



# The Audit Plan for Dartmoor National Park Authority

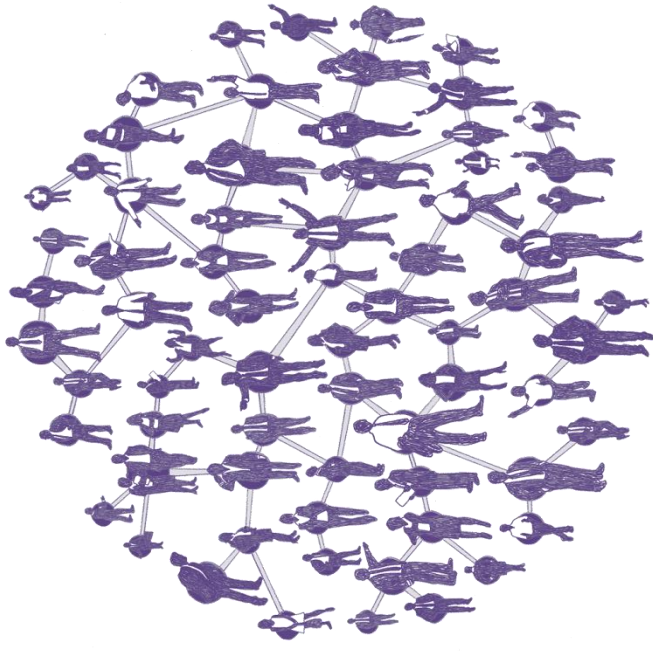
**Year ended 31 March 2017**

24 January 2017

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Dartmoor National Park Authority  
Parke  
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24 January 2017

Dear Members of the Audit and Governance Committee,

**Audit Plan for Dartmoor National Park Authority for the year ending 31 March 2017**

This Audit Plan sets out for the benefit of those charged with governance (in the case of Dartmoor National Park Authority, the Audit and Governance Committee, an overview of the planned scope and timing of the audit, as required by International Standard on Auditing (UK & Ireland) 260. This document is to help you understand the consequences of our work, discuss issues of risk and the concept of materiality with us, and identify any areas where you may request us to undertake additional procedures. It also helps us gain a better understanding of the Authority and your environment. The contents of the Plan have been discussed with management.

We are required to perform our audit in line with Local Audit and Accountability Act 2014 and in accordance with the Code of Practice issued by the National Audit Office (NAO) on behalf of the Comptroller and Auditor General in April 2015. Our responsibilities under the Code are to:

- give an opinion on the Authority's financial statements
- satisfy ourselves the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

As auditors we are responsible for performing the audit, in accordance with International Standards on Auditing (UK & Ireland), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements which give a true and fair view.

The contents of this report relate only to the matters which have come to our attention during the course of our initial planning, which we believe need to be reported to you as part of our audit planning process. It is not a comprehensive record of all the relevant matters, which may be subject to change. In particular we cannot be held responsible to you for reporting all of the risks which may affect the Authority or all weaknesses in your internal controls. This report has been prepared solely for your benefit. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

We look forward to working with you during the course of the audit.

Yours sincerely

Geraldine Daly

Engagement Lead

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**Chartered Accountants**

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# Understanding your business and key developments

## Key challenges

### Development and delivery of a Medium term financial plan

The Authority is reliant on the National Park DEFRA Grant. Whilst the future 4 year settlement announced in January 2016 has been welcomed, there is increasing demands on outcomes. There is a requirement to continue to develop income generating activity in the medium term to ensure outcomes are met.

### Working with Partners

The Authority works with and places reliance on a number of partnership working arrangements across a number of its operations and continues to be core to its business going forward.

## Financial reporting changes

### CIPFA Code of Practice 2016/17 (the Code)

Changes to the Code in 2016/17 reflect aims of the 'Telling the Story' project, to streamline the financial statements to be more in line with internal organisational reporting and improve accessibility to the reader of the financial statements.

The changes affect the presentation of the Comprehensive Income and Expenditure Statement and the Movement in Reserves Statements, segmental reporting disclosures and a new Expenditure and Funding Analysis note has been introduced. The Code also requires these amendments to be reflected in the 2015/16 comparatives by way of a prior period adjustment.

### Earlier closedown

The Accounts and Audit Regulations 2015 require Authorities to bring forward the approval and audit of financial statements to 31 July by the 2017/2018 financial year.

## Our response

- We aim to complete all our substantive audit work of your financial statements in July 2017.
- As part of our opinion on your financial statements, we will consider whether your financial statements accurately reflect the financial reporting changes in the 2016/17 Code
- We will review the Authority's annual governance statement, as part of our work in reaching our VFM conclusion.
- We will keep you informed of changes to the financial reporting requirements for 2016/17 through on-going discussions and invitations to our technical update workshops.

# Materiality

In performing our audit, we apply the concept of materiality, following the requirements of International Standard on Auditing (UK & Ireland) (ISA) 320: Materiality in planning and performing an audit. The concept of materiality is fundamental to the preparation of the financial statements and the audit process and applies not only to the monetary misstatements but also to disclosure requirements and adherence to acceptable accounting practice and applicable law. An item does not necessarily have to be large to be considered to have a material effect on the financial statements. An item may be considered to be material by nature, for example, when greater precision is required (e.g. senior manager salaries and allowances).

We determine planning materiality (materiality for the financial statements as a whole determined at the planning stage of the audit) in order to estimate the tolerable level of misstatement in the financial statements, assist in establishing the scope of our audit engagement and audit tests, calculate sample sizes and assist in evaluating the effect of known and likely misstatements in the financial statements.

We have determined planning materiality based upon professional judgement in the context of our knowledge of the Authority. In line with previous years, we have calculated financial statements materiality based on a proportion of the gross revenue expenditure of the Authority. For purposes of planning the audit we have determined overall materiality to be £99k (being 1.9 % of gross revenue expenditure). In the previous year, we determined materiality to be £99k (being 1.9% of gross revenue expenditure). Our assessment of materiality is kept under review throughout the audit process and we will advise you if we revise this during the audit.

Under ISA 450, auditors also set an amount below which misstatements would be clearly trivial and would not need to be accumulated or reported to those charged with governance because we would not expect that the accumulation of such amounts would have a material effect on the financial statements. "Trivial" matters are clearly inconsequential, whether taken individually or in aggregate and whether judged by any criteria of size, nature or circumstances. We have defined the amount below which misstatements would be clearly trivial to be £5k.

ISA 320 also requires auditors to determine separate, lower, materiality levels where there are particular classes of transactions, account balances or disclosures for which misstatements of lesser amounts than materiality for the financial statements as a whole could reasonably be expected to influence the economic decisions of users'. We have identified the following items where separate materiality levels are appropriate:

Balance/transaction/disclosure	Explanation	Materiality level
Cash and cash equivalents	Although the balance of cash and cash equivalents is all transactions made by the Authority affect the balance and it is therefore considered to be material by nature.	£10,000
Disclosures of officers' remuneration, salary bandings and exit packages in the notes to the financial statements	Due to public interest in these disclosures and the statutory requirement for them to be made.	£5,000
Disclosure of auditors' remuneration in notes to the statements	Due to public interest in these disclosures and the statutory requirement for them to be made.	£1,000

Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements; Judgments about materiality are made in light of surrounding circumstances, and are affected by the size or nature of a misstatement, or a combination of both; and Judgments about matters that are material to users of the financial statements are based on a consideration of the common financial information needs of users as a group. The possible effect of misstatements on specific individual users, whose needs may vary widely, is not considered. (ISA (UK and Ireland) 320)

# Significant risks identified

An audit is focused on risks. Significant risks are defined by ISAs (UK and Ireland) as risks that, in the judgment of the auditor, require special audit consideration. In identifying risks, audit teams consider the nature of the risk, the potential magnitude of misstatement, and its likelihood. Significant risks are those risks that have a higher risk of material misstatement.

Significant risk	Description	Audit procedures
<p><b>The revenue cycle includes fraudulent transactions</b></p>	<p>Under ISA (UK and Ireland) 240 there is a presumed risk that revenue streams may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition.</p>	<p>Having considered the risk factors set out in ISA240 and the nature of the revenue streams at Dartmoor National Park Authority, we have determined that the risk of fraud arising from revenue recognition can be rebutted, because:</p> <ul style="list-style-type: none"> <li>• there is little incentive to manipulate revenue recognition</li> <li>• opportunities to manipulate revenue recognition are very limited</li> <li>• The culture and ethical frameworks of local authorities, including Dartmoor National Park Authority, mean that all forms of fraud are seen as unacceptable</li> </ul> <p>Therefore do not consider this to be a significant risk for Dartmoor National Park Authority.</p>
<p><b>Management override of controls</b></p>	<p>Under ISA (UK and Ireland) 240 there is a non-rebuttable presumed risk that the risk of management over-ride of controls is present in all entities.</p>	<p><b>Work completed to date:</b></p> <ul style="list-style-type: none"> <li>• Review of accounting estimates, judgments and decisions made by management</li> <li>• Review of journal entry process</li> </ul> <p><b>Further work planned:</b></p> <ul style="list-style-type: none"> <li>• Review of accounting estimates, judgments and decisions made by management</li> <li>• Review of journal entry process and selection of unusual journal entries for testing back to supporting documentation</li> <li>• Review of unusual significant transactions</li> </ul>

"Significant risks often relate to significant non-routine transactions and judgmental matters. Non-routine transactions are transactions that are unusual, due to either size or nature, and that therefore occur infrequently. Judgmental matters may include the development of accounting estimates for which there is significant measurement uncertainty." (ISA (UK and Ireland) 315) . In making the review of unusual significant transactions "the auditor shall treat identified significant related party transactions outside the entity's normal course of business as giving rise to significant risks." (ISA (UK and Ireland) 550)

## Significant risks identified (continued)

We have also identified the following significant risks of material misstatement from our understanding of the entity. We set out below the work we have completed to date and the work we plan to address these risks.

Significant risk	Description	Audit procedures
<p><b>The expenditure cycle includes fraudulent transactions</b></p>	<p>Practice Note 10 suggests that the risk of material misstatement due to fraudulent financial reporting that may arise from the manipulation of expenditure recognition needs to be considered.</p>	<p>Having considered the risk factors set out in ISA240 and the nature of the expenditure at the Authority, we have determined that the risk of fraud arising from expenditure recognition can be rebutted, because:</p> <ul style="list-style-type: none"> <li>• there is little incentive to manipulate expenditure.</li> <li>• opportunities to manipulate expenditure recognition are very limited</li> <li>• the culture and ethical frameworks of local authorities, including Dartmoor National Park Authority, mean that all forms of fraud are seen as unacceptable</li> </ul> <p>Therefore do not consider this to be a significant risk the Authority. However there is a risk of understatement of creditors identified as reasonably possible and documented in the relevant section of this report.</p>
<p><b>Valuation of pension fund net liability</b></p>	<p>The Authority's pension fund asset and liability as reflected in its balance sheet represent a significant estimate in the financial statements.</p>	<p><b>Work planned:</b></p> <ul style="list-style-type: none"> <li>• We will identify the controls put in place by management to ensure that the pension fund liability is not materially misstated. We will also assess whether these controls were implemented as expected and whether they are sufficient to mitigate the risk of material misstatement.</li> <li>• We will review the competence, expertise and objectivity of the actuary who carried out your pension fund valuation. We will gain an understanding of the basis on which the valuation is carried out.</li> <li>• We will undertake procedures to confirm the reasonableness of the actuarial assumptions made.</li> <li>• We will review the consistency of the pension fund asset and liability and disclosures in notes to the financial statements with the actuarial report from your actuary.</li> </ul>

## Significant risks identified (continued)

Significant risk	Description	Audit procedures
<p><b>Valuation of property, plant and equipment</b></p>	<p>The Authority revalues its assets on a rolling basis over a five year period. The Code requires that the Authority ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements.</p>	<p><b>Work completed to date:</b></p> <ul style="list-style-type: none"> <li>• Review of management's processes and assumptions for the calculation of the estimate.</li> <li>• Review of the competence, expertise and objectivity of any management experts used.</li> </ul> <p><b>Further work planned:</b></p> <ul style="list-style-type: none"> <li>• Review of the instructions issued to valuation experts and the scope of their work</li> <li>• Discussions with valuer about the basis on which the valuation is carried out and challenge of the key assumptions.</li> <li>• Review and challenge of the information used by the valuer to ensure it is robust and consistent with our understanding.</li> <li>• Testing of revaluations made during the year to ensure they are input correctly into the Authority's asset register</li> <li>• Evaluation of the assumptions made by management for those assets not revalued during the year and how management has satisfied themselves that these are not materially different to current value.</li> </ul>



## Other risks identified

Reasonably possible risks (RPRs) are, in the auditor's judgment, other risk areas which the auditor has identified as an area where the likelihood of material misstatement cannot be reduced to remote, without the need for gaining an understanding of the associated control environment, along with the performance of an appropriate level of substantive work. The risk of misstatement for an RPR or other risk is lower than that for a significant risk, and they are not considered to be areas that are highly judgmental, or unusual in relation to the day to day activities of the business.

Reasonably possible risks	Description of risk	Audit procedures
Operating expenses	Year end creditors and accruals are understated or not recorded in the correct period.	<p><b>Work completed to date:</b></p> <ul style="list-style-type: none"> <li>Review of system documentation and walkthrough of transaction</li> </ul> <p><b>Further work planned:</b></p> <ul style="list-style-type: none"> <li>Agree creditors to the ledger</li> <li>Review of a sample of creditors/accruals to confirm they have been appropriately accounted for.</li> <li>Review of after date payments and sample check for unrecorded liabilities.</li> </ul>
Employee remuneration	Employee remuneration accruals are understated	<p><b>Work completed to date:</b></p> <ul style="list-style-type: none"> <li>Review of system documentation and walkthrough of transaction</li> </ul> <p><b>Further work planned:</b></p> <ul style="list-style-type: none"> <li>Reconcile the pay expenditure reported in the financial statements to total expenditure recorded in the payroll.</li> <li>Substantively test a sample of remuneration transactions.</li> <li>Trend analysis analytical review for the financial year</li> </ul>

"In respect of some risks, the auditor may judge that it is not possible or practicable to obtain sufficient appropriate audit evidence only from substantive procedures. Such risks may relate to the inaccurate or incomplete recording of routine and significant classes of transactions or account balances, the characteristics of which often permit highly automated processing with little or no manual intervention. In such cases, the entity's controls over such risks are relevant to the audit and the auditor shall obtain an understanding of them." (ISA (UK and Ireland) 315)

## Other risks identified (continued)

### Going concern

As auditors, we are required to “obtain sufficient appropriate audit evidence about the appropriateness of management’s use of the going concern assumption in the preparation and presentation of the financial statements and to conclude whether there is a material uncertainty about the entity’s ability to continue as a going concern” (ISA (UK and Ireland) 570). We will review the management’s assessment of the going concern assumption and the disclosures in the financial statements.

### Other material balances and transactions

Under International Standards on Auditing, “irrespective of the assessed risks of material misstatement, the auditor shall design and perform substantive procedures for each material class of transactions, account balance and disclosure”. All other material balances and transaction streams will therefore be audited. However, the procedures will not be as extensive as the procedures adopted for the risks identified in the previous sections but will include:

- Heritage assets
- Cash and cash equivalents
- Trade and other receivables
- Useable and unusable reserves
- Movement in Reserves Statement and associated notes
- Statement of cash flows and associated notes
- Grant Income
- New note disclosures
- Officers’ remuneration note
- Leases note
- Related party transactions note
- Capital expenditure and capital financing note
- Financial instruments note

# Value for Money

## Background

The Code requires us to consider whether the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the Value for Money (VfM) conclusion.

The National Audit Office (NAO) issued its guidance for auditors on value for money work for 2016/17 in November 2016. The guidance states that for local government bodies, auditors are required to give a conclusion on whether the Authority has proper arrangements in place.

The guidance identifies one single criterion for auditors to evaluate:

*In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.*

This is supported by three sub-criteria as set out opposite:

Sub-criteria	Detail
Informed decision making	<ul style="list-style-type: none"> <li>Acting in the public interest, through demonstrating and applying the principles and values of sound governance</li> <li>Understanding and using appropriate cost and performance information (including, where relevant, information from regulatory/monitoring bodies) to support informed decision making and performance management</li> <li>Reliable and timely financial reporting that supports the delivery of strategic priorities</li> <li>Managing risks effectively and maintaining a sound system of internal control</li> </ul>
Sustainable resource deployment	<ul style="list-style-type: none"> <li>Planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions</li> <li>Managing and utilising assets effectively to support the delivery of strategic priorities</li> <li>Planning, organising and developing the workforce effectively to deliver strategic priorities.</li> </ul>
Working with partners and other third parties	<ul style="list-style-type: none"> <li>Working with third parties effectively to deliver strategic priorities</li> <li>Commissioning services effectively to support the delivery of strategic priorities</li> <li>Procuring supplies and services effectively to support the delivery of strategic priorities.</li> </ul>

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# Value for Money (continued)

## **Risk assessment**

We have carried out an initial risk assessment based on the NAO's auditor's guidance note (AGN03). In our initial risk assessment, we considered:

- our cumulative knowledge of the Authority, including work performed in previous years in respect of the VfM conclusion and the opinion on the financial statements.
- any illustrative significant risks identified and communicated by the NAO in its Supporting Information.
- any other evidence which we consider necessary to conclude on your arrangements.

We have not identified any significant risks from our initial risk assessment. We will continue our review of your arrangements, including reviewing your Annual Governance Statement, before we issue our auditor's report.

## **Reporting**

The results of our VfM audit work and the key messages arising will be reported in our Audit Findings Report and in the Annual Audit Letter.

We will include our conclusion in our auditor's report on your financial statements which we will give by 30 September 2017.

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## Other audit responsibilities

In addition to our responsibilities under the Code of Practice in relation to your financial statements and arrangements for economy, efficiency and effectiveness we have a number of other audit responsibilities, as follows:

- We will undertake work to satisfy ourselves that the disclosures made in your Annual Governance Statement are in line with CIPFA/SOLACE guidance and consistent with our knowledge of the Authority.
- We will read your Narrative Statement and check that it is consistent with the financial statements on which we give an opinion and that the disclosures included in it are in line with the requirements of the CIPFA Code of Practice.
- We will carry out work on your consolidation schedules for the Whole of Government Accounts process in accordance with NAO instructions to auditors.
- We consider our other duties under the Act and the Code, as and when required, including:
  - We will give electors the opportunity to raise questions about your financial statements and consider and decide upon any objections received in relation to the financial statements;
  - issue of a report in the public interest; and
  - making a written recommendation to the Authority, copied to the Secretary of State
- We certify completion of our audit.

# Results of interim audit work

The findings of our interim audit work, and the impact of our findings on the accounts audit approach, are summarised in the table below:

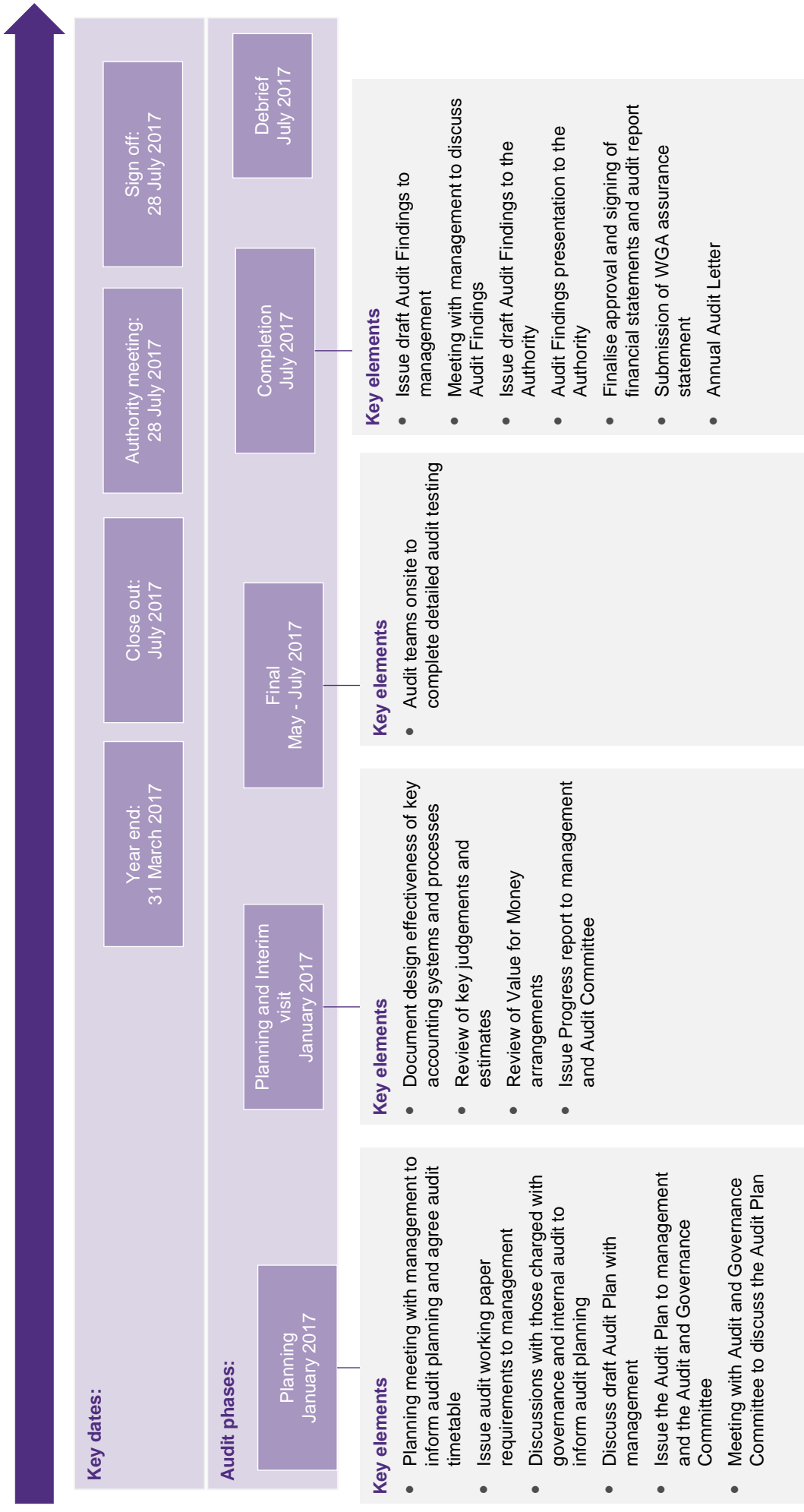
	Work performed	Conclusion
<b>Internal audit</b>	We have completed a high level review of internal audit's overall arrangements. Our work has not identified any issues which we wish to bring to your attention.	Overall, we have concluded that the internal audit service provides an independent and satisfactory service to the Authority and that internal audit work contributes to an effective internal control environment. Our review of internal audit work has not identified any weaknesses which impact on our audit approach.
<b>Entity level controls</b>	<p>We have obtained an understanding of the overall control environment relevant to the preparation of the financial statements including:</p> <ul style="list-style-type: none"> <li>• Communication and enforcement of integrity and ethical values</li> <li>• Commitment to competence</li> <li>• Participation by those charged with governance</li> <li>• Management's philosophy and operating style</li> <li>• Organisational structure</li> <li>• Assignment of authority and responsibility</li> <li>• Human resource policies and practices</li> </ul>	Our work has identified no material weaknesses which are likely to adversely impact on the Authority's financial statements at this stage.
<b>Review of information technology controls</b>	The information technology for the Authority are supplied and supported by Devon County Council. Our information systems specialist will perform a high level review of the general IT control environment, as part of the overall review of the internal controls systems at Devon County Council.	We will inform the Authority on the results of our work. We will obtain assurances from the auditor of Devon County Council.

## Results of interim audit work (continued)

	<b>Work performed</b>	<b>Conclusion</b>
<b>Walkthrough testing</b>	<p>We have completed walkthrough tests of the Authority's controls operating in areas where we consider that there is a risk of material misstatement to the financial statements. This includes Operating Expenditure, Employee Remuneration and Valuation of assets.</p> <p>Our work has not identified any issues which we wish to bring to your attention. Internal controls have been implemented by the Authority in accordance with our documented understanding.</p>	<p>Our work has not identified any weaknesses which impact on our audit approach at this stage.</p>

# The audit cycle

## The audit timeline





# Audit Fees

## Fees

	£
Authority audit	11,807
<b>Total audit fees (excluding VAT)</b>	<b>11,807</b>

### Our fee assumptions include:

- Supporting schedules to all figures in the accounts are supplied by the agreed dates and in accordance with the agreed upon information request list
- The scope of the audit, and the Authority and its activities, have not changed significantly
- The Authority will make available management and accounting staff to help us locate information and to provide explanations
- The accounts presented for audit are materially accurate, supporting working papers and evidence agree to the accounts, and all audit queries are resolved promptly.

## Fees for other services

Fees for other services detailed on the following page, reflect those agreed at the time of issuing our Audit Plan. Any changes will be reported in our Audit Findings Report and Annual Audit Letter.

### What is included within our fees

- A reliable and risk-focused audit appropriate for your business
- Invitations to events hosted by Grant Thornton in your sector, as well as the wider finance community
- Constructive feedback on your people, your processes and your business plan
- Ad-hoc telephone calls and queries
- Technical briefings and updates
- A review of accounting policies for appropriateness and consistency
- Annual technical updates for members of your finance team

# Independence and non-audit services

Ethical Standards and ISA (UK and Ireland) 260 require us to give you timely disclosure of matters relating to our independence

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Auditing Practices Board's Ethical Standards and we confirm that we are independent and are able to express an objective opinion on the financial statements.

We confirm that we have implemented policies and procedures to meet the requirements of the Auditing Practices Board's Ethical Standards.

For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to Client Name. The following audit related and non-audit services were identified for the Authority for 2016/17:

## Fees for other services

Service	Fees £	Planned outputs
Audit related	11,807	Opinion
Non-audit related	0	N/a

The amounts detailed are fees agreed to-date for audit related and non-audit services (to be) undertaken by Grant Thornton UK LLP (and Grant Thornton International Limited network member Firms) in the current financial year. Full details of all fees charged for audit and non-audit services by Grant Thornton UK LLP and by Grant Thornton International Limited network member Firms will be included in our Audit Findings report at the conclusion of the audit.

# Communication of audit matters with those charged with governance

International Standard on Auditing (UK and Ireland) (ISA) 260, as well as other ISAs (UK and Ireland) prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table opposite.

This document, The Audit Plan, outlines our audit strategy and plan to deliver the audit, while The Audit Findings will be issued prior to approval of the financial statements and will present key issues and other matters arising from the audit, together with an explanation as to how these have been resolved.

We will communicate any adverse or unexpected findings affecting the audit on a timely basis, either informally or via a report to the Authority.

## Respective responsibilities

As auditor we are responsible for performing the audit in accordance with ISAs (UK and Ireland), which is directed towards forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance.

This plan has been prepared in the context of the Statement of Responsibilities of Auditors and Audited Bodies issued by Public Sector Audit Appointments Limited (<http://www.psa.co.uk/appointing-auditors/terms-of-appointment/>)

We have been appointed as the Authority's independent external auditors by the Audit Commission, the body responsible for appointing external auditors to local public bodies in England at the time of our appointment. As external auditors, we have a broad remit covering finance and governance matters.

Our annual work programme is set in accordance with the Code of Audit Practice ('the Code') issued by the NAO and includes nationally prescribed and locally determined work (<https://www.nao.org.uk/code-audit-practice/about-code/>). Our work considers the Authority's key risks when reaching our conclusions under the Code.

The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

It is the responsibility of the Authority to ensure that proper arrangements are in place for the conduct of its business, and that public money is safeguarded and properly accounted for. We have considered how the Authority is fulfilling these responsibilities.

Our communication plan	Audit Plan	Audit Findings
Respective responsibilities of auditor and management/those charged with governance	✓	
Overview of the planned scope and timing of the audit. Form, timing and expected general content of communications	✓	
Views about the qualitative aspects of the entity's accounting and financial reporting practices, significant matters and issues arising during the audit and written representations that have been sought		✓
Confirmation of independence and objectivity	✓	✓
A statement that we have complied with relevant ethical requirements regarding independence, relationships and other matters which might be thought to bear on independence.	✓	✓
Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged.		
Details of safeguards applied to threats to independence		
Material weaknesses in internal control identified during the audit		✓
Identification or suspicion of fraud involving management and/or others which results in material misstatement of the financial statements		✓
Non compliance with laws and regulations		✓
Expected modifications to the auditor's report, or emphasis of matter		✓
Uncorrected misstatements		✓
Significant matters arising in connection with related parties		✓
Significant matters in relation to going concern	✓	✓



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## DARTMOOR NATIONAL PARK AUTHORITY

## AUDIT &amp; GOVERNANCE COMMITTEE

3 FEBRUARY 2017

**FINANCIAL MANAGEMENT 1 APRIL TO 31 DECEMBER 2016  
AND FORECAST OF FINANCIAL OUTTURN 2016/17**Report of the Head of Business Support

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

**1 Introduction**

- 1.1 This report enables Members to monitor income and expenditure variations against the approved budget for 2016/17. Effective budgetary control is essential to ensure priorities are delivered in accordance with the Authority's plans. Budget Management is a dynamic process, resulting in the budget being subject to many varying pressures throughout the year.
- 1.2 The Authority's Financial Regulations provide delegated authority for the Chief Executive (National Park Officer) in consultation with the Chief Financial Officer to enact budget virement below £30,000. Above that sum, Members' approval would be sought.
- 1.3 Processes for sound budget management are well established within the Authority, with quarterly reports to the Leadership Team and detailed and continuous budget monitoring being carried out across all Directorates involving Heads of Service, spending officers and finance staff. This ensures the early identification of pressures and variances so that timely management action can be taken to adjust the budget and/or work programmes accordingly.

**2 Financial Position 1 April to 31 December 2016 and Forecast Outturn**

- 2.1 The 2016/17 net budget was set at £3,671,177 (NPA/16/009) funded by National Park Grant (NPG), fees and charges and Earmarked Reserves. The Authority approved various appropriations to reserves at the end of the 2015/16 financial year (NPA/16/017) which are then allocated to the 2016/17 budget so that projects can be completed in the new financial year. This has resulted in the net budget increasing to £3,859,888.
- 2.2 Current projections, based on figures at the end of December (month 9) indicate that a surplus of £26,274 may arise (at month 6 we reported a potential surplus of £6,404). A Cost Centre summary can be found at Appendix 1 and a detailed variance analysis against budget can be found at Appendix 2.
- 2.3 The main variations and movements in the management accounts are as follows:

**Salaries:** Showing a surplus of £67,621 (circa £30k at month 6) mainly due to in-year staff vacancies, most of which have now been filled or are being covered by

temporary staff. However £32,724 will be carried forward into the next financial year as committed expenditure against specific special projects including; the Hill Farm Project, and two Project Officers posts in Recreation & Access and Land Management.

**Travel and Transport:** Showing a surplus of £8,827 (circa £3k deficit at month 6). Expenditure fluctuates throughout the year in these cost centres depending on the amount of travel undertaken and whether vehicles need repairs. There appears to be some significant fuel cost savings showing at this time.

**Premises:** A deficit of £78,124 (almost identical to month 6). The expenditure showing for Higher Uppacott is matched by Heritage Lottery Fund (HLF) grant and our own reserves under the Moor than Meets the Eye Scheme. Extra repair and maintenance costs have also been incurred at Parke and Princetown: gas boiler flue compliance works and external decorations at Parke; and window and roof repairs at Princetown. However in mitigation, there have also been some savings where contract prices have come in at less than original estimates.

**Supplies and Services:** A deficit of £358,892 (£269,047 at month 6), some of which is offset by grant income, fees and charges and the planned use of earmarked reserves (see those highlighted in yellow). The tables below provide detail of the main variations.

£	
22,500	Biodiversity: Peatland Study - being met from external partnership funding
18,285	Large uniform order placed, this is likely to reduce as some items will be returned
15,700	Monument Management Agreements - being met from external grant funding and being delivered by Tavistock Taskforce and the Dartmoor Preservation Association
65,000	Public Arts Project (spend to date) – to be met from Reserves
126,954	Linhay Quarry – external support costs to process the planning application. To be met from the planning application fee £65,000 and by recharging the applicant for the remainder, as agreed via the PPA
39,121	Discovering Dartmoor's Wild Stories - an HLF funded project, match funded by the Authority
12,648	Naturally Healthy Project - funded from Public Health Grant and our Reserves
45,000	Development Management - planning applications: external professional fees and associated legal costs and awards

**Grant income:** Showing an increase of £137,726, the most significant are:

£	
22,500	Peatland Study: South West Water, Natural England, Defence Infrastructure, Dartmoor Society
15,700	Monument Management: Historic England
73,732	Higher Uppacott - HLF grant and DNPA Reserves
12,000	Discovering Dartmoor's Wild Stories - HLF grant
5,000	Neighbourhood Planning grant (number 3)
5,580	Self-Build Register grant

**Sales, Fees & Charges:** Showing an increase of £214,853 the most significant are:

£	
10,368	Filming income, wayleaves, Holne Common HLS and a contribution towards track repairs at Gallant Le Bower
8,987	£ for the Park donations
23,517	Visitor Centres - sales, donations and events
134,205	Planning fees, including the payment of extra costs for the Linhay Quarry application (by the applicant).
7,500	Treasury deposit income
14,062	*Donate for Dartmoor Recreational Fund - which includes the "Mend our Mountains" Crowd Funding
483	*Donate for Dartmoor Natural Fund
310	*Donate for Dartmoor Historic Fund
4,222	*Donate for Dartmoor General Fund

\*Donate for Dartmoor Funds are currently being collected within the Corporate and Democratic Core cost centre (for convenience only) and will be transferred to match project expenditure when that takes place, or will be carried forward via Reserves at year end. Whilst we have identified which projects will benefit, this is our first year of operation and so we will not spend the donations in-year as we could not anticipate how successful the initiative would be. These balances are included in the year-end carry forwards figure.

- 2.4 Within the budget the Authority set aside a **Project Fund** budget of 216,526 for this financial year. At the time of writing this report £207,204 expenditure has been approved by Leadership Team, which includes:

£	
2,010	Conservation area appraisals
6,867	Additional hours for ecology to support planning application work
17,337	Research & Project Officer post (12 months)
10,735	Project Development support
5,000	MSC research project to map the distribution of bog hoverfly
2,000	Neighbour notification search tool – Planning (website)
1,500	WWII US archives project
2,500	Tour of Britain
997	Wildlife Festival of the North event
1,700	Renewal of the Ranger Ralph Trademark
63,870	Local Plan Review support (2 year post)
2,210	Training - ICT
7,165	Firewall replacement
76,139	Farming & Community Wildlife Advisor (3 year post)
2,374	Parke roof repairs
4,800	Farm Survey Data Analysis

- 2.5 The full utilisation of the Fund is anticipated by year-end, although some balances will be carried forward for the projects and posts that span more than one financial year.

### 3 Capital Programme and Prudential Indicators

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

## 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. Based on the current financial position, the year-end balance for earmarked reserves is anticipated to be as follows (subject to activities and transactions during the last three months of the year):

<b>Earmarked Reserves</b>	<b>£</b>
<b>Opening Balance</b>	<b>(2,537,831)</b>
Forecast Spent in year	469,468
New contributions to reserves / carry forwards	(222,864)
Forecast outturn at month 9 (includes Donate for Dartmoor)	(26,274)
<b>Closing Balance (forecast)</b>	<b>(2,317,501)</b>
<b>General unallocated Reserve</b>	<b>(450,000)</b>

- 4.2 As Chief Finance Officer, I am satisfied that there continues to be sufficient reserves in place to deliver the outcomes for 2016/17 and to support the 2017/18 Budget and Medium Term Financial Plan, which will be brought to the Authority for approval in March. The decisions taken on the level of balances held and the reasons for holding them continues to demonstrate proper stewardship of public funds.

## 5 Local Government Pension Fund

- 5.1 The Authority has received the provisional findings of the 2016 Actuarial valuation of the Devon Pension Fund, including provisional employer contribution rates for 2017-2020. The final report will be published by 31 March 2017. Our employer contribution rates are anticipated to rise as follows:

	<b>2014-2017</b>	<b>2017-2020</b>
<b>Future Service contribution rate</b> i.e. the anticipated cost of pension rights members will accrue in the future, expressed as <u>a percentage of pensionable payroll</u>	13.3%	15.2%
<b>Past Service Deficit</b> annual cash contribution i.e. this arises where the cost of pension rights already accrued turn out to be higher than expected (experience vs assumptions made)	£109,000 £113,000 £118,000	£124,103 £127,073 £130,113

- 5.2 For ease of calculation and payment, Members will be aware that we have paid a contribution rate of 19.7% of pensionable pay between 2014 and 2017, to ensure that we met the required contributions as set out above.
- 5.3 For the next 3 years, based on the provisional information received the “composite” contribution rate is therefore likely to increase to circa 21% which may add an extra £35k per annum to the salary costs in the 2017-2020 Medium Term Financial Plan.



- 5.4 A special Authority meeting has therefore been called and will be held later today to consider an invest-to-save proposal to make a one-off contribution (from Reserves) to the Local Government Pension Fund in this financial year.

## **6 Sustainability and Equality Impact**

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

## **7 Conclusions**

- 7.1 The forecast outturn surplus of £26,274 represents a -0.7% variance against budget. Officers continue to robustly monitor and manage expenditure and no further significant variations are anticipated between January and March. A caveat will always be given in relation to weather related delays and our extremely good record of being able to level in other income at the last minute however. Action to realign budgets is not therefore recommended at this time.
- 7.2 With year-end fast approaching, the Finance Team are gearing up to close the accounts by 31 May once again (second trial run). As a result of last year's excellent performance, our external auditors are proposing to start the audit at the end of May and complete it with 2-3 weeks, which would mean that the Authority could have its accounts signed off by 31 July (instead of 31 September); thus meeting the second early close deadline a year early.

DONNA HEALY

## **Background Papers**

NPA/AG/16/016: Financial Management 1 April to 30 September 2016

NPA/16/009: 2016/17 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/16/008: Treasury Management Investment Strategy 2016/17

NPA/16/017: Financial Outturn 2015/16

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

Functional Strategy	2016/17 Original Budget £	2016/17 Budget Variation/ Virement £	2016/17 Revised Budget	2016/17 Actual & Committed Month 9 £	2016/17 Budget Remaining	2016/17 Projected Outturn	2016/17 Year End Deficit/ (Surplus) £
Biodiversity	113,387	28,867	142,254	61,665	(80,589)	134,193	(8,061)
Land Management	30,119	15,346	45,465	20,898	(24,567)	30,221	(15,244)
Woodlands	42,735	0	42,735	30,957	(11,778)	41,126	(1,609)
Hill Farm Project - DNPA	14,822	0	14,822	230	(14,592)	12,582	(2,240)
Hill Farm Project - Princes Countryside Fund	20,965	0	20,965	19,301	(1,664)	11,876	(9,089)
Directorate Costs	3,100	0	3,100	21,101	18,001	21,235	18,135
<b>Natural Environment</b>	<b>225,128</b>	<b>44,213</b>	<b>269,341</b>	<b>154,152</b>	<b>(115,189)</b>	<b>251,233</b>	<b>(18,108)</b>
Archaeology	69,306	1,500	70,806	38,784	(32,022)	69,747	(1,059)
Built Environment	39,835	2,010	41,845	28,247	(13,598)	37,738	(4,107)
Higher Uppacott	7,873	20,000	27,873	87,105	59,232	33,506	5,633
<b>Cultural Heritage</b>	<b>117,014</b>	<b>23,510</b>	<b>140,524</b>	<b>154,136</b>	<b>13,612</b>	<b>140,991</b>	<b>467</b>
Visitor Management	85,265	17,337	102,602	29,932	(72,670)	72,770	(29,832)
Access	101,167	0	101,167	73,555	(27,612)	99,819	(1,348)
Public Rights of Way	87,238	40,723	127,961	100,886	(27,075)	127,800	(161)
Sustainable Transport & Tourism	25,245	0	25,245	18,504	(6,741)	26,205	960
<b>Recreation Management, Traffic &amp; Transport</b>	<b>298,915</b>	<b>58,060</b>	<b>356,975</b>	<b>222,877</b>	<b>(134,098)</b>	<b>326,594</b>	<b>(30,381)</b>
Visitor Centres	168,998	8,467	177,465	110,949	(66,516)	148,102	(29,363)
Discovering Dartmoor's Wild Stories	0	0	0	39,121	39,121	27,121	27,121
Communications	174,045	19,165	193,210	213,423	20,213	253,490	60,280
Naturally Healthy Dartmoor Project	0	0	0	7,611	7,611	12,648	12,648
Education	123,079	2,697	125,776	91,209	(34,567)	121,268	(4,508)
<b>Education, Information &amp; Communication</b>	<b>466,122</b>	<b>30,329</b>	<b>496,451</b>	<b>462,313</b>	<b>(34,138)</b>	<b>562,629</b>	<b>66,178</b>
<b>Rangers</b>	<b>429,474</b>	<b>0</b>	<b>429,474</b>	<b>322,745</b>	<b>(106,729)</b>	<b>427,158</b>	<b>(2,316)</b>
<b>Conservation Works Service</b>	<b>213,535</b>	<b>2,500</b>	<b>216,035</b>	<b>152,758</b>	<b>(63,277)</b>	<b>207,650</b>	<b>(8,385)</b>
<b>Development Management</b>	<b>336,632</b>	<b>2,000</b>	<b>338,632</b>	<b>341,549</b>	<b>2,917</b>	<b>367,009</b>	<b>28,377</b>
<b>Forward Planning &amp; Community</b>	<b>220,995</b>	<b>110,133</b>	<b>331,128</b>	<b>115,650</b>	<b>(215,478)</b>	<b>322,696</b>	<b>(8,432)</b>
<b>Corporate and Democratic Core</b>	<b>313,018</b>	<b>0</b>	<b>313,018</b>	<b>220,252</b>	<b>(92,766)</b>	<b>281,210</b>	<b>(31,808)</b>
Information Technology	166,220	9,375	175,595	139,071	(36,524)	175,629	34
Corporate Operating Costs	117,137	(6,324)	110,813	90,922	(19,891)	105,330	(5,483)
Finance & Administration	179,015	(12,632)	166,383	130,981	(35,402)	174,725	8,342
Legal & Democratic Services	89,917	0	89,917	65,312	(24,605)	96,393	6,476
Human Resources	128,325	0	128,325	105,689	(22,636)	134,010	5,685
Office Accommodation (Parke)	109,285	8,698	117,983	94,871	(23,112)	116,079	(1,904)
Office Accommodation (Princetown)	43,919	0	43,919	37,175	(6,744)	43,166	(753)
<b>Business Support</b>	<b>833,818</b>	<b>(883)</b>	<b>832,935</b>	<b>664,021</b>	<b>(168,914)</b>	<b>845,332</b>	<b>12,397</b>
Project Fund	216,526	(81,151)	135,375		(135,375)	14,162	(121,213)
<b>Total Net Expenditure</b>	<b>3,671,177</b>	<b>188,711</b>	<b>3,859,888</b>	<b>2,810,453</b>	<b>(1,049,435)</b>	<b>3,746,664</b>	<b>(113,224)</b>
<b>Funded By:</b>	<b>£</b>			<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
National Park Grant	(3,635,052)		(3,635,052)	(2,842,970)	792,082	(3,635,052)	0
Transfers from Reserves	(36,125)	(188,711)	(224,836)	0	224,836	(329,750)	(104,914)
Transfers to Reserves			0			191,864	191,864
<b>Total</b>	<b>(3,671,177)</b>	<b>(188,711)</b>	<b>(3,859,888)</b>	<b>(2,842,970)</b>	<b>1,016,918</b>	<b>(3,772,938)</b>	<b>86,950</b>
<b>Budget Variation - (Under) / Over Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(32,517)</b>	<b>(32,517)</b>	<b>(26,274)</b>	<b>(26,274)</b>

2016/17 BUDGET MONITORING REPORT: VARIANCE ANALYSIS AS AT MONTH 9	Salaries £	Travel & Subsistence £	Premises £	Transport £	Supplies & Services £	Expenditure Overspend (Underspend) £	Grants £	Sales Fees & Charges £	Income Deficit (Surplus) £	Total Variance Deficit (Surplus) £	Explanation
BIODIVERSITY	(10,569)	(592)			25,600	14,439	(22,500)		(22,500)	(8,061)	Vacancy savings. All posts filled. Peatland Study to met from external funding contributions
LAND MANAGEMENT	1,108	468			(6,452)	(4,876)		(10,368)	(10,368)	(15,244)	Filming income, Wayleaves & Hone Common HLS. Common Cause budget (£8k) to be carried forward as original funding bid failed, now re-submitted. Pony support budget underspend.
WOODLANDS	(30)	(380)			(600)	(1,010)		(599)	(599)	(1,609)	Project Officer Budget to be carried forward (£4k)
HILL FARM PROJECT - PCF	(13,246)			394	6,883	(5,969)		(3,120)	(3,120)	(9,089)	Deer Management payment
HILL FARM PROJECT					(2,120)	(2,120)		(120)	(120)	(2,240)	Balances are to be used to support new 3 year funding bid. Year end balances to be carried forward circa £15k
DIRECTORATE COSTS		(250)		100	18,285	18,135			0	18,135	Ditto above
<b>NATURAL ENVIRONMENT</b>	<b>(22,737)</b>	<b>(754)</b>	<b>0</b>	<b>494</b>	<b>41,596</b>	<b>18,599</b>	<b>(22,500)</b>	<b>(14,207)</b>	<b>(36,707)</b>	<b>(18,108)</b>	Uniform order: invoice in dispute - could be reduced.
ARCHAEOLOGY	1	663		(150)	15,596	16,110	(15,974)	(1,195)	(17,169)	(1,059)	Historic England funding monument management agreements to be delivered by the DPA and Tavistock Taskforce.
BUILT ENVIRONMENT	(3,289)	(200)			2,052	(1,437)	(2,670)		(2,670)	(4,107)	Salary savings at appointment of new postholder. Grant income to match expenditure
UPPACOTT			75,794			75,794	(73,732)	3,571	(70,161)	5,633	Tenancy terminated in August. MTMTE spend to be met from HLF grant and reserves. No events income this year
<b>CULTURAL HERITAGE</b>	<b>(3,288)</b>	<b>463</b>	<b>75,794</b>	<b>(150)</b>	<b>17,648</b>	<b>90,467</b>	<b>(92,376)</b>	<b>2,376</b>	<b>(90,000)</b>	<b>467</b>	
VISITOR MANAGEMENT	(16,321)		(68)	(439)	(9,584)	(26,412)		(3,420)	(3,420)	(29,832)	Vacancy savings. Carry forward Project Officer budget (£13k) into 2017/18. Visitor schemes budget underspend £5k and key campaigns budget not utilised this year. Litter collection budget not fully utilised. Increased income from car parks
ACCESS & RECREATION	3,066	285		(58)	4,346	7,639		(8,987)	(8,987)	(1,348)	£ for the Park income. Access agreement back payment made
PUBLIC RIGHTS OF WAY	(181)	192		188	440	639		(800)	(800)	(161)	
SUSTAINABLE TOURISM & TRANSPORT	6	454				460		500	500	960	
<b>RECREATION MANAGEMENT</b>	<b>(13,430)</b>	<b>931</b>	<b>(68)</b>	<b>(309)</b>	<b>(4,798)</b>	<b>(17,674)</b>	<b>0</b>	<b>(12,707)</b>	<b>(12,707)</b>	<b>(30,381)</b>	
VISITOR CENTRES	(8,694)	(447)	2,040		1,255	(5,846)		(23,517)	(23,517)	(29,363)	Sales, Donations and events income. Vacancy filled
DISCOVERING DARTMOOR'S WILD STORIES					39,121	39,121	(12,000)		(12,000)	27,121	HLF funded project match funded from reserves
COMMUNICATIONS	(3,846)	(25)			64,151	60,280			0	60,280	Vacancy savings - all posts now filled. Public Arts Project costs to be met from reserves. See below
NATURALLY HEALTHY DARTMOOR PROJECT					12,648	12,648			0	12,648	To be met from reserves - match funding
EDUCATION	(2,702)	(1,203)		(883)	(624)	(5,412)		904	904	(4,508)	Timing of filling vacancy
<b>PROMOTING UNDERSTANDING</b>	<b>(15,242)</b>	<b>(1,675)</b>	<b>2,040</b>	<b>(883)</b>	<b>116,551</b>	<b>100,791</b>	<b>(12,000)</b>	<b>(22,613)</b>	<b>(34,613)</b>	<b>66,178</b>	
RANGERS	(3,077)	(400)		(1,663)	3,428	(1,712)		(604)	(604)	(2,316)	Student Ranger post spans 2 financial years, so a carry forward. Vehicles - Fuel savings
CONSERVATION WORKS	(7,625)	(13)	(446)	(1,869)	1,742	(8,211)		(174)	(174)	(8,385)	Vacancies held but covered by Temporary staff, which results in savings. Fuel savings offsetting replacement equipment costs
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>(10,702)</b>	<b>(413)</b>	<b>(446)</b>	<b>(3,532)</b>	<b>5,170</b>	<b>(9,923)</b>	<b>0</b>	<b>(778)</b>	<b>(778)</b>	<b>(10,701)</b>	
DEVELOPMENT MANAGEMENT	(15,851)	156		120	178,157	162,582		(134,205)	(134,205)	28,377	Steward Wood Enquiry costs. Recruitment costs. Linhay planning application fee & PPA in place to cover costs. Affordable Housing Valuations & Viability Assessment costs are met by 100% recharge.
<b>DEVELOPMENT MANAGEMENT</b>	<b>(15,851)</b>	<b>156</b>	<b>0</b>	<b>120</b>	<b>178,157</b>	<b>162,582</b>	<b>0</b>	<b>(134,205)</b>	<b>(134,205)</b>	<b>28,377</b>	
FORWARD PLANNING & COMMUNITIES	13	457			1,986	2,456	(10,850)	(38)	(10,888)	(8,432)	Post regraded. Neighbourhood Planning Grant (3rd) £5k and Self Build Register grant £5,580 to be carried forward
<b>FORWARD PLANNING</b>	<b>13</b>	<b>457</b>	<b>0</b>	<b>0</b>	<b>1,986</b>	<b>2,456</b>	<b>(10,850)</b>	<b>(38)</b>	<b>(10,888)</b>	<b>(8,432)</b>	
CORPORATE & DEMOCRATIC CORE	305	(400)		(800)	(4,091)	(4,986)		(26,822)	(26,822)	(31,808)	Treasury £7.5k. Donate for Dartmoor £19k. Savings re S151 Officer £1k & National Parks England extra cost towards new post £4k
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>305</b>	<b>(400)</b>	<b>0</b>	<b>(800)</b>	<b>(4,091)</b>	<b>(4,986)</b>	<b>0</b>	<b>(26,822)</b>	<b>(26,822)</b>	<b>(31,808)</b>	
INFORMATION TECHNOLOGY	481	(756)		159	183	67		(33)	(33)	34	Training & weekend working
CORPORATE OPERATING COSTS	0			(1,999)	(3,297)	(5,296)		(187)	(187)	(5,483)	Pool car fuel savings. Property related professional fees
FINANCE & ADMINISTRATION	9,576	(75)			(1,159)	8,342			0	8,342	Job Evaluation changes, maternity cover. Training course deferred.
LEGAL	1,336	37			4,203	5,576		900	900	6,476	Monitoring Officer. Planning related Legal advice/support
HUMAN RESOURCES	1,288	102			6,743	8,133		(2,448)	(2,448)	5,685	Health & Safety related costs. Occupational Health support & DSE support costs for staff.
OFFICE ACCOMMODATION (PARKE)	630		(2,534)			(1,904)			0	(1,904)	Maintenance: gas boiler flue and external decoration, some works not done: path, fencing
OFFICE ACCOMMODATION (PRINCETOWN)	0		3,338			3,338		(4,091)	(4,091)	(753)	Maintenance: roof and windows. RHI income
<b>BUSINESS SUPPORT</b>	<b>13,311</b>	<b>(692)</b>	<b>804</b>	<b>(1,840)</b>	<b>6,673</b>	<b>18,256</b>	<b>0</b>	<b>(5,859)</b>	<b>(5,859)</b>	<b>12,397</b>	
PROJECT FUND										(121,213)	Year end balance allocated to projects that cover multiple financial years and will be carried forward
TRANSFERS FROM RESERVES						0			0	(104,914)	Brought forward balances and Match Funding: Public Arts Project, Naturally Healthy Project and Discovering Dartmoor's Wild Stories Project
TRANSFERS TO RESERVES AT YEAR END						0			0	191,864	Hill Farm Project, Forward Planning Grants, Common Cause match funding, Project Officer costs and Donate for Dartmoor and Mend our Mountains cash balances
<b>REVENUE EXPENDITURE</b>	<b>(67,621)</b>	<b>(1,927)</b>	<b>78,124</b>	<b>(6,900)</b>	<b>358,892</b>	<b>360,568</b>	<b>(137,726)</b>	<b>(214,853)</b>	<b>(352,579)</b>	<b>(26,274)</b>	

**2016/17 RESERVE BALANCES**

Appendix 3 to NPA/AG/17/001

Earmarked Reserves	2016/17 Opening Balance £	2016/17 Transfers Within £	2016/17 Transfers to Revenue in year £	2016/17 Transfers at year end To Revenue £	2016/17 Transfers at year end from Revenue £	2016/17 Forecast Closing Balance £	Notes
<b>Grants &amp; Contributions with Restrictions</b>							
Defra: Flood & Winter Storm Damage - Grant b/fwd	(31,256)		31,256			0	Transferred to revenue budget
Hill Farm Project	(15,003)			15,003	(15,627)	(15,627)	New Project, with match funding commence Feb 2017 for 36 Months
Natural England - Internship	(12,871)			12,871		0	Transfer to revenue at year end / included in budget
English Heritage: White Horse Hill	(20,036)					(20,036)	To fund the Exhibition at Postbridge VC, timing unknown
DCC: Public Rights of Way	(9,467)		9,467			0	Service Level Agreement fund balance allocated to 2015/16
TDC: Communities Fund Grant prior years contributions	(50,000)		50,000		(25,000)	(25,000)	Allocated not yet paid tbc at year end
WDBC: Communities Fund Grant prior years contributions	(22,093)		22,093			0	Allocated not yet paid tbc at year end
SHDC: Communities Fund Grant prior years contributions	(5,784)		5,784			0	Allocated not yet paid tbc at year end
DCC: Naturally Healthy Dartmoor Project 2014-2017	(6,948)			6,948	(14,000)	(14,000)	Allocate at start of the year and carry forward balances at year end
DCLG: Vanguard Right to Buy	(10,000)		10,000			0	SPD review in 2016/17
SWW contribution towards Upstream scientific monitoring	(2,000)					(2,000)	Timing of project spend uncertain
Discovering Dartmoor's Wild Stories	(646)			646		0	Matches HLF Funding , to be used in early 2016/17
Neighbourhood Planning Grant					(5,000)	(5,000)	
Self Build Register Grant					(5,850)	(5,850)	
Donate for Dartmoor Balances					(19,077)	(19,077)	
<b>Budget management Fund - Provisions (risk based)</b>							
Employees	(262,000)					(262,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)					(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(80,000)					(80,000)	See risk assessment for breakdown
Historic: reductions in NPG	0					0	To support revenue budget and / or redundancy costs - not required
Invest to Save and / or Generate Projects	(378,233)					(378,233)	To be utilised / allocated in the new MTFP
Annual Revenue Outturn	(158,018)	158,018			(26,274)	(26,274)	To be allocated via the annual Budget & MTFP process
<b>Capital Expenditure Fund</b>							
Vehicles - Sinking Fund - Replacement	(36,596)	(12,000)				(48,596)	Pool Vehicle delivered 2015 & met from in-year revenue underspend
Property - Sinking Fund - Repairs & Maintenance	(150,000)					(150,000)	See risk assessment for breakdown
<b>Known Commitments</b>							
Rural Community Broadband - phase 1	(10,000)	10,000				0	Not required
Chagford Cattle Grid	(3,000)					(3,000)	Timing not known
Local Plan Review	(122,500)					(122,500)	Between 2015 & 2019 (estimates only/timing unknown)
All Moor Butterflies NPA/15/037	(17,500)					(17,500)	Project start delayed likely 2017 / spans more than 1 year
Peatland Study	(15,000)		15,000			0	Expected completion June 2016
MIRES PR14	(10,000)					(10,000)	Project spans more than 1 year - timing unknown
Higher Uppacott - septic tank installation	(20,000)		20,000			0	Expected completion 2016
Website redesign	(15,000)		15,000			0	Completion 2016
Contribution to Plymouth Area Sub-regional Study	(3,500)		3,500			0	Completed
Project Fund allocations in 2016/17 against salaries					(138,310)	(138,310)	Being built into 2017/18 Budget and MTFP
<b>Match Funding Reserve</b>							
HLF - Moor Than Meets the Eye match funding	(200,000)			50,000		(150,000)	Allocated but held by DNP until required to match cash flows
Moor than Meets the Eye - Cash Flow	(300,000)					(300,000)	Based on project cash flow - retention and final claim in year 5
Superfast Broadband - connecting Dartmoor & Exmoor	(65,000)			65,000		0	Approved in 2015/16, due to be paid 2016/17
NPA/14/044 Princes Countryside Fund match funding	(15,000)			15,000		0	Spans years 2015-2017
Greater Dartmoor LEAF 2015-2020	(20,700)			6,900		(13,800)	NPA/14/038 for years 2018-2020
Naturally Healthy Dartmoor Project	(25,000)			15,000		(10,000)	NPA/14/031 for years 2015-2017
Dartmoor's Wild Stories	(48,800)			30,000		(18,800)	Matches HLF Funding
National Parks Partnerships LLP	(10,000)					(10,000)	Allocated as a provision
Our Common Cause: Our Upland Commons NPA/16/009	(8,000)					(8,000)	Unsuccessful, at first attempt. To be re-submitted
Dartmoor Arts Initiative NPA/16/020		(140,000)		70,000		(70,000)	Arts Trail to be installed May-Sept 2017
Unallocated fund balance	(127,880)	(16,018)				(143,898)	
	<b>(2,537,831)</b>	<b>0</b>	<b>182,100</b>	<b>287,368</b>	<b>(249,138)</b>	<b>(2,317,501)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(450,000)</b>				0	<b>(450,000)</b>	NPA/16/009
<b>Total General Fund Balance</b>	<b>(2,987,831)</b>	<b>0</b>	<b>182,100</b>	<b>287,368</b>	<b>(249,138)</b>	<b>(2,767,501)</b>	

2016/17 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2016/17 Forecast Closing Balance £'000
<b>Grants &amp; Contributions with Restrictions carried forward:</b> Grants & Contributions with Restrictions	N/A	Actual	107
<b>Employees:</b>			
Allowance for increased pay awards	Low	1% extra PA	25
Maternity / Paternity Cover	High	Based on 4 staff	42
Equal Pay Claims / Employment Tribunals	Low	Est.	50
Pension Fund - Past Deficit Recovery	Medium	Est.	145
<b>Costs &amp; Awards:</b>			
Appeals / Public Enquiries / Litigation	High	Est.	250
<b>Loss of Income:</b>			
Planning related fees	Medium	10%	19
Reduced Sales, Fees & Charges	Medium	10%	23
Partnership Income / Grants	High	10%	16
<b>General Price Increases:</b>			
	Medium	Average of 3%	22
<b>Capital - Property:</b>			
Repairs & maintenance (sinking fund)	Medium	Est.	150
<b>Capital - Vehicles</b>			
Provision for future replacement of vehicles (sinking fund)	N/A	Est.	49
<b>Known Commitments/Contracts</b>			
Chagford Cattle Grid	N/A	Actual	3
Local Plan Review	N/A	Est.	122
All Moor Butterflies	N/A	Actual	18
MIREs PR14	N/A	Actual	10
2016/17 Project Fund allocations	N/A	Actual	138
<b>Match Funding Reserve</b>			
Greater Dartmoor LEAF	N/A	Actual	14
Naturally Healthy Dartmoor	N/A	Actual	10
Dartmoor's Wild Stories - HLF	N/A	Actual	19
Our Common Cause	N/A	Actual	8
National Parks Partnerships LLP	N/A	Actual	10
Public Arts Project	N/A	Actual	70
Moor Than Meets The Eye - match funding	N/A	Actual	150
Moor Than Meets The Eye - cash flow provision	High	C/F forecast	300
Unallocated to match future opportunities	N/A	Actual	144
<b>Revenue</b>			
Invest to save and / or Generate Projects	N/A	Actual	378
Annual Revenue Outturn to be allocated via the new MTFP		Est	26
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>			450
<b>Total Reserve Balance</b>			<b>2,768</b>

DARTMOOR NATIONAL PARK AUTHORITY  
AUDIT & GOVERNANCE COMMITTEE

3 February 2017

**BUSINESS PLAN MONITORING &  
PERFORMANCE INDICATORS 2016/17**

Report of the Head of Organisational Development

Recommendations : **That Members:**

- (i) **note the content of the report and review performance against the key actions identified in the 2016/17 Business Plan;**
- (ii) **analyse the performance indicators for 2016/17 to date and consider any action which may be taken to improve and/or maintain good performance or to address under performance**

**1 Purpose of the Report**

- 1.1 This report is to inform Members of performance against the key actions identified in the Authority's Business Plan for 2016/17.
- 1.2 Appendix 1 details progress in delivering all of the key actions identified in the 2016/17 Business Plan to achieve our agreed priorities. For each key action the lead officer is identified and expected and actual progress is reported for each quarter.
- 1.3 A traffic light system indicates progress for each key action:

Green – on target to complete

Amber – some concern regarding progress

Red – little or no progress; unlikely to complete

Key actions have been ordered to show the Red actions at the top, followed by the Amber and Green actions.

**2 Performance for 2016/17 to Quarter 3**

- 2.1 The Business Plan 2016/17 identified 26 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 progress made against the key actions which is summarised in the table below:

<b>Progress</b>	<b>No.</b>	<b>%</b>
On target/completed	14	54%
Delayed/behind schedule	9	35%
Unlikely to complete	3	11%

### **3 Performance Indicators**

- 3.1 Our current performance indicator framework comprises a set of 40 indicators (see Appendix 2).
- 3.2 The 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). National Park 'family' indicator numbers are highlighted (pink).
- 3.3 Members will note that a number of indicators are reported annually and be aware that we are nine months into the business year.

### **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 the Authority has made good progress during the first nine months in delivering the Business Plan for 2016/17.

Background papers: NPA/AG/16/017

NEIL WHITE

**Attachments: Appendix 1 - Business Plan Monitor  
Appendix 2 - Performance Indicators**

Business Plan Priorities (2016-2017) - Quarterly Monitoring (Q3)

Appendix 1 to Report No. NPA/AG/17/002


Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
13	Deliver Moor than Meets the Eye projects where the Authority is the lead partner: - Heritage Trail (full launch) - Bellever and Postbridge Trails - Postbridge Visitor Centre	P4, P5 P4, P5 P4, P5	AK ID RD (MA)	<p><b>Milestones:</b> Heritage Trail - soft launched Bellever and Postbridge Trails - project plan to be confirmed by end of April. Postbridge Visitor Centre - decision on whether to invest and alternative options.</p> <p><b>Progress:</b> <b>Heritage Trails:</b> Soft launched and made publically accessible (not promoted yet until more trails are submitted and approved). Continued calls for trail submissions have met with no response. Suggest specific persons are identified to develop specific trails to enable promoted public launch <b>Bellever and Postbridge Trails:</b> project plan not confirmed by Ian Durrant. Mark Allott met with Ian and Andy Watson on 8 July to impress need to identify scope, activities/improvements, plan and report appropriately <b>Postbridge Visitor Centre:</b> LT confirmed intended option in 14 July 2016 meeting. AK contacted Claire Hynes, HLF to discuss appropriate funding strategy. RD and MA to meet to discuss potential ways of still achieving original outcomes/benefits of the MTMTE bid to capitalise on funding</p>	<p><b>Milestones:</b> Heritage Trails - 6 new trails added by end of Q2</p> <p><b>Progress:</b> <b>Heritage Trails:</b> No new trails submitted - limited engagement/response to requests. <b>Bellever &amp; Postbridge Trails:</b> Project £110k forecast underspend (none profiled), serious concerns over progress and delivery - no plan evident. <b>Postbridge Visitor Centre:</b> Ambitions still in place to develop Centre and a brief has been created to explore the options for the site and what the ROI would be on any development.</p>	<p><b>Milestones:</b> Heritage Trail - full launch with DNPA website Bellever trails: implement work to at least one trail Postbridge Visitor Centre Development of brief in conjunction with the Duchy. Meeting with the local community to explore the development of a new Centre</p> <p><b>Progress:</b> <b>Heritage Trails</b> - will be launched with new website. 7 additional trails uploaded onto HT Map <b>Postbridge Visitor Centre</b> Development of brief in conjunction with the Duchy still on-going. Until proposals are developed the local community meeting has been postponed <b>Bellever and Postbridge Trails</b> - Community project update completed December 2016. Road crossing safety audit completed with proposed scheme to be implemented Spring 2017. Drift Lane path improvements to start January 2017. Works to three trails starting Jan/Feb - including Village Trail groundworks - orders placed with contractors to start. Timeline now agreed with Forestry Commission for their works to improve their car park, trails and interpretation.</p>	<p><b>Milestones:</b> Postbridge Visitor Centre Meetings scheduled with the Duchy and consultants to look at the viability and scope of a new centre.</p> <p><b>Progress:</b></p>
17	Planned delivery of key development sites	P1, P5	SB	<p><b>Milestones:</b> Chagford site committee resolution and formal decision to be issued. Provide pre app advice on Chuley road developments Tuckers, and Outdoor Experience sites in particular</p> <p><b>Progress:</b> Committee report and resolution achieved May 2016, continue discussions on S106 with key stakeholders, drafting of agreement now in progress and a number of meetings held. Ashburton Masterplan now rescinded. Tuckers site on hold pending revised plans from landowner. Outdoor Experience site awaiting pre app request from landowner/developer</p>	<p><b>Milestones:</b> Complete S106 Agreement and issue decision for Chagford scheme. Offer pre app advice on Chuley road sites</p> <p><b>Progress:</b> Further progress made on S106 for Chagford but given number of parties and complications with affordable housing and other clauses to be agreed with 5 other parties this is proving complex. Hopeful that agreement can be reached and permission issued in q3 before Christmas.  Preliminary advice offered on Chuley Road to landowners but still no applications yet forthcoming.</p>	<p><b>Milestones:</b> Revised application submission anticipated for Tuckers , Chuley Road</p> <p><b>Progress:</b> No further progress on delivering the two key sites on Chuley Road. Some free pre app advice given but no applications submitted to date. Ball firmly in the applicants' court. Regarding Chagford there has been a delay in signing the S106 as the Fire Authority have been unwilling to sign off the final plans for the new fire station without a report to their Authority meeting hopefully in February. As they are a party to the S106 it is proving impossible to move progress and issue the planning permission.</p>	<p><b>Milestones:</b> Application submission anticipated for Outdoor Experience site, Chuley Road</p> <p><b>Progress:</b></p>
26	Develop a greater understanding of current research relating to the National Park through, for example, hosting a research workshop/conference	P1, P5, P6	JM	<p><b>Milestones:</b> Scoping meeting in May and agree date for workshop</p> <p><b>Progress:</b> Not started. Review required.</p>	<p><b>Milestones:</b> Agreeing speakers and format for the workshop. Advanced publicity</p> <p><b>Progress:</b> Suggested revised date for Feb-Mar 2017 being researched. Recently appointed Research &amp; Projects Officer to progress.</p>	<p><b>Milestones:</b></p> <p><b>Progress:</b> This action will not be delivered in 2016/17 due to officer capacity and other priorities</p>	<p><b>WILL NOT BE COMPLETED</b></p>



Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
4	Develop and extend the Moorland Vision	P1, P2, P5	AK	<b>Milestones:</b> Decision of our common cause - 15 May. Local Group meeting - June - 3 commons. Agree how this project might link with re-refresh of the overall vision	<b>Milestones:</b> Recruit local facilitator - August. Local Group meeting - September. Further details to be added when grant decision is known	<b>Milestones:</b>	<b>Milestones:</b>
				<b>Progress:</b> Common Cause bid to Heritage Lottery Fund not successful. Group re-convened to discuss re-submission. There will be slippage with this project. Likely to re-submit but Milestones will change.	<b>Progress:</b> Bid to HLF being re-submitted in December	<b>Progress:</b> Revised bid to HLF submitted and DNPA financial contribution allocated in 2016/17 budget is to be carried forward	<b>Progress:</b>
5	Develop a funded programme of works to repair and/or better manage erosion to key sites and access routes	P1, P3	AW	<b>Milestones:</b> Meeting to discuss scope + storyline - May. Work-up proposals - internal meeting - June.	<b>Milestones:</b> Initial conversation with potential funding partners July. Consult with external stakeholders partners (eg DaCC, NE, LAF)	<b>Milestones:</b> Potential bid writing October - December.	<b>Milestones:</b> Submit HLF (Heritage) bid April 2017 if appropriate (decision July). Ponies on Parade match funding (non MTMTE?)
				<b>Progress:</b> Internal meeting held, additional capacity to support development of project. Analysis of erosion surveys started to identify priority areas. .	<b>Progress:</b> Work is continuing to ascertain priorities, proposed actions and potential costs. Some concern about current scope of survey. No clear grant pot identified to date.	<b>Progress:</b> A costed programme of works is being developed. Exploring British Mountaineering Council funding for erosion sites linked to climbing areas.	<b>Progress:</b>
10	Deliver new website	P3, P5, P6	SH	<b>Milestones:</b> New website code developed and delivered to DNPA. Build underway by portal managers. Content re-write underway ready for migration	<b>Milestones:</b> build finalised, content migrated, beta site tested and launched	<b>Milestones:</b> evaluate success of new website, bug fix etc.	<b>Milestones:</b> Complete
				<b>Progress:</b> Content re-write underway, code developed and ready for delivery early July	<b>Progress:</b> build underway, content being written, timeline revised due to other projects (Moor Otters in particular). All staff updated on revised timeline	<b>Progress:</b> most copy now written, some outstanding copy to follow. Site built ready to migrate copy and images.	<b>Progress:</b>
12	Implement proposals to improve interpretation and access to Princetown Visitor Centre	P3, P5	RD	<b>Milestones:</b> Deliver all aims of the 'Discovering Dartmoor's Wildlife Stories' (DDWS) project	<b>Milestones:</b> Volunteer programme in place to deliver DDWS project	<b>Milestones:</b> Final interpretation elements installed at entrance and volunteer programme developed in conjunction with HR	<b>Milestones:</b> Final interpretation elements installed at entrance and volunteer programme developed in conjunction with HR
				<b>Progress:</b> All building and interpretation works have been completed	<b>Progress:</b> Volunteer programme not developed - to concentrate on key visitor season. Lack of capacity in Ecology due to staff departures has meant this element of the project not a priority	<b>Progress:</b> Volunteer programme delayed until Spring to work in conjunction with ENPA. Final elements of design not implemented due to changes in the Comms team.	<b>Progress:</b>
14	Review visitor behaviour concerning key management issues such as dogs, litter, cycling and camping. Evaluate and develop key campaigns to influence and alter visitor behaviour; continue to monitor and manage recreation events, and encourage visitors to contribute to the Donate for Dartmoor programme	P1, P4, P5, P6	SH	<b>Milestones:</b> Scoping meeting and project plan by end of Q1	<b>Milestones:</b> KPIs agreed. Key messages developed to test with target audience and stakeholders		<b>Milestones:</b> Launch seasonal campaigns, timed as appropriate
				<b>Progress:</b> Not achieved due to workload	<b>Progress:</b> Plan discussed with external supplier and costed. Scoping meeting not yet booked due to workload of SH and AW (Moor Otters and Tour of Britain especially)	<b>Progress:</b> Scoping meeting early Jan	<b>Progress:</b>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
18	Develop and promote a comprehensive programme of volunteer opportunities across the Authority to support our various work programmes	P5	NW	<b>Milestones:</b> Establish steering group/sounding board for ideas, guidance and ensuring we learn from current practice. Explore options to conclude volunteer research project, overseeing and providing leadership as required.	<b>Milestones:</b> Comprehensive programme of volunteering in place by end of September 2016 with a pro-active approach to marketing; clear links to existing volunteer groups so that we are not seen as acting in competition; a strategy for filling the gaps (i.e. key localities without an existing volunteer group); and, working with Sam Hill, identify opportunities for external funding and an 'organisational volunteer offer' (i.e. how we might target volunteers from businesses, other public sector organisations and community bodies).	<b>Milestones:</b> Consider how we support and acknowledge the contribution made by volunteers for the Authority.	<b>Milestones:</b> Evaluation paper to follow looking at how we might sustain an appropriate volunteer offer
				<b>Progress:</b> Temporary 6 month secondment not successful. In discussion with Exmoor to provide support/expertise to deliver identified outcomes. Current concern regarding internal capacity to manage effectively.	<b>Progress:</b> Developed project proposal with Exmoor but not taken forward. Discussed with LT 20/09. NW to consider next steps.	<b>Progress:</b> NW building up 'internal intelligence' through discussion with key staff, in conjunction with liaison with Exmoor about potential workshop and other support. We are not in a position to develop a programme as intended; a more incremental approach now being taken.	<b>Progress:</b>
19	Rural productivity and growth - programme of activity to support this agenda within the National Park	P2, P4, P5	KB	<b>Milestones:</b> Proposal (joint with Exmoor NPA) submitted to Defra. Other milestones dependent on outcome from discussion with Defra	<b>Milestones:</b> Dependent on funding	<b>Milestones:</b> Dependent on funding	<b>Milestones:</b> Dependent on funding
				<b>Progress:</b> Proposal submitted to Defra (May). No communication back. Neil Parish (Chair EFRA Select Committee briefed). Discussing potential of funding this work in partnership with district/borough councils. Future milestones remain dependent on funding.	<b>Progress:</b> George Eustace MP (Minister for Farming) visited in August and was briefed on RPN, Deputy Director responsible for rural development to discuss the proposal on 21 October. Future milestones remain dependent on funding.	<b>Progress:</b> Following meeting with Andrew Robinson we have been advised that Leader should be able to fund facilitation support and Defra are to arrange a meeting with Rural Payments Agency to confirm this. If this is confirmed we will discuss with Greater Dartmoor LEAF and aim to submit a bid in fourth quarter.	<b>Progress:</b>
20	Continue the review of the Local Plan	P1, P2, P4, P5	DJ	<b>Milestones:</b> Establish Member Steering Group. Complete Consultation and Engagement Strategy. Finalise Project Plan (LT).	<b>Milestones:</b> Agree comms strategy and designs, web site content. Start focussed comms and discussions. Draft Issues Paper. Publish AMR. Commission initial research papers. Appoint to secondment. Review consultee list. Hold Member Steering Group meeting.	<b>Milestones:</b> Consult on Issues Paper. Hold focussed consultation. Draft call for sites. Housing SPD Draft and consultation. Commission Landscape Character Assessment; SA/SEA and HRA. Hold Member Steering Group meeting.	<b>Milestones:</b> Review issues consultation. Draft Reg 18 paper. Adopt Housing SPD. Complete LCA review. Hold Member Steering Group meeting.
				<b>Progress:</b> Annual Monitoring Report drafted, Local Plan review programme begun, Issues paper drafted, Secondment of DM planner into forward planning team commenced	<b>Progress:</b> Web content and social media set up Issues paper published Community engagement dates set for autumn Further Member steering group held Further work carried out on Affordable housing SPD AMR published	<b>Progress:</b> Issues paper consultation completed and period for comment extended to 13 January 2017. Draft Affordable Housing SPD in progress but delayed because of absence of Forward Planning Manager. Landscape Character Assessment review stakeholder meeting held before Christmas led by consultants (LUC). Absence of Forward Planning Manager and Forward Planning Assistant will delay progress on Local Plan review. Member steering group meeting planned for January will need to be re-arranged. Resources and revisions to programme being considered in New Year.	<b>Progress:</b>
16	Increased landowner and community engagement in the management and maintenance of public rights of way (PROW)	P3, P5	RS	<b>Milestones:</b> Letter to all parish councils. Programme of community action days identified. Quarterly programme of volunteer days focused on PROW agreed. Process of monitoring landowner contributions to ProW management agreed. Guidelines for how Rangers will pick-up landowner liaison agreed with LT	<b>Milestones:</b> Delivery of up to 9 community action days. Feedback to LT on landowner liaison and activity.	<b>Milestones:</b> Rolling 3 year investment plan for PROW infrastructure completed and presented to LT (based on PROW survey)	<b>Milestones:</b> Progress report to Audit and Governance Committee
				<b>Progress:</b> Letter to Parish Councils held over until next quarter. Quarterly programme of volunteer days programmed and future days planned. CAMS recording sheets adapted to account for landowner works.	<b>Progress:</b> Letter to parish councils sent in August. Landowner advice leaflet distributed. Three community action days arranged (limited take up). Cooperation from landowners in some cases.	<b>Progress:</b> 20 month report completed. Three extra Parish Councils responded positively to letter. Eight extra volunteers have completed brushcutter training	<b>Progress:</b>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
1	Develop with partners an evidence-based vision for the future management of Dartmoor's peatland	P1	AK	<p><b>Milestones:</b> Magnificent Mires bid submitted April 2016. Pumlomen trip June 2016</p> <p><b>Progress:</b> Magnificent Mires bid submitted and positive outcome. Pumlomen trip went ahead with a mix of commoners and members of the peatland partnership.</p>	<p><b>Milestones:</b> Peatland study completed July 2016. Magnificent Mires decision June 2016. Peatland Partnership meeting Aug 2016 - agree vision &amp; timeline</p> <p><b>Progress:</b> Peatland Study completed successfully. Magnificent Mires bid successful. Peatland Partnership meeting took place in July.</p>	<p><b>Milestones:</b> Future work and potential milestones will depend upon outcome of Magnificent Mires bid and results from Peatland Study.</p> <p><b>Progress:</b> meeting of the Peatland Partnership in December agreed partnership funding for additional analysis of the Peatland Study. Initial expression of interest submitted to JNCC for future LIFE project. Magnificent Mires on target.</p>	<p><b>Milestones:</b></p> <p><b>Progress:</b></p>
2	Engage communities with Dartmoor wildlife through projects such as: - Non-native invasive species control project - Bird project 	P1, P5	RK	<p><b>Milestones:</b> Non-native species: on site treatment of skunk cabbage. Birds: DNPA outreach and Ranger staff briefed. Community Ambassadors appointed. Outreach activity starts. Ranger Ralph event - June. Yarner Spring Festival - May.</p> <p><b>Progress:</b> Three days spent on site treating skunk cabbage testing different techniques. House Martin outreach activity undertaken with talks, RR, Spring festival. Outreach and Ranger staff briefed who are now assisting with HM activities at shows.</p>	<p><b>Milestones:</b> Non-native species: two volunteer task days (skunk cabbage). One community day focused on Balsam. Birds: Outreach activity completed; Haytor Wildlife Festival - July</p> <p><b>Progress:</b> Balsam volunteer task held at Yarner in July (MTMTE). Continued survey work at Postbridge. North Bovey Conservation Group and residents engaged to survey, monitor and manage problem sites across North Bovey parish. Birds: Outreach activity continued weekly throughout August at Haytor and Postbridge Visitor Centre Wildlife Wednesdays. Public recording via website.</p>	<p><b>Milestones:</b> Assess progress across both themes and review</p> <p><b>Progress:</b> Invasives meeting with Eco-skills coordinator to engage current cohort in 2016 invasives work during 2017. Birds: new DNP Ecology team now in place - project coordination to be allocated.</p>	<p><b>Milestones:</b> Consider roll out proposals.</p> <p><b>Progress:</b></p>
3	Dartmoor Natural Capital Project - develop our use of the natural capital approach as a potential framework for State of the Park reporting; examine the potential for new markets for environmental services, and develop the role of the Authority as an environmental broker in such markets	P1	KB	<p><b>Milestones:</b> Scope how we will deliver this project with project plan developed by end of Q1 and identify appropriate milestones</p> <p><b>Progress:</b> In principle support from Land, Environment Economics and Policy Institute that they will support production of Natural Capital Account if their research bid to NERC for South West Environmental and Economic Prosperity centre is successful. Waiting for Grant Thornton to confirm whether they are able to offer any support. Recruitment process for a Research and Projects Officer commenced - this post will provide capacity to complete the SoFP report in absence of forward planner post.</p>	<p><b>Milestones:</b> Input to South West Partnership for Environmental and Economic Prosperity research centre bid as mechanism for delivering Natural Capital Account. Research and Projects Officer appointed.</p> <p><b>Progress:</b> SWEEP bid submitted. Research and Projects Officer appointed. No further communication from Grant Thornton so we are left to assume they are not interested. Waiting to hear from Natural England about potential support.</p>	<p><b>Milestones:</b> Research and Projects Officer commences work on State of the Park report. Funding decision on SWEEP announced.</p> <p><b>Progress:</b> Work on State of the Park is progressing with the appointment of the Research and Projects Officer. SEEP initiative was granted funding and officers have met with Prof Ian Bateman's team and proposals submitted for support (decisions due in fourth quarter)</p>	<p><b>Milestones:</b> State of the Park Report completed (January). Presentation to NPMP Delivery Board. Commence work with LEEP on Natural Capital Account (subject to funding)</p> <p><b>Progress:</b></p>
6	Sustain the role of the Hill Farm Project as a catalyst and vehicle for collaborative action with and between farmers	P2, P4	AK	<p><b>Milestones:</b> Sponsorship pack to 6 core businesses. Facilitation Fund decision in April.</p> <p><b>Progress:</b> Facilitation Fund bid not successful. Sponsorship progressing slowly. "Membership" scheme launched - take up slow.</p>	<p><b>Milestones:</b> Comms about new charges - July. Clarity about future projects/priorities for HFP to inform funding bid. Initial conversation with potential grant funders.</p> <p><b>Progress:</b> "Supporters" scheme introduced, slow start but interest gaining momentum.. HFP Steering Group have agreed future priorities.</p>	<p><b>Milestones:</b> Submit potential bid to Prince's Countryside Fund October. Charges commence 1.9.16.</p> <p><b>Progress:</b> Bid to Prince's Countryside Fund submitted 13 October and approved in December</p>	<p><b>Milestones:</b> Dependent on funding bid(s). Decision on PCF</p> <p><b>Progress:</b></p>
7	Sustainable land management - ensuring a landscape scale approach to land management and the delivery of agri-environment schemes	P1, P2, P4	AK	<p><b>Milestones:</b> Facilitation Fund decision April 2016 - future milestones dependent on funding decision</p> <p><b>Progress:</b> Facilitation Fund bid not successful. We are now looking at other options through a bid to the Project Fund for additional officer support.</p>	<p><b>Milestones:</b></p> <p><b>Progress:</b> Funding from DNPA Project Fund has been allocated to a three year post Farming and Community Wildlife Assistant to support this work. Start date 14 November.</p>	<p><b>Milestones:</b> Monitor Facilitation Fund for next round applications.</p> <p><b>Progress:</b> Awaiting Fund to re-open. New officer in post. Also looking at other options with EA</p>	<p><b>Milestones:</b></p> <p><b>Progress:</b></p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
8	Support implementation of the All the Moor Butterflies project	P1, P5	RK	<p><b>Milestones:</b> Project submitted to HLF by end of Q1 - led by Butterfly Conservation</p> <p><b>Progress:</b> Bid submitted to HLF at the end of June. Decision expected in autumn, with Project to start in early 2017 if successful.</p>	<p><b>Milestones:</b> HLF decision - September. Future milestones dependent on funding decision.</p> <p><b>Progress:</b> Decision pending</p>	<p><b>Milestones:</b></p> <p><b>Progress:</b> Application approved. DNPA financial contribution held in reserves, to be paid over upon request</p>	<p><b>Milestones:</b> Project start - January</p> <p><b>Progress:</b></p>
9	<p>Act as the Lead Body for Moor than Meets the Eye landscape partnership scheme and deliver the following projects where the Authority is the lead partner:</p> <ul style="list-style-type: none"> <li>- Higher Uppacott</li> <li>- Unveiling the heritage of the High Moor (inc. Sittaford Stone circle excavation)</li> <li>- Pounds and Driftways</li> <li>- Moor Medieval</li> <li>- Natural Connections</li> <li>- Haymeadows</li> </ul>	<p>P1</p> <p>P1</p> <p>P1, P2</p> <p>P1, P6</p> <p>P1, P2</p> <p>P1, P2</p>	<p>AW</p> <p>LB</p> <p>RS</p> <p>NP</p> <p>CM</p> <p>(MA)</p>	<p><b>Milestones: Higher Uppacott:</b> Tender docs for primary contractor. Sittaford: geophysical survey complete.</p> <p><b>Pounds and Driftways:</b> Site meetings to agree proposals attention and East Shallowford</p> <p><b>Natural Connections:</b> Invasive species management of 5 sites</p> <p><b>Haymeadows:</b> agree specification for haymeadow seed initiative</p> <p><b>Progress:</b></p> <p><b>Higher Uppacott</b> - Work in preparation for scantile slate replacement roof. Tender process for internal works delayed due to delays with architect. Ground works completed in preparation of foul water drainage works (opening in wall for new access. Hot lime pointing works continue.</p> <p><b>Unveiling the heritage of the High Moor (inc. Sittaford Stone circle excavation)</b> Geo-physical survey complete</p> <p><b>Pounds and Driftways</b> - Site meetings held at East Shallowford and Venton driftway</p> <p><b>Moor Medieval</b> - Nigel Pratt to lead following briefing with Chris Hart and Ally Kohler on 8 July. Project currently on-hold to be re-launched in earnest in Sept</p> <p><b>Haymeadows</b> - conversation started but brief not completed</p> <p><b>Natural Connections</b> - management of 4 sites completed</p>	<p><b>Milestones:</b></p> <p><b>Higher Uppacott</b> - delivery of outshot roof completed.</p> <p><b>Sittaford/Hangingstone Hill</b> - community/ volunteer excavation at Hangingstone</p> <p><b>Natural Connections:</b> 2 draft integrated management plans for consultation with partners and to agree actions</p> <p><b>Haymeadows:</b> 6 public events</p> <p><b>Progress:</b></p> <p>- <b>Higher Uppacott:</b> Outshot roofing in progress. Significant delays (~9mths) in technical report from Jonathan Rynd. Outline interpretation proposals developed. £40k overspend now forecast.</p> <p>- <b>Unveiling the heritage of the High Moor:</b> Sittaford stone circle excavation fieldwork complete. post excavation work in progress. Hangingstone Hill volunteer excavation complete and post excavation work in progress.</p> <p>- <b>Ponies, Pounds and Driftways:</b> 2/5 complete. East Shallowford pound - Tree officer to visit for advice on works. Venton driftway requires meeting with absent land owner and advice regarding removal of scrub to help determine route</p> <p>- <b>Moor Medieval:</b> North Hall (Widcombe) Excavation last week of June, 148 volunteer days and 68 school children attending; field visit to Penhallam Manor (Cornwall) attended by 20 people. Monthly meetings to recommence in Q3.</p> <p>- <b>Natural Connections:</b> Integrated Management Plan drafts completed Sep for Naomi's review before leaving</p> <p>- <b>Haymeadows:</b> 7 events delivered including 5 x Wildlife Wednesdays</p> <p>Surveys on hold due to Natural Connections priority work. Seed Marketing Group in development</p>	<p><b>Milestones:</b></p> <p><b>Sittaford/Hangingstone Hill</b> Excavations at Sittaford - September using contractor.</p> <p><b>Natural Connections:</b> 2 integrated plans completed. New interpretation board at Haytor</p> <p><b>Haymeadows:</b> New interpretation board at Postbridge</p> <p><b>Progress:</b></p> <p>- <b>Higher Uppacott</b> Outshot roofing works completed end of October. Non programmed work completed to renew all foul water drainage system and new septic tank package - completed December 2016. Some of architect work received but substantial outstanding now impacting on project despite assurances being given. Have given until 3/1/17 to receive or will escalate to Legal services.</p> <p>- <b>Unveiling the heritage of the High Moor</b></p> <p>- <b>Ponies, Pounds and Driftways</b> No progress in this quarter due to other workloads</p> <p>- <b>Moor Medieval:</b> Monthly meetings held in October and December attended by 30 volunteers.</p> <p>- <b>Natural Connections</b> GIS habitat mapping in progress and continued monitoring of CWS rhos sites. Board design programmed Jan to Mar 17. Bog Hoverfly MRes started Sept 2016.</p> <p>- <b>Haymeadows</b> Legal structures of seed marketing cooperative researched. Board design programmed Jan to Mar 17.</p>	<p><b>Milestones:</b></p> <p><b>Natural Connections:</b> Willow tit and Bog Hoverfly MSc research underway</p> <p><b>Haymeadows:</b> 4 x volunteer tasks</p> <p><b>Progress:</b></p> <p>- <b>Higher Uppacott</b></p> <p>- <b>Unveiling the heritage of the High Moor:</b> Excavation has been undertaken at Hangingstone Hill and Sittaford stone circle and post excavation work is currently in the planning stage.</p> <p>- <b>Ponies, Pounds and Driftways</b></p> <p>- <b>Moor Medieval</b></p> <p>- <b>Natural Connections</b></p> <p>- <b>Haymeadows</b></p>
11	<p>Building on the Ranger Ralph and Junior Ranger programmes, scope and develop a programme of work to increase engagement with young people and develop associated external funding bid to provide the resources to implement the programme</p> 	P3, P5	OR	<p><b>Milestones:</b> Meeting to discuss scope - May. Work up proposals internally - June.</p> <p><b>Progress:</b> Scoping meeting 10th of May; LT report pulled together by Projects Officer 28th June; internal development mtg planned for 18th July. Option report prepared by Senior learning &amp; Outreach Officer for discussion by project group September.</p>	<p><b>Milestones:</b> Initial discussion - possible fundraising partners - July.</p> <p><b>Progress:</b> Further discussions (30 Sep; 3 Oct) with clear action plan to develop a worked up bid by end of October to start external discussions with potential delivery partners and HLF.</p>	<p><b>Milestones:</b> Review year 2 of Junior Ranger pilot. Write potential bid - October - December.</p> <p><b>Progress:</b> Junior Ranger Project review - will be January 2017 because of key stakeholder illness. Bid - expression of interest via SWLT Kicking the Dust scheme for a joint Youth Ranger Programme to be funded by HLF.</p>	<p><b>Milestones:</b> Submit January - if HLF?</p> <p><b>Progress:</b></p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
15	Deliver the Naturally Healthy Project; evaluate and consider how it might be rolled out	P3, P5	OR	<p><b>Milestones:</b> Focus for this 'delivery year' is to:</p> <ul style="list-style-type: none"> <li>• Increase Health &amp; Community organisations involvement in the project.</li> <li>• Start creating Green Prescription processes with Buckfastleigh Medical Centre</li> <li>• Start delivering pilot activities</li> </ul>	<p><b>Milestones:</b> 1. Continue to develop and deliver the 'Buckfastleigh naturally healthy Group' - activities and infrastructure to support post-project. 2. Start focus groups and individual interviews as part of Plymouth University evaluation process.</p>	<p><b>Milestones:</b> 1. Continue evaluation processes started in q2. 2. Review success / barriers to green prescription 'medical model' roll out.</p>	<p><b>Milestones:</b> Review delivery of project based community interventions - use early findings from evaluation process to work up clear exit strategy.</p>
				<p><b>Progress:</b> Continued relationship building with both community organisation in Buckfastleigh and the medical practice, especially through use of NH volunteer, has resulted in 14 activity days for 112 participants being delivered across a range of age and social profiles. Recruitment through GP referral has proved more challenging but surgery is very supportive - currently in fourth iteration of a 'green prescription' pilot. All activity will be evaluated by Plymouth University as part of the 'action research' focus of this project.</p>	<p><b>Progress:</b> 1: successful development within Buckfastleigh of a 'core group' to support Naturally healthy into the future which has included Buckfastleigh &amp; Ashburton carers plus JellyFish Youth film (mental well-being) project which was successfully premiered at Princetown Visitor Centre. 2. Evaluation 'research phase' well under way with focus groups and one to one interviews with key stakeholders completed. 'First findings' and comparison with Exmoor project research meeting planned for December 2016.</p>	<p><b>Progress:</b> 1. Significant milestone - 'preliminary findings' meeting with Plymouth University with a revised ambition for final iteration of participant interviews and focus groups for data collection. Agreed outputs - in form of toolkit, recommendations report, comparison between Dartmoor and Exmoor health projects and peer review publication. 2. Critical review of 'green prescription' model by Plymouth - working conclusion that social prescribing with dependent social capital is more effective. <u>NB</u> significant project change - succession phase will be earlier - alternative models being pursued because of staff changes.</p>	<p><b>Progress:</b></p>
21	Scope and develop potential for wider use of apprenticeships and an internship programme across the Authority and seek funding to support this	P6	NW	<p><b>Milestones:</b> Scoping paper to LT on different levels of apprenticeships, funding options and the implications of the apprenticeship levy.</p>	<p><b>Milestones:</b> Develop detailed proposals for a Dartmoor apprenticeship programme that meets our requirements, builds on existing good practice and offers a rewarding programme for apprentices. Specific timetable TBD after discussion at LT but programme to be in place by end of 2016/17.</p>	<p><b>Milestones:</b> Ongoing development of apprenticeship programme; as part of this work evaluate current internship and consider whether we should offer future internships</p>	<p><b>Milestones:</b> Apprenticeship (and internship?) programmes in place</p>
				<p><b>Progress:</b> Scoping paper completed. Agreed to introduce 3 apprenticeships during 2016/17. Detailed proposals being developed.</p>	<p><b>Progress:</b> Digital Comms Apprentice appointed. Conservation Works Apprenticeship developed (to be advertised in Q3). Ecology Apprenticeship not progressed due to staff changes. Costs for rolling programme of 3 apprenticeships provided for MTFP.</p>	<p><b>Progress:</b> Conservation Works Apprentice started in January. Costs of rolling programme included in MTFP. DFF Internship evaluation completed (postholder appointed to FTC).</p>	<p><b>Progress:</b></p>
22	Manage the Dartmoor Communities Fund	P5	JRu	<p><b>Milestones:</b> Secure funding from Districts. DCF promoted &amp; open to Applications</p>	<p><b>Milestones:</b> Full applications received and assessed. Consultations sent out and assessment panel held. 2015/16 awards spent or issued final reminder.</p>	<p><b>Milestones:</b> Award letters issued. Report submitted to Districts. If required promotion for round 2 undertaken and open to applications. 2015/16 any unspent awards reallocated unless exceptional circumstances.</p>	<p><b>Milestones:</b> 100% fund allocated. Full funding secured from Districts and Authority agreement in place.</p>
				<p><b>Progress:</b> Full funding secured, New fund launched inc. new small grants pot, website updated &amp; PR issued, fund opened to EOI end May 2016. In excess of 30 eligible EOI received by end of June.</p>	<p><b>Progress:</b> Just do it grants awarded. Revised decision date of 31st October for decision on full applications</p>	<p><b>Progress:</b> Over £81,000 has been allocated to 31 successful projects, with a total project value in excess of £300,000. Reports submitted to districts and negotiations underway with regard to 2017/18 funding.</p>	<p><b>Progress:</b></p>
23	Implement a proactive programme to develop new funding streams to support the work of the Authority both locally through the Donate for Dartmoor programme and at a national level through support for National Parks Partnerships Ltd	P6	SH	<p><b>Milestones:</b> Donate for Dartmoor projects developed with marketing material/brand. Key business leaders identified and first business networking event undertaken</p>	<p><b>Milestones:</b> Donate for Dartmoor launched and promoted through new website, social media and visitor centres.</p>	<p><b>Milestones:</b> Dartmoor card scoped and developed to launch with new car parking charges.</p>	<p><b>Milestones:</b> Dartmoor card launched for 17/18. Corporate volunteering soft launched with small select group. Donate for Dartmoor evaluated and projects developed to fund for 17/18. Fundraising evaluation report to Authority</p>
				<p><b>Progress:</b> Projects and materials developed for Donate For Dartmoor, web pages live, donation boxes ordered. On track. Business networking event cancelled. Public arts initiative developed and tender issued.</p>	<p><b>Progress:</b> Donate for Dartmoor launched and promoted. Moor Otters agreed with members and launched as major fundraising project</p>	<p><b>Progress:</b> Moor Otters launched as a major fundraiser for 2017. Donate for Dartmoor comms plan developed.</p>	<p><b>Progress:</b></p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
24	Complete a survey of Dartmoor residents	P6	DH	<b>Milestones:</b> Start reviewing 2013 questions	<b>Milestones:</b> Review questions posed in 2013 and consider (via LT) need for any new/replacement questions. Procure the survey (external provider)	<b>Milestones:</b> Review questions posed in 2013 and consider (via LT) need for any new/replacement questions. Procure the survey (external provider)	<b>Milestones:</b> Survey completed, data analysed and report submitted to DNPA
				<b>Progress:</b> Not started, but will not delay progress	<b>Progress:</b> Initial meeting to agree way forward taken place. Review of questions to take place in Q3 via task & finish group	<b>Progress:</b> Questionnaire reviewed and with LT for consideration. Still on target to be completed by year end	<b>Progress:</b>
25	Deliver Moor than Meets the Eye projects where the Authority is the lead partner: - Parishscapes - Dartmoor Diploma	P5	ES MA (MA)	<b>Milestones:</b> <b>Parishscapes</b> - 8 in total agreed <b>Dartmoor Diploma</b> - contract for delivery partner awarded	<b>Milestones:</b> <b>Parishscapes</b> - 8 in total agreed <b>Dartmoor Diploma</b> - contract for delivery partner awarded and modules under development	<b>Milestones:</b> <b>Parishscapes</b> - 12 parishes now involved in the scheme either in project development or delivery. <b>Dartmoor Diploma</b> - Training Co-ordinator appointed and modules under development / alternative delivery combined with MoorSkills2 subject to PCF bid	<b>Milestones:</b>
				<b>Progress:</b> <b>Parishscapes</b> - Ahead of schedule with 11 of the parishes underway/in development <b>Dartmoor Diploma</b> - tender for training coordinator delivery partner not yet live	<b>Progress:</b> <b>Parishscapes</b> - Ahead of schedule with 11 of the parishes underway/in development <b>Dartmoor Diploma</b> - tender for training coordinator re-run after no tenders received in first phase. Potential for combined delivery with MoorSkills2 as part of PCF bid	<b>Progress:</b> Parishscapes - progressing well. Dartmoor diploma - new model to deliver this through HFP and jointly funded HLF and PCF	<b>Progress:</b>

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

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
<b>SUSTAIN Conservation of the Natural and Historic Environment</b>										
S1(a)	% of SSSI land in the National Park as a whole in	CG			100%					Reported annually
	a) favourable condition	CG	16%	16%	30% (Data supplied by Natural England on 6 year rolling programme)					Reported annually
	b) unfavourable recovering	CG	82%	82%	70% (Data supplied by NE)					Reported annually
	c) unfavourable declining	CG	2%	2%	0% (Data supplied by NE)					Reported annually
S1(b)	% of SSSI land in NPA management in:	CG			100%					Reported annually
	a) favourable condition	CG	20%	20%	Data supplied by Natural England on 6 year rolling programme					Reported annually
	b) unfavourable recovering	CG	80%	80%	Data supplied by NE					Reported annually
	c) unfavourable declining	CG	0%	0%	Data supplied by NE					Reported annually
S2	Number of Listed Buildings 'at risk' conserved during the last 3 years	NP	1	1	1					Reported annually
S3	Number of scheduled monuments 'at high or medium risk' conserved during the last 3 years	AC	20	18	18					Reported annually
S4	% Length of water courses with 'high' or 'good' ecological status	CG	Data supplied by EA to Natural England - will not be available until mid-June at the earliest	Data supplied by EA to Natural England - will not be available until mid-June at the earliest	31% (Data supplied by Environment Agency)					Reported annually
S4	% Length of water courses with 'moderate' ecological status	CG	Data supplied by EA to Natural England - will not be available until mid-June at the earliest	Data supplied by EA to Natural England - will not be available until mid-June at the earliest	31% (Data supplied by Environment Agency)					Reported annually

## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
S5	Populations of (i) Vigur's Eyebright, (ii) Southern Damselfly and (iii) Marsh Fritillary which have remained stable or have increased on Dartmoor, when assessed over the previous 5 years	CG	All three Stable	100% All three stable	Stable or increasing populations for all 3 species					Reported annually
S6	% of County Wildlife Sites in good condition	CG	89%	88%	90%					Reported annually
S7	a) Number of known erosion sites	RS/SB	No figures available until all surveys completed - end 2015/16	only 20 forms returned by deadline. Incomplete stats	43 sites left to survey for baseline	surveys to be carried out Q3	surveys to be carried out Q3	20 to be surveyed		
	b) % of known erosion sites stable or improving	RS/SB								
Work to support farming systems that help sustain Dartmoor										
S8	% of utilisable agricultural land in National Park under agri-environment schemes (2013/14 baseline year)	AK	57%	Total Agricultural land = 92,628ha Land with Agri-environment schemes = 55,819 ha % utilisable 60.26%	TBC					Reported annually
Be an Excellent Organisation										
S10	% of income derived from sources other than National Park Grant	DH	24%	21%	25%					Reported annually



## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
S11	% change in CO <sub>2</sub> e from DNPA operations <b>**</b> (NB: Higher Uppacott was excluded in previous years)	Finance	Buildings: 119,980kg Transport: 99,284kg	Buildings: 112,522kg - 6.5% Transport: 101,356kg +2%	0%	<b>**</b> Buildings: 26,210kg +11.71% Transport: 24,773kg -4.13%	Buildings: 19,969kg +1.49% Transport: 24,181kg -4.29%	Buildings: 33,636kg +20.57% Transport: 24,571kg -0.15%	Buildings: Transport:	
			Total: 219,264kg	Overall: 213,876kg -2.45%			Year to date: Bldgs: 46,179kg Transport: 48,954kg	Year to date: Bldgs: 79,815kg Transport: 73,525kg	Year to date: Bldgs: Transport:	
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)									
	a) including long term absence	NW	9.19	9.78	7	5.69	5.20	6.65		
	b) excluding long term absence		5.14	4.19	4	4.41	3.89	4.29		
S13	% of enforcement cases resolved without the need for formal action	NS	88%	93.10%	90%	89.2%	90.2%	94%		
S14	% of Membership attending Authority meetings	PB	Authority: 83% Development Mgt: 88% Audit & Gov'nce: 67% Overall attendance: 84%	Authority: 81% Development Mgt: 86% Audit & Gov'nce: 78% Overall attendance: 83%	84%	Authority: 84% Development Mgt: 86% Audit & Gov'nce: 75% Overall attendance: 84%	Authority: 84% Development Mgt: 87% Overall attendance: 85%	Authority: 95% Development Mgt: 88% Audit & Gov'nce: 89% Overall attendance: 89%		
S15	% of invoices paid on time	CAR	99.92%	99.92%	98%	100%	100%	99.67%		
S16	% of planning applicants satisfied with quality of the service received	SBe/Planning	Not collected	Not collected	89%					<b>Survey will not be conducted in 2016/17</b>
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	SBe/Planning	35%	43.70%	33%	57.0%	30%	40%		

## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
ENJOY Promote a positive experience of Dartmoor National Park for Residents and Visitors										
E1	Number of visitors to Visitor Centres at:	RD	165,817	173,426	175,000	54,793	84,446	26,055		
	a) Haytor	RD	44,010	40,804	47,000	14,054	22,136	5,892		
	b) Postbridge	RD	57,524	59,150	55,000	19,186	27,960	6,420		
	c) Princetown	RD	64,283	73,472	73,000	21,553	34,350	13,743		
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW/SB	85.40%	83.40%	83%	69.0%		89.00%		<b>79.00%</b>
E3	Number of visitors to the National Park	RD	2.183	2.31	2.25m					<b>Reported annually</b>
E4	a) Number of litter bags collected by DNPA staff or volunteers	RS/SB	651.5	704	600	268	349	235		
	b) Cost of disposing of litter collected (includes Tavi Taskforce collection costs)	RS/SB	£21,223	£19,470	£22,250	£4,415	£7,425	£7,455		
E6	Residents' satisfaction survey	DH	Frequency of reporting: 3 years	Not undertaken in 2015/16	Due in 2016/17				completion due by year end	
E7	Vistors Satisfaction: (a) survey	RD	Frequency of reporting: 3 years	Survey to be developed	Survey completed			99% of the 306 people surveyed would recommend a visit to Dartmoor to other people		
	(b) Trip Advisor (stars achieved)	RD		4.5 stars	4.5	10 reviews	35 reviews	21 reviews		
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	OR/RS/SB	547 22.8%	466 xxx%	500	87.5 25%	116 29%	104 26%		

## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets)	AW/SB	53 (8)	48	no target - record of trends	10 (2)	19 (2 + 4 others not notified)	13 (1)		
	number of people participating	AW/SB	10583 (5330)	11,303 (6,538)	reduce number of very large events	765 (4000)	4545 (1500 + unknown)	2740 (1000)		
E11	Number of events organised by DNPA	CP	52	26	20	1	0 (Higher Uppacott)	0 (Higher Uppacott)		
	a) Number of people attending	CP	493	1,326	1000	10	0	0		
	b) % satisfied or very satisfied with the events	OR	97.40%	88.50%	90%	No returns	90% (returns from Meldon Wildlife Festival)	No returns		
E12	Promoting Understanding: All Parks to submit a paragraph giving a 'case study' snapshot of what has been achieved (max 150 words): 1) The strategic fit / why the work is a priority to the NPA; 2) Identify key activities undertaken; 3) Provide some quantifiable outputs; 4) Information on outcomes where ever possible	LT	Submitted to JIG via Yorkshire Dales NPA 05/04/2015	Submitted to JIG via Yorkshire Dales NPA 28/04/16	To complete and submit at year end					Reported annually
<b>PROSPER</b> 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	SBe/Planning	25% *7	50% *1	60%	0.00%	0.00%	0.00%		
	b) minor applications determined within 8 weeks	SBe/Planning	75.70%	74%	65%	62.70%	77.60%	66.70%		
	c) other applications determined within 8 weeks	SBe/Planning	87%	85%	80%	78.20%	86.50%	84.20%		

## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
P2	a) % of all planning applications determined which have been approved	SBe/Planning	86.5% (513 of 593)	88.50%	no target - success is positive decisions for Dartmoor	88.40%	91.20%	88.00%		
	b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	SBe/Planning	n/a	n/a	new PI - baseline year	78.00%	65.00%	82.00%		
	c) % of pre-applications for major applications which have been dealt with within 42 days	SBe/Planning	n/a	n/a	new PI - baseline year	78.00%	65.00%	100.00%		
P3	a) Total number of volunteer days organised or supported by the NPA	NW/RS/SB	2573	1,914.75 (incomplete data)	2,600	339	389	393		
				£75/vol day	£75/volunteer day					
	b) Value (expressed in £) of volunteer days	NW (via NPE)	£128,650	TBC	£195,000	£25,425	£29,175	£29,475	£0	
P4	Visitor spend in Dartmoor National Park (STEAM)	RD	£131.8m	£139.52	£134.5m					<b>Reported annually</b>
P5	Number of affordable housing units approved	DJ	17	13	30	1	0	0 A total of 18 units have been resolved to grant subject to S106 which has not yet been signed. 20 units on Chagford Masterplan site also awaiting S106 completion		
P6	Net additional employment floor space approved	SBe/Planning	0.49841 (hectares)	0.21	n/a					<b>Reported annually</b>
P7	Premises able to access superfast broadband as a % of total premises of National Park	JR	24.4% (to mid Feb 2015)	BT superfast coverage at the end of December 2015 was 50% of premises in the National Park. A further 4% of premises could receive a significant uplift in speeds of 15 to 24Mbps	75% of Dartmoor premises by end of 2016					

## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
Improve support to and engagement with local communities										
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH/MN	332	498	350	83	135	104		
P9	Number of:									
	a) Followers on Social Media	SH/MN	8231	10,200	20,000	17,636	18,899	20,038		
	b) Subscribers to e-communications (running total)	SH/MN	1263	1,276	2,000	1,739	2,128	2,149		
	c) % opened	SH/MN	47%	44%	45%	44%	42%	41.00%		
P10	Number of unique visitors to website & page views	AB	324,424 / 2,770,279	57,086 / 2,963,30	350,000 / 3,000,000	93,106 / 784,796	104,202 / 955,467	66,267 / 604,894		
P11	% of Parish meetings attended at least once in the year	PB	85%	91.5% (43 of 47)	86%					Reported annually
	Number of Parish meetings attended by:									
	a) Rangers Officers	SB/PB		41	47	20 (Rangers)	5 (Rangers)	3 (Rangers)		
	b) Members	PB	44	46		9	6	6		
P12	DNPA attendance at Local shows									
	a) Number of shows attended	CP	17	17	17	7	29	12		
	b) Number of contacts made	CP	1772	1,694	2000	1,265	3,088	505		
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	JR	6	8	6	8	8	7		

## Performance Indicators 2016/17

Ref No.	How will we measure our achievement	Responsible Officer	Outturn		Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
			2014/15	2015/16	2016/17					
P14	Donate for Dartmoor - Nature Fund	LT			baseline year will develop target for 2017/18	0	£233	£234		
P14	Donate for Dartmoor - Recreational Fund	LT			baseline year will develop target for 2017/18	£8,497 (Mend our Mountains campaign)	£2,094	£3,386		
P14	Donate for Dartmoor - Cultural Heritage Fund	LT			baseline year will develop target for 2017/18	0	£36	£252		
P14	Donate for Dartmoor - General Fund	LT			baseline year will develop target for 2017/18	£1,087	£2,233	£810		
P14	£ for the Park	LT		£11,000	£11,000	£5,838	£1,156	1,993		