged debtor report at the time of the audit confirmed that aged debt is kept to a minimum and where any aged debt exists it is pro-actively managed and monitored. Furthermore, suitable separation of duties exists in relation to the raising of processing debtor invoices and credit notes within the accountancy system.</p> <p>The Authority adopts an agreed set of fees and charges for each financial year which are reviewed as part of its budget setting process and are approved by Authority Members. In reviewing a limited sample of invoices raised in this financial year, the invoices had been raised in a timely manner, invoices had been calculated to the right amount that was owed to the Authority, and also provided a correct breakdown of VAT.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

3. Area Covered: The Payroll (salaries and wages) may not be suitably controlled resulting in incorrect and / or unauthorised payments being made.	Level of Assurance
<p>Opinion Statement:</p> <p>The Authority continues to use Devon County Council's HR One to administer its payroll. The Authority's HR team continue to monitor payroll errors through use of an 'error log' in this financial year and this has only identified a small number of errors processed by either HR One staff or the Authority's HR staff. Furthermore, HR One provides the Authority with a variance report on a monthly basis and this assists the Authority's HR staff in identifying any payroll variances over an agreed amount. Discussions and walkthrough testing in this area has confirmed that the payroll procedures continue to be well managed and demonstrated in this area which is much to the credit of the Authority's HR and Finance Staff involved.</p> <p>Devon County Council introduced a new HR and Payroll system on the 7th November 2019 called MHR iTrent. The new system replaces the existing payroll system used by the Authority. Discussions took place during the audit visit in October 2019, however, at the point in time the new system had not yet been introduced. Testing and a review of the new payroll system will therefore take place in 2020/21 financial year. Devon Audit Partnership has been part of the DCC Project Team who are implementing the new system and continues to advise and monitor progress as implementation is rolled out.</p> <p>Testing of procedures in relation to staff starters and leavers, changes to employees' salaries and additional hours have confirmed that staff are paid accurately and in a timely manner. The risk of ghost employees or staff being paid incorrectly is therefore minimal due to the sound control framework in place in relation to payroll.</p> <p>A review of a selection of new starter personnel files confirmed that procedures in this area are also sound and the appropriate documentation and pre recruitment evidence is being held electronically for new staff joining the Authority. This is pleasing to note as the 2018/19 audit review did highlight some gaps in the personnel files reviewed and therefore, remedial action has been taken in order to ensure that the appropriate comprehensive processes are in place for new starters.</p> <p>A review of a selection of staff absence which has taken place in the 2019/20 financial year highlighted some errors / anomalies in recording. It is understood that several different systems are in place for the recording of absence i.e. PRISM (the Devon County Council system, the Authority's Return to Work forms completed after all periods of staff absence (and signed off by line managers) and DESTINY (the Authority's HR system). With the completion of several different recording methods of absence the risk of anomalies and errors occurring increases, therefore, consideration should be given to streamlining the current procedures in place in order to minimise this risk.</p>	<p>High Standard</p>

No.	Observation and implications		
3.1	A selection of five periods of staff absence which have taken place in the current financial year was reviewed . Testing highlighted some errors / anomalies for three of the sample. The errors were in relation to inconsistencies in the completion of the various procedures / forms that need recording i.e. PRISM forms (sent to Devon County Council for Statutory Sick Pay purposes), the Authority's Return to Work forms completed following all periods of staff absence and DESTINY forms (the Authority's HR system).		
	Recommendation	Priority	Management response and action plan including responsible officer
3.1.1	Care must be taken to ensure that all staff absence documentation is completed accurately and consistently for all methods of recording i.e. PRISM, DESTINY and Return to Work forms. Consideration should be given to streamlining the recording of staff absence as recording the data in so many different systems increases the possibility of errors being made.	Medium	<p>Investigated three errors/anomalies and provided explanation. Two were errors when inputting dates. The other anomaly was input correctly. Action plan to prevent future input errors:</p> <ul style="list-style-type: none"> • discussed with HR team and clarified process • updated HR procedure note to include MHR iTrent sickness recording (removed PRISM) • undertaking a review of all absences input since 2017 to check for any discrepancies <p>We currently have 3 systems where absences are recorded:</p> <ol style="list-style-type: none"> 1. MHR iTrent (payroll system/SSP etc.) 2. Destiny (HR database/performance reporting/analysis) 3. Etarmis (time recording system) <p>There are two potential opportunities for streamlining the current arrangements. Firstly, we stop recording sickness on Destiny and use MHR iTrent for all sickness reporting. We are keen to do this once we have established that MHR iTrent will provide the data we need. We will make this decision by the end of February 2020 with a view to end the recording of sickness on Destiny from 1 April 2020. Secondly, we could use MHR iTrent for time recording and remove Etarmis, however, we have seen and been advised that the time management module within MHR iTrent does not provide the functionality we need to manage flexitime and annual leave effectively. We plan to keep Etarmis (and potentially upgrade to its successor system Imperago), however we will keep an eye on any developments with MHR iTrent and the potential to use only one system.</p>

<p>4. Area Covered: The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation</p>	<p>Level of Assurance</p>
<p>Opinion Statement:</p> <p>The Authority continues to use 'FINEST' as its main accounting system. This system is supported by the 'FINEST' team at Devon County Council who maintain it as well as acting as system administrators.</p> <p>The established system controls ensure compliance with accounting standards and also provide a comprehensive audit trail. Sound control procedures are in place whereby appropriate officers have access to the system and suitable restrictions are in place to prevent unauthorised use. 'FINEST' users are reviewed regularly and testing confirmed that the records held by the DCC 'FINEST' staff agree to the up to date user records held by the Authority.</p> <p>High standard assurance has been awarded in this area as all aspects of the main accounting system reviewed are working well and comprehensive controls remain in place, this is much to the credit of the staff involved in this area.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

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

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

7. Area Covered: Inadequate or inappropriate inventory held		Level of Assurance	
Opinion Statement: Annual inventory checks have taken place within the last 12 months and the individual inventory records have been updated accordingly to reflect this. At the time of the review the Finance Team had not had opportunity to fully update the Authority’s central inventory database with all of the completed checks. It is understood that the delay was due to finance staff resource shortages. It is pleasing to note that by the time of the audit debrief, the central inventory database had been fully updated with the latest inventory checks. High standard assurance has therefore been provided in this area.		High Standard	
No.	Observation and implications		
7.1	Annual inventory checks have taken place in the last year and the individual inventory records have been updated accordingly however, the Authority’s central inventory database has not been fully updated with all of the completed checks. It is understood that the delay in fully updating the central database is due to finance staff resource shortages. It should be noted that the ICT assets have automatically been updated in the database due to new software which allows for automatic update straight to the record.		
	Recommendation	Priority	Management response and action plan including responsible officer
7.1.1	The Authority’s central inventory database should be updated in a timely manner wherever possible to reflect the annual inventory checks that have taken place in order to ensure that the database is up to date and accurate.	Low	Agreed and more Business Support staff will be given training so that they will be able to assist with updating the database. As at 12 December – training of one staff member taken place and inventory is now being updated.

8. Area Covered: Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Level of Assurance
<p>Opinion Statement:</p> <p>The control framework in relation to the Authority's treasury management remains comprehensive and well managed; Statutory requirements and regulations are being followed and fully met. High standard assurance has therefore been awarded in this area and this is to the credit of the Authority's finance staff. The relevant policies and financial frameworks are in place and the procedures in relation to investments are considered to be sound - An Investment Strategy, Policy, Financial Regulations and Scheme of Delegation are all in place and are kept to date. Furthermore, there is clear evidence of financial reporting to the Authority Leadership Team, the Audit and Governance Committee and the Authority Members.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

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

Definitions of Audit Assurance Opinion Levels

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

Definition of Recommendation Priority

Priority	Definitions
High	A significant finding. A key control is absent or is being compromised; if not acted upon this could result in high exposure to risk. Failure to address could result in internal or external responsibilities and obligations not being met.
Medium	Control arrangements not operating as required resulting in a moderate exposure to risk. This could result in minor disruption of service, undetected errors or inefficiencies in service provision. Important recommendations made to improve internal control arrangements and manage identified risks.
Low	Low risk issues, minor system compliance concerns or process inefficiencies where benefit would be gained from improving arrangements. Management should review, make changes if considered necessary or formally agree to accept the risks. These issues may be dealt with outside of the formal report during the course of the audit.
Opportunity	A recommendation to drive operational improvement which may enable efficiency savings to be realised, capacity to be created, support opportunity for commercialisation / income generation or improve customer experience. These recommendations do not feed into the assurance control environment.

Confidentiality under the National Protective Marking Scheme

Marking	Definitions
Official	The majority of information that is created or processed by the public sector. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened threat profile.
Official: Sensitive	A limited subset of OFFICIAL information could have more damaging consequences if it were lost, stolen or published in the media. This subset of information should still be managed within the 'OFFICIAL' classification tier, but may attract additional measures to reinforce the 'need to know'. In such cases where there is a clear and justifiable requirement to reinforce the 'need to know', assets should be conspicuously marked: 'OFFICIAL-SENSITIVE'. All documents marked OFFICIAL: SENSITIVE must be handled appropriately and with extra care, to ensure the information is not accessed by unauthorised people.

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

7 February 2020

**FINANCIAL MANAGEMENT 1 APRIL TO 31 DECEMBER 2019
AND FORECAST OF FINANCIAL OUTTURN 2019/20**Report of the Head of Business SupportRecommendation : **That the content of the report be noted****1 Monitoring and Management of Revenue Budgets (April to December 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 the 31 December 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 9) indicate that a surplus of £116,988 may arise (£121,092 at month 6) largely as a result of increased external funding and increased fees and charges income. 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. The potential surplus could help bolster our ring-fenced reserve for match funding given that we have reduced this and are now working on a potential bid to the National Lottery Heritage Fund which will require match funding.

2.3 The overall story is once again turning out to be one about increased income generation. The following table compares income received at month 9 in 2018/19 and 2019/20:

Income	2019/20 at month 9	2018/19 at month 9
External Grants / Contributions	£510,972	£270,242
Treasury	£14,883	£11,891
Fees & Charges	£451,593	£427,225
Sales (Postbridge closed Sept 2019)	£169,164	£170,214
Other	£13,790	£13,789
Total	£1,160,402	£893,361

2.4 An analysis of the external grant funding received to date is set out below:

Grants/contributions	2019/20 at month 9 £	
Public Rights of Way	43,000	Devon County Council – annual maintenance grant
	20,000	Mend our Mountains – Nuns Cross Path
	2,000	Defence infrastructure – Standon Bridge repair
	10,000	Duchy – Pizwell Path
Moor than meets the eye	157,460	Heritage Fund (Y5Q4 and Y6Q1 claims will be paid at the end of the scheme)
Education	1,500	Forest Holidays Funding
Dartmoor Headwaters	190,000	Environment Agency, will be applied over the life of the project
Hill Farm Project	7,937 4,564	Facilitation Fund Heritage Fund
Peatlands Partnership	15,000 5,000 5,000	Duchy Defence Infrastructure Dartmoor Preservation Association
Visitor Management	5,000	Heart of the South West (LEP)
Postbridge Visitor Centre	20,694	Heritage Fund
Conservation Apprentices	2,590	Heritage Fund
Rangers	5,000	Woodland Trust - Eco-skills project
Tourism	2,000	Discover England Fund
Corporate	2,500	Clif Bar funding
Archaeology	16,527	Heritage England
Biodiversity	200	Devon County Council – knotweed treatment
Total	510,972	

2.5 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.

Woodlands – Works budget is not required.

Facilitation Fund – Grant income that is being used to extend the Farming Advisor post and contribute to the Hill Farm Project in 2020/21.

Built Environment – Temporary contract that supported the traditional farm buildings grant scheme, now complete (income received last year to cover costs).

Higher Uppacott – Replacement of the cottage roof has been deferred.

Visitor Management - Pay & display income, 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 of £5,000 meeting the costs of the Welcome to Widecombe Project. Sponsorship contribution of £2,000 from Mole Valley towards Key Campaigns work.

Access & Recreation – New full time Recreation & Access Project Officer post created (2019/20 Business Review).

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 Fund, Duchy of Cornwall and the Project Fund. £2,000 contribution from Defence Infrastructure towards Standon Bridge repair.

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 the 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 via staff resource. Two new posts created from 1 January: Community Engagement Officer and Outreach & Interpretation Officer (2019/20 Business Review)

Conservation Works Team – Redundancy costs resulting from the 2019/20 Business Review. Heritage Fund income for the apprentice programme.

Development Management – After a prolonged period of staff vacancies all post are now filled. Temporary staff cover has also been provided during this time. Increased costs include: recruitment, planning appraisals and viability assessments, which is being offset by increased fee income; the Pre-application service is now resumed and gaining pace.

Forward Planning – The increased salary costs for the Planning Enabler post are being met from external funding income held in reserves. An Assistant Policy Officer post has been recruited to with a January start, filling an existing vacancy. The budget set aside for the Management Plan will not be fully utilised this year; provision will be made in next year's budget instead. New Homes Bonus Grant has been

received from West Devon Borough, South Hams District and Teignbridge Councils (£6,562; £32,808; and £20,000 respectively) which will be used to fund community grant schemes, call for applications was issued 8 January 2020.

Corporate & Democratic Core - Treasury income to be achieved by 31 March is forecast to be £21,500 (budgeted for just £8,000). Donate for Dartmoor income received to date is £24,122 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. Increased costs for Member training and recruitment.

Information Technology - Recruited a replacement GIS Officer; who started in January.

Corporate Operating Costs – Forecast savings: postage, printing & stationery, insurance.

Admin & Finance – maternity absence savings.

Parke & Princetown - Grounds maintenance contract savings at Parke offsetting increased building repair costs at Princetown.

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

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

Postbridge Visitor Centre Interpretation Project – Phase 1 costs incurred to revitalise the interpretation at the existing visitor centre are being met from reserves and Heritage Fund grant income. Phase II will be implemented once the new extension is build i.e. in the next financial year.

Moor Otters II – Costs incurred to date are £73,275 and income of £19,900. The net cost at year end will be met from the earmarked reserve set aside for the project. It should be noted that voluntary in kind support to the value of £30,800 has also been received. Once the project is complete a full reconciliation of costs incurred and income received will be undertaken to determine if there is a surplus, which will be used to fund conservation projects.

Postbridge Visitor Centre Extension Project - Revenue costs, including architect and other professional fees incurred to date are just under £128,950 (since 2018/19) and have been met from last year's budget surplus and the earmarked reserve set aside for this project (approved budget was £140,000).

Moor than meets the eye – this five year programme is almost complete and the Project Manager's contract has been extended until the end of March 2020 to complete the final claim and project evaluation; this has been met from within budget. The Heritage Fund has allowed the Authority a project extension period, enabling us to try to maximise draw down of as much funding as possible; including Postbridge Visitor Centre, Heritage Skills and Bellever & Postbridge Trails. It is anticipated that

at the end of the project, there may be an additional cost incurred by the Authority of circa £30k; this will be met from the reserve set aside at the start of the project. It should be noted that the Heritage Fund has accommodated several project and programme variations throughout the five year period, which has enabled the Authority and our Partners to maximise outcomes and grant income.

- 2.7 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 £24,110. Bids made to the Fund and approved by Leadership Team are set out in the following table:

	£
Opening Balance	115,445
Telephone system upgrade	(8,034)
Dartmoor Connectivity Assessment	(1,650)
Postbridge Pathways Project (Pizwell)	(20,500)
Staff contracts £20,040 no long required	0
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)
Climate change action plan	(2,810)
Pine Martin reintroduction	(5,000)
Remove skylight – Postbridge Visitor Centre	(2,736)
Balance remaining	(24,110)

*Not yet allocated, may be externally funded instead

- 2.8 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 Capital Programme and Prudential Indicators

- 3.1 The Authority's capital programme for the current year and MTFP is as follows:

Capital Scheme	Budget 2019/20 £	Budget 2020/21 £	Budget 2021/22 £
Replacement Vehicles	30,000	60,000	0
Replacement of the Planning Application IT system	0	35,000	0
Postbridge Visitor Centre	296,368	171,581	11,999

Funded From	£	£	£
National Park Grant or Revenue Reserves	(30,000)	(95,000)	0
Rural Development Programme England	(296,368)	(171,581)	(11,999)

- 3.2 The replacement vehicle has not yet been procured; as the Rangers are undertaking an analysis to determine a longer-term view of their fleet vehicle requirements. This will be revised as part of the Medium Term Financial Plan process which is currently underway.
- 3.3 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 has commenced and is currently ahead of schedule, completion is due in May 2020 and final grant monies (for the retention) will be received in 2022.
- 3.4 As the Authority has no external borrowing, the other prudential indicators do not apply for this financial year. However in future years, due to the implementation of “*International Financial Reporting Standard 16 - Leasing*” from 1 April 2020, the Authority will have external borrowing in relation to leasing contracts that it currently holds or enters into in the future (for property, plant and equipment). All current “*operating leases*” unless of low value or of less than 12 months duration, will become “*finance leases*”. This has the “*accounting*” effect of bringing lease liabilities onto the balance sheet, which counts as “*debt*” as far as the *Prudential Code* is concerned.
- 3.5 However, as this “*debt*” relates to transactions that the Authority has already approved, this will be purely an administrative task of increasing (or originating) *Prudential Code Indicator limits* equal to the newly recognised “*debt*”. The “*indicators and limits*” will just describe what has already happened, rather than providing any control. Until CIPFA issues full guidance, only preparatory work can be done.
- 3.6 As we will be bringing these historical liabilities onto the Balance Sheet, we will have to undertake work to ascertain what the figures are so that they can be reflected in the prudential indicators for 2020/21. It is unlikely that this will be able to be done at the start of the 2020/21 financial year (at budget setting) and so Members will be updated later in the new financial year when reliable figures will be available for historical leases. If a new lease is entered into, the indicators can be calculated at the inception of the lease. This will also mean the re-statement of the 2019/20 Statement of Accounts when we produce the 2020/21 Statement of Accounts after March 2021.

4 Reserves

- 4.1 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.
- 4.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be at 31 March 2020 (with a 2018/19 comparator). It should be noted that grants and contributions received in 2019/20 and not spent are carried forward via reserves as committed expenditure and therefore cannot be used for any other purposes, than for that given. The majority of our reserve balances are held to fund specific projects, including partnerships and capital spending; or have been set up to mitigate against financial risk, for example loss of income, cuts in

DEFRA funding or other externally imposed regulatory requirements e.g. changes in pay, terms and conditions.

Actual 2018/19	Earmarked Reserves	Forecast 2019/20
£		£
(2,252,350)	Opening Balance	(2,233,565)
372,975	Use of reserves in year (appendix 3)	795,565
50,000	Transfer to the General Unallocated Reserve	0
(404,190)	Contributions to reserves / carry forwards*	(206,648)
(2,233,565)	Closing Balance (forecast)	(2,149,648)
(500,000)	General unallocated Reserve	(500,000)

* Grants and contributions received from partners that are ring-fenced for specific projects i.e. committed expenditure

- 4.3 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 up to 2023, the balances are likely to change. Members will note that the current forecast for total reserve balances is anticipated to fall to circa £1.6m by the end of 2022, reflecting the fact that reserve balances are “working balances” and not just used to “save up funds” without proper purpose.

5 Sustainability and Equality Impact

- 5.1 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.

6 Conclusions

- 6.1 The forecast outturn surplus of £116,988 represents a -2.76% 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 3 months. Any year-end surplus will be reported in May and approval will be sought to reallocate it into the new Medium Term Financial Plan. Action to realign budgets is not therefore recommended at this time.
- 6.2 The current year’s projected outturn will be robustly monitored and challenged over the remaining three 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.

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

NPA/AG/19/010: Financial Management 2019/20 – 1 April to 30 September 2019

Attachments – **Appendix 1 - Revenue Budget Monitoring Report Summary**
Appendix 2 - Month 9 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 9 £	2019/20 Budget Remaining	2019/20 Projected Outturn	2019/20 Year End Deficit/ (Surplus) £	Variance % against Budget
Biodiversity	129,771	5,000	134,771	92,519	(42,252)	136,467	1,696	1.26%
Land Management	78,924		78,924	63,690	(15,234)	75,679	(3,245)	-4.11%
Woodlands	46,705		46,705	31,622	(15,083)	42,935	(3,770)	-8.07%
Facilitation Fund	0		0	(4,775)	(4,775)	(4,775)	(4,775)	
Hill Farm Project	16,262		16,262	33,747	17,485	16,262	0	0.00%
Dartmoor Headwaters Project	0		0	(127,414)	(127,414)	0	0	
Peatlands Project	48,154		48,154	29,632	(18,522)	48,154	0	0.00%
Natural Environment	319,816	5,000	324,816	119,021	(205,795)	314,722	(10,094)	
Archaeology	99,332	252	99,584	88,002	(11,582)	98,737	(847)	-0.85%
Built Environment	41,055		41,055	37,270	(3,785)	46,610	5,555	13.53%
Moor than meets the eye	15,907		15,907	183,838	167,931	15,907	0	
Higher Uppacott	22,400		22,400	13,784	(8,616)	16,761	(5,639)	-25.17%
Cultural Heritage	178,694	252	178,946	322,894	143,948	178,015	(931)	
Visitor Management	122,044	15,340	137,384	53,884	(83,500)	113,973	(23,411)	-17.04%
Access	116,224		116,224	86,545	(29,679)	114,575	(1,649)	-1.42%
Public Rights of Way	124,836	27,049	151,885	98,657	(53,228)	157,869	5,984	3.94%
Sustainable Transport & Tourism	17,638	750	18,388	12,750	(5,638)	18,400	12	0.07%
Recreation Management, Traffic & Transport	380,742	43,139	423,881	251,836	(172,045)	404,817	(19,064)	
Visitor Centres	195,922	1,354	197,276	135,463	(61,813)	212,375	15,099	7.65%
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	170,220	(57,421)	227,226	(415)	-0.18%
Moor Otters II	0		0	53,375	53,375	0	0	
Naturally Healthy Dartmoor Project	1,000		1,000	500	(500)	1,000	0	0.00%
Education	148,735		148,735	106,466	(42,269)	163,889	15,154	10.19%
Education, Information & Communication	721,061	4,954	726,015	484,379	(241,636)	756,845	30,830	
Rangers	450,431	3,754	454,185	338,520	(115,665)	453,167	(1,018)	-0.22%
Conservation Works Service	254,431	(3,754)	250,677	213,654	(37,023)	254,884	4,207	1.68%
Development Management	318,855		318,855	175,257	(143,598)	244,671	(74,184)	-23.27%
Forward Planning & Community	264,930	16,460	281,390	159,153	(122,237)	215,572	(65,818)	-23.39%
Corporate and Democratic Core	303,355	5,650	309,005	214,883	(94,122)	290,630	(18,375)	-5.95%
Information Technology	180,989	1,500	182,489	117,074	(65,415)	175,161	(7,328)	-4.02%
Corporate Operating Costs	131,398	9,509	140,907	120,326	(20,581)	133,689	(7,218)	-5.12%
Finance & Administration	215,761	2,600	218,361	161,103	(57,258)	208,682	(9,679)	-4.43%
Legal & Democratic Services	66,231		66,231	30,036	(36,195)	66,267	36	0.05%
Human Resources	164,165		164,165	115,331	(48,834)	165,340	1,175	0.72%
Office Accommodation (Parke)	109,401	(5,920)	103,481	78,327	(25,154)	98,810	(4,671)	-4.51%
Office Accommodation (Princetown)	35,357	6,700	42,057	35,580	(6,477)	44,646	2,589	6.16%
Business Support	903,302	14,389	917,691	657,777	(259,914)	892,595	(25,096)	
Project Fund	115,445	(58,599)	56,846	0	(56,846)	54,110	(2,736)	
Total Net Expenditure	4,211,062	31,245	4,242,307	2,937,374	(1,304,933)	4,060,028	(182,279)	-4.30%
Funded By:	£			£	£	£	£	
National Park Grant	(3,825,865)		(3,825,865)	(3,040,401)	785,464	(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						91,608	91,608	
Total	(4,211,062)	(31,245)	(4,242,307)	(3,215,401)	1,026,906	(4,177,016)	65,291	
Budget Variation - (Under) / Over Spend	0	0	0	(278,027)	(278,027)	(116,988)	(116,988)	-2.76%

VARIANCE ANALYSIS MONTH 9	Salaries £	Travel & Subsistence £	Transport £	Premises £	Supplies & Services £	Expenditure Overspend (Underspend) £	Grants £	Sales Fees & Charges £	Income Deficit (Surplus) £	Total Variance Deficit (Surplus) £	Explanation
BIO-DIVERSITY	1,285	136			275	1,696			0	1,696	Extended contract: Community Wildlife officer post being met from external income
LAND MANAGEMENT	(4,296)	1,118			1,033	(2,145)		(1,100)	(1,100)	(3,245)	Farm Liaison Officer Post started late and not full time, c/fwd balance to 2020. Filming income
WOODLANDS	(28)	301			(3,800)	(3,527)		(243)	(243)	(3,770)	Works budget not required
FACILITATION FUND					3,162	3,162	(7,937)		(7,937)	(4,775)	Facilitation Fund Grant to be used to extend staff contract until end March 2020 and balance to be c/fwd for Hill Farm Project
NATURAL ENVIRONMENT	(3,039)	1,555	0	0	670	(814)	(7,937)	(1,343)	(9,280)	(10,094)	
ARCHAEOLOGY	(166)	643			(2,188)	(1,711)	914	(50)	864	(847)	3D Modelling & PAL survey
BUILT ENVIRONMENT	5,498	(167)			224	5,555			0	5,555	Temporary staff contract (now terminated) to provide support for new postholder and grant scheme. Income held in reserves
UPPACOTT		289		(4,592)		(4,303)		(1,336)	(1,336)	(5,639)	Council Tax - nil empty property relief, being offset my delayed cottage roof repair. Events income
CULTURAL HERITAGE	5,332	765	0	(4,592)	(1,964)	(459)	914	(1,386)	(472)	(931)	
VISITOR MANAGEMENT	2,927	(424)	398	(89)	6,214	9,026	(5,000)	(27,437)	(32,437)	(23,411)	Salary changes post Business Review. Works contract prices less than budget. Car parking income and HoTSW grant for Welcome to Widdecombe Project. Sponsorship Income from Mole Valley Farmers for Love Moor Life campaign
ACCESS & RECREATION	5,164	1,240	401		(8,454)	(1,649)			0	(1,649)	Salary changes post Business Review. Erosion works. Access agreements terminated or in negotiation
PUBLIC RIGHTS OF WAY	368	210			7,406	7,984	(2,000)		(2,000)	5,984	External income for Standon Bridge repair. Path repairs contract price under budget
SUSTAINABLE TOURISM & TRANSPORT	(85)	230			(133)	12			0	12	
RECREATION MANAGEMENT	8,374	1,256	799	(89)	5,033	15,373	(7,000)	(27,437)	(34,437)	(19,064)	
VISITOR CENTRES	(13,323)	295	167	1,814	1,420	(9,627)		21,990	21,990	12,363	Salaries: Postbridge closure from Sept 2019, also reflected in loss of sales income
COMMUNICATIONS	(9,247)	36			3,296	(5,915)		5,500	5,500	(415)	Public Relations officer post saving offsetting extra PR support. Advertising in Enjoy Dartmoor unlikely to achieve target based on 2018/19 performance
DISCOVERING DARTMOOR'S WILD STORIES					992	992			0	992	
EDUCATION	19,806	574	(106)		(3,070)	17,204	(1,500)	(550)	(2,050)	15,154	Two new posts appointed - Business Review. Forest Holidays & event income. Youth Ranger budget not required, delivered via staff time
PROMOTING UNDERSTANDING	(2,764)	905	61	1,814	2,638	2,654	(1,500)	26,940	25,440	28,094	
RANGERS	1,481		2,731		289	4,501	(5,000)	(519)	(5,519)	(1,018)	Increase vehicle repairs. EcoSkills Grant from Woodland Trust to be c/fwd
CONSERVATION WORKS SERVICE	17,598	45	(2,212)	(777)	(7,662)	6,992	(2,785)		(2,785)	4,207	Business Review: salary changes. Training budget not required as apprentices now ended. Equipment repairs savings MTMTE income
RANGERS, ESTATES & VOLUNTEERS	19,079	45	519	(777)	(7,373)	11,493	(7,785)	(519)	(8,304)	3,189	
DEVELOPMENT MANAGEMENT	(1,447)	129	291		5,885	4,858	0	(79,042)	(79,042)	(74,184)	Various staff vacancies in year, recruitment & Business Review process complete. Agency staff cover has been provided. Increased costs: Recruitment, Planning Appraisal costs and Housing Viability Assessments. Pre-app charges slightly below target, but recovering. Planning application fees above target due to major applications
FORWARD PLANNING	258	1,088	44		(7,838)	(6,448)	(59,370)	0	(59,370)	(65,818)	Salaries: Enabler post to be met from reserves (see below). Changes post Business Review NHB income from TDC, WDBC & SHDC to be allocated to new community schemes or carried forward. National Park Management Plan budget re-profiled into 2020/21
CORPORATE & DEMOCRATIC CORE	218	(2,733)	750		2,890	1,125	0	(19,500)	(19,500)	(18,375)	Income: Treasury extra £13.5k, Cliff Bar £2.5k and NPP LLP dividend £3.5k, £audit rebate £1k. Increased Members' training and conferences costs
INFORMATION TECHNOLOGY	(8,025)	(175)	171		1,814	(6,215)		(1,113)	(1,113)	(7,328)	Vacancy replacement starts January
CORPORATE OPERATING COSTS			(1,417)		(5,577)	(6,994)		(224)	(224)	(7,218)	Forecast operational running costs savings (postage, printing & stationery) and reduced insurance
ADMINISTRATION & FINANCE	(9,300)	330			(709)	(9,679)			0	(9,679)	Maternity absence savings, may need to provide cover for year-end
LEGAL & DEMOCRATIC SERVICES					36	36			0	36	
HUMAN RESOURCES	(697)	202			2,459	1,964		(789)	(789)	1,175	Staff support costs and SNPS conference pre-payment, to be met from income
OFFICE ACCOMMODATION (PARKE)	159			(4,547)		(4,388)		(283)	(283)	(4,671)	Grounds maintenance contract savings
OFFICE ACCOMMODATION (PRINCETOWN)	244			2,345		2,589			0	2,589	Repairs and maintenance
CORPORATE SERVICES	(17,619)	357	(1,246)	(2,202)	(1,977)	(22,687)	0	(2,409)	(2,409)	(25,096)	
RESERVE MOVEMENTS						0			0	65,291	Donate for Dartmoor, New Homes Bonus, Hill Farm Project, Eco-skills, Planning Enabler Post
REVENUE EXPENDITURE	8,392	3,367	1,218	(5,846)	(2,036)	5,095	(82,678)	(104,696)	(187,374)	(116,988)	

GENERAL FUND RESERVE BALANCES

Appendix 3 to Report No. NPA/AG/20/001

GENERAL FUND RESERVE BALANCES	2019/20 Opening Balance £	2019/20 Forecast Movements by year-end £	2019/20 Confirmed Transfers in £	2019/20 Forecast Closing Balance £	2020/21 Forecast Movements £	2021/22 Forecast Movements £	2021/22 Forecast Closing Balance £	Notes
Ringfenced External Grants & Contributions with Restrictions								
Hill Farm Project (Princes Countryside Fund)	(8,957)	8,957	(7,786)	(7,786)	7,786			0 Cash balances are carried forward at each year end as allocated to expenditure
English Heritage: White Horse Hill	(20,036)			(20,036)	20,036			0 Postbridge Visitor Centre
Communities Fund Grant (from District Councils)	(50,429)	29,196	(59,370)	(80,603)	80,603			0 Cash balances are carried forward at each year end as allocated to expenditure
DCLG - Neighbourhood Planning Grant	(10,000)			(10,000)			(10,000)	
DCLG - Unringfenced Grants	(104,667)	37,173		(67,494)	41,491	26,003		0 Allocated to Planning Enabler post & external planning support
Donate for Dartmoor Balances (public donations)	(18,879)	18,879	(19,492)	(19,492)	19,492			0 Cash balances are carried forward at each year end as allocated to expenditure
Historic England -PALS Grant	(9,891)	7,050		(2,841)	2,841			0 To be used over 3 years
Volunteer Award Prize money	(1,000)	1,000		0				
Police & Crime Commissioner Grant	(5,000)			(5,000)	5,000			
Historic England - Monument Management Scheme	(7,781)	7,781		0				
Historic England - Adopt a monument	(252)	252		0				
Peatland Partnership	(4,477)	4,477		0				
Invasives Species (Soth West Water)	(5,000)	5,000		0				
ELMS funding (South West Water)	(27,500)			(27,500)	27,500			0 Project started late
Dartmoor Headwaters Project (Environment Agency)	(1,524)	1,524	(115,000)	(115,000)	115,000			0 3 Year Project
Woodland Trust - Eco Skills			(5,000)	(5,000)	5,000			0 Cash balances are carried forward at each year end as allocated to expenditure
Budget Management Fund - Provisions (risk based)								
Employees	(52,000)			(52,000)			(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)			(250,000)			(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)			(34,500)			(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(83,733)	50,000		(33,733)			(33,733)	
Climate Change /Emergency Declaration		(50,000)		(50,000)			(50,000)	NPA/19/020 - what / when?
Annual Revenue Outturn	(69,394)	69,394		0			0	To be reallocated to the 2020 Public Arts Project
Capital Expenditure Fund								
Vehicles - Sinking Fund - Replacement	(127,321)			(127,321)	75,000	75,000	22,679	
Property - Sinking Fund - Repairs & Maintenance	(210,000)	10,000		(200,000)			(200,000)	Uppacott Cottage roof C/Fwd from 2018/19
				0				
Known Commitments								
Local Plan Review	(81,905)	24,500		(57,405)	55,000		(2,405)	Built into the MTFP - may need to top up
Local Plan Review Contracts - work in progress	(7,000)	7,000		0			0	C/Fwds at year end
All Moor Butterflies NPA/15/037	(7,500)	7,500		0			0	3 year programme
Farming Year Films	(10,000)	10,000		0			0	C/Fwd at year end
National Parl Management Plan	(16,000)			(16,000)			(16,000)	C/Fwd from 2017/18 to be used as required
Car park repairs	(50,340)	50,340		0			0	C/Fwd from 2018/19
Customer Relationship Manager IT system	(10,000)	10,000		0			0	C/Fwd from 2018/19
Prow IT system	(6,549)	6,549		0			0	C/Fwd from 2018/19
Shelving	(1,354)	1,354		0			0	C/Fwd from 2018/19
Historic Farm Buildings Grant Scheme Support	(14,392)	14,392		0			0	C/Fwd from 2018/19
				0				
Match Funding Reserve								
Moor Than Meets the Eye match funding	(100,000)	100,000		0			0	Includes Postbridge VC Interpretation Project - AK says keep here for now
Moor than Meets the Eye - Cash Flow	(300,000)	175,000		(125,000)	(145,000)		(270,000)	Based on project cash flow - retention and final claim in year 6
Greater Dartmoor LEAF 2015-2020	(13,800)	6,900		(6,900)	6,900		0	NPA/14/038 for 6 years 2015-2020
Discovering Dartmoor's Wild Stories	(22,288)	22,288		0			0	Match against HLF Funding - ends 2019
Moor Otters	(38,000)	29,000		(9,000)	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			0	NPA18/003 all contributions paid from within revenue budget
SW Peatland Partnership	(150,000)	63,677		(86,323)	65,000	21,323	0	NPA17/041 - 3 year project
Postbridge Visitor Centre Building Project	(140,000)	87,305		(52,695)			(52,695)	NPA18/017 - will be spread over 2 years - check with Sam. Prior years costs absorbed
Public Arts Project 2020		(60,000)		(60,000)	30,000		(30,000)	NPA/19/015 - risk that costs will not be covered by income
Unallocated fund balance	(161,346)	33,327		(128,019)			(128,019)	
Total Earmarked Reserves	(2,233,565)	790,565	(206,648)	(1,649,648)	420,649	122,326	(1,106,673)	
General Reserve (unallocated emergency reserve)	(500,000)			(500,000)			(500,000)	
Total General Fund Balance	(2,733,565)	790,565	(206,648)	(2,149,648)	420,649	122,326	(1,606,673)	

2018/19 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2019/20 Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(361)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)
Loss of Income and / or Price Increases: Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)
Capital - Property: Repairs & maintenance (sinking fund)	Medium	Est.	(200)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(127)
Climate Change	N/A	Est.	(50)
Known Commitments/Contracts Local Plan Review	N/A	Est. & Actual	(57)
National Park Management Plan	N/A	Actual	(16)
Match Funding Reserve Moor than Meets the Eye - Cash Flow	N/A	Actual	(125)
Greater Dartmoor LEAF 2015-2020	N/A	Actual	(7)
Moor Otters Project Surplus - allocated to projects	N/A	Actual	(9)
South West Peatland Partnership	N/A	Actual	(86)
Postbridge Visitor Centre - Extension Building Project	N/A	Actual	(53)
Public Arts Project - Moor Otters II	N/A	Actual	(60)
Unallocated fund balance	N/A	Actual	(128)
Revenue Invest to save and / or Generate Projects	N/A	Actual	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)
Total Reserve Balance			(2,150)

DARTMOOR NATIONAL PARK AUTHORITY
AUDIT AND GOVERNANCE COMMITTEE

7 February 2020

FEES AND CHARGES 2020/21

Report of the Head of Business Support

Recommendation: **That Members**

- (i) **Consider and advise Officers in respect of car parking charges (see section 3 of this report); and**
- (ii) **Recommend that the Authority approves the 2020/21 schedule of fees and charges as set out in Appendix 2 (subject to any amendments proposed at the meeting)**

1 Background

- 1.1 The Authority is responsible for a number of services for which fees are permitted to be charged in order to offset the costs involved. The Government requires that Local Authorities should raise revenue wherever possible to cover costs, which means that fees and charges (which include suggested donations) are reviewed and approved on an annual basis.

2 Current Situation

- 2.1 The Authority needs to consider the fees and charges for each financial year during the budget setting process. Whilst many are not a major source of income, they do contribute to meeting the costs of delivering some services. The charges applied may be the difference between providing a service and having to withdraw it all together.
- 2.2 The fees and charges for the current year were approved by the Authority in January 2019 (NPA/19/001). Changes made for the 2019/2019 financial year included:
- Charges for public path order work were increased to reflect increased costs (Officer time)
 - The new Youth Ranger Programme was introduced with a £50 per person charge
 - Where staff time is charged out either per hour or day, the prices were uplifted to reflect recent pay awards
- 2.3 The changes made in the previous year (i.e. 2018/19) were as follows:
- Annual Ranger Ralph membership fee (first introduced in 2011 at £5) was increased to £10 (target price);
 - Guided walks adult charge was increased from £5 to £6;
 - Guided walks, children's Activities were increase from £4 to £5;

- Education walks - the charge for walks up to 3 hour were increased from £55 to £60 and for walks up to 6 hours from £70 to 75;
- Introduced formal car park charges at Haytor, Postbridge and Meldon Reservoir

2.4 Appendix 1 provides information on the budgeted level of income expected from fees and charges for 2019/20 i.e. the projected outturn against budget; and the outturn comparator for 2018/19.

2.5 It should be noted that this report does not include Planning Application Fees as these are set centrally by Government.

3 Fees and charges for 2020/21

3.1 The proposed schedule of fees and charges for 2020/21 is attached at Appendix 2. There are no proposed changes this year as yet. Many often remain unchanged for several years at a time as they are individually so small, increasing them annually by just inflation for instance, would be inefficient.

3.2 The Authority started formally charging for car parking at Princetown in 2013 and at Haytor, Postbridge and Meldon Reservoir in 2018. A prudent budget was set in 2018/19 based on experience i.e. the income generated at Princetown since 2013. This was then updated for 2019/20. It is pleasing to note that income received from all of the car parks was £75,000 in 2018/19 and is anticipated to be the same for 2019/20. After deducting the initial installation and annual running costs, the surplus income is then used for maintenance and improvements.

3.3 The management of the Princetown car park is undertaken by West Devon Borough Council on our behalf via a Service Level Agreement, taking a 20% of the income as their fee; this could however be brought in-house. The other car parks are managed by the Authority.

3.4 Members decided in March 2019 not to increase car parking charges for the 2019/20 financial year, but asked Officers to look into the feasibility of introducing an annual pass or season ticket; as they believed there was a need. Officers undertook a public consultation / survey with the public during 2019 to ascertain their views and to gage the potential take-up. The results of the survey were presented to the Park Management Working Panel on 11 October 2019; the outcome of which demonstrated take-up of an annual pass or season ticket would not be significant and costs would outweigh any benefits. Members agreed to not introduce this scheme.

3.5 Car parking charges have not changed since 2013 and Members have discussed the matter many times. There is a difficult balance to be struck between providing access and facilities (which costs money) with not putting barriers in place that might prevent access. Car parking charges are currently the only fees (within the Authority's control) that generate a significant revenue. Costs to maintain our car parks are significant (see table below) and are projected to rise.

Draft Budget	2020/21	2021/22	2022/23
Annual general maintenance	£19,000	£19,500	£20,000
Major repairs/resurfacing	£72,000	£45,000	£68,000

Members are therefore asked to review the current position once again, so that a forward looking strategy can be recommended to the Authority for approval.

4 Financial Implications

- 4.1 Most of the Authority's fees and charges (excluding planning fees) are not a major income source for the Authority and the income forecast for the end of the current financial year is likely to be circa £95,000; which is approximately £10,000 less than 2018/19. However, car parking charges are providing a fairly substantial and stable income source, which is used to maintain the infrastructure that provides accessibility for the public; Members have been asked to advise on the strategic direction for the car parks charging policy.
- 4.2 The schedule of fees and charges will be incorporated into the 2020/21 Revenue Budget, which will be presented for approval by the Authority in March.

5 Equality and Impact Assessment

- 5.1 The implications for access to services and the economy of the area are fully considered and addressed in all of the Authority's policies, especially when considering charging for services. Consideration is given to proactively engaging those who may not otherwise access Dartmoor, being mindful of potential barriers and balancing the need to generate income and maintaining budgets that are flexible and responsive to the needs of service users.

DONNA HEALY

Background Papers: NPA/19/001

Attachments: Appendix 1 - Income to date for 2019/20
Appendix 2 - Proposed fees and charges 2020/21

20200207 DH Fees and Charges 2020/21

Fees and Charges	2018/19 Outturn	2019/20 Budget	2019/20 Forecast Outturn	
	£	£	£	
Pre Application Advice	(8,995)	(16,000)	(12,000)	Pre-app service suspended for part of the year
Filming	(14,975)	0	(1,100)	
Room Hire & refreshments (Parke)		0	(300)	
Photocopying	(67)	(50)	(50)	
Guided Walks	(2,050)	(250)	(1,196)	
Education Events	(772)	0	(500)	
Education Walks	(3,165)	(2,600)	(2,600)	
Ranger Ralph	(1,038)	(950)	(950)	
Junior Ranger programme	(1,325)	(375)	(375)	
Youth Rangers	0	(500)	(500)	
Car Parking:				
Princetown	(24,335)	(20,000)	(25,000)	
Haytor Upper	(8,232)	(5,000)	(8,500)	
Haytor Lower	(14,008)	(9,000)	(15,000)	
Postbridge	(15,018)	(11,000)	(15,500)	
Meldon	(10,364)	(5,000)	(11,000)	
Total	(104,344)	(70,725)	(94,571)	

**DARTMOOR NATIONAL PARK AUTHORITY
FEES AND CHARGES 2017/18**

Appendix 2 to Report No. NPA/AG/20/002

Description of Charges Levied (or Donations suggested)	Unit	2019/20 Rates (VAT @ 20%) £			2020/21 Rates (VAT @ 20%) £		
		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
Administration							
Photocopying - Black and White (charges for sizes over A3 as for plans below)	A4 per side	0.25	0.05	0.30	0.25	0.05	0.30
	A3 per side	0.25	0.05	0.30	0.25	0.05	0.30
Photocopying - Colour (charges for sizes over A3 as for plans below)	A4 per side	0.38	0.08	0.45	0.38	0.08	0.45
	A3 per side	0.38	0.08	0.45	0.38	0.08	0.45
Plan Copying – Colour (subject to copyright)	A4 per side	0.38	0.08	0.45	0.38	0.08	0.45
	A3 per side	0.38	0.08	0.45	0.38	0.08	0.45
	A2 per side	0.67	0.13	0.80	0.67	0.13	0.80
	A1 per side	1.17	0.23	1.40	1.17	0.23	1.40
	A0 per side	2.17	0.43	2.60	2.17	0.43	2.60
<i>NB: Copying charges that total less than £1 will be waived</i>							
Microfilm Copying		As photocopying			As photocopying		
Private Telephone Calls		Actual time			Actual time		
Private Faxes		Actual time			Actual time		
Development Management							
Planning Application Fees		See "Government Scale Charges"			See "Government Scale Charges"		
Pre Application Fees:							
Class A: Residential between 31-149 dwellings / Non-residential floor space 5,000-9,999 sq.m - 1 meeting		550.00	110.00	660.00	550.00	110.00	660.00
Class A: Additional meeting fee		275.00	55.00	330.00	275.00	55.00	330.00
Class B: Residential between 10-30 dwellings / Non-residential floor space 1,000-4,999 sq.m - 1 meeting		366.67	73.33	440.00	366.67	73.33	440.00
Class B: Additional meeting fee		183.33	36.67	220.00	183.33	36.67	220.00
Class C: Residential (including holiday lets) between 3-9 dwellings / Non-residential floor space 500-999 sq.m - 1 meeting		275.00	55.00	330.00	275.00	55.00	330.00
Class C: Additional meeting fee		137.50	27.50	165.00	137.50	27.50	165.00
Class D: Residential 1-2 dwellings (including replacement dwellings) including change of use to, conversion & holiday lets / Non-residential floor space up to 499 sq.m - 1 meeting		137.50	27.50	165.00	137.50	27.50	165.00
Class D: Additional meeting fee		45.83	9.17	55.00	45.83	9.17	55.00
Class E: Advertisements / telecommunications proposals/ Change of use where no operational development (except residential / holiday let) - 1 meeting		91.67	18.33	110.00	91.67	18.33	110.00
Class F: Listed Building where site visit involved		108.33	21.67	130.00	108.33	21.67	130.00
Class F: Additional meeting fee		54.17	10.83	65.00	54.17	10.83	65.00
Class G: Other minor development including agricultural based development - 1 meeting		70.83	14.17	85.00	70.83	14.17	85.00
Class G: Additional meeting fee		37.50	7.50	45.00	37.50	7.50	45.00
Class H: Domestic Scale Renewable energy - solar, wind, hydro Free unless site visit required		108.33	21.67	130.00	108.33	21.67	130.00
Class H: Non Domestic Scale Renewable energy - solar, wind, hydro		137.50	27.50	165.00	137.50	27.50	165.00
Class H: Additional meeting fee		45.83	9.17	55.00	45.83	9.17	55.00
Copy of Section 52/106 Agreement		Charge per page in scale of photocopying charges above subject to maximum charge of £10.00 (inc VAT)			Charge per page in scale of photocopying charges above subject to maximum charge of £10.00 (inc VAT)		
Copy of Decision Notice							
Copy of Enforcement Notice							
Copy of Appeal Decisions							
Copy of Appeal Statement							
Copy of Tree Preservation Order							
Planning Search		10.00	2.00	12.00	10.00	2.00	12.00
All postal requests carry a minimum £2 postage/administration charge. Actual postage will be charged if in excess of £2		1.67	0.33	2.00	1.67	0.33	2.00
Agenda – Copies of Minutes/Reports/One off requests		Charge per page (inc VAT)			Charge per page (inc VAT)		

**DARTMOOR NATIONAL PARK AUTHORITY
FEES AND CHARGES 2017/18**

Description of Charges Levied (or Donations suggested)	Unit	2019/20 Rates (VAT @ 20%) £			2020/21 Rates (VAT @ 20%) £		
		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
Meeting Room Hire							
Parke							
Meeting Room	Half Day (up to 4 hrs)	80.00	EXE	80.00	80.00	EXE	80.00
	All Day (over 4 hrs)	160.00	EXE	160.00	160.00	EXE	160.00
	Refreshments per delegate:						
	1st serving	1.92	0.38	2.30	1.92	0.38	2.30
	2nd serving	1.33	0.27	1.60	1.33	0.27	1.60
Cancellation charges	Notice of cancellation of 48 hours or more	No Charge			No Charge		
	Notice of cancellation 24 to 48 hours	50% Charge			50% Charge		
	Notice of cancellation less than 24 hours	Full Charge			Full Charge		
High Moorland Office							
Room 1	1 hour	20.00	EXE	20.00	20.00	EXE	20.00
	Half Day (up to 4 hrs)	45.00	EXE	45.00	45.00	EXE	45.00
	All Day (over 4 hrs)	70.00	EXE	70.00	70.00	EXE	70.00
	Evening Room Hire (per hour)						
	Refreshments per delegate:						
	1st serving	1.92	0.38	2.30	1.92	0.38	2.30
2nd serving	1.33	0.27	1.60	1.33	0.27	1.60	
Car Parking at Princetown, Haytor Upper and Lower, Postbridge, Meldon							
Cars - Per Day (24 hours)		1.67	0.33	2.00	1.67	0.33	2.00
Cars - Per half Day (up to 3 hours)		0.83	0.17	1.00	0.83	0.17	1.00
Coaches - Per Day		4.17	0.83	5.00	4.17	0.83	5.00
Guided Walks and Education Walks							
Guided Walks	Adult	6.00	EXE	6.00	6.00	EXE	6.00
	14 years & under	FREE OF CHARGE			FREE OF CHARGE		
Children's Activities	Children (accompanying adult free)	5.00	EXE	5.00	5.00	EXE	5.00
Private talks	Higher Uppacott - per group (max 20)	60.00	EXE	60.00	60.00	EXE	60.00
Education Walks	Walks up to 3 hours (per guide = 25 children)	60.00	EXE	60.00	60.00	EXE	60.00
	Walks up to 6 hours (per guide = 25 children)	75.00	EXE	75.00	75.00	EXE	75.00
Ranger Ralph	Annual subscription (per child)	10.00	ZERO	10.00	10.00	ZERO	10.00
	Events	FREE OF CHARGE			FREE OF CHARGE		
Junior Ranger Programme	Annual subscription (per child)	25.00	ZERO	25.00	25.00	ZERO	25.00
Youth Ranger Programme	Annual subscription	50.00	ZERO	50.00	50.00	ZERO	50.00
Higher Uppacott	Bespoke Events	Delegated to Director of Conservation and Communities			Delegated to Director of Conservation and Communities		

**DARTMOOR NATIONAL PARK AUTHORITY
FEES AND CHARGES 2017/18**

Description of Charges Levied (or Donations suggested)	Unit	2019/20 Rates (VAT @ 20%) £			2020/21 Rates (VAT @ 20%) £		
		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
Legal Services							
Public Path Orders:							
Public path orders: Advertisements x 2	Per advert	See Below			See Below		
Preparing order, all officer time, administration, postage, legal costs, site visits, notices, negotiations with users etc.	Unopposed orders	£1,000.00 plus advertising costs (plus VAT)			£1,000.00 plus advertising costs (plus VAT)		
	Additional orders linked to above	£400.00 plus advertising costs (plus VAT)			£400.00 plus advertising costs (plus VAT)		
	Opposed orders	£2,000 - £3,000 plus advertising costs (plus VAT)			£2,000 - £3,000 plus advertising costs (plus VAT)		
	Temporary closures	£600.00 plus advertising costs (plus VAT)			£600.00 plus advertising costs (plus VAT)		
	Extending a Temporary closure & submission to Secretary of State	£60 per hour + Advertising costs + VAT (minimum charge £500)			£60 per hour + Advertising costs + VAT (minimum charge £500)		
	Informal Consultations (includes consulting with interested parties, summarising responses and Authority Report)	400	80	480	400	80	480
Legal charges	Per hour	80-140	OOS	80-140	80-140	OOS	80-140
Copy / Inspection of Deeds or Documents (held in secure storage)	Per document	37.50	7.50	45.00	37.50	7.50	45.00
Section 106 agreements	Per hour	Not applicable - service provided by DCC			Not applicable - service provided by DCC		
Certification of a document	Per document	4.17	0.83	5.00	4.17	0.83	5.00
Supply data to:	Non Public Body	40.00	8.00	48.00	40.00	8.00	48.00
Environmental Information Regulations		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
Disbursement Costs:							
Photocopying - Black and White (charges for sizes over A3 as for plans below)	A4 per side	0.25	0.05	0.30	0.25	0.05	0.30
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	A1 per side	1.17	0.23	1.40	1.17	0.23	1.40
	A0 per side	2.17	0.43	2.60	2.17	0.43	2.60
Microfilm Copying		As photocopying			As photocopying		
Staff Time:	Search for Information. Identification & location of information. Retrieval of information. Copying of information. Collating & despatching of information.	£25 per hour (pro rata)			£25 per hour (pro rata)		
For every members of staff or agency staff involved in considering or dealing with a request for information		VAT will only be charged if the information could be obtained elsewhere			VAT will only be charged if the information could be obtained elsewhere		
Filming on DNP Land (owned or managed)		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
Feature films		From £2,500 plus VAT			From £2,500 plus VAT		
TV Feature / Mini series / Drama		From £500 to £1,500 plus VAT			From £500 to £1,500 plus VAT		
TV Documentary / Children's		From £250 to £1,000 plus VAT			From £250 to £1,000 plus VAT		
Advertising / Promotional		£,1,200 plus VAT			£,1,200 plus VAT		
Commercial Photo Shoot		From £1,000 to £2,000 plus VAT			From £1,000 to £2,000 plus VAT		
National Park staff time		£60 per hour / £360 per day plus VAT			£60 per hour / £360 per day plus VAT		
Aerial Footage (including stock footage)		Price on application			Price on application		
News, current affairs or educational / schools		Free of charge			Free of charge		
Officer support for Filming and / or Event Management		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
National Park staff time		£60 per hour / £360 per day plus VAT			£60 per hour / £360 per day plus VAT		

**DARTMOOR NATIONAL PARK AUTHORITY
FEES AND CHARGES 2017/18**

Description of Charges Levied (or Donations suggested)	Unit	2019/20 Rates (VAT @ 20%) £			2020/21 Rates (VAT @ 20%) £		
		NET (£)	VAT (£)	GROSS (£)	NET (£)	VAT (£)	GROSS (£)
Miscellaneous							
Closure of car parks for filming, large scale or other events (minimum charge)	Low season (1 Oct - 31 March)	150.00	30.00	180.00	150.00	30.00	180.00
	High season (1 April - 30 Sept)	300.00	60.00	360.00	300.00	60.00	360.00
Creation of maps for external bodies (GIS)	Fixed cost based on half day	41.67	8.33	50.00	41.67	8.33	50.00
	Hourly rate above half day	16.67	3.33	20.00	16.67	3.33	20.00
Gateway Repair	Per Gateway (per hour - minimum 2hrs)	45.00	9.00	54.00	45.00	9.00	54.00
	Drilling/Gluing per fixing	20.00	4.00	24.00	20.00	4.00	24.00
	Fittings	6.00	1.20	7.20	6.00	1.20	7.20
Gateposts	Repair per post - or individually priced	75.00	15.00	90.00	75.00	15.00	90.00
	Replacement - plus cost of commercially sourced post	75.00	15.00	90.00	75.00	15.00	90.00
Dartmoor Hill Farm Project Membership Scheme		50.00	10.00	60.00	50.00	10.00	60.00
Conservation Works Team - staff time		£60 per hour			£60 per hour		

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

7 February 2020

**BUSINESS PLAN MONITORING 2019/20
(APRIL – DECEMBER 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 3 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 also recognises that the Authority's core business continues on a daily basis.

2 Performance against key actions in Quarter 3

- 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 21 key actions at month 9 in the business year, which is summarised in the table below:

Progress	No.	%
On target / completed	17	81%
Delayed / behind schedule	4	19%
Unlikely to complete	0	0%

- 2.4 As a result of the recent business review we are redeploying staff resource to help us respond to the Glover Review. As a result, we will have very limited resource to take forward any further work relating to the 'Terrific Towns and Vital Villages' (Action 13) and 'Developing the Food Economy' (Action 14) projects. These are both recorded as Amber with no further work planned unless we can secure external resource.
- 2.5 Following the Declaration of a Climate Change and Ecological Emergency by the Authority in July 2019, we have added an additional key action to the Business Plan Monitor (Action 21). We are on track to present an action plan to the March meeting of the Authority.
- 2.7 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 very good progress in delivering the Business Plan 2019/20 at this point in 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	Ensure that the new Environmental Land Management System (ELMS) will be good for Dartmoor <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	Milestone: Defra funding for the Dartmoor ELM 'Test and Trial' secured and contract awarded. Other milestones dependent upon Defra funding. Actual Progress: 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. R	Milestone: Finalise T&T contract, employ officer, identify commons and develop delivery plan Actual Progress: 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 R	Milestone: Subject to funding Actual Progress: Formal contract awarded. New Project Officer appointed and will start January 2020. KB continues to input to Defra's Environmental Land Management Programme Board on behalf of all NPAs. G	Milestone: Subject to funding Actual Progress:
2	An enhanced Visitor Centre at Postbridge <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	Milestone: 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. Actual Progress: 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 G	Milestone: 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 Actual Progress: Tenders returned and within funding bid. Authority approved proceeding to site. Centre closed and cleared out. Start on site 21 October G	Milestone: 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. Actual Progress: Site now under construction. Build approx three weeks AHEAD of schedule which is good news given we need to get ahead of the weather. Contractor is doing an excellent job. Stage two of interpretation plan developed. G	Milestone: Construction continues. Stage 2 interpretation off-site build commences. Actual Progress:
3	Revised Management Plan for Dartmoor National Park <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	Milestone: Develop draft objectives and targets with partners. Prepare updated timetable and milestones for project plan Actual Progress: 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 A	Milestone: 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. Actual Progress: 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. A	Milestone: 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 Actual Progress: Draft plan written and to be presented to Authority (Jan 2020) for approval to consult. SEA/HRA continuing and to be concluded prior to consultation. Visualisation work not progressed. G	Milestone: 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. Actual Progress:
4	Local Plan <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	Milestone: 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. Actual Progress: 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. G	Milestone: 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. Actual Progress: Environmental appraisal complete. Reg 19 plan agreed by members and published for consultation. Evidence base revision complete and published. G	Milestone: Complete Local Plan consultation. Process consultee responses and complete Consultation Report. Actual Progress: Local Plan consultation complete, consultation events including Parish Council workshop held. Consultation response processed, report of responses prepared. G	Milestone: Prepare Reg19 procedural matters. Authority report on Reg19 with agreement to submit. Scope and appoint Local Plan Programme Officer. Submit Local Plan to SoS. Actual Progress:
5	Peatland Restoration <i>Outcome sought</i> - Restoration and enhancement of 276ha of peatland on Dartmoor.	DL	Milestone: Planning for next phase of delivery in Autumn 19 Actual Progress: Hangingstone restoration plan drafted. Redlake/Leftlake restoration plan first draft complete. Meetings held with leftlake/Redlake commoners. 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. G	Milestone: Completion of planning and starting restoration on Hangingstone and completion of planning for Redlake. Actual Progress: Restoration on FTP underway, due for completion in November. Restoration started again at Amicombe, and planning underway for Hangingstone and Redlake/Leftlake. G	Milestone: Complete restoration of FTP and begin restoration of remaining 4 sites Actual Progress: Restoration at FTP complete and 70% finished at Amicombe. Work started at Hangingstone in November and is about 20% complete. First version of restoration plan for Red/Left lake written with work to start in Q4. Slightly behind schedule. G	Milestone: Continue restoration of 4 sites Actual Progress:
6	Common Cause <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	Milestone: 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. Actual Progress: 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. A	Milestone: 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 Actual Progress: 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. G	Milestone: Second Round bid submitted early December Actual Progress: Second Round bid submitted to NHLF in November. Decision expected March 2020 G	Milestone: Decision on bid expected March Actual Progress:

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	Natural Flood Risk Management <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	Milestone: Complete initial awareness raising and communications. Run auction pilot. Identify measures and engage landowners on all 5 catchments Actual Progress: 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.	Milestone: 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 Actual Progress: 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.	Milestone: Solutions implemented for Hanger Down, measures begun on Peter Tavy and Walkhampton, continue with implementation on Dean Burn and Mardle. Actual Progress: NFM Plans are progressing with the Holne and Buckfastleigh commoners, we await legal advice on how to fund this. The feasibility study for Peatland Restoration on Holne Moor has been completed. Work has begun to install a series of leaky dams on Lambsdown, trialling the use of different types of dam. A second NFM contract is let at Dean Moor and Skerraton to include stone dams, flood prevention measures and the repair of flood damage. Two small tree planting projects have been negotiated. All archaeology surveys completed and soil surveys have been undertaken in all catchments	Milestone: . Measures implemented across remaining 4 catchments Actual Progress:
8	Dartmoor Hill Farm Project <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	Milestone: 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. Actual Progress: 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.	Milestone: 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. Actual Progress: 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.	Milestone: Six training events and one special event. Continued work on agreed outcomes as part of the over arching agreement with PCF. Actual Progress: Budget secured to appoint new HF Officer for 2-3 years independently from additional funding bids. Officer recruited and starting end Jan. Priorities identified for next phase of HFP and agreed with Steering Group. Met with PCF (main funder) who are happy with progress and discussed opportunities for ongoing funding. 6 training events held. All MTMTE commitments delivered.	Milestone: 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. Actual Progress:
9	Love Moor Life <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	Milestone: 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. Actual Progress: 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.	Milestone: 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. Actual Progress: 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.	Milestone: 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. Actual Progress: Invoice for £3000 submitted to MVF in October. Partnership work with Mole Valley has been delayed due to staff changes within their organisation. Due to these delays we have decided to postpone the Haytor Dog Event 'Bark in the Park'.	Milestone: Supply content (images, text and film) to Mole Valley for them to include in their publications and social media channels. Plan and prepare a campaign and comms plan for the year ahead in collaboration with the project team (beginning with Spring messages 'Lambing and Bird Breeding Season'). Actual Progress:
10	Pathways Project <i>Outcome sought</i> - Access routes and associated infrastructure that is of high quality, easy to use and helps support the Dartmoor economy.	AW	Milestone: 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. Actual Progress: 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).	Milestone: 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. Actual Progress: 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.	Milestone: Postbridge works completed within budget. Big Path Survey completed. Actual Progress: Postbridge Path works complete on time. Big path Survey completed and the results are being analysed to develop an asset management plan.	Milestone: Asset Management Plan produced by January. Actual Progress: Path works completed last quarter at Postbridge. Big Path survey completed (final two parishes to enter data due to late return of surveys). Asset Man Plan started, aim to completed Plan by end of January 2020.
11	Junior and Youth Rangers <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	Milestone: Launch of new Youth Ranger (progression route) programme whilst retaining existing commitment to Junior Rangers. Actual Progress: 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.	Milestone: Delivery of two parallel programmes for two age cohorts (12 - 15 and 16 - 18) with stretching and challenging activities for older participants. Actual Progress: 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.	Milestone: Conclude Youth and Junior Rangers' programmes - continued delivery and then with a John Muir Award 'share', certificate and award ceremony. Actual Progress: Successful conclusion of current cohorts of Junior Rangers, Junior Ranger Mentors and the new Youth Rangers pilot culminating in a John Muir Award 'share' and certificate ceremony. Considerable range of presentations illustrating how the programmes have different meaning for each individual participant, with some interesting surprises! A review, reflection and evaluation meeting with Senior Learning & Outreach Officer, Ranger Team manager and 'Continuity Lead Ranger' allows for strengths to be identified as well as areas for improvement for next year's programmes.	Milestone: 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. Actual Progress:

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	Year of Green Action <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	Milestone: Quarter 2 (of calendar year 2019) delivery of YoGA Action Plan agreed by LT and sent to Defra February 2019.	Milestone: 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.	Milestone: 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.	Milestone: Continue to seek opportunities to share learning and success.
			Actual Progress: 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'.	Actual Progress: 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.	Actual Progress: Public engagement 'connecting' and 'making a difference' themes continue with successful volunteering opportunities promoted and highlighted. The staff cohort undertaking their John Muir Awards as part of the YoGA complete and 'share' as a Lunch & Learn event in November.	Actual Progress:
13	Terrific Towns and Vital Villages <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	Milestone: 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.	Milestone: 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.	Milestone:	Milestone:
			Actual Progress: 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.	Actual Progress: 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.	Actual Progress: Discover Ashburton Website design finalised, procurement undertaken and contract issued. Action Plan report published and 3 priorities identified. 2 new businesses supported, rates and funding advice given. Ashburton Town Team active and volunteers supported public events such as carnival and food festival. Project now closed.	Actual Progress:
14	Developing the food economy <i>Outcome sought</i> - Programme of activity to help promote and develop the local food economy.	JR	Milestone: Producers, photographer & designer for Food & Drink Exhibition commissioned. Link partners identified and promotion undertaken.	Milestone: 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.	Milestone: Exhibition held and min of 10 producer led events or activities undertaken.	Milestone:
			Actual Progress: 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.	Actual Progress: 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.	Actual Progress: Exhibition held. Included 10 panels on range of Dartmoor producers: Pappilon Gin, Dartmoor Brewery, Swanford Wine, Wild Beef, Dartmoor Sheperd, Dartmoor Farmers, Blackaller Apiary, Edible Garden, Dartmoor Icecream and Chagfood. Additional panels included messages on DNP purposes and the importance of soil, carbon and climate change - linking to photographers work with NERC and Plymouth University. The exhibition was designed to be stand alone so that it could go to additional venues, now not being pursued.	Actual Progress:
15	Moor Otters 2 <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	Milestone: 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.	Milestone: 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.	Milestone: 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.	Milestone: 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.
			Actual Progress: 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.	Actual Progress: 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.	Actual Progress: 80 artists have been chosen to decorate the Otter & Cub sculptures. Launch event was held at Bovey Castle and artists were recognised for their talent, businesses attended to find out more info and artists took otter and cub sculptures home. A great event that generated publicity and enthusiasm for the project. Retail offering is being developed and likely to include a 'decorate your own' otter as well as a number of souvenir items at various price points. To date (16.12.19) current income stands at just over £20k, a good start. This is made up from our Lead supporter South West Water as well as approx 30 hosts paid and a couple of sponsors.	Actual Progress:
16	Support the development of new apprenticeship standards working alongside National Park Authorities Maintain rolling programme of apprentices across the Authority to support service delivery and business need <i>Outcome sought</i> - Supporting people into work through skills development, training and relevant experience. Support for the Authority's service delivery.	NW	Milestone: 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	Milestone: Ongoing engagement with partner organisations to develop Conservation Supervisor L4 Apprenticeship Standard (National Trust leading). Possible recruitment of new apprentices (subject to LT decision - July 2019)	Milestone: Ongoing engagement with partner organisations re: development of L2 (Countryside Worker) & L4 (Countryside Ranger) Apprenticeship Standards. Consider future programme of apprentices as part of budget/MTFP process - LT meeting - December 2019)	Milestone: Ongoing engagement with partner organisations regarding developing Apprenticeship Standards relevant to our sector. Consider future programme of apprentices once NPG is confirmed.
			Actual Progress: 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.	Actual Progress: Conservation Worker L2 Standard still pending approval IfA - expected to be ready October 2019. L4 progress at early stages, limited involvement to date. LT agreed to hold any further apprenticeships pending Business Review (remain in MTFP)	Actual Progress: Conservation Worker L2 Standard approved by IfA and will be available during 2020. L4 Standard being developed (NT led); approximately 6 months off submission to IfA. Historic England are also developing a L4 Standard linked to historic buildings and archaeology. No decision on future apprentices programme as of December 2019 due to delay/uncertainty regarding NPG settlement. Current Conservation Apprenticeship extended to 31/03/2020; ICT Apprenticeship runs to October 2020.	Actual Progress:

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17	Contribute to Government reviews and policy <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	Milestone: Contribute to development of NPE 'roadmap' for Glover Review and start work on potential submission for Spending Review.	Milestone: Dependent on timetable for publication of Glover Review and Spending Review process	Milestone: Dependent on timetable for publication of Glover Review and Spending Review process	Milestone: Dependent on timetable for publication of Glover Review and Spending Review process
			Actual Progress: 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	Actual Progress: 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	Actual Progress: Inputted to National Parks England position. Fiona Reynolds (panel member) attended the National Parks Chairs and Convener's forum (Nov 2019). We understand that Defra are drafting a Government response and we will seek to engage with this via National Parks England. Spending Review delayed until 2020, again will engage via National Parks England.	Actual Progress:
18	Parishscapes 2 <i>Outcome sought</i> - A funded scheme to help communities deliver projects that enhance the environment and/or people's understanding of it.	AK	Milestone: Complete legacy film and evaluation report (good practice guide/toolkit.) Moor medieval book launch and conference	Milestone: 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	Milestone: Bid submitted	Milestone: Decision expected March
			Actual Progress: Film and evaluation report completed. Film launched at the Celebration event.	Actual Progress: 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	Actual Progress: Expression of interest submitted to NHLF in December. Meeting planned for January 2020	Actual Progress:
19	Moor than meets the eye <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	Milestone: 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	Milestone: 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.	Milestone: Timetable and Theme for next large bid to be determined and presented to LT	Milestone:
			Actual Progress: All progressing on target.	Actual Progress: 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	Actual Progress: Timetable and theme for next bid being discussed and developed with partners.	Actual Progress:
20	Partnerships <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	Milestone: 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)	Milestone: Initial work to agree methodology and test via ground trothing	Milestone: Second Project meeting in October	Milestone: Initial baseline map completed
			Actual Progress: Funding Confirmed and start up meeting planned	Actual Progress: 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	Actual Progress: project progressing well and outcomes looking very positive	Actual Progress:
21	NEW KEY ACTION (Quarter 2 onwards) Climate Change Emergency	KB	Milestone:	Milestone: Engagement with staff and Members to gather ideas and build support for actions to reduce carbon emissions.	Milestone: 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.	Milestone: 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
			Actual Progress:	Actual Progress: 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.	Actual Progress: Consulted with staff, engaged staff and Members through Lunch and Learn session. Clear Lead appointed to provide specialist support.	Actual Progress:

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 & GOVERNANCE COMMITTEE

7 February 2020

PERFORMANCE INDICATORS 2019/20Report 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 3 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 at Quarter 3 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 Q3 this year is shown as well as the previous two years (2017/18 & 2018/19) for comparison purposes.
- 3.2 The number of days lost to sickness absence (S12) has continued to fall during quarter 3 on the back of focused work over the past 12 months including the implementation of a new Absence Management Policy. The days lost per full-time equivalent employee for all absences and when excluding long-term absences are exceeding the respective targets (i.e. less days lost than target).
- 3.3 The number of Members attending formal Authority meetings (S14) has been consistently high during quarter 3 rising to an average of 89% against a target of 85%.

- 3.4 The Development Management team is close to full strength once again. One part-time post remains vacant. New staff are bedding in with the expectation that this will improve performance in the coming months with particular relevance to the determination of minor applications. Increased capacity should also allow us to meet expectations in respect of pre-application advice in the coming quarter (P2 b & c). Our planning appeal performance remains strong. There were no appeals allowed in this quarter. This reflects well on our decision making and current policy framework.
- 3.5 As an organisation we are committed to valuing our staff and providing an excellent place to work. Staff surveys are conducted every two years to help us understand what we are doing well and identify areas where we can improve.
- 3.6 The most recent survey (November 2019) was completed by 78 staff (75% of those surveyed) and most respondents were positive about how they feel about working for the Authority. We were encouraged to see that the team ethos and core values that we have sought to foster through our Organisational Development Strategy remain strong. The role of Members was also considered with most staff agreeing (or strongly agreeing) that Members are appropriately involved in decisions that affect the Authority and its staff and that staff have sufficient contact and involvement with Members to enable them to deliver their work effectively.
- 3.7 We are currently benchmarking our results against other National Park Authorities and this will inform our work as we review our Organisational Development Strategy in 2020/21.

4 Equality and Sustainability Impact

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

5 Financial Implications

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

6 Conclusion

- 6.1 Members will note from this report that overall the Authority has made good progress during these nine months of the business year.

NEIL WHITE

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2017/18	Outturn 2018/19	Target	Quarter 1	Quarter 2	Quarter 3	
					2019/20				
SUSTAIN - Conservation of the Natural and Historic Environment									
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	6.68
		b) excluding long term absence		4.40	3.52	3.5	4.19	3.31	3.43
S13	% of enforcement cases resolved without the need for formal action	JA/NS	92.3%	96%	90%	94.6%	89.8%	89%	
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%	Authority: 89% Development Mgt: 91% Audit & Gov'nce: 73% Overall attendance: 89%	
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%	Nil	
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors									
E1	Number of visitors to Visitor Centres at:	a) Haytor	RM	51,870	42,603	52,000	13,037	22,256	4,629
		b) Postbridge	RM	56,373	53,527	58,000	17,087	20,199	0
		c) Princetown	RM	79,291	74,749	80,000	22,455	29,126	10,971
		TOTAL:	RM	187,534	170,879	190,000	52,579	71,581	15,600
E4	Number of litter bags collected by DNPA staff or volunteers	SL	939	650	no target set	129	46	88	
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	67 (21.4%)	103.5 (20%)	114 (23.5%)	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2017/18	Outturn 2018/19	Target	Quarter 1	Quarter 2	Quarter 3	
					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	19	
	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)	4,580	
E11*	Public engagement events	CP	135 events (6667 people)	108 events	135 events	25 events (520 People)	29 events (1999 People)	15 (462 People)	
PROSPER - Work towards ensuring Dartmoor has a thriving economy									
P1	% of planning applications dealt with in a timely manner:	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	0% (2)	0%	50%	Nil	Nil	Nil
		b) minor applications determined within 8 weeks	CH (TJ)	67%	53.30%	65%	58.5%	73.6%	75.0%
		c) other applications determined within 8 weeks	CH (TJ)	85%	81%	85%	61.0%	77.4%	76.1%
P2	% of pre-applications for minor and householder applications which have been dealt with within 28 days	a) % of all planning applications determined which have been approved	CH (TJ)	89%	87%	no target - success is positive decisions for Dartmoor	76.6%	88.3%	90.2%
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	89%	72%	90%	48.8%	68.0%	61.0%
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	50%	0%	70%	100.0%	75.0%	Nil
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	2516 (direct DNPA) plus 6444 (supported conservation groups) = 8960	9000 (including volunteer conservation groups grant aided by DNPA)	312.6	519.6	485.3
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£607,856	£672,000	£675,000	£31,260	£51,960	£48,530

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2017/18	Outturn 2018/19	Target	Quarter 1	Quarter 2	Quarter 3	
					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)	0 (15 aff. units approved in M'stead and 14 in S.Brent subject to S106)	1 (39 aff. Units in Ashburton and 12 in S.Brent subject to S106)	
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH	442	389	420	100	104	103	
P9	Number of:	a) Followers on Social Media	SH	29,241	38,100	50,000	40,442	42,309	44,366
		b) Subscribers to e-communications (running total)	SH	3,690	1,490	2,500	1,568	1,677	1,773
		c) % opened	SH	42%	34%	45%	46%	40%	42%
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	64,847/ 271,652	
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	4
		b) Number of Parish meetings attended by Members	PB	22	47	30	16	29	18
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	18	17	18	1	15	0
		b) Number of contacts made	CP	2,371	2,200	2,500	777	1,650	0
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	10	
P14	Donate for Dartmoor:	LT	£18,295	£22,084	Overall target: £30,000	£9,347	£6,302 (Cumulative is therefore £15,649)	£8,472 (Cumulative is therefore £24,121)	

Family Performance Indicators

DARTMOOR NATIONAL PARK AUTHORITY

7 February 2020

MORE MOOR OTTERS DARTMOOR PUBLIC ARTS INITIATIVEReport of Marketing and Fundraising Officer

Recommendation: That Members note the content of the report and the progress of the Moor Otters public arts trail project to date.

1 Background

- 1.1 In May 2019 Members agreed to support the development of a public arts trail for 2020 and allocate £120,000 from reserve balances.
- 1.2 The arts trail consists of 60 models split into four sustainable trails on Dartmoor, with a remaining 20 models placed at gateway town locations to draw people on to Dartmoor and to publicise the trails.
- 1.3 The aims of the project are:
- To create an arts trail across Dartmoor and gateway towns to engage with new audiences, particularly hard to reach groups;
 - To generate a minimum of £60k for conservation and access projects through donations, sponsorship and auctioning the sculptures;
 - Increase footfall to Dartmoor businesses – measured by a 10% rise in footfall from 2019 in our three Visitor Centres;
 - Promote our key messages and generate a greater understanding of the special qualities of Dartmoor;
 - Engage with local communities through the schools project.
- 1.4 In June 2019 Members approved the sculpture design of an otter and cub, keeping the otter theme going, continuing the positive conservation message linked to otters and their habitats.

2 Progress to Date**2.1 Main Sponsor**

- 2.1.1 South West Water have again kindly sponsored the Moor Otters Arts Trail for £10k. We are working closely with them to maximise the relationship ensuring that the key messages for the project reflect the importance of water conservation as well as nature conservation.

2.2 Value In Kind Supporters

- 2.2.1 Many of the same key value-in-kind supporters are on-board again these include:
- Jolly Roger Ltd – storage, support and movement of Otters
 - Mail Box Ltd – logistics; delivery and collection of Otters

- Bearnes, Littlewood & Hampton – auction of otters
- Bovey Castle – room use, tea and coffee
- BRS Images – photography for trail map and auction catalogue
- Absolute PR – Additional PR support for ‘celebrities’

2.2.2 We are currently looking for support or sponsorship for marketing materials, such as, postcards, stickers, badges, trail maps and auction catalogues.

2.2.3 Having this in-kind support ensures the costs of the project are kept to a minimum and all proceeds can be used to support conservation and access projects on Dartmoor. We are very grateful for the support received to date.

2.3 Development of trails

2.3.1 We have tried to ensure through the development of the trails that people are able to access a variety of sustainable transport options (bus, train, Haytor Hoppa etc), together with walking and cycling routes (Dartmoor Way in particular). The messaging on all marketing and project materials will be to strongly encourage sustainable participation.

2.3.2 Four clear trails are emerging across the moor:

- Trail 1 – Following the Haytor Hoppa route; Bovey Tracey, Haytor, Widecombe, Manaton
- Trail 2 – Part of the Dartmoor Way; Okehampton, Lydford, Tavistock
- Trail 3 – Tavistock, Princetown, Yelverton and Ivybridge
- Trail 4 – Buckfastleigh, Ashburton, Holne, Postbridge

2.3.3 In addition to this we have worked to link the trail into the Plymouth Mayflower 400 celebrations and have established a ‘Mayflower Moor Otters Trail’. This starts on the Barbican with the ‘Mayflower Otter’ with a further 11 other otters at high footfall areas in Plymouth. Engaging with new audiences locally and further afield through the Mayflower 400 celebrations.

2.3.4 We also have eight Otter and cub sculptures that are positioned in gateway towns to publicise and promote Dartmoor and the project. These have deliberately been kept off the trail routes so as not to encourage additional travel.

2.3.5 We have already secured host locations for 49 of the 60 Dartmoor Otters, who have confirmed and paid £360 each to be part of the trail. The remaining 11 otters have businesses very interested but not fully confirmed as yet. This is very positive and further ahead with regard to the project timeline than we were with the previous trail. All 20 gateway town otters have hosts – these include the 12 Otters that will make up the Mayflower Moor Otter Arts Trail.

2.4 Otter sponsors

2.4.1 This time in addition to the hosting fee we have provided an option to sponsor an otter for £720. Otter Sponsors are starting to come onboard with 6 secured to date. Once all hosts have been confirmed the focus will be on securing the sponsors, our

target is for 60 sponsors, including the 12 Plymouth Otters that have attracted interest from Plymouth business groups already.

3 Schools project

3.1 The Schools Project will run as it did in 2017. This year we have extended the offer to more primary schools and are hoping to involve approximately 10 local schools. Each will be approached and offered the opportunity to get involved with the mini Moor Otters project. We are hoping for nine schools on Dartmoor plus one school from Plymouth. The schools will be asked to decorate their otters and exhibit them at Princetown Visitor Centre during the summer holidays, before using as their own fundraisers; auctioning, raffling etc as they choose.

4 Competitions

4.1 Three main competitions will run for the duration of the Moor Otter Arts Trail and are designed to encourage sustainable travel, educate and engage people's imagination.

- Most Sustainable Otter Spotter – entries are sent in showing and describing how they are the most sustainable Otter Spotter.
- Knowledge and Clues – each Otter and Cub will have a fact about Dartmoor/Otters on their plinth together with a code. When all the codes for a single trail are collected the Otter Spotter is rewarded with a badge and entry into the prize draw.
- Design your own – split into different age categories, individuals are encouraged to submit their designs for Otter and cubs.

5 Retail

5.1 The retail range supporting the trail is currently being developed. A number of retail items are being sustainably sourced and created, they include:

- Notebooks depicting each of the three Visitor Centre Otters
- Decorate your own Otter and cub
- Bone China mugs designed by the Haytor Visitor Centre Otter artist
- Moor Otter Arts Trail T Shirts
- Badges, magnets, pencils, books, cards, cuddly toys and even chocolate fish (Otter food).
- The auction catalogue will also be available early in the project to maximize the retail time for this.
- Trail Maps will request a donation

6 Sustainability

6.1 We are aware of the potential carbon footprint of this trail and are putting in measures to try and minimise the impact of this and encourage sustainable travel amongst other things.

6.2 We have created a sustainability webpage to share what we are doing [online](#), examples include:

- Trails being more compact and suggesting public transport options as well as cycling and walking.
- Competition for most sustainable Otter Spotter
- Minimum printed materials being used.
- Print materials being sourced from printers with excellent environmental credentials, using recycled paper and vegetable inks.
- Trail maps suggesting methods of sustainable travel.
- Trail maps available in shortened formats online
- Competition entry forms available only in Visitor Centres and online
- All retail items sourced responsibly and where possible locally.

7 Resources

7.1 We are monitoring the budget against what members allocated to the project:

Spend to date:	£34,075
Committed spend:	£39,545
Total	£73,620

Income Main Sponsor:	£10,000
Income Value in Kind:	£20,800
Income Hosts and Sponsors	£14,400
Total	£45,200

7.2 To date the following staff hours have been spent delivering the project:

Project management and Admin	398
Design, Social and PR	152
Visitor Centres, schools and retail	86
Total	636 hours (c.84 days)

7.3 We have improved a number of our internal processes to minimise the amount of staff time on this project, to date these have made a positive impact.

8 Next Steps in the project timeline

8.1 Key steps before the Moor Otter Arts Trail launch on 27th May are:

- To secure remaining business hosts and finalise the trails
- Write and design map, auction catalogue, marketing materials, business and sponsor tool kits, launch invites, competition terms and conditions, web copy etc.
- Secure schools for school's project.
- Secure sponsors for as many Otters as possible – target 60 Otters.
- Arrange launch event for Bovey Castle
- Design and launch the auction website

- Work with Plymouth BID to maximise marketing and promotion opportunities for Mayflower Moor Otters Arts Trail.
- Finalise retail offering to be available at launch.

9 Conclusion

- 9.1 The Moor Otters Arts Trail 2020 is on track both with regard to project timeline and budget. Key changes have been made as proposed to A&G May 2019 and the general enthusiasm for the project from businesses, public, Team Dartmoor and the media is strong.

SOPHIE JAMES