

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 November 2018

**FINANCIAL MANAGEMENT 1 APRIL TO 30 SEPTEMBER 2018
AND FORECAST OF FINANCIAL OUTTURN 2018/19**Report of the Head of Business SupportRecommendation : **That the content of the report be noted.****1 Monitoring and Management of Revenue Budgets (April to September 2018)**

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

2 Forecast Outturn Position as at 30 September 2018

- 2.1 The 2018/19 net budget was set at £3,992,369 (NPA/18/008) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2017/18 financial year (NPA/18/005) which are subsequently brought forward and allocated to the 2018/19 (in-year) budget so that projects can be completed. This has resulted in the net budget increasing to £4,258,874.
- 2.2 Current projections, based on figures at the end of September (month 6) indicate that a surplus of £99,524 may arise. A Cost Centre summary can be found at Appendix 1 and a detailed variance analysis against budget can be found at Appendix 2 for each Service area.

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

Biodiversity - The small grants scheme and the project to remove of non-invasive species will not be progressed this year resulting in an underspend of £11,409 (but note the joint work with South West Water reported under the Business Plan Monitor paper [NPA/AG/18/013]).

Land Management - Filming income received to date £9,374

Archaeology - The Bellever Excavation publication costs are deferred to 2019/20 and the Wigford Premier Archaeological Landscape survey costs are now being met in partnership with Historic England resulting in an underspend of £6,210.

Visitor Management - A new vending licence at Haytor lower car park was issued on 1 April and car parking pay & display income received to date (£33,226), is indicating a potential outturn surplus of circa £65,000.

Public Rights of Way - Amicombe path repairs (£5,000) to be met from Donate for Dartmoor monies already received this year.

Sustainable Tourism & Transport - Grant income (£5,000) received to pilot the Ranger Experience days (Discover England Fund) a joint national park initiative, and offsets the costs to run the events.

Visitor Centres - Salaries surplus currently forecast (£9,513) but is always difficult to predict at this stage and can fluctuate if extra staff cover is required. Income from sales is currently on track against budget.

Postbridge Visitor Centre Interpretation Project - After a recent procurement exercise a contract has been awarded to develop and revitalise the interpretation at the visitor centre. There are two phases which are interlinked with the opportunity to build an extension to the Visitor Centre, which could be 100% externally funded (see NPA/18/017 and section 4 below). Phase 1 of the Interpretation Project (£89,910) is part of the *Moor than meets the eye* (MTMTE) Landscape Partnership Scheme and is therefore match funded by the Heritage Lottery Fund (HLF); our contribution is currently held in an earmarked reserve. The actual timing of Phase 2 (£16,740) is currently uncertain; if it does not occur before the end of the MTMTE project, it will be 100% funded from our own reserves.

Communications - A new Digital Communications post has been recruited to, the costs of which are being met from other vacancy savings (and minor restructure). The interpretation board budget will be underspent. New IT equipment has also been purchased.

Rangers - The cost of a new a trailer (stolen from Station Yard depot) has been met from insurance.

Conservation Works Team - programmed maintenance repairs at the depot will be deferred until 2019/20. Heritage Lottery Fund (HLF) income is due to be received (match funding apprentices).

Development Management - Currently showing a vacancy saving (Enforcement Planner); some of which is being used to buy in temporary cover. Recruitment is in progress and therefore the current underspend will reduce once the post is filled. Enforcement related legal costs currently amount to £23,797. Housing viability assessment costs of £13,350 have been incurred, most of which will be recharged to applicants. Increased planning application fee income of £30,000 is currently forecast, set against a potential loss of £9,900 for pre-application fees as this service has been temporarily suspended. As this is a demand led service, the position is likely to change over the next six months, but will remain within budget.

Forward Planning - A Neighbourhood planning grant of £5,000 has been received that will be taken to reserves at year end. Variations in the National Park Management Plan and Local Plan budgets will be adjusted at year-end via reserves; as this is where we have made provision for these projects.

Corporate & Democratic Core - Treasury income to be achieved by 31 March will be £22,500 (budgeted for just £8,000). Donate for Dartmoor income received to date is £12,451 and is on track to meet the budget target of £18,000 by year end.

Information Technology - A new IT apprentice post has been recruited, being met from a vacancy that occurred in-year (see also Communications above) and there are some IT contract support cost savings.

Corporate Operating Costs - A refund received after changing supplier (postage) and other savings are being generated by making operational efficiencies.

Parke - Grounds maintenance procurement delay is offsetting unplanned boiler repair costs.

Annual Pay Award - In early April agreement was reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from 1 April 2018 and 1 April 2019. We had budgeted for a 2% pay award for each of these two years, which was in the main agreed. However, for 2018/19 the salaries between spinal points 6 (£15,014) and 19 (£18,746) received increases ranging from 9.2% and 3.7% (bottom to top) resulting in additional in-year budget pressure (circa £10k). For the 2019/20 financial year there are further spinal point changes; additions and deletions within the pay scale structure, which have to be modelled and worked through. These pay award increases and spinal point changes will have an impact on the 2019/20 budget and new Medium Term Financial Plan, which is currently being built.

S106 Receipt - A developer contribution of £52,100 has been received being a commuted sum for the provision of affordable housing. It is anticipated that this money will be used in accordance with the S106 agreement during this financial year.

- 2.4 Within the budget the Authority set aside a **Project Fund** balance of £122,025. At the time of writing this report, the balance remaining in the Fund is £50,769. Bids

made to the Fund and approved by Leadership Team are set out in the following table:

	£
Opening Balance	122,025
Dartmoor Research Day	1,000.00
Dartmoor Society Grant	500.00
Devon Biodiversity Record Centre	2,500.00
Dartmeet Car Park Grant	10,000.00
LED Lighting (Parke)	8,883.00
Backfilling Historic Buildings Officer post	27,360.00
Mobile App for Asset Management	7,000.00
Procurement Service SLA with Devon CC	4,500.00
Radon works at Princetown offices	1,650.00
Postbridge Store repairs	3,048.00
Bleep- stock control system upgrade	5,505.00
Balance remaining	(50,079)

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

3 Treasury Management Stewardship - mid year performance

- 3.1 The function of Treasury Management (borrowing and lending monies) is covered by the CIPFA Code of Practice on Treasury Management in the Public Services. The Authority adopted this Code in 2004. In compliance with the code, the Authority approves a Treasury Management Policy & Investment Strategy annually (NPA/18/009). This sets out the detail on how the function is to be carried out, and delegates overall management of it to the Chief Financial Officer.
- 3.2 The Authority seeks to operate its accounts in credit, and any short-term surplus funds are deposited in our bank accounts or the Barclays Treasury Deposit Account. Various forecasts have to be made about the likely interest rate movements and cash flow variations and an estimate of likely income from investment receipts are included in each year's Revenue Budget.

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

2012/13 Outturn	2013/14 Outturn	2014/15 Outturn	2015/16 Outturn	2016/17 Outturn	2017/18 Outturn	2018/19 Forecast
£21,920	£16,013	£17,998	£19,162	£17,950	£10,616	*£20,500

* Budget £8,000

- 3.3 The Authority has always adopted a very cautious and prudent approach to treasury management. Lending is only possible to banks and building societies which have strong credit limits and meet the criteria set by the Authority, using information published by the three major credit rating agencies. This policy has been maintained in the knowledge that putting security before liquidity or yield does impact on the income being generated from these investments.

3.4 In 2017/18 and 2018/19 the target budget was reduced for the following reasons:

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

However, the recent rise in the base rate has resulted in an improved rate of return and will therefore more than double our income this year, against budget.

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

4 Capital Programme and Prudential Indicators

4.1 The Authority did not set a formal capital programme at the start of the year. However two opportunities have arisen since March:

- A second hand Land Rover Defender was purchased at a cost of £25,750 to replace a lease vehicle in the Ranger Service that was due to end this year. This will be funded from earmarked reserves - Vehicles sinking fund
- The possibility of applying for 100% capital grant from the Rural Development Programme England (RDPE) to fund an extension to the Postbridge Visitor Centre (NPA/18/017). Costs (architect and other professional fees) incurred to date are £109,127 and will be met from the Match funding reserve set aside for this project (£140,000).

As the Authority has no plans apply for external borrowing, the other prudential indicators do not apply.

5 Reserves

5.1 The level of reserve balances is determined in part by our on-going work programmes and projects; see Appendix 3 and by using a risk based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or are dependent on partnerships where timing of spend is uncertain.

5.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be at 31 March 2019 and gives a comparator for the previous year:

2017/18	Earmarked Reserves	2018/19
		£
(2,154,071)	Opening Balance	(2,252,350)
321,443	Use of reserves in year	653,802
(419,722)	Contributions to reserves / carry forwards	(119,524)
(2,252,350)	Closing Balance (forecast)	(1,718,072)
(450,000)	General unallocated Reserve	(450,000)

5.3 Reserve balances are closely monitored during the year and as we have now started the process of building the 2019/20 Budget and Medium Term Financial Plan (MTFP) the four year plan will be revised. Members will note that the current forecast to the end of 2020/21 shows that reserve balances could be reduced to circa £1.86 million, a reduction of 31%.

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 £99,524 represents a -2.34% variance against the budget. It should be noted that some forecasts are likely to fluctuate, especially if some projects are delayed due to poor weather conditions, or if other income is received and / or generated in the next 6 months. Action to realign budgets is not therefore recommended at this time.

7.2 The current year's projected outturn will be robustly monitored and challenged over the remaining six months to ensure that the Authority's aims, objectives and outcomes are achieved. Members will be notified before year-end if any new budget pressures, or significant variations are likely to occur. The next report presented to this committee will be in February (month 9 financial position) at which time we will have a draft 2019/20 budget and MTFP and have clarity about the direction of travel of some of our larger projects (Postbridge Visitor Centre, Peatlands etc).

DONNA HEALY

Background Papers

NPA/18/008: 2018/19 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/18/009: Treasury Management Investment Strategy 2018/19

NPA/18/005: Financial Outturn 2017/18

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	2018/19 Original Budget £	2018/19 Budget Variation/ Virement £	2018/19 Revised Budget	2018/19 Actual & Committed Month 6 £	2018/19 Budget Remaining	2018/19 Projected Outturn	2018/19 Year End Deficit/ (Surplus) £	Variance % against Budget
Biodiversity	123,688	2,500	126,188	55,260	(70,928)	115,115	(11,073)	-8.78%
Land Management	86,567		86,567	30,903	(55,664)	77,346	(9,221)	-10.65%
Woodlands	47,072		47,072	20,480	(26,592)	44,653	(2,419)	-5.14%
Hill Farm Project(s)	15,649		15,649	30,131	14,482	15,649	0	0.00%
Peatlands Project	0	35,000	35,000	11,624	(23,376)	35,000	0	0.00%
Natural Environment	272,976	37,500	310,476	148,398	(162,078)	287,763	(22,713)	
Archaeology	90,337	14,000	104,337	75,928	(28,409)	98,441	(5,896)	-5.65%
Built Environment	40,272	27,360	67,632	29,393	(38,239)	69,076	1,444	2.14%
Higher Uppacott	20,244	11,000	31,244	11,779	(19,465)	30,146	(1,098)	-3.51%
Cultural Heritage	150,853	52,360	203,213	117,100	(86,113)	197,663	(5,550)	
Visitor Management	136,822	33,745	170,567	42,198	(128,369)	143,301	(27,266)	-15.99%
Access	117,260	5,000	122,260	45,625	(76,635)	122,295	35	0.03%
Public Rights of Way	138,098	3,558	141,656	67,526	(74,130)	143,883	2,227	1.57%
Sustainable Transport & Tourism	28,644		28,644	5,388	(23,256)	21,632	(7,012)	-24.48%
Recreation Management, Traffic & Transport	420,824	42,303	463,127	160,737	(302,390)	431,111	(32,016)	
Visitor Centres	199,908	8,829	208,737	99,459	(109,278)	201,219	(7,518)	-3.60%
Postbridge Visitor Centre Interpretation Project		106,650	106,650	106,650	0	106,650	0	
Discovering Dartmoor's Wild Stories	0		0	12,864	12,864	0	0	
Communications	191,979		191,979	97,029	(94,950)	196,056	4,077	2.12%
Naturally Healthy Dartmoor Project	2,500		2,500	0	(2,500)	2,500	0	0.00%
Education	141,662		141,662	61,570	(80,092)	139,708	(1,954)	-1.38%
Education, Information & Communication	536,049	115,479	651,528	377,572	(273,956)	646,133	(5,395)	
Rangers	444,010	3,048	447,058	213,309	(233,749)	443,755	(3,303)	-0.74%
Conservation Works Service	266,636	0	266,636	131,184	(135,452)	265,235	(1,401)	-0.53%
Development Management	328,701	0	328,701	160,170	(168,531)	314,988	(13,713)	-4.17%
Forward Planning & Community	287,663	72,728	360,391	184,277	(176,114)	347,381	(13,010)	-3.61%
Corporate and Democratic Core	304,158	4,500	308,658	176,895	(131,763)	301,462	(7,196)	-2.33%
Information Technology	184,375		184,375	91,950	(92,425)	170,135	(14,240)	-7.72%
Corporate Operating Costs	120,252		120,252	77,604	(42,648)	111,224	(9,028)	-7.51%
Finance & Administration	176,049		176,049	84,146	(91,903)	177,894	1,845	1.05%
Legal Services	81,960		81,960	37,488	(44,472)	81,565	(395)	-0.48%
Human Resources	157,888		157,888	81,791	(76,097)	158,700	812	0.51%
Office Accommodation (Parke)	106,255	8,883	115,138	65,965	(49,173)	112,193	(2,945)	-2.56%
Office Accommodation (Princetown)	31,695	1,650	33,345	25,234	(8,111)	34,069	724	2.17%
Business Support	858,474	10,533	869,007	464,178	(404,829)	845,780	(23,227)	
Project Fund	122,025	(71,946)	50,079	0	(50,079)	50,079	0	
Total Net Expenditure	3,992,369	266,505	4,258,874	2,133,820	(2,125,054)	4,131,350	(127,524)	-2.99%
Funded By:	£			£	£	£	£	
National Park Grant	(3,761,173)		(3,761,173)	(2,173,214)	1,587,959	(3,761,173)	0	
S106 Receipt				(52,100)	(52,100)	0	0	
Transfers from Reserves in original Budget	(231,196)	35,494	(195,702)	0	195,702	(179,702)	16,000	
Transfers from Reserves - from year end and in-year		(301,999)	(301,999)	0	301,999	(301,999)	0	
Year end carry forwards						12,000	12,000	
Total	(3,992,369)	(266,505)	(4,258,874)	(2,225,314)	2,033,560	(4,230,874)	28,000	
Budget Variation - (Under) / Over Spend	0	0	0	(91,494)	(91,494)	(99,524)	(99,524)	-2.34%

VARIANCE ANALYSIS MONTH 6	Salaries	Travel & Subsistence	Transport	Premises	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIO-DIVERSITY	50	286			(11,409)	(11,073)			0	(11,073)	Grant scheme will not go ahead and Non-invasive specied project deferred (D4D funded)
LAND MANAGEMENT	78	75				153		(9,374)	(9,374)	(9,221)	Filming income
WOODLANDS	(36)	(2,126)				(2,162)		(257)	(257)	(2,419)	Mileage savings, use of pool car
HILL FARM PROJECT						0			0	0	
NATURAL ENVIRONMENT	92	(1,765)	0	0	(11,409)	(13,082)	0	(9,631)	(9,631)	(22,713)	
ARCHAEOLOGY	245	(52)	181		(6,210)	(5,836)		(60)	(60)	(5,896)	Bellever Excavation publication costs deferred to 2019/20. Wigford PAL survey costs being met in partnership. Contribution towards HER post to be carried forward
BUILT ENVIRONMENT	1,072	372				1,444			0	1,444	Extra capacity brought in to back fill administration of the Historic Farm Buildings grant scheme. Will be vacancny savings in the short short time from December, recruitment in progress.; extra cover may be required
UPPACOTT		482		(4)		478		(1,576)	(1,576)	(1,098)	Event income and expenditure
CULTURAL HERITAGE	1,317	802	181	(4)	(6,210)	(3,914)	0	(1,636)	(1,636)	(5,550)	
VISITOR MANAGEMENT	(1,545)	(19)	2,301	3	464	1,204		(28,470)	(28,470)	(27,266)	Vehicle repairs. New Mobile Vending licence at Haytor. Pay & Display income
ACCESS & RECREATION	77	(100)			58	35			0	35	
PROW	(2,993)				5,770	2,777		(550)	(550)	2,227	Amicombe path repairs to be met from Donate for Dartmoor income. Public path order income
SUSTAINABLE TOURISM & TRANSPORT	(1,561)	(613)			162	(2,012)	(5,000)		(5,000)	(7,012)	Vacancy savings, post now filled. Grant income - Ranger experience
RECREATION MANAGEMENT	(6,022)	(732)	2,301	3	6,454	2,004	(5,000)	(29,020)	(34,020)	(32,016)	
VISITOR CENTRES	(9,513)	(295)		150	2,142	(7,516)		(2)	(2)	(7,518)	In-year salary savings offsetting recruitment costs - post now filled; offsetting Extra retail officer hours & above 2% pay award for VC staff. Likely to be almost on target
COMMUNICATIONS	7,258	143			(3,324)	4,077			0	4,077	New Digital Communications Post to be funded from ICT savings & restructure. New ICT equipment purchased and underspend in the interpretation boards budget
EDUCATION	369	(179)	(48)		50	192	(1,363)	(783)	(2,146)	(1,954)	Forest Holidays Income via NPPL. Events income
PROMOTING UNDERSTANDING	(1,886)	(331)	(48)	150	(1,132)	(3,247)	(1,363)	(785)	(2,148)	(5,395)	
RANGERS	(2,445)		5,021		537	3,113		(6,416)	(6,416)	(3,303)	Salary changes after restructure. Replacement trailer covered by Insurance income, refunded
CONSERVATION WORKS SERVICE	3,003	(30)	686	(5,000)	124	(1,217)		(184)	(184)	(1,401)	Apprentice pay rate changes and overtime. Income due from HLF (tbc) and not yet included. Depot repairs & maintenance will not be done this year
RANGERS, ESTATES & VOLUNTEERS	558	(30)	5,707	(5,000)	661	1,896	0	(6,600)	(6,600)	(4,704)	
DEVELOPMENT MANAGEMENT	(28,615)	(1,111)	211	0	37,707	8,192	0	(21,905)	(21,905)	(13,713)	Vacancy saving offsetting agency staff costs, pay award where more than 2% and career grade changes, further recruitment in progress. Enforcement related legal costs. Increase in Planning application fee income, offsetting loss in Pre-app charges, due to service suspension
FORWARD PLANNING	(3,865)	(328)	54	0	(3,871)	(8,010)	(5,000)	0	0	(8,010)	Vacancy savings offsetting recruitment costs, post now filled. NPMP and Local Plan variations are adjusted at year end via reserves. Neighbourhood Planning Grant received, with be carried forward.
CORPORATE & DEMOCRATIC CORE	3,292	1,123	266	0	623	5,304	0	(12,500)	(12,500)	(7,196)	Increased costs: S151, Travel & Independent Member recruitment. Increased Treasury income
INFORMATION TECHNOLOGY	(11,475)	(35)	60		(2,748)	(14,198)		(42)	(42)	(14,240)	Vacancy savings being used to fund new IT apprenticeship post and new post in Communications. Contract support cost savings
CORPORATE OPERATING COSTS			(1,023)		(3,993)	(5,016)		(4,012)	(4,012)	(9,028)	Franking machine refund - change of supplier. Savings: Stationery & telephone
ADMINISTRATION & FINANCE	2,195	(100)			(250)	1,845		(370)	(370)	1,475	Pay award for staff below scp20 more than 2%
LEGAL & DEMOCRATIC SERVICES	(37)				12	(25)		(542)	(542)	(567)	
HUMAN RESOURCES	481	(122)			995	1,354		(461)	(461)	893	Cycle scheme cost and income
OFFICE ACCOMMODATION (PARKE)	216			(2,700)		(2,484)			0	(2,484)	Grounds maintenance - procurement delay offsetting boiler repairs required
OFFICE ACCOMMODATION (PRINCETOWN)				724		724			0	724	
CORPORATE SERVICES	(8,620)	(257)	(963)	(1,976)	(5,984)	(17,800)	0	(5,427)	(5,427)	(23,227)	
RESERVE MOVEMENTS						0			0	28,000	
REVENUE EXPENDITURE	(43,749)	(2,629)	7,709	(6,827)	16,839	(28,657)	(11,363)	(87,504)	(93,867)	(94,524)	

GENERAL FUND RESERVE BALANCES

Appendix 3 to NPA/AG/18/012

GENERAL FUND RESERVE BALANCES	2018/19 Opening Balance	2018/19 Transfers Within	2018/19 Transfers to Revenue in year	2018/19 Transfers from Revenue at year end	2018/19 Forecast Closing Balance	2019/20 Forecast Movements	2020/21 Forecast Movements	2020/21 Forecast Closing Balance	Notes
	£	£	£	£	£	£	£	£	
Grants & Contributions with Restrictions									
Hill Farm Project	(16,924)				(16,924)			(16,924)	2nd Phase of the Project, with match funding, commences Feb 2017 for 36 Months
English Heritage: White Horse Hill	(20,036)				(20,036)	20,036		0	To fund new Interpretation at Postbridge Visitor Centre
Communities Fund Grant prior years contributions	(64,863)		64,863		0			0	Grants Awarde not yet paid out
DCLG - Neighbourhood Planning Grant	(5,000)			(5,000)	(10,000)			(10,000)	
DCLG - Unringfenced Grants	(70,980)				(70,980)			(70,980)	Enabler Post - to be allocated to the Planning Service in the MTFP
Donate for Dartmoor Balances	(18,295)		16,500		(1,795)			(1,795)	Allocated to projects after year-end
Historic England Grant: Upper Erme Survey	(9,000)		9,000		0			0	C/fwd from 2017/18
Historic England Grant: Adopt a Monument	(4,500)		4,500		0			0	C/fwd from 2017/18
MOD Grant: Kitty Tor-Rattlebrook track repairs	(5,000)		5,000		0			0	C/fwd from 2017/18
Historic England -PALS Grant				(7,000)	(7,000)	7,000		0	To be used over 3 years
Budget Management Fund - Provisions (risk based)									
Employees	(52,000)				(52,000)			(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)				(250,000)			(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)			(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(83,733)				(83,733)			(83,733)	
Annual Revenue Outturn	(78,605)	45,990		(99,524)	(132,139)			(132,139)	
Capital Expenditure Fund									
Vehicles - Sinking Fund - Replacement	(54,418)	(25,750)	25,750		(54,418)			(54,418)	Land Rover Defender 2018/19
Property - Sinking Fund - Repairs & Maintenance	(200,000)				(200,000)			(200,000)	
Known Commitments									
Local Plan Review	(79,500)	(20,845)	42,344		(58,001)	58,001		0	Built into the MTFP
Local Plan Review Contracts - work in progress	(33,360)		33,360		0			0	C/Fwd from 17/18
All Moor Butterflies NPA/15/037	(12,500)		5,000		(7,500)	5,000		(2,500)	3 year programme
MIRES PR14	(10,000)				(10,000)			(10,000)	3 year partnership project, to be allocated when required
Project Fund allocations in 2016/17 against salaries	(53,995)		49,458		(4,537)			(4,537)	Built into MTFP
Farming Year Films	(20,000)		20,000		0			0	C/Fwd from 17/18
NPMP	(16,000)				(16,000)			(16,000)	C/Fwd from 17/18 to be used as required
Pay and Display Parking	(15,745)		15,745		0			0	C/Fwd from 17/18
Interpretation Boards	(3,324)		3,324		0			0	C/Fwd from 17/18
SWEEP	(10,000)		10,000		0			0	C/Fwd from 17/18
CAMS Web & Hosting	(3,558)		3,558		0			0	C/Fwd from 17/18
Historic Buildings planning support	(605)	605			0			0	C/Fwd from 17/18
Higher Uppacott	(11,000)		11,000		0			0	C/Fwd from 17/18
Match Funding Reserve									
HLF - Moor Than Meets the Eye match funding	(100,000)		70,000		(30,000)	30,000		0	Postbridge VC Interpretation Project
Moor than Meets the Eye - Cash Flow	(300,000)				(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			0	Approved in 2015/16, due to be paid in 2018/19
Greater Dartmoor LEAF 2015-2020	(20,700)		6,900		(13,800)	6,900	6,900	0	NPA/14/038 for 6 years 2015-2020
Discovering Dartmoor's Wild Stories	(17,363)		10,000		(7,363)			(7,363)	Match against HLF Funding - ends 2019
National Parks Partnerships LLP	(10,000)	10,000			0			0	2018/19 cost
Moor Otters	(60,000)		40,000	(8,000)	(28,000)	28,000		0	Project Surplus to be allocated to 3 projects in 2018/19 & 2019/20
Discover England Fund - Make Great Memories	(16,400)		7,500		(8,900)			(8,900)	£15k confirmed match funding plus contingency sum. NPA18/003
Common Cause	(8,000)	8,000			0			0	Met within Revenue Budget
SW Peatland Partnership	(150,000)		35,000		(115,000)	65,000	50,000	0	NPA17/041 - D Leach Salary etc
Postbridge VisitorCentre	(140,000)		100,000		(40,000)	40,000		0	NPA18/017 - will be spread over 2 years
Unallocated fund balance	(127,446)	(18,000)			(145,446)			(145,446)	
Total Earmarked Reserves	(2,252,350)	0	653,802	(119,524)	(1,718,072)	259,937	56,900	(1,401,235)	
General Reserve (unallocated emergency reserve)	(450,000)				(450,000)			(450,000)	
Total General Fund Balance	(2,702,350)	0	653,802	(119,524)	(2,168,072)	259,937	56,900	(1,851,235)	

2018/19 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2018/19 Forecast Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(127)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)
Loss of Income and / or Price Increases: Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(34)
Capital - Property: Repairs & maintenance (sinking fund)	Medium	Est.	(200)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(54)
Known Commitments/Contracts			
Local Plan Review	N/A	Est. & Actual	(58)
All Moor Butterflies	N/A	Actual	(8)
MIRES PR14	N/A	Actual	(10)
2016/17 Project Fund allocations	N/A	Actual	(5)
National Park Management Plan Review	N/A	Actual	(16)
Match Funding Reserve			
Postbridge Visitor Centre Interpretation	N/A	Actual	(30)
Moor than Meets the Eye - Cash Flow	N/A	Actual	(300)
Greater Dartmoor LEAF 2015-2020	N/A	Actual	(14)
Discovering Dartmoor's Wild Stories	N/A	Actual	(7)
Moor Otters Project Surplus	N/A	Actual	(28)
Make Great Memories in England's National Parks	N/A	Actual	(9)
South West Peatland Partnership	N/A	Actual	(115)
Postbridge Visitor Centre - rebuild	N/A	Actual	(40)
Unallocated fund balance	N/A	Actual	(145)
Revenue			
Invest to save and / or Generate Projects	N/A	Actual	(84)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(132)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(450)
Total Reserve Balance			(2,168)

DARTMOOR NATIONAL PARK AUTHORITY

2 November 2018

**BUSINESS PLAN MONITORING 2018/19
(APRIL – SEPTEMBER 2018)**Report of the Head of Organisational Development**Recommendations : That Members note the content of the report and comment on performance and progress to date against the key actions identified in the 2018/19 Business Plan****1 Purpose of the Report**

- 1.1 This report informs Members of the Authority's performance at Quarter 2 against the key actions identified in the Business Plan for 2018/19.
- 1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2018/19 is attached at Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on the specific key actions, the current Business Plan recognises that our core business also continues on a daily basis.

2 Performance against key actions in Quarter 2

- 2.1 The Business Plan 2018/19 identifies 28 key actions against the six agreed priorities for the Authority.
- 2.2 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions ranges from specific short-term projects to longer term strategic goals, each requiring different levels of officer and Member input and commitment.
- 2.3 Members will note the progress made against the 28 key actions at the halfway point in the business year, which is summarised in the table below:

Progress	No.	%
On target / completed	15	54%
Delayed / behind schedule	11	39%
Unlikely to complete	2	7%

- 2.4 Members are invited to review the Business Plan monitoring spreadsheet and recognise, question or seek assurances regarding the delivery of the 2018/19 Business Plan.

2.5 The following actions are specifically highlighted for Members:

Action 1 – Peatland Restoration

The initial start date for this project was delayed by over 3 months due to Defra delay in announcing the successful applications (ie grant beneficiaries).

Action 3 - Natural Flood Risk Management

Work on this project has been delayed as we did not receive confirmation of the funding within the previously indicated timescale and there was also a delay in securing the legal agreement that will underpin the partnership.

Action 4 – Implement Non-native Invasives Project

We have spent the first six months of this year planning and discussing a jointly funded project with South West Water to ensure coordinated delivery and efficient use of resources. The project will focus on 2 priority non- native invasive species in a number of small priority catchments. Through the project we will undertake a programme of community engagement, working with volunteers to help deliver this project and raise awareness of the issues with local people. The project will start in Q4 with a focused survey to identify the catchments.

Action 5 - Promote and manage the Traditional Farm Buildings Grant

Defra delayed announcing the funding for this project by over three months, we are now seeking an extension to the project to reflect this delay (which was beyond our control). Dartmoor has submitted 19 grant applications and we are now experiencing a further delay in the processing of these by the Rural Payments Agency/Natural England, this issue has been raised with Ministers by the Chair of National Parks England.

3 Equality and Sustainability Impact

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

4 Financial Implications

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

5 Conclusion

5.1 Members will note from this report that the Authority is making good progress in delivering the Business Plan 2018/19 in the first half of the business year.

NEIL WHITE

Attachments: Appendix 1 – Business Plan Monitor 2018/19

20181102 NW Business Plan Monitoring 2018/19

S U S T A I N									
Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)			
1	<p>Peatland Restoration - (subject to external funding) deliver the programme of restoration as set out in the bid to Defra for the South West Uplands (November 2017)</p> <p>Outcomes sought - restoration and enhancement of 276ha of peatland on Dartmoor</p>	AK	<p>Milestone: SLA with SWW completed Project Officer starts Complete Amicombe archaeological survey Complete site restoration plans All consents in place Agree procurement process Agree Comms plan</p> <p>Actual Progress: Project Officer started 19 June. Amicombe archaeological survey completed. Site restoration plans started but not completed. Meetings with commoners taken place. Procurement process agreed (SWW to lead). Communication Plan started but not complete. landowner agreement in place, commoners agreements nearing completion. Awaiting SLA from SWW</p>	A	<p>Milestone: Start works at FTP and Amicombe</p> <p>Actual Progress: Progress delayed due to the delay in gaining approval from Defra. Site restoration plans have been agreed with Commoners and landowners. Tender process for restoration and works started with anticipated start date in October however on going communications with potential contractors means that start dates will be delayed. Flat Tor Pan going ahead in Dec/Jan. Amicombe progressing with ordnance survey.</p>	A	<p>Milestone: Complete works at FTP</p> <p>Actual Progress:</p>	<p>Milestone: Complete works at Amicombe Consents in place for Yr 2 sites</p> <p>Actual Progress:</p>	
2	<p>Common Cause - funding secured from Heritage Lottery Fund for two year development phase. This is a partnership initiative led by the Foundation for Common Land. Dartmoor is one of four pilot areas. Development phase will include trialling of local vision process for three commons, public engagement and celebration of 'commoning'.</p> <p>Outcomes sought - inclusive approach to local visioning leading to better delivery of public benefits; improved public understanding of commoning to help sustain this form of land management. Contribute to thinking about future environmental land management schemes.</p>	AK	<p>Milestone: Project officer starts Desk based surveys complete and Vision process agreed Key stakeholders engaged Plan programme of events</p> <p>Actual Progress: Project Officer in post. All three Commons signed up. Key stakeholders engaged. Desk based surveys started. Process for visions is developing</p>	G	<p>Milestone: Liaison with local stakeholders on Vision</p> <p>Actual Progress: All three commons now engaged in the project, process of developing the vision has started. Meetings with commoners, landowners and stakeholders planned for early October. Other aspects of the Project at a national level progressing well</p>	G	<p>Milestone: Dartmoor Gathering/conference</p> <p>Actual Progress:</p>	<p>Milestone: Vision process completed .Programme of outreach and engagement activities developed for delivery in 2019/20</p> <p>Actual Progress:</p>	
3	<p>Natural Flood Risk Management - (subject to external funding) deliver programme of works on Dartmoor to reduce flood risk (within and beyond the National Park) through natural approaches. Partnership project with the Environment Agency.</p> <p>Outcomes sought - test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community.</p>	CG	<p>Milestone: Secure SLA with EA and recruit project officer. Help develop coms strategy and introduce/consult on project. Assist with development of implementation plans for 5 catchments</p> <p>Actual Progress: Recruitment process started, interview in August. Coms underway with partners, planned in Q2 with farmers</p>	A	<p>Milestone: Liaison with landowners around engagement and measures</p> <p>Actual Progress: Project Officer appointed and will start in October. SLA finalised with legal and EA.</p>	A	<p>Milestone: Begin capital works</p> <p>Actual Progress:</p>	<p>Milestone: Capital works ongoing</p> <p>Actual Progress:</p>	
4	<p>Implement Non-native Invasives Project - project funded via money raised from Moor Otters to undertake practical work to reduce the spread of non-native species such as Himalayan Balsam and Skunk Cabbage.</p> <p>Outcomes sought - catchment approach to reduce the impact of non-native invasive species.</p>	RK	<p>Milestone: Develop programme and let contract for coordinator</p> <p>Actual Progress: Unable to recruit in time for INNS season. Will develop project for full launch in 2019. Skunk cabbage removal has continued within MTMTE areas.</p>	R	<p>Milestone: Recruit volunteers, identify priorities and begin deliver for balsam</p> <p>Actual Progress: Reprofiled project. Survey, targeting and planning to be carried out in Q4 for 2019/20 delivery. Secured additional funding from SWW to support delivery</p>	R	<p>Milestone: No work across autumn/winter</p> <p>Actual Progress:</p>	<p>Milestone:</p> <p>Actual Progress:</p>	

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
5	<p>Promote and manage the Traditional Farm Buildings Grant - capital grant scheme funded via Rural Development Programme for England which will offer capital grants towards the costs of restoring old farm buildings.</p> <p>Outcomes sought - protection and enhancement of traditional farm buildings and driver for local economy.</p>	NP	<p>Milestone: Secure officer resource. Assess all farmer EOI for eligibility and complete PA1 forms</p>	<p>Milestone: Complete PA2 grants for all applicants</p>	<p>Milestone: Complete all HE2 applications for applicants</p>	<p>Milestone: Complete outstanding/late applications</p>
			<p>Actual Progress: 42 EOIs received. 23 site visits and total of 49 buildings inspected. 19 PA1 applications submitted to Natural England before 29 June deadline.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: 12 PA2s submitted, 4 have been approved of which 1 is 'live'. 7 PA1s still awaiting approval by RPA. Concerns about delays processing at Defra end causing concerns about delivery. Awaiting confirmation of delivery extension which is essential to mitigate Defra delays.</p> <p style="text-align: center;">R</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
6	<p>Review and update Management Plans - for the land the Authority owns at Haytor and on Holne Common (Holne work will link with Common Cause project above).</p> <p>Outcomes sought - revised Plans produced in partnership with commoners, neighbouring landowners and other stakeholders that provide a clear framework for the future management and enhancement of the Authority's land.</p>	CG	<p>Milestone: Engage with Common Cause to develop vision and management plan for Holne</p>	<p>Milestone: Develop DNPA objectives and priority outcomes for Holne. Work on Haytor to develop subject to officer capacity.</p>	<p>Milestone: Work on Haytor to develop subject to officer capacity</p>	<p>Milestone: Work on Haytor to develop subject to officer capacity</p>
			<p>Actual Progress: Inception meetings with landowners and commoners held for CC through Tracey May. Review of Haytor MP postponed as FF still has 5 years to run</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Working through Common Cause to establish vision from which our MP and outcomes will follow. Visioning process currently underway.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
7	<p>Environmental Enhancement Programme - trial a small grants programme for biodiversity; continue the Ancient Boundaries, Modern Farming capital grant scheme funded by the Heritage Lottery Fund and use the Countryside Stewardship Facilitation Fund programme to work with farmers to promote collaborative action for conservation at a landscape and catchment scale,</p> <p>Outcomes sought - building capacity and knowledge within the farming community to help deliver enhancement of the environment through practical conservation at a farm and pan-farm or landscape/catchment level.</p>	CG	<p>Milestone: Establish farmer group and identify interests/priorities. Ancient Boundaries: Sign off and release funds for the 2017 applicants once walls are finished (currently 5 left).</p>	<p>Milestone: Run calendar of training/events. Minimum 1 per quarter Ancient Boundaries: Open the last round of grants (only 2 spaces available).</p>	<p>Milestone: Run min 1 training event per quarter Ancient Boundaries: Organise a volunteer/training day for dry stone walling.</p>	<p>Milestone: Run min 1 training event per quarter Ancient Boundaries: Sign off and release funds for most of the remaining applicants from the 2018 rounds (6 in total).</p>
			<p>Actual Progress: First meeting of Facilitation Fund cluster of farmers taken place to start identifying priorities. Workshops begin in July around CS. Ancient Boundaries: 3 outstanding 1 has been finished and the other 2 are nearly complete.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Grant programme earmarked for Curlew recovery but they did not breed this year. Now allocated to Rhos pasture management and butterfly conservation work. Ancient boundaries scheme on track, funding to be drawn in from other MTMTE pots/ecology to fund additional works. Facilitation Fund Steering group established and met, programme of events organised and 3 events held.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
8	<p>Review the National Park Management Plan - this is a partnership plan setting out a long term vision for the National Park and strategic actions to deliver that vision.</p> <p>Outcomes sought - a Management Plan that is owned and supported by stakeholders, outlines a clear vision for the National Park and provides a framework for partnership working.</p>	KB	<p>Milestone: Commission Dartmoor Debate Topic Papers from partners</p>	<p>Milestone: Dartmoor Debate workshops/roundtable events held and written up</p>	<p>Milestone: Develop vision and structure for new Management Plan</p>	<p>Milestone: Consultation on Management Plan Vision and key actions</p>
			<p>Actual Progress: Topic papers commissioned, workshop held on local economy</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Dartmoor debates commenced but not completed. Will now run into December with knock-on implications for the overall timetable.</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
9	<p>Future of Farming - programme of work to develop proposals for farm support post Brexit building on our experience of initiatives such as Dartmoor Farming Futures, Dartmoor Hill Farm Project etc.</p> <p>Outcomes sought - a policy framework and associated financial support that helps deliver the Vision and Ambition in Your Dartmoor (Dartmoor National Park Management), rewards farmers for the delivery of public goods and supports the wider rural economy.</p>	KB	<p>Milestone: Meeting with Defra to discuss pilot proposals. Workshop with environmental NGOs and other NPAs (June)</p>	<p>Milestone: TBD dependent on outcome from meeting with Defra about pilot proposal</p>	<p>Milestone: TBD dependent on outcome from meeting with Defra about pilot proposal</p>	<p>Milestone: TBD dependent on outcome from meeting with Defra about pilot proposal</p>
			<p>Actual Progress: Attended meeting with Defra to discuss pilot and submitted Dartmoor proposal to test and trail new approach. Workshop with environmental NGO's took place in June.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: No response from Defra to the two proposals submitted but work under key actions 1 - 10 all contribute. Defra advice that feedback will be provided on test and trial proposal at end of November.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
10	<p>Dartmoor Hill Farm Project - continue to support the Hill Farm Project as a delivery vehicle for farmer engagement and development of new projects to support farming on Dartmoor. Specific actions to include implementation of the Resilience Programme and a film of the 'Farming Year on Dartmoor'.</p> <p>Outcomes sought - support for Dartmoor farm businesses, enhanced collaboration and greater awareness of the role of farming in delivering public goods (within and beyond the farming community).</p>	CG	<p>Milestone: 3 training events delivered . 1 specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Prepare and advertise Tender</p>	<p>Milestone: 3 training events delivered . 1 specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Confirm successful applicant and confirm storyboard/farmers to be filmed</p>	<p>Milestone: 3 training events delivered . 1 specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Filming to begin - TBC following discussion with successful applicant</p>	<p>Milestone: 3 training events delivered . 1 specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Filming to continue</p>
			<p>Actual Progress: Dartmoor Farming Film: tender advertised and interviews take place in early July. Training targets exceeded for HFP and MTMTE heritage skills</p> <p style="text-align: center;">G</p>	<p>Actual Progress: 13 training events delivered (target of 4). Resilience to conclude in autumn. Farming film contract let and planning scoping of farm/farmers begun.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
ENJOY						
11	<p>Implement 'Love Moor Life' campaign - programme of awareness raising and information to enable people to enjoy Dartmoor in ways that minimise the impact on local communities and the special qualities of the National Park.</p> <p>Outcomes sought - improved understanding of Dartmoor by our visitors and reduced number of complaints about visitor behaviour.</p>	SH	<p>Milestone: Develop all associated campaign materials, artwork, webpage and launch campaign. As per commas plan</p>	<p>Milestone: Continue with campaign and commas plan, outreach vehicle attending events and shows with 'branded' LML staff conveying messages face to face</p>	<p>Milestone: Develop autumn winter elements of the campaign and re-launch with media</p>	<p>Milestone: evaluation of campaign - what worked well and what didn't. develop new campaign and commas plan for 2019</p>
			<p>Actual Progress: campaign launched, webpage launched all material produced as per the campaign plan</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Campaign continues, with key messages being shared in social media and materials being used on outreach vehicle during the summer. Next steps being scoped</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
12	<p>Pathways Project - integrated programme to secure funding for and implement a programme of improvements to the Public Rights of Way network and access areas; and to promote the network as a resource for all to use.</p> <p>Outcomes sought - access infrastructure that is in good condition, easy to use and helps support the Dartmoor economy.</p>	AW	<p>Milestone: Complete tender process for Buckfastleigh paths project. Identify potential project areas where improvements can be achieved on a network scale</p>	<p>Milestone: Appoint contractor for Buckfastleigh paths. Confirm project areas for future work.</p>	<p>Milestone: Work with fundraising officer to scope funding / sponsorship potential and develop funding bids. Provide report to Leadership Team</p>	<p>Milestone: Project plan in place for 2019 delivery</p>
			<p>Actual Progress: Tender for path improvements around Buckfastleigh advertised. Initial scoping meeting for Pathways project vision and strategy held and vision paper produced. Meeting scheduled for 2 July to agree next steps.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Contractor appointed for Buckfastleigh paths, due to be on site in October. High moor area at Postbridge identified for second pilot pathways improvement project. Schedule of Works currently being drawn up. Vision for what we want to achieve agreed and funding sources are being explored.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
13	<p>Large-scale recreation events - develop and agree a revised policy for managing large-scale events on Dartmoor in partnership with Dartmoor Commoners' Council, Dartmoor Common Owners' Association and event organisers.</p> <p>Outcomes sought - improved management of large-scale recreation events so participants can enjoy themselves without negatively impacting on farmers, commoners, landowners and the wider community and the environment. Also ensuring that such events contribute to the management and economy of the National Park.</p>	AW	<p>Milestone: Draft policy produced and circulated to interested parties</p>	<p>Milestone: Host Event Organisers workshop</p>	<p>Milestone: Complete final changes to policy and guidance for event organisers. New policy implemented ,website up dated and guidance produced</p>	<p>Milestone:</p>
			<p>Actual Progress: Revisions to revise policy produced through discussion with stakeholders. Event Organisers workshop held in June and some organisers have provided feedback. DAF have also discussed and asked for their views - they are due to meet formally in September but appear to support changes outlined in draft.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: This milestone was completed June 2018. Policy going to Authority for adoption in October 2018.</p> <p style="text-align: center;">G</p>	COMPLETED	
14	<p>Deliver Dartmoor elements of the Active 55 Project - Partnership project funded by Sport England and led by Active Devon. Aim is to provide opportunities for people aged 55 plus to engage in physical activity in the natural environment. We will be supporting delivery on Dartmoor.</p> <p>Outcomes sought - active lifestyles for people aged 55 and beyond and enhancing their understanding and enjoyment of the National Park.</p>	OR	<p>Milestone: Development Phase completed - lessons learnt and pilot activities embedded in delivery phase programme to last 5 years starting May 2018.</p>	<p>Milestone: Project start up: recruit activity project leads (bankers and testers); start participant recruitment; start ambassador recruitment.</p>	<p>Milestone: Develop activity project leads - learn from testers; start 'sustain to 30 min initiative with participants.</p>	<p>Milestone: KPIs at end of year one delivery: Total number of new 'inactive' participants engaged: 300; total number of ambassadors recruited: 90; total number of 'sustain to 30 min: 165.</p>
			<p>Actual Progress: Steering Group postponed as Active Devon undertake a significant internal restructure. Clarity about outcomes and capacity from partners to deliver has been sought. Bid submitted. DNPA letter of support.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Active Devon have received funding. Project now underway. Further meetings with project lead from Active Devon mean greater understanding of programme. Support resources being developed. Meeting with potential volunteer.</p> <p style="text-align: center;">A</p>	Actual Progress: Continue project	
15	<p>Junior and Youth Rangers - sustain the Junior Ranger programme using funding from Moor Otters and pilot a new Youth Ranger initiative.</p> <p>Outcomes sought - a viable Junior and Youth Ranger programme that provides young people with an enjoyable experience and a better understanding of the National Park; nurturing the skills and passion for participants to be ambassadors for Dartmoor.</p>	OR	<p>Milestone: Recruitment in Q4 of 2017-18 for launch of new cohort of Junior Rangers April 2018. With Ranger Team Manager identify a 'Continuity Lead Ranger'. Develop a Comms Plan for the Junior Ranger project.</p>	<p>Milestone: Mentor 'Continuity Lead Ranger' through initial stages of Junior Ranger programme to ensure seamless support for 'delivery rangers' and confidence from parents.</p>	<p>Milestone: Develop costed and staff resourced options for future development of Junior Rangers [growth?] ...and for Youth Rangers pilot in 2019.</p>	<p>Milestone: Start Junior Ranger recruitment process and recruitment for Youth Ranger pilot.</p>
			<p>Actual Progress: Successful new Junior Ranger Programme well under way - with a good mixture of new participants and returning young people who act as mentors. New 'Continuity Lead Ranger' successfully appointed and starting to 'shadow' delivery and develop thoughts about future direction with Senior Learning & Outreach Officer.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Continuity Lead Ranger 'embedded' with this year's delivery. We are developing ideas for 'progression model' to Youth Rangers for older young people. In discussion with Ranger Team Manager to understand and create capacity to support both Junior Rangers and Youth Rangers in 2019.</p> <p style="text-align: center;">G</p>	Actual Progress:	
16	<p>Scope 'Access for All' project - scope, and potentially develop, a bid for external funding to support a programme that provides opportunities for all sectors of society to enjoy Dartmoor's special qualities.</p> <p>Outcomes sought - clear action plan to support an 'Access for All' project and potential funding bid drafted/submitted.</p>	AW	<p>Milestone: Initial scoping and discussions with accessibility groups - identify key players etc.</p>	<p>Milestone: Complete desktop survey</p>	<p>Milestone: Complete access audit and scope associated activities that build confidence in visiting outdoors etc. Produce draft budget / costings</p>	<p>Milestone: Identify potential funders and develop bid ready for submission</p>
			<p>Actual Progress: Not started due to other priorities.</p> <p style="text-align: center;">R</p>	<p>Actual Progress: Support gained for joint working with disability groups including evaluation of Walking Festival routes in August. Desktop assessments started to identify suitable routes. Website page in construction.</p> <p style="text-align: center;">A</p>	Actual Progress:	

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
17	<p>Dartmoor 2019 - scope project that will contribute to 2019 year of action for the environment and help celebrate the 70th anniversary of the National Parks and Access to the Countryside Act 1949.</p> <p>Outcomes sought - clear project plan that celebrates the two themes and provides opportunities for people to get engaged in the National Park.</p>	OR	<p>Milestone: Develop outcome criteria with lead Director and major delivery officers</p>	<p>Milestone: Draw together project team from across delivery spectrum to develop ideas and outline costs for an activity plan. Plan to LT? September?</p>	<p>Milestone: Create year long programme - with costings that includes DNPA delivery, possibility of partnership delivery, opportunities for external contractor delivery . Submit budget bid.</p>	<p>Milestone: Begin first quarter of delivery.</p>
			<p>Actual Progress: First meeting of 'Project 19-YOGA' project team held to scope rationale for activities using a theory of change model to ensure that activity in 2019 is co-ordinated and has clear outcomes, considers potential impacts and longer term legacy.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Paper presented for LT discussion and steer. Project team asked to consider delivery for 2019 within current staff capacity. Future meetings to consider activities within existing resource.</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
PROSPER						
18	<p>Review and adopt a revised Dartmoor Local Plan - ongoing work programme to ensure that we have an up-to-date local policy framework for managing development within the National Park.</p> <p>Outcomes sought - Adopted Local Plan that supports development that is 'Good for Dartmoor' and helps deliver National Park purposes and vibrant communities.</p>	DJ	<p>Milestone: Member Steering Group Meetings consider the draft Local Plan (LP) Chapters. Officers Workshops for Draft LP Chapters. Evidence base largely complete.</p>	<p>Milestone: Reg 18 LP assembled. Reg 18 LP Designed. Reg 18 LP Agreed for consultation at Authority.</p>	<p>Milestone: Reg 18 Draft Local Plan published for consultation. Consultation & Engagement completed in line with SCI. Representations entered and DNPA responses completed.</p>	<p>Milestone: Reg 18 representations reviewed. Reg 18 draft reviewed and Reg 19 proposed key changes considered by Member Steering Group</p>
			<p>Actual Progress: Steering Group meetings held, officer workshops held, 4 chapters complete for environmental appraisal</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Reg 18 Local Plan completed and awaiting appraisal reports. Full LP to Planning Panel and planned for special November meeting for Authority approval</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
19	<p>Affordable Housing - support delivery of affordable housing by working with developers and communities to bring forward sites, seek funding and ensuring we have a viable delivery model. Implement Revolving Land Bank proposals if funded.</p> <p>Outcomes sought - affordable housing for local needs that is well designed.</p>	DJ	<p>Milestone: Planning Enabler appointed. Devon Rural Housing Partnership (DRHP) Programme for 2018 agreed. Joint Advisory Committee (JAC) Meeting held.</p>	<p>Milestone: Planning Enabler in post. DRHP Programme quarterly review.</p>	<p>Milestone: DRHP Programme quarterly review. One Housing Needs Assessment (HNA) completed.</p>	<p>Milestone: DRHP Programme quarterly review. One HNA completed.</p>
			<p>Actual Progress: JAC postponed, no suitable candidates for Enabler post.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: No appointment to planning enabler post (no suitable candidates). DRHP programme ongoing with work within NP at Dunsford, Widecombe, Cornwood and S Brent</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
20	<p>Good broadband and mobile communications - support high speed broadband and good mobile communications network on Dartmoor and work in partnership to encourage use of this network by local businesses and communities.</p> <p>Outcomes sought - communications network that supports local communities and businesses and helps visitors enjoy and understand the National Park.</p>	JR	<p>Milestone: identify partners and opportunities for support for demand stimulation programme on Dartmoor. Report on progress to date. Identify whether further involvement regarding demand stimulation for DNPA.</p>	<p>Milestone: To be determined subject to further involvement</p>	<p>Milestone: To be determined subject to further involvement</p>	<p>Milestone: To be determined subject to further involvement</p>
			<p>Actual Progress: Delay in finalising Airband phase 2 programme until August 2018. Baseline information on coverage being pursued and should be available in the Autumn. No commitment from CDS to undertake any demand stimulation work on Dartmoor to drive up take-up.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Still awaiting outcomes of phase 2 CDE project.</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
21	<p>Volunteer and citizen engagement programme - active programme of volunteer opportunities across our services and support for these people and other volunteer groups working on Dartmoor.</p> <p>Outcomes sought - rewarding volunteer opportunities that help sustain the National Park, promote enjoyment and understanding and contribute to community well-being.</p>	NW	<p>Milestone: Continue existing provision of long-term volunteering at Haytor and Roborough; provide grant aid to conservation groups; provide support and regular communication to existing volunteers and manage new enquiries; arrange and review volunteer days with identified groups (e.g. HMP Prison); gather feedback from sample of 20 volunteers to understand what they want/when/how we can improve; conduct data/skills audit of current volunteers to ensure data is robust/useful</p>	<p>Milestone: Consider potential development of corporate volunteering opportunities (in conjunction with Comms/Donate for Dartmoor); consider potential for volunteer management system; complete report at conclusion of volunteer support project; determine capacity needed to maintain volunteer support and delivery; put ideas forward for 'thank you' event in September 2018</p>	<p>Milestone: Determine/implement next steps identified during volunteer support project (to be confirmed); maintain/develop volunteer provision; forward plan to seek to ensure the legacy of MTMTE volunteers are retained within DNPA</p>	<p>Milestone: To be determined during year</p>
			<p>Actual Progress: Long-term volunteering events ongoing; register of volunteers checked for consent (GDPR); feedback from volunteers started and ongoing; identified limited capacity to support group requests and updated website accordingly; drafting end of project report</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Corporate volunteering opportunities not currently being progressed. Meeting arranged with SJ/SL (Nov) to discuss proposal for sponsored volunteer coordinator; SJ progressing new CRM/donor management system (demos attended in Sept); Volunteer Project closure report considered by LT; agreed to use existing admin resource to manage enquiries/systems; decided not to progress idea for 'thank you' event</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
22	<p>Terrific Towns, Vital Villages - a pilot initiative working with local businesses and communities in selected settlements to explore how we might promote these settlements as destinations in their own right, highlighting their history and 'sense of place' and developing individual USPs to increase footfall and trade.</p> <p>Outcomes sought - local business networks that will help promote their towns/villages, increased footfall and spend for local businesses and enjoyable visitor experiences.</p>	JR	<p>Milestone: achieve sign up of key community organisations to approach in 2 pilot settlements</p>	<p>Milestone: engage with community and local businesses to create 'town teams'</p>	<p>Milestone: facilitate 'town team' development of project proposals</p>	<p>Milestone:</p>
			<p>Actual Progress: Draft programme plan well received by 2 pilot Town's Councils and chamber of trade. Ashburton - event being planned for Sept with businesses to take forward proposals. Meeting with Tavistock BID/Chamber arranged to explore potential for collaborative approach to support Princetown.</p>	<p>Actual Progress: Meeting with Ashburton TC and Chamber agreed project proposal and programme. Meeting with Princetown PC agreed proposal and explored potential to link with Tavistock Chamber & Bid.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Working with TC and C of T to develop project, 1st 'Town Team' meeting date set for 2nd Nov.</p>	<p>Actual Progress:</p>
23	<p>Developing the food economy - scope and deliver an initiative to support and promote local food producers and retailers on Dartmoor.</p> <p>Outcomes sought - evidence and practical experience of how to better promote food products from Dartmoor National Park in ways that support local businesses.</p>	JR	<p>Milestone: scope and define project with key partners including potential funding sources</p>	<p>Milestone: Confirm scope, objectives and budget for project.</p>	<p>Milestone: Confirm project</p>	<p>Milestone:</p>
			<p>Actual Progress: Awaiting confirmation of DHFP funding amount, whether restricted or unrestricted and accountability.</p>	<p>Actual Progress: Enjoy Dartmoor - 4 pages (2 copy, 2 advertisements) agreed with focus on home produced talent linked to Ashburton Cookery School (tbc) Exhibition Princetown/Postbridge to be discussed with RB at meeting on 16th Oct. Meeting with KB at end of October to determine any further actions.</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>
24	<p>Parishscapes 2 - working up costed proposal to extend the successful Moor than meets the eye Parishscapes project to the wider National Park area and seek funding for this initiative.</p> <p>Outcomes sought - a funded grant scheme to support community action to help deliver projects that enhance the environment and out understanding of it.</p>	AK	<p>Milestone: Initial discussion with partners and stakeholders. Discussion through MTMTE legacy workshops</p>	<p>Milestone:</p>	<p>Milestone: Start the development of Round 1 bid to HLF</p>	<p>Milestone: Continue to develop funding bid for possible submission in June 2019</p>
			<p>Actual Progress: Initial discussion taken place and positive. No further work planned now until September.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: No work planned for this quarter. MTMTE Legacy Plan has identified parishscapes as a priority for future action.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>	<p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
25	<p>MTMTE Legacy Plan (key action for 2018/19 - progress monitored here) *****</p> <p><i>Deliver Moor than meets the eye - the Authority is the lead partner for this Heritage Lottery Funded Landscape Partnership. As well as acting as the 'accountable body' and co-ordinating the work of partners, the Authority is responsible for delivering a number of projects which are reported separately to LT and Members (avoiding duplication here).</i></p> <p>Outcomes sought - a lasting legacy of environmental enhancement, improved visitor facilities, community engagement, wider understanding and better visitor management.</p>	MA	<p>Milestone: - Organise collaborative Legacy Planning Workshop & form Legacy Steering Group</p>	<p>Milestone: - Draft Legacy Plan for Board Review (July 18) - Develop 'outward-facing' Legacy Overview and continued detailed Legacy Plan development</p>	<p>Milestone: - draft Legacy Overview and Legacy Plan docs for Board comment (9 Oct 2018) - Legacy Overview and Plan for Board approval (Nov 2018) - Submit Legacy Overview and Plan to HLF (Nov 2018) - Respond to HLF feedback</p>	<p>Milestone:</p>
			<p>Actual Progress: - Legacy Planning workshop held 9 May 2018 - only 2 volunteers to form a 'Legacy Steering Group'. Opted for a small and informal reference group (MTMTE core team + Tony Clark + Rob Parkinson) - collated various sources of MTMTE Legacy info - sourcing and literature review of other LPS examples - Project Org/Lead reviews of Project Proforma aspirations not forthcoming - updated draft Legacy Plan for 4 July CSG and 12 July LPS Board</p>	G	<p>Actual Progress: - Literature review of other LPS Legacy Strategies and Action Plans - Developed 'outward-facing' Legacy Overview and Action plan structure - Provided Legacy Planning briefing note update for 12 July 2018 Board identifying the two key documents to be prepared and key inputs/development framework - Updated draft Legacy Plan for Board Review (12 July 18) following limited Partner input throughout previous two quarters - concerned over lack of engagement/input/ownership from Partners to take legacy forward - held Legacy Working Group meeting 5 September and presented Legacy Overview structure - Identified 10 project Case Studies illustrating MTMTE success and sought Partner input (1 received by 27 Sept deadline)</p>	A
26	<p>Effective partnerships - most of the work we do is in partnership with other organisations, individuals and communities. These partnerships take time to develop and maintain. A key focus for 2019/20 will be in developing our links to local universities through the SWEEP partnership and a Dartmoor Research Day. We will also support other partnership initiatives such as Butterfly Conservation's 'All the Moor Butterflies'.</p> <p>Outcomes sought - partnerships that help us and our partners deliver National Park purposes and vibrant communities.</p>	AK	<p>Milestone: Dartmoor Research Day 17 July 2018. SWEEP - recreational impacts study completed.</p>	<p>Milestone: Evaluate Research Day and develop future proposals subject to resources. Bring together partners regarding Haytor and Wray Valley project. SWEEP - project meeting 9 July 2018 to agree future milestones</p>	<p>Milestone:</p>	<p>Milestone:</p>
			<p>Actual Progress: SWEEP Recreation Impacts study completed. Will be part of presentation at Dartmoor research day. Dartmoor Research Day planned and advertised - nearly fully booked. Natural capital work by SWEEP unit delayed due to capacity issues at SWEEP, Steering Group meeting scheduled for 9 July.</p>	G	<p>Actual Progress: Review of Research day completed, day was a success but agreed to consider a meeting with interested parties next year to take forward ideas and then consider another research day in 2020. SWEEP project delayed due to capacity issue within SWEEP unit.</p>	G

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
27	Apprenticeship programme - support for a rolling programme of up to three apprenticeships per annum. Outcomes sought - supporting people into work through skills development, training and relevant experience. Support for the Authority's service delivery.	NW	Milestone: Continue to provide support to existing 4 apprentices; HR Officer to develop 'mentor' role, building on initial meeting in February 2018; ongoing relationship with Bridgwater College; continue to support development of Apprenticeship Standards (Countryside Worker Standard due to be 'live' during 2018/19)	Milestone: Leadership Team to consider replacement apprenticeship due to end of Digital Comms Apprentice end of October 2018; ongoing support to apprentices/managers	Milestone: Subject to decision, recruit new apprentice (may need to be forward to capture September intake?); ongoing support to apprentices/managers	Milestone: Ongoing support to apprentices/managers
			Actual Progress: HR Officer providing valued support to apprentices - ongoing; LT approved ICT Apprentice (2 years) - recruitment ongoing; Digital Comms Apprenticeship due to end September 2018.	G	Actual Progress: Digital Comms Apprentice appointed to permanent post; ICT Apprentice appointed; 2 x CWT apprenticeships run to end of May 2019; 1 x CWT apprentice to end of Dec 2019 - JS to consider future staffing of CWT for 2019/20	G
28	External fundraising programme - renewed focus on Donate for Dartmoor, scope and implement project plan for a new 'public arts' project to be delivered 2019. Support <u>Mend our Mountains 2</u> and consider a crowdfunding initiative specific to Dartmoor. Outcomes sought - funding for practical projects that help sustain the National Park and promote its enjoyment and understanding.	SH	Milestone: refreshed brand and focus for Donate for Dartmoor developed, new marketing materials and business networks developed. Project group for public arts project set up and plan developed for 2019. Mend our Mountains public lunch and promotion via social media	Milestone: CRM specification developed for supporter and volunteer database. Public arts project authority report, project plan drawn up and tenders developed	Milestone: CRM set up and regular communications for fundraising developed. Scoping report developed for membership scheme. Options considered for crowdfunding campaign. Public arts trail work ongoing, contracts awarded, sculpture developed, artists selected	Milestone: develop crowdfunding campaign [if appropriate]. Continue with public arts project, sponsors, artists and trail development. Evaluate Donate for Dartmoor
			Actual Progress: refreshed brand and focus developed for Donate for Dartmoor. Donation boxes made and distributed, talks given to groups and business groups. Mend our Mountains launched. Public Arts project not going ahead.	G	Actual Progress: CRM scoped and on track, specification developed and three companies invited to present. Fundraising update presented to LT with direction of travel approved. Priorities agreed: Donate for Dartmoor to focus on a single fund; scope proposal for sponsored volunteer coordinator; arts trail to be progressed as a major fundraising and engagement project for 2020.	G

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

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 November 2018

PERFORMANCE INDICATORS 2018/19Report of the Head of Organisational DevelopmentRecommendations : **That Members:**

- (i) **note the content of the report; and**
- (ii) **analyse the performance for 2018/19 to date and consider any action which may be taken to maintain and/or improve good performance or to address under performance**

1 Purpose of the Report

- 1.1 This report informs Members of performance at Quarter 2 against the Authority's agreed performance indicator targets for 2018/19 and provides an opportunity to discuss, query and challenge performance against each indicator.

2 Performance Indicators

- 2.1 The current performance indicator framework comprises a set of 38 indicators. The Authority's current set of performance indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e. required by Central Government or agreed with other National Park Authorities).
- 2.2 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are reported to the Audit & Governance Committee in May each year and monitored during the year.

3 Performance for the first half of the business year 2018/19

- 3.1 Attached at Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance to Q2 this year is shown as well as the previous two years (2016/17 & 2017/18) for comparison purposes.
- 3.2 Leadership Team noted that days lost to sickness absence (S12) remains a concern and is being closely monitored. Performance to Quarter 2 shows absence levels, including long-term absence, are higher than our target. On a positive note, the number of days lost due to short-term absence is fewer than the target.
- 3.3 In September 2018, Leadership Team and HR met to discuss health, wellbeing and attendance management during which we considered:

- our sickness data - going beyond our absence figures to understand behaviours and patterns at work
- leadership – how we promote wellbeing and act as role models
- people management – how we train and support our managers to implement policies and good practices
- organisational culture
- procedure – proposed changes to simplify and clarify processes
- proactive steps we may take to reduce or prevent absence, building on existing good practices

3.4 Work is ongoing with a new Absence Management Policy being developed for discussion with Leadership Team in November and focussed training planned for staff and managers to coincide with the introduction of revised processes in 2019.

3.5 Analysis of the sickness data to Q2 reveals that from a headcount of 98, 59 employees (60%) had no sickness absence since 1 April 2018 and a further 19 employees (20%) had less than two days off work due to sickness absence.

3.6 Members are advised that the percentage of overall Member attendance at Authority meetings (S14) fell in Quarter 2 to 73% against a target of 85%.

3.7 Members will be aware that the Development Management Service has been working with reduced capacity this year due to staff absences. Reluctantly, we took the decisions to suspend our planning advice service (hence significant reduction in figure in Q2) and revise our enforcement procedure until further notice, so that the team could concentrate on dealing with planning applications.

3.8 The reduction in capacity has meant performance in dealing with minor applications has fallen below the 8 week target, however, despite significant operational difficulties in recent months the team has met the target for determining other planning applications within 8 weeks. This is testament to the hard work of our Planning Officers (DM and Enforcement), specialists, Planning Administration Team and the Head and Deputy Head of Development Management.

3.9 Members will note a reduction in the percentage of subscribers who opened our e-communications (42% in Q1 to 29% in Q2). We believe this is due to a technical issue as there was a significant drop on 1 August 2018 which is being investigated.

4 Annual Complaints Letter 2017/18

4.1 In July 2018, the Local Government & Social Care Ombudsman published the annual review letter (see Appendix 2) containing details of the number of complaints and enquiries received and decisions made by the Ombudsman regarding Dartmoor National Park Authority for the period until 31 March 2018.

5 Equality and Sustainability Impact

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

6 Financial Implications

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

7 Conclusion

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

NEIL WHITE

Attachments: Appendix 1 - Performance Indicators 2018/19
Appendix 2 - Local Government & Social Care Ombudsman Annual Review Letter 2018

2018102 NW PIs 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Targets & Outturn 2017/18		Target	Quarter 1	Quarter 2
			2016/17	Target	Outturn	2018/19		
SUSTAIN - Conservation of the Natural and Historic Environment								
S7	a) Number of known erosion sites	RS	213 sites identified	213	213	220		220
	b) % of known erosion sites stable or improving	RS	58%	72%	72%	75%		75%
Be an Excellent Organisation								
S11	% change in CO ₂ e from DNPA operations ** (NB: Higher Uppacott was excluded in previous years)	DH	Buildings: 124,336kg +10.5% Transport: 99,442kg -1.9%	0.00%	Buildings: 138,002kg +10.99% Transport: 102,014kg +2.58%	Buildings: 0% Transport: 0%	Q1 & Q2 data not available. Will be reported in Q3	
			Overall: 223,778kg +4.6%		Overall: 240,016kg +7.2%	Overall: 0%	Q1 & Q2 data not available. Will be reported in Q3	
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)							
	a) including long term absence	NW	7.78	7	7.82	7	5.57	9.13
	b) excluding long term absence		4.19	4	4.40	4	1.54	3.23
S13	% of enforcement cases resolved without the need for formal action	JA/NS	91.4%	90%	92.3%	90%	90.2%	98.1%
S14	% of Membership attending Authority meetings	PB	Authority: 85% Development Mgt: 86% Audit & Gov'nce: 85% Overall attendance: 85%	85%	Authority: 82% Development Mgt: 80% Audit & Gov'nce: 94% Overall attendance: 82%	85%	Authority: 88% Development Mgt: 91% Audit & Gov'nce: 67% Overall attendance: 88%	Authority: 68% Development Mgt: 76% (No A&G) Overall attendance: 73%
S15	% of invoices paid on time	CAR	99.91%	98%	100.00%	98%	To be reported in Q3	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Targets & Outturn 2017/18		Target	Quarter 1	Quarter 2
			2016/17	Target	Outturn	2018/19		
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	43.7%	33%	24%	33%	50.0%	50%
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors								
E1	Number of visitors to Visitor Centres at:	RM	183,252	185,000	187,534	190,000		
	a) Haytor	RM	46,157	47,000	51,870	52,000	13,642	19,496
	b) Postbridge	RM	57,811	58,000	56,373	58,000	19,473	24,672
	c) Princetown	RM	79,284	80,000	79,291	80,000	21,022	30,845
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	79%	83%	88%	85%	Processing data from May Survey	
E4	a) Number of litter bags collected by DNPA staff or volunteers	SL	1016	850	939		210	136
	b) Cost of disposing of litter collected (includes Tavi Taskforce collection costs)	RS	£18,157	£22,000	£14,525	£18,000	£2,715	£3,422
E7	Visitors Satisfaction: (a) survey	RM	99% of the 306 people surveyed would recommend a visit to Dartmoor to other people	98% recommend a visit to Dartmoor	99% of the 306 people surveyed would recommend a visit to Dartmoor to other people	No survey 2018; now biennial		
	(b) Trip Advisor (stars achieved)	RM	4.5 stars average over 75 reviews	4.5 stars	4.6 stars average over 67 reviews	4.5 stars	4.8 average over 15 reviews	4.7 average over 24 reviews
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	412.5 29%	500	378 14% (of 2723.5 direct DNPA) <i>Data not captured for volunteer groups</i>	400	70 (18.5%)	60.5 (39.3%)

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Targets & Outturn 2017/18		Target	Quarter 1	Quarter 2
			2016/17	Target	Outturn	2018/19		
E10	<i>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)</i> [to be revised - see below]	AW	44	no target - record of trends	70	no target - record of trends	9	24
	number of people participating	AW	8132 (6500)	reduce number of very large events	14,095	reduce number of very large events	1,170	7,160
E11*	Public engagement events	CP	n/a (new PI from 2017/18)	no target - pilot year 2017/18	135 events (6667 people)	135 events (6000)	27 events (800 people) figure not complete	13 events (1576 people) figure not complete
PROSPER - Work towards ensuring Dartmoor has a thriving economy								
P1	% of planning applications dealt with in a timely manner:							
	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	33% *2	50%	0% (2)	50%	0.00%	0% (*1)
	b) minor applications determined within 8 weeks	CH (TJ)	69.60%	65%	67%	65%	65.30%	60.40%
	c) other applications determined within 8 weeks	CH (TJ)	82.80%	80%	85%	80%	81.70%	80.70%
P2	a) % of all planning applications determined which have been approved	CH (TJ)	88.6%	no target - success is positive decisions for Dartmoor	89%	no target - success is positive decisions for Dartmoor	80.90%	92.90%
	b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	77.90%	90%	89%	90%	75.20%	57.7% (Service suspended in August 2018)
	c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	73.30%	85%	50%	70%	0.00%	0.00%

Performance Indicators 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Targets & Outturn 2017/18		Target	Quarter 1	Quarter 2
			2016/17	Target	Outturn	2018/19		
P3	a) Total number of volunteer days organised or supported by the NPA	NW	1,481.50	2,600	2723.50 (direct DNPA) plus 5381.25 (conservation groups) Total 8104.75	8000 (including volunteer conservation groups grant aided by DNPA)	378.5	834.5
				£75/volunteer day	£75/volunteer day	£75/volunteer day		
	b) Value (expressed in £) of volunteer days	NW (via NPE)	£111,112.50	£195,000	£607,856	£600,000	£28,388	£62,588
P5	Number of affordable housing units approved	DJ	10 A total of 18 units have been resolved to grant subject to S106 which has not yet been signed. 20 units on Chagford Masterplan site also awaiting S106 completion	16	39	20	1	16
Improve support to and engagement with local communities								
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH	414	400	442	420	110	91
P9	Number of:							
	a) Followers on Social Media	SH	21,703	25,000	29,241	40,000	30,915	32,761
	b) Subscribers to e-communications (running total)	SH	2,188	2,750	3,690	2,500	1,172	1,279
	c) % opened	SH	42.5%	45%	42%	45%	42%	29%
P10	Number of unique visitors to website & page views	SH	346,585 / 2,751,830	350,000 / 3,000,000	296,156 / 1,364,268	350,000 / 2,000,000	75,843/348,640	94,625/402,171

Performance Indicators 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Targets & Outturn 2017/18		Target	Quarter 1	Quarter 2
			2016/17	Target	Outturn	2018/19		
P11	% of Parish meetings attended at least once in the year	PB	72% (34 of 47)	86%	72%	80%		
	Number of Parish meetings attended by:							
	a) Rangers / Officers	PB	35	47	36	36	15	2
	b) Members	PB	31		22	30	5	10
P12	DNPA attendance at Local shows							
	a) Number of shows attended	CP	15	17	18	18	1	15
	b) Number of contacts made	CP	1,903	1800	2,371	2,000	755	1,353
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	JR	7	6	10	6	10	10
P14	Donate for Dartmoor - Nature Fund	LT	£581	Target for whole fund £18,000	£979	Target for whole Donate for Dartmoor fund £25,000	£410.48	£293.69
P14	Donate for Dartmoor - Recreational Fund	LT	£14,477		£7,849		£1,056.57	£3,939.78
P14	Donate for Dartmoor - Cultural Heritage Fund	LT	£339		£901		£281.58	£362.58
P14	Donate for Dartmoor - General Fund	LT	£4,537		£8,566		£1,209.14	£4,625.36

*E10 Indicator to be revised to show no. of events not held (after approval) in addition
 *P7 Indicator to be reviewed subject to Authority future approach/engagement

Local Government & Social Care OMBUDSMAN

18 July 2018

By email

Kevin Bishop
Chief Executive & NPO
Dartmoor National Park Authority

Dear Kevin Bishop,

Annual Review letter 2018

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

Future development of annual review letters

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new corporate strategy for 2018-21 which commits us to more comprehensively publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data for the first time in next year's letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will therefore be seeking views from councils on the future format of our annual letters early next year.

Supporting local scrutiny

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at www.lgo.org.uk/scrutiny I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

Learning from complaints to improve services

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the reports and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit www.lgo.org.uk/training.

Yours sincerely,



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

Local Authority Report: Dartmoor National Park Authority
For the Period Ending: 31/03/2018

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

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

Decisions made

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

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
0	0

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 November 2018

2018/19 STRATEGIC RISK REGISTERReport of the Head of Organisational Development

Recommendation: That Members approve the current Strategic Risk Register for 2018/19 attached at Appendix 1

1 Background

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

2 Monitoring and Reporting Framework

- 2.1 As part of the risk management strategy it is important that Members review the strategic risks for the Authority in order to raise issues for further consideration and highlight possible areas of risk for addition or deletion.
- 2.2 Appendix 1 contains the Strategic Risk Register for 2018/19 for comment and approval. The risk management process requires us to:
 - identify, assess and record Strategic Risks (by staff, managers, Leadership Team and Members);
 - determine the consequences of not taking any action to manage / mitigate those risks;
 - record control measures that are in place to manage the risk and provide a current "Risk Rating";
 - identify additional control measures that can be implemented, along with any resources that might be required;
 - re-evaluate and re-score the risk to demonstrate the anticipated "Planned Residual Risk Rating" (i.e. if the additional control measures are implemented).
- 2.3 The risk ratings (current and planned) are scored and colour coded as follows:
 - 0 – 9 = Green – risk accepted;
 - 10 – 19 = Yellow - needs attention;
 - 20 – 25 = Red – cause for concern.

- 2.4 Leadership Team monitors and reviews the Strategic Risk Register on a quarterly basis and has recently reviewed the Register in light of changing circumstances so we are clear about potential risks and how we might mitigate these. Leadership Team determined that no further changes were needed at this time.
- 2.5 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.
- 2.6 The Strategic Risk Register is reported to the Audit & Governance Committee in May and November each year.

NEIL WHITE

Attachments: Appendix 1 – 2018/19 Strategic Risk Register

20181102 NW Strategic Risk Register

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: PERFORMANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P2	Inadequate external communication and community engagement				
	<p>Consequence if no action</p> <p>Damage to reputation. Poor support from community, business & stakeholders Lack of understanding of the value of DNPA and the work it does Confusion with other organisations Projects not supported as no 'buy-in' from stakeholders</p>	<p>Communications strategy agreed and being implemented; picks up organisational 'narrative' and plan to deliver improved two-way communications with our key audiences. Supporting communication tools include: Media briefings & releases. Authority publications. Authority Website Variety of forums Social media and targeted e-newsletters Surveys</p>	3	3	9
Additional control measures planned					
<p>Communications & Community engagement are priorities for the Authority. A communications strategy has been developed to address a clearer, more strategic approach to organisational communications as well as supporting staff and members to engage in two-way communications with their key audiences. This will be implemented over the next two years. Residents' survey undertaken in 2013 and 2017 (to be repeated 2019/20) and outcomes have been used to improve communication with local communities. Planning Service user satisfaction surveys undertaken periodically (next due 2018/19) Increased presence at Parish meetings and local special interest groups – need to consider process for briefing in advance of the meetings and how we feedback after the meetings. Pilot new content in parish/community magazines/newsletters to improve awareness and understanding of our work.</p>					
Resources required: Staff time will be needed to communicate and engage with local residents and prepare materials					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
<p>A greater understanding of what DNPA does in relation to Dartmoor the place, so people value and support the work we do A good reputation as an organisation that listens and understands Excellent relationships with our communities and stakeholders Promoting understanding and enjoyment of Dartmoor's special qualities Ensure staff are able to contribute and feel valued</p>					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P3	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.				
	Consequence if no action Non compliance with legislation. Inability to provide core services. Loss of reputation. Impact on service delivery. Breakdown of communication. Delays/failure to update records.	ICT systems and data backed up daily and copies stored off-site. Document Management System implemented for electronic storage of paper records. Disaster Recovery Plan in place, and critical elements tested Alternate venues/home working available in the event of loss of office accommodation Virtualised servers and desktops speed up recovery times – Security patches and upgrades regularly applied to the firewall and virtual servers	2	2	4
Additional control measures planned					
Planning to setup a daily online backup of our systems at Parke to a datastore at our Princetown site during 2018, to improve disaster recovery and reduce our reliance on backup tapes					
Resources required					
Staff Time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	2	4
Outcome					
Continuous business efficiency in the event of systems failure or major emergency affecting operational buildings					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P4	Inadequate focus on Performance Management (including customer service)				
	<p>Consequence if no action</p> <p>Individual and organisational performance not monitored. Low achieving Authority Unclear targets and objectives. Resources not targeted</p> <p>Reputational risk for the Authority.</p> <p>More complaints.</p>	<p>Business Plan & Annual Review Organisational Development Strategy Service planning/Service dashboards Audit & Governance Committee with clear remit to monitor and challenge performance. Suite of PIs that are focused on delivering against the Business Plan Parke House Project Management and staff trained maintaining focus on effective project management Robust and highly visible process for monitoring of key actions in the Business Plan. Detailed and thorough performance reporting and analysis by Leadership Team and Audit & Governance. Agreed new Performance Improvement Policy Customer Service Standards introduced 2016/17 Lessons learnt from complaints</p>	3	3	9
Additional control measures planned					
Terms of reference for Audit and Governance Committee reviewed and updated (2018). Assurance & Governance training provided to members (Dec 2017) to help with their role to challenge, scrutinise and gain assurance, especially in areas such as audit, finance, performance and governance					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
Good performing organisation, with evidence of continuous improvement					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P5	Lack of support and resources from partners/stakeholders to deliver on the actions in the Management Plan				
	<p>Consequence if no action</p> <p>Management Plan actions not undertaken</p> <p>Ambitions not delivered</p>	<p>Extensive engagement with partners and stakeholders in development of the current NPMP (which will be replicated as the new NPMP is produced).</p> <p>Pre-consultation to ensure partners are agreeable with actions and nominated lead organisation and understand their role, responsibilities and accountabilities</p> <p>Delivery Board</p> <p>Actions plans are reviewed and revised annually to take into consideration changes circumstances/ resources</p> <p>Progress is monitored via a system of steering groups for each theme (with a wide membership) and an overarching Delivery Board, comprising key stakeholders, engaged in project delivery.</p>	3	3	9
Additional control measures planned					
Review of the Management Plan underway (2018/19) providing a further opportunity to ensure that there is support for the Management Plan on an ongoing basis. Strategic Planning & Projects Officer appointed to project manage this work.					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
<p>Clear agreed vision for the National Park</p> <p>Actions to achieve the Vision shared and owned by delivery partners</p> <p>Clear process for monitoring delivery and assessing progress towards the Vision</p>					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P6	Failure to determine major planning applications within the set Government target of 13 weeks				
	<p>Consequence if no action</p> <p>Authorities who 'poorly' perform over a 2 year period may be subject to special measures. The risk is therefore that the Authority could lose its ability to deal with applications resulting in a loss of income and reputation</p>	<p>Planning Performance Agreements (PPA) are in place which are a 'contract' between the planning authority and the developer in how their application will be dealt with including timescales.</p> <p>All such applications which are subject to a PPA do not have to be identified under the government speed targets and can be reported separately.</p> <p>Ongoing monitoring of the effectiveness of this control mechanism.</p> <p>Planners need to be realistic about time scale on framework, particularly if legal work is required.</p>	1	4	4
Additional control measures planned					
New structure established for Planning Service to provide effective leadership, management and increased capacity at officer level. Service level agreement for provision of legal services established for 2018/19.					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			1	4	4
Outcome					
Major applications are dealt with in a timely way The performance agreement will allow time to be taken to achieve a quality outcome					

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S1	Failure to implement a robust culture of risk assessment and risk management.				
	<p>Consequence if no action</p> <p>Disruption to service delivery. Waste of financial resources as number and cost of losses escalate. Increasing cost or unavailability of insurance cover. Critical reports by external audit. Increase likelihood of major loss/incident. Loss of reputation.</p>	<p>Risk Management Strategy</p> <p>Risks monitored by A&G and Leadership Team.</p> <p>Corporate Risk Management Steering Group (Leadership Team). Operational Risk Management via work programmes/projects. Internal and External Auditors base their work / review programmes on a Risk Based approach</p> <p>Annual Governance Statement following review of all governance arrangements.</p> <p>Health, Safety & Wellbeing Committee</p> <p>SLA with TDC to provide operational H&S support and compliance. SLA with PDNPA (2017-2020) in place to provide strategic advice and joint working with other NPAs. Risk assessment training provided regularly to relevant officers and further training available. H&S training provided at induction</p>	2	3	6
Additional control measures planned					
<p>Reviewed health and safety management in 2016/17; revised SLAs with TDC and PDNPA from 2017/18.</p> <p>Head of Organisational Development attended IOSH 'Leading Safely' course in June 2017. All of LT will attend over next 2 years.</p> <p>Increased focus on strategic management of occupational health and safety – key competencies and KPIs being developed.</p> <p>Health & Safety training provided (April 2018) and further H&S training plans being developed, including risk assessment training in 2018/19.</p>					
Resources required: None					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
<p>Risk based approach embedded in culture of the organisation.</p> <p>All risks effectively managed.</p>					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: STRATEGY

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

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: STRATEGY

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: STRATEGY

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S5	Superfast Broadband Project (Connecting Dartmoor & Exmoor NPAs) – risks associated with project for DNPA				
	<p>Consequence if no action</p> <p>Staff capacity to manage planning applications Planning application sites not in keeping with policy, local opposition and potential for DNPA to refuse – project delayed Reputational risk arising from DNPA planning seen to be preventing project progress Technologies not working effectively Communities not taking up broadband Coverage not meeting Govt target of 96% by end of 2017 Financial loss if project not delivered: £65k match funding committed</p>	<p>Communities Officer to meet regularly with CDS to ensure project runs smoothly</p> <p>Identified Planning Team Manager to lead with support from identified planning officer</p> <p>Effective communications strategy/plan with communities</p> <p>Pre-application site visits and advice on most suitable locations for masts to enable a fully functioning network can be delivered</p>	2	5	10
Additional control measures planned					
Effective project management (Red) - regular updates to Leadership Team throughout					
Resources required: Staff time to manage project (Communities Officer) and planning officer time to advise on and process planning applications					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	4	8
Outcome					
Project delivered on time with effective communications to all stakeholders throughout					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S6	New Visitor Centre at Postbridge				
	<p>Consequence if no action</p> <p>Failure to get design approval from the Duchy of Cornwall or planning permission Failure to negotiate new lease as per exchange of terms Failure to secure the full funding bid. Costs of the construction escalating once the project is tendered. The project over running meaning we do not meet the completion deadline for funding.</p>	<p>Risk register to identify risks, risk rating and mitigation/controls Engagement of external professionals to support project management and build Project Plan identifies exit points linked to most significant risks Separate contract for interpretation to mitigate risk to Landscape Partnership Project Team established to monitor and manage progress with member involvement, chaired by Head of Communications & Fundraising Head of Business Support (S151 Officer) also on team to ensure financial risks are controlled</p>	3	5	15
Additional control measures planned					
Effective project management given challenging timeframe with regular updates to Leadership Team and Members throughout. Multiple exit points built into the project plan to mitigate risk and financial loss					
Resources required: Project Team (staff and Member) time to manage project to advise on and process planning applications					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			3	5	15
Outcome					
Project delivered on time with effective communications to all stakeholders throughout					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F1	Potential for further reductions in National Park Grant (NPG) which is still our main source of income				
	<p>Consequence if no action</p> <p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes. Failure to meet Performance Targets</p>	<p>Authority has set a balanced budget for 2018/19 and has approved a robust MTFP. Ongoing workforce and resource planning to match revenue and resources to deliver outcomes Developing new strategies and ideas to generate other income streams, to reduce reliance on NPG Robust level of Reserve Balances maintained Strong budget management and procurement performance and evidence of using resources efficiently and effectively</p>	4	5	20
Additional control measures planned					
We are taking steps to diversify our income streams (e.g. introduction of car park charging and external fundraising initiatives such as Moor Otters) but our ability to generate income is limited by our lack of assets from which to trade/generate income and the fact that we are a public authority charged by Parliament with providing public services.					
Resources required: Officer time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			4	4	16
Outcome					
Focused organisation with resources targeted to agreed priorities Reduced reliance on NPG					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: FINANCE

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

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: FINANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F4	<i>Moor than meets the eye</i> Heritage Lottery Fund Landscape Partnership Scheme: risk to the Authority as lead partners regarding cash flow and reputation				
	<p>Consequence if no action</p> <p>Reputational damage if the scheme is not delivered on time and to budget</p> <p>Potential cash flow issues for the Authority if the scheme is not delivered on time and to budget</p> <p>Reputational issues for the Authority as lead partners if local community not engaged and supportive of all projects</p>	<p>Scheme Manager appointed with strong project management experience.</p> <p>Continued dialogue through quarterly monitoring meetings with Community Stakeholders Group, Landscape Partnership Board, HLF and project Leads to share Scheme, Project and risk management</p> <p>Agreed Communications Strategy and Plan implemented and reviewed yearly.</p> <p>Some slippage has occurred, implications are discussed and revisions agreed with Board and partners.</p> <p>Quarterly Landscape Partnership Board, HLF Monitoring and budget monitoring with DNPA Head of Business Support meetings. Detailed performance reports to Audit & Governance Committee and yearly review to Authority in December</p>	3	5	15
Additional control measures planned					
Scheme Manager to focus on strategic delivery of the Scheme – to include finance and performance management. Changes and risk to delivery identified early. Risk to be continually monitored. Role of Landscape Partnership Scheme Board is strategic.					
Resources required: Staff time and financial resources					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	4	8
Outcome Prompt action when slippage or new risk identified resulting in successful delivery of the scheme.					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: GOVERNANCE

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

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: GOVERNANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: GOVERNANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: GOVERNANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2018/19

Risk Category: GOVERNANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

2 November 2018

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

Recommendation: **That Members note progress to 31 August 2018 (end of HLF Y4Q4)**

1 Background

- 1.1 The Heritage Lottery Fund (HLF) granted Permission to Start on 18 August 2014 following the *Moor than meets the eye (MTMTE)* Landscape Partnership Scheme's (the Scheme) successful Round 2 application to the HLF Landscape Partnership Programme grant fund. This triggered the transition from the 'Development' to the 'Delivery' Stage.
- 1.2 The HLF has granted up to £1.9m towards the Scheme's total budget of £3,843,183 giving an Intervention Rate of 49.4%. The remaining funding comes from the *MTMTE* Partners.
- 1.3 There are 34 coordinated Projects within the Scheme. Each Project has a Partner who is responsible for delivery (there are 13 Partners in total). As Lead Partner, Dartmoor National Park Authority (the Authority) is responsible for the general administrative, financial and management functions of the Scheme. These include:
- Overall administration of the Scheme (via the *MTMTE* Staff Team);
 - overall monitoring of actions and projects undertaken in the delivery of the Scheme;
 - responsibility for completing and submitting grant claims to the HLF on behalf of the Projects within the Scheme;
 - taking receipt of grant claim monies from the HLF;
 - making payments to Project Partners;
 - retaining core documents and records relating to the Scheme for audit and governance purposes.
- 1.4 Representatives from the 13 Partners form the Landscape Partnership Board (the Board) and provide strategic oversight and direction for the Scheme and the *MTMTE* Staff Team.
- 1.5 The Projects vary in duration but all must be delivered by 17 August 2019 (five years after the Permission to Start), unless otherwise agreed with the HLF. A number of our revised projects have end dates of 31 December 2019 to align with the Scheme completion. This has been agreed with HLF; the costs beyond the end of August 2019 are predominantly staff costs.

2 Purpose of the report

- 2.1 This report presents key financial and risk information on *MTMTE's* progress. It focusses on the impacts on the Authority in its role delivering some of its constituent Projects and administering the Scheme overall in its role as Lead Partner and Accountable Body.
- 2.2 The Authority (including its *MTMTE* Staff Team and Dartmoor Hill Farm Project staff) is leading the following 26 Projects:

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

- 2.3 The *MTMTE* Scheme Board uses a simple Red/Amber/Green (RAG) traffic light system to summarise the overall position for each project based upon the six key project performance indicators: schedule (progress against milestones); quality; cost; position; scope; benefits and risks. From the spreadsheet in Appendix A, Members will note that 26 of the 34 projects are green, on target to deliver on time and to budget.

2.4 The five Projects currently shown as Amber need:

- Confirmation of remaining scope and associated costs (*PA2 – Haymeadows and PA3 – Natural Connections and PD4 – Heritage Skills Training*)
- Key contracts letting to deliver the remaining scope (*PB1 – Bellever & Postbridge Trails*)
- Key land negotiations concluding, contracts let and works completing (*PC5 – Wray Valley Trail*).

3 Funding position

3.1 As the Lead Partner and Accountable Body, the Authority carries a risk in managing the Scheme and the Scheme Cash Flow position; in addition to its project delivery role listed above.

3.2 The Authority has committed a £200k contribution to the Scheme's Common Fund, which is match-funding for the PA6 - Higher Uppacott and PC8 - Postbridge Visitor Centre projects. .

3.3 The Scheme budget is £3,843,183 with HLF contributing up to £1.9m over the lifetime of the Scheme. The remaining funding comes from the *MTMTE* Partners and together forms a single, 'common fund' used to manage Project cashflow and overall Scheme delivery. The Scheme is complex to manage financially because the grant intervention rate varies across the individual Projects. The overall intervention rate from HLF is 49% but some of our Projects are wholly financed by HLF (they have an intervention rate of 100%) and others have some or no income from HLF (they have an intervention rate ranging between 0 and 96%). This means that some Projects contribute to the Common Fund and others take money from the Common Fund, ie. they are reliant on other Projects delivering against their targets. This is important to note when we are considering how to re-allocate underspends to ensure we can continue to manage the Common Fund.

3.4 The Scheme's funding comprises a mix of:

- Cash invoices (secured and unsecured, for example from potential Project income such as book, leaflet and ticket sales)
- The notional value of In-Kind contributions
- The notional value of Volunteering contributions
- HLF grant drawn down by each Project.

3.5 The Scheme has spent £2.874m to the end of the last claim period on 31 August 2018 (HLF Y4Q4), drawing down £1.428m (75%) of the HLF funding, after 80% of time into the 5 year Delivery stage. So, we are slightly behind schedule on a pro-rata basis. The current forecast shows an underspend of £73k (2% of the overall Scheme) and is detailed in paragraph 3.8. Members will note that the Scheme has another £969k to spend in its final year and will claim £479k from the HLF. Of this, circa £250k is staff costs (including core team and other project staff such as Conservation Apprentices and Eco Skills) and the remainder is delivery of Projects.

3.6 Following the previous Audit & Governance committee on 25 May 2018, and continued slippage in some Projects' delivery during the Y4Q1 to Y4Q3 periods inclusive, I continued to have some concern over the level of confidence in some

Project Leads' forecast costs and their timing. During the last quarter I met with the majority of Project Leads to scrutinize and review general progress, budget position, outputs, communications and legacy aspirations in preparation for the Scheme's final year. The aim of this was to ensure that the HLF, Project Board and the Authority as lead partner can enter the final year confident that projections are as accurate as possible and provide surety of delivery.

- 3.7 Forecasting accuracy improved slightly in Y4Q4 but still had 36% variance; our target has been $\pm 10\%$ across the Scheme. I'm hopeful that the impact of the Project reviews will result in improved accuracy when Project Leads are due to report and claim their expenditure for Y5Q1 on 7 December 2018. The current forecasted claim for this next Quarter is £251k.
- 3.8 Two Projects confirmed significant forecast underspend on their outturn costs during the Project review and Y4Q4 reporting cycle: *PB1 – Bellever & Postbridge Trails* (-£15k) and *PC8 – Postbridge Visitor Centre Interpretation* (-£58k). At its meeting on 9 October the Scheme Board was asked to discuss and agree priorities to reallocate this budget. The Board agreed to prioritise claiming against the current overspend in staffing costs (currently estimated to be £34k by the end of the Scheme and reported against *PE1*) and to fund a full staff compliment until the end of the Scheme in December 2019. Members will note that the Authority has previously agreed to underwrite the increased staff costs. HLF were supportive of this approach when we met with them on 19 October 2018 subject to a business case being submitted. A verbal update will be provided to Members at the meeting.
- 3.9 During the final year, I will be increasingly focusing on individual Project progress against our key funding streams claimed via the Projects for their:
- Cash invoices
 - In-Kind contributions
 - Volunteer contributions

and a summary is provided below with full detail at Appendix B:

Cash invoices:

- 3.10 By far the greatest remaining source of securing the Scheme's income is through the individual Projects' procurement, delivery and timely claiming of eligible goods and services (some £920k expenditure). A number of Projects, all led by the Authority (including the *MTMTE* team), have significant sums to deliver over the last four quarters:
- *PB1 – Bellever & Postbridge Trails* (£90k)
 - *PC1 – The Dartmoor Story* (£95k)
 - *PC8 – Postbridge Visitor Centre Interpretation* (£120k)

and I will continue to monitor these closely.

In-Kind contributions:

We have already secured most of the Partners' in-kind staff contributions. £15k remains outstanding for the Forestry Commission's contribution to the: *PA5 –*

Unveiling the Heritage of the High Moor and PB1 – Bellever & Postbridge Trails Projects and we have received their assurance that this will be delivered.

Volunteering contributions:

- 3.11 The Scheme has a £114k target for volunteering input on specific Projects, equivalent to 2,280 'unskilled' days. We exceeded this target in 2016 and our volunteers have already kindly given: 2,384 'Unskilled', 1,621 'Skilled' and 92 'Professional' days, equivalent to £395k in contributions across the Scheme.
- 3.12 £104k of this has been earned on eligible Projects where we can claim these contributions against the Scheme's £114k claimable target. The remaining £291k of ineligible discretionary effort, essentially results in a pool of added-value to the Scheme. The HLF has indicated that they would accept porting-over of the added-value volunteering contribution across the wider Scheme if specific Projects are unable to deliver their individual remaining volunteering input targets.
- 3.13 The RSPB's *PA1 – Moorland Birds* project remains the key contributor to achieving our remaining volunteer funding and is on track to deliver.

4 Risk position

4.1 Financial Risks:

As discussed in para 3.8 the scheme is currently showing an underspend of £73k against two Projects (this is 2% of the overall Scheme value). Both of these underspends are on Projects delivered by the Authority. Postbridge is partly financed by the Authority, Bellever and Postbridge Trails is not. Both of these Projects contribute to the Scheme Common Fund and this means that if they underspend and the full amount is not re-allocated, there will be a shortfall of £5k in the Common Fund. This is a financial risk to the Authority.

Members are also aware of the current overspend on the *MTMTE Staff Team* overhead costs through salaries reported on *PE1* (£34.5k) and *PE3 Transport & Subsistence* (£16.5k). The Authority has already made provision to cover this shortfall. The increases are due to staff appointments at spinal column points above that budgeted for and the impact of the recent 2018/19 and 2019/20 Local Government pay award. As noted in para 3.8, the Scheme Board and the HLF have agreed that covering this overspend would be a positive way to re-allocate the current underspends. It is acknowledged that the benefits of the core *MTMTE* team is spread across the whole Scheme. They also noted that the final year will be important to ensure we can close the Scheme down and ensure a positive legacy.

The *PE7 – Unbudgeted Items* (£8.7k) are costs that the Authority is not able to claim as Lead Partner. These have been absorbed by the Authority on an annual basis and some £870 is further forecast to complete Scheme delivery. They are shown on the budget papers (Appendix B) and demonstrate the added value provided by the Authority (Appendix B PE7).

As reported previously, HLF will withhold the final 10% of their £1.9m grant until they are satisfied that all of their requirements have been fulfilled. These include an evaluation report, acknowledgment of funding and a selection of images to be submitted with the final claim. They will of course also want to be satisfied that we

have delivered against our key outputs and outcomes. Given our current projected spend forecast, HLF will start withholding payment in Y5Q3. It is at this point that the Authority may see the Common Fund enter a negative balance and therefore there may be a cashflow issue for the Authority. The Authority has already made provision for this in an earmarked reserve.

4.2 **Slippage (Schedule):**

Following the Project reviews and Project Leads' Y4Q4 quarterly reporting, a number of projects now have costs slipping into the Scheme's final quarter. Whilst these are still within the Scheme's timeframe, it further increases the risk of the Scheme not drawing down HLF grant funding should these projects be delayed further. Project Leads have been encouraged to do all in their power to accelerate their delivery wherever possible to minimise this risk.

Delivering sooner will also ensure that the Projects' and overall Scheme outcomes and benefits can be realized as soon as possible, benefitting the public and generating a broader and more extensive dataset and evidence base on which to complete our Final Monitoring & Evaluation towards the end of 2019. In order to mitigate this risk, I will be focusing my attention to closely monitor and where necessary support those projects that still require significant spend to deliver their agreed outcomes.

4.3 **Progress against Outputs and Outcomes (Scope and Quality):**

This is important because if we do not deliver against our agreed purposes, HLF may withhold final payment however we feel the risk of this to be low. I am monitoring against outputs and outcomes on a quarterly basis. Any concerns or changes to delivery of outcomes, either in breadth or scope, have been discussed and agreed with HLF as the Scheme has progressed.

At the last meeting we noted that The Wray Valley Trail may pose some concern but following discussion between Devon County Council, DNPA and HLF, we are now confident that this is no longer an issue. We will continue to monitor progress and report back to Members if we feel the risk increases.

4.4 **Staffing:**

Now that we near the end of the Scheme and move towards the end date for staff contracts, there is a greater risk that one or more of the staff team will be offered alternative employment. As part of the re-allocation of the current underspend, the top priority is to extend contracts to ensure that we have a full staff compliment until 31 December 2019. This will ensure that we can deliver, evaluate and ensure a good legacy plan for the scheme and will provide some resilience.

5 **DNPA Business Plan alignment and monitoring**

5.1 Specific monitoring of the Scheme and its Projects is performed through quarterly reporting to Leadership Team, the *MTMTE* Board, the HLF and separately through an annual report to Authority and this report to the Audit & Governance committee.

5.2 **Legacy** – over the past 6 months a small team of Project Leads and members of the Community Stakeholders Group have been working on a draft legacy plan. Over the five years of the Scheme a great many assets have been enhanced; existing partnerships strengthened and new partnerships have been formed. New ways of

working with Communities have been successful and volunteers have contributed significantly in to many areas of work. New skills and knowledge, valuable data and new resources have been acquired, and a great many valuable lessons have been learned. Through positive legacy planning we want to build on these successes and we are currently looking at this through three themes: Working together for Dartmoor, Understanding Dartmoor and Supporting Dartmoor. We will provide a more detailed report on legacy planning in the MTMTE annual report to Authority early in 2019.

6 Summary and Conclusion

- 6.1 The Scheme is progressing well with significant delivery now underway. *MTMTE's* public profile has continued to grow with noticeably more recognition in the community and repeat attendees at key events. On a pro-rata basis the Scheme is slightly behind schedule in terms of monies spent, similar to the position reported to the last Audit & Governance committee.
- 6.2 All our Projects are scheduled to complete on time and we have recently sought reallocation of confirmed forecast underspends to support other project delivery. These were discussed with HLF on 19 October 2018 and agreed in principle subject to further details being provided.
- 6.3 Continued monitoring and accurate forecasting continues to be essential to ensure that the remaining Project outputs and Outcomes are delivered, hence reducing the risks. Although it is unlikely that all of these risks will materialize, the Authority has allocated adequate reserves to cover them.

7 Equality and Sustainability Impact Assessment

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

MARK ALLOTT

Attachments: Appendix A – Project Status Summary (RAG)
Appendix B – Funding position: Cash invoices, In-Kind and Volunteer contributions

Moor than meets the eye LPS - Project Progress RAG Summary ('Overall' measure)

ID	Project	LP Scheme Year 1 (2014/15)				LP Scheme Year 2 (2015/16)				LP Scheme Year 3 (2016/17)				LP Scheme Year 4 (2017/18)				LP Scheme Year 5 (2018/19)				(2019/20)	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1 (Sep-Nov)	Q2 (Dec-Feb)	Q3 (Mar-May)	Q4 (Jun-Aug)	Q1 (Sep-Nov)	Q2 (Dec-Feb)	Q3 (Mar-May)	Q4 (Jun-Aug)	(Sep-Nov)	(Dec-Feb)
PA1	Dartmoor Moorland Birds	A	A	A	A	A	R	G	R	R	G	G	G	G	G	G	G						
PA2	Haymeadows	G	A	A	A	G	G	G	A	A	A	A	A	A	A	A	A						
PA3	Natural Connections	G	A	A	A	A	A	A	A	R	A	A	A	A	A	A	A						
PA4	Discovering the Nature of the Bovey Valley	G	G	G	G	G	G		G	G	G	G	G	G			G						
PA5	Unveiling the heritage of the High Moor and Forests	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G						
PA6	Higher Uppacott	G	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A						
PA7	Ponies, Pounds and Driftways	G	G	G	A	A	A	A	A	A	R	A	G	G	G	G	G						
PA8	Ancient Boundaries, Modern Farming	G	A	G	G	A	G	G	G	A	G	G	G	G	G	G	G						
PA9	Hameldown WWII Bomber Crash Archaeological Survey	G	COMPLETE																				
PB1	Believer and Postbridge Trails	A	A	A	A	G	G	G	R	A	A	A	A	A	A	A	A						
PB2	Parishscapes	A	A	A	A	A	G	G	G	G	G	G	G	G	G	G	G						
PB3	Moor Medieval	G	A	A	A	G	G	R	A	G	G	G	G	G	G	G	G						
PB4	Engaging with the Nature of the Bovey Valley	G	G	G	G	G	G		G	G	G	G	A	A	G	G	G						
PB5	Welcome to Widecombe	G	G	G	G	G	A	A	G	G	A	G	G	G	A	G	G						
PB6	Managing Volunteers	G	A	A	A	G	G	G	A	A	A	A	A	A	A	G	G						
PB7	In the Footsteps of the Victorians	G	A	A	R	R	R	A	G	G	G	G	G	G	G	G	G						
PB8	Pony Herd Identification Project	R	R	A	A	A	G	R	R	R	R	WITHDRAWN											
PB9	Moor Boots	G	G	G	G	G	G	G	G	G	G	G	G	A	A	A	G						
PB10	Whitehorse Community Play	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G						
PC1	Discovering the Dartmoor Story	G	A	A	A	A	A	G	G	G	G	G	G		G	G	G						
PC4	Brimpts Tin Trail	G	G	G	G	G	G	G	G	G	G	G	A	G	G	G	G						
PC5	Wray Valley Trail	G	A	R	A	A	R	A	A	G	A			G	G	A	A						
PC6	Heritage Trails	G	A	G	G	G	G	G	A	A	G	G	G	G	G	G	G						
PC7	Fernworthy Reservoir Improved Access	G	A	G	G	A	A	A	A	COMPLETE													
PC8	Postbridge Visitor Centre	G	A	A	A	R	R	R	R	R	R	A	A	A	R	R	G						
PD1	Dartmoor Diploma	A	A	A	A	A	A	A	A	A	WITHDRAWN												
PD2	EcoSkills	G	G	G	G	G	G	A	A	G	G	G	G	G	G	G	G						
PD3	East Shallowford Trust	G	G	G	G	A	A	A	R	R	R	WITHDRAWN											
PD4	Heritage Skills Training	-	-	-	-	-	-	-	-	-	-	-	-	G			A						
PD5	Conservation Apprentices	-	-	-	-	-	-	-	-	-	-	-	G	G	G	G	G						
PD6	Dart Valley in Focus	-	-	-	-	-	-	-	-	-	-	-	-	-	G	G	G						
PE1	Staff Team	G	G	G	G	G	G	G	G	G	G	R	R	R	R	R	R						
PE2	HERO and GI Staff for PC6	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G						
PE3	Transport and Subsistence	G	A	G	G	G	G	R	R	R	R	R	R	R	R	R	R						
PE4	Training	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G						
PE5	Monitoring and Evaluation	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G						
PE6	Moor than meets the eye Website	G	A	A	A	G	COMPLETE																
PE7	Unbudgeted items	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R

	Cash				In-Kind				Volunteers				Total				IR	
	Actuals	Budget	Variance £	Variance %	Actuals	Budget	Variance £	Variance %	Actuals	Budget	Variance £	Variance %	Actuals	Budget	Variance £	Variance %		
PA1	£ 31,225.41	£ 51,259.00	£ 20,033.60	39%	£ 14,750.35	£ 16,537.00	£ 1,786.65	11%	£ 17,500.00	£ 21,500.00	£ 4,000.00	19%	£ 63,475.76	£ 89,296.00	£ 25,820.25	29%	PA1	0%
PA2	£ 2,896.89	£ 5,000.00	£ 2,103.11	42%	£ -	£ -	£ -	#DIV/0!	£ 4,000.00	£ 4,000.00	£ -	0%	£ 6,896.89	£ 9,000.00	£ 2,103.11	23%	PA2	0%
PA3	£ 972.82	£ 5,000.00	£ 4,027.18	81%	£ -	£ -	£ -	#DIV/0!	£ 4,000.00	£ 4,000.00	£ -	0%	£ 4,972.82	£ 9,000.00	£ 4,027.18	45%	PA3	0%
PA4	£ 223,244.06	£ 266,445.00	£ 43,200.94	16%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 223,244.06	£ 266,445.00	£ 43,200.94	16%	PA4	IR
PA5	£ 36,618.30	£ 67,845.00	£ 31,226.70	46%	£ 9,063.74	£ 11,155.00	£ 2,091.27	19%	£ -	£ -	£ -	#DIV/0!	£ 45,682.04	£ 79,000.00	£ 33,317.97	42%	PA5	47%
PA6	£ 153,250.00	£ 153,250.00	£ -	0%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 153,250.00	£ 153,250.00	£ -	0%	PA6	56%
PA7	£ 12,610.00	£ 34,000.00	£ 21,390.00	63%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 12,610.00	£ 34,000.00	£ 21,390.00	63%	PA7	56%
PA8	£ 46,234.50	£ 100,000.00	£ 53,765.50	54%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 46,234.50	£ 100,000.00	£ 53,765.50	54%	PA8	31%
PA9	£ 1,829.00	£ 2,300.00	£ 471.00	20%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 1,829.00	£ 2,300.00	£ 471.00	20%	PA9	0%
PB1	£ 17,712.48	£ 108,030.00	£ 90,317.52	84%	£ 3,300.00	£ 16,370.00	£ 13,070.00	80%	£ -	£ -	£ -	#DIV/0!	£ 21,012.48	£ 124,400.00	£ 103,387.52	83%	PB1	100%
PB2	£ 121,575.70	£ 167,786.25	£ 46,210.55	28%	£ -	£ -	£ -	#DIV/0!	£ 7,600.00	£ 7,600.00	£ -	0%	£ 129,175.70	£ 175,386.25	£ 46,210.55	26%	PB2	20%
PB3	£ 14,185.19	£ 22,500.00	£ 8,314.81	37%	£ -	£ -	£ -	#DIV/0!	£ 2,500.00	£ 2,500.00	£ -	0%	£ 16,685.19	£ 25,000.00	£ 8,314.81	33%	PB3	100%
PB4	£ 50,575.41	£ 97,003.00	£ 46,427.59	48%	£ -	£ -	£ -	#DIV/0!	£ 58,150.00	£ 59,000.00	£ 850.00	1%	£ 108,725.41	£ 156,003.00	£ 47,277.59	30%	PB4	0%
PB5	£ 24,894.54	£ 49,429.88	£ 24,535.34	50%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 24,894.54	£ 49,429.88	£ 24,535.34	50%	PB5	0%
PB6	£ 10,372.59	£ 20,000.00	£ 9,627.41	48%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 10,372.59	£ 20,000.00	£ 9,627.41	48%	PB6	47%
PB7	£ 56,718.51	£ 57,300.00	£ 581.49	1%	£ 33,172.44	£ 34,787.00	£ 1,614.56	5%	£ 10,000.00	£ 10,000.00	£ -	0%	£ 99,890.95	£ 102,087.00	£ 2,196.05	2%	PB7	96%
PB8	£ -	£ 1,668.00	£ 1,668.00	100%	£ -	£ -	£ -	#DIV/0!	£ -	£ 5,100.00	£ 5,100.00	100%	£ -	£ 6,768.00	£ 6,768.00	100%	PB8	90%
PB9	£ 10,586.52	£ 15,000.00	£ 4,413.48	29%	£ 2,872.15	£ 5,000.00	£ 2,127.85	43%	£ -	£ -	£ -	#DIV/0!	£ 13,458.67	£ 20,000.00	£ 6,541.33	33%	PB9	50%
PB10	£ 13,170.00	£ 14,050.00	£ 880.00	6%	£ -	£ -	£ -	#DIV/0!	£ 300.00	£ 300.00	£ -	0%	£ 13,470.00	£ 14,350.00	£ 880.00	6%	PB10	100%
PC1	£ 83,288.85	£ 177,986.00	£ 94,697.15	53%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 83,288.85	£ 177,986.00	£ 94,697.15	53%	PC1	25%
PC4	£ 11,682.20	£ 12,300.00	£ 617.80	5%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 11,682.20	£ 12,300.00	£ 617.80	5%	PC4	50%
PC5	£ 845,000.00	£ 845,000.00	£ -	0%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 845,000.00	£ 845,000.00	£ -	0%	PC5	0%
PC6	£ 9,900.00	£ 9,900.00	£ -	0%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 9,900.00	£ 9,900.00	£ -	0%	PC6	0%
PC7	£ 117,096.00	£ 117,096.00	£ -	0%	£ 3,750.00	£ 3,750.00	£ -	0%	£ -	£ -	£ -	#DIV/0!	£ 120,846.00	£ 120,846.00	£ -	0%	PC7	78%
PC8	£ 7,222.50	£ 184,920.00	£ 177,697.50	96%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 7,222.50	£ 184,920.00	£ 177,697.50	96%	PC8	100%
PD1	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	PD1	100%
PD2	£ 174,500.00	£ 174,500.00	£ 0.00	0%	£ 25,000.00	£ 25,000.00	£ -	0%	£ -	£ -	£ -	#DIV/0!	£ 199,500.00	£ 199,500.00	£ 0.00	0%	PD2	76%
PD3	£ -	£ 20,000.00	£ 20,000.00	100%	£ -	£ 20,000.00	£ 20,000.00	100%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	PD3	46%
PD4	£ 31,888.58	£ 83,215.00	£ 51,326.42	62%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 31,888.58	£ 83,215.00	£ 51,326.42	62%	PD4	0%
PD5	£ 28,229.19	£ 67,900.00	£ 39,670.81	58%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 28,229.19	£ 67,900.00	£ 39,670.81	58%	PD5	0%
PD6	£ 2,943.48	£ 33,000.00	£ 30,056.52	91%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 2,943.48	£ 33,000.00	£ 30,056.52	91%	PD6	32%
PE1	£ 503,764.07	£ 631,177.28	£ 127,413.21	20%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 503,764.07	£ 631,177.28	£ 127,413.21	20%	PE1	31%
PE2	£ 10,400.93	£ 11,338.00	£ 937.07	8%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 10,400.93	£ 11,338.00	£ 937.07	8%	PE2	31%
PE3	£ 5,000.00	£ 5,000.00	£ -	0%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 5,000.00	£ 5,000.00	£ -	0%	PE3	100%
PE4	£ 2,482.41	£ 3,000.00	£ 517.59	17%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 2,482.41	£ 3,000.00	£ 517.59	17%	PE4	0%
PE5	£ 10,480.40	£ 20,000.00	£ 9,519.60	48%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 10,480.40	£ 20,000.00	£ 9,519.60	48%	PE5	0%
PE6	£ 5,721.37	£ 6,500.00	£ 778.63	12%	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 5,721.37	£ 6,500.00	£ 778.63	12%	PE6	100%
	£ 2,678,271.89	£ 3,600,698.41	£ 922,426.52	26%	£ 91,908.68	£ 132,599.00	£ 40,690.33	31%	£ 104,050.00	£ 114,000.00	£ 9,950.00	9%	£ 2,874,230.57	£ 3,847,297.41	£ 973,066.85	25%		
PE7	£ 7,953.96	£ -	£ 7,953.96	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ -	£ -	£ -	#DIV/0!	£ 7,953.96	£ -	£ 7,953.96	#DIV/0!	PE7	
	£ 2,686,225.85	£ 3,600,698.41	£ 914,472.56	25%	£ 91,908.68	£ 132,599.00	£ 40,690.33	31%	£ 104,050.00	£ 114,000.00	£ 9,950.00	9%	£ 2,882,184.53	£ 3,847,297.41	£ 965,112.89	25%		

MTMTE - Landscape Partnership Scheme
Project Status

Key performance measure - key:	Overall	A general 'flavour' of how the project's going
	Schedule (Timescale)	Is the project generally progressing as per its key milestones and expected to deliver on time?
	Quality	Will the project deliver its outputs and meet expectations to achieve its outcomes?
	Cost position	Is the project on budget and expected to spend all its allocation?
	Scope	Is the project still as originally planned in the Project Proforma?
	Benefits	Will the project achieve its original outcomes and benefits?
	Risk	Are there any key risks/opportunities in the project and are their plans to manage this?

IR	ID	Project	Budget	Cost (£ to Q end)	Forecast	Outturn Balance CLAIMABLE	Outturn Costs CLAIMABLE	Outturn Costs TOTAL (Added Value if > Project Budget)
47%	PA1	Moorland Birds	£ 89,296.00	£ 63,475.76	£ 25,064.30	£ 755.95	£ 88,540.05	£ 88,540.05
56%	PA2	Haymeadows	£ 9,000.00	£ 6,896.89	£ -	£ 2,103.11	£ 6,896.89	£ 21,921.89
	PA3	Natural Connections	£ 9,000.00	£ 4,972.82	£ -	£ 4,027.18	£ 4,972.82	£ 8,022.82
31%	PA4	Discovering the Nature of the Bovey Valley	£ 266,445.00	£ 223,244.06	£ 74,362.50	£ -	£ 266,445.00	£ 297,606.56
86%	PA5	Unveiling the heritage of the High Moor and Forests	£ 79,000.00	£ 45,682.04	£ 19,000.00	£ 14,317.97	£ 64,682.04	£ 67,132.04
35%	PA6	Higher Uppacott	£ 153,250.00	£ 153,250.00	£ 2,000.00	£ -	£ 153,250.00	£ 191,953.86
100%	PA7	Ponies, Pounds and Driftways	£ 34,000.00	£ 12,610.00	£ 6,890.00	£ 14,500.00	£ 19,500.00	£ 19,500.00
20%	PA8	Ancient Boundaries, Modern Farming	£ 100,000.00	£ 46,234.50	£ 45,000.00	£ 8,765.50	£ 91,234.50	£ 91,234.50
100%	PA9	Hameldown WWII Bomber Crash Archaeological Survey	£ 2,300.00	£ 1,829.00	£ -	£ 471.00	£ 1,829.00	£ 1,829.00

Project Performance - Status (RAG)							Lead Org
Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	
G	G	G	A	G	G	G	RSPB
A	G	G	A	G	G	G	DNPA
A	G	G	A	G	G	G	DNPA
G	G	G	A	G	G	A	NE / WT
G	G	G	A	G	G	G	DNPA
G	G	G	A	G	G	G	DNPA
G	G	G	G	G	G	G	DNPA
G	G	G	G	G	G	G	DHFP
COMPLETE Remaining budget could be used to produce summary video							DNPA

MTMTE - Landscape Partnership Scheme
Project Status

Key performance measure - key:	Overall	A general 'flavour' of how the project's going
	Schedule (Timescale)	Is the project generally progressing as per its key milestones and expected to deliver on time?
	Quality	Will the project deliver its outputs and meet expectations to achieve its outcomes?
	Cost position	Is the project on budget and expected to spend all its allocation?
	Scope	Is the project still as originally planned in the Project Proforma?
	Benefits	Will the project achieve its original outcomes and benefits?
	Risk	Are there any key risks/opportunities in the project and are their plans to manage this?

IR	ID	Project	Budget	Cost (£ to Q end)	Forecast	Outturn Balance CLAIMABLE	Outturn Costs CLAIMABLE	Outturn Costs TOTAL (Added Value if > Project Budget)
47%	PB1	Bellever and Postbridge Trails	£ 124,400.00	£ 21,012.48	£ 87,924.74	£ 15,462.78	£ 108,937.22	£ 108,937.22
96%	PB2	Parishscapes	£ 175,386.25	£ 129,175.70	£ 48,018.49	£ -	£ 175,386.25	£ 388,694.19
90%	PB3	Moor Medieval	£ 25,000.00	£ 16,685.19	£ 8,500.00	£ -	£ 25,000.00	£ 30,185.19
50%	PB4	Engaging with the Nature of the Bovey Valley	£ 156,003.00	£ 108,725.41	£ 27,442.50	£ 19,835.09	£ 136,167.91	£ 136,367.91
100%	PB5	Welcome to Widecombe	£ 49,429.88	£ 24,894.54	£ 16,019.75	£ 8,515.59	£ 40,914.29	£ 40,914.29
100%	PB6	Managing Volunteers	£ 20,000.00	£ 10,372.59	£ 9,627.41	£ -	£ 20,000.00	£ 20,362.50
47%	PB7	In the Footsteps of the Victorians	£ 102,087.00	£ 99,890.95	£ 2,614.56	£ -	£ 102,087.00	£ 106,055.51
25%	PB8	<i>Pony Herd Identification Project</i>	£ 6,768.00	£ -	£ -	£ 6,768.00		£ -
50%	PB9	Moor Boots	£ 20,000.00	£ 13,458.67	£ 5,290.38	£ 1,250.95	£ 18,749.05	£ 23,186.55
98%	PB10	Whitehorse Community Play	£ 14,350.00	£ 13,470.00	£ 880.00	£ -	£ 14,350.00	£ 15,425.00

Project Performance - Status (RAG)							Lead Org
Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	
A	A	G	A	G	G	A	DNPA
G	G	G	G	G	G	G	DNPA
G	G	G	G	G	G	G	DNPA
G	G	G	G	G	G	G	NE / WT
G	G	G	G	G	G	G	DNPA
G	G	G	G	G	G	G	DNPA
WITHDRAWN							DNPA
G	G	G	A	G	G	G	DPA
G	G	G	G	G	G	G	MED Theatre

MTMTE - Landscape Partnership Scheme
Project Status

Key performance measure - key:	Overall	A general 'flavour' of how the project's going
	Schedule (Timescale)	Is the project generally progressing as per its key milestones and expected to deliver on time?
	Quality	Will the project deliver its outputs and meet expectations to achieve its outcomes?
	Cost position	Is the project on budget and expected to spend all its allocation?
	Scope	Is the project still as originally planned in the Project Proforma?
	Benefits	Will the project achieve its original outcomes and benefits?
	Risk	Are there any key risks/opportunities in the project and are their plans to manage this?

IR	ID	Project	Budget	Cost (£ to Q end)	Forecast	Outturn Balance CLAIMABLE	Outturn Costs CLAIMABLE	Outturn Costs TOTAL (Added Value if > Project Budget)
78%	PC1	Discovering the Dartmoor Story	£ 177,986.00	£ 83,288.85	£ 105,586.92	£ -	£ 177,986.00	£ 188,875.77
100%	PC4	Brimpts Tin Trail	£ 12,300.00	£ 11,682.20	£ -	£ 617.80	£ 11,682.20	£ 37,457.20
0%	PC5	Wray Valley Trail	£ 845,000.00	£ 845,000.00	£ -	£ -	£ 845,000.00	£ 845,000.00
100%	PC6	Heritage Trails	£ 9,900.00	£ 9,900.00	£ 700.00	£ -	£ 9,900.00	£ 10,674.90
76%	PC7	Fernworthy Reservoir Improved Access	£ 120,846.00	£ 120,846.00	£ -	£ -	£ 120,846.00	£ 124,764.74
46%	PC8	Postbridge Visitor Centre	£ 184,920.00	£ 7,222.50	£ 120,000.00	£ 57,697.50	£ 127,222.50	£ 127,572.50

Project Performance - Status (RAG)							Lead Org
Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	Lead Org
G	G	G	G	G	G	G	DNPA
G	G	G	A	G	G	G	DTRG
A	A	G	G	G	G	A	Devon CC
G	A	G	G	G	G	A	DNPA
COMPLETE							SWLT
G	G	G	A	G	G	A	DNPA

MTMTE - Landscape Partnership Scheme
Project Status

Key performance measure - key:	Overall	A general 'flavour' of how the project's going
	Schedule (Timescale)	Is the project generally progressing as per its key milestones and expected to deliver on time?
	Quality	Will the project deliver its outputs and meet expectations to achieve its outcomes?
	Cost position	Is the project on budget and expected to spend all its allocation?
	Scope	Is the project still as originally planned in the Project Proforma?
	Benefits	Will the project achieve its original outcomes and benefits?
	Risk	Are there any key risks/opportunities in the project and are their plans to manage this?

IR	ID	Project	Budget	Cost (£ to Q end)	Forecast	Outturn Balance CLAIMABLE	Outturn Costs CLAIMABLE	Outturn Costs TOTAL (Added Value if > Project Budget)
32%	PD1	Dartmoor Diploma	£ -	£ -				
63%	PD2	EcoSkills	£ 199,500.00	£ 199,500.00	£ 32,000.00	£ -	£ 199,500.00	£ 324,192.88
33%	PD3	East Shallowford Trust	£ -	£ -	£ -	£ -		
31%	PD4	Heritage Skills Training	£ 83,215.00	£ 31,888.58	£ 41,469.05	£ 9,857.37	£ 73,357.63	£ 73,357.63
31%	PD5	Conservation Apprentices	£ 67,900.00	£ 28,229.19	£ 30,400.00	£ 9,270.81	£ 58,629.19	£ 58,629.19
100%	PD6	Dart Valley in Focus	£ 33,000.00	£ 2,943.48	£ 33,000.00	£ 0.00	£ 33,000.00	£ 33,000.00

Project Performance - Status (RAG)							Lead Org
Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	
REPLACED BY PD4 AND PD5							DNPA
G	G	G	G	G	G	G	NE
REPLACED BY PD6							EST Trustee
A	A	G	A	G	G	A	DNPA
G	A	G	G	G	G	G	DNPA
G	G	G	G	G	G	A	DNPA

MTMTE - Landscape Partnership Scheme
Project Status

Key performance measure - key:	Overall	A general 'flavour' of how the project's going
	Schedule (Timescale)	Is the project generally progressing as per its key milestones and expected to deliver on time?
	Quality	Will the project deliver its outputs and meet expectations to achieve its outcomes?
	Cost position	Is the project on budget and expected to spend all its allocation?
	Scope	Is the project still as originally planned in the Project Proforma?
	Benefits	Will the project achieve its original outcomes and benefits?
	Risk	Are there any key risks/opportunities in the project and are their plans to manage this?

IR	ID	Project	Budget	Cost (£ to Q end)	Forecast	Outturn Balance CLAIMABLE	Outturn Costs CLAIMABLE	Outturn Costs TOTAL (Added Value if > Project Budget)
100%	PE1	Staff Team	£ 631,177.28	£ 503,764.07	£ 159,903.18	£ -	£ 631,177.28	£ 665,527.63
100%	PE2	HERO and GI Staff for PC6	£ 11,338.00	£ 10,400.93	£ -	£ 937.07	£ 10,400.93	£ 10,400.93
100%	PE3	Transport and Subsistence	£ 5,000.00	£ 5,000.00	£ 4,953.22	£ -	£ 5,000.00	£ 21,463.96
100%	PE4	Training	£ 3,000.00	£ 2,482.41	£ 517.59	£ -	£ 3,000.00	£ 3,000.00
100%	PE5	Monitoring and Evaluation	£ 20,000.00	£ 10,480.40	£ 8,841.25	£ 678.35	£ 19,321.65	£ 19,321.65
100%	PE6	Moor than meets the eye Website	£ 6,500.00	£ 5,721.37	£ -	£ 778.63	£ 5,721.37	£ 5,721.37
0%	PE7	Unbudgeted items	£ -	£ 7,953.96	£ 758.26	£ -	£ -	£ 8,712.22

Project Performance - Status (RAG)							Lead Org
Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	
R			R	G		R	DNPA
G			A	G		G	DNPA
R			R	G		R	DNPA
G	G	G	G	G	G	G	DNPA
G	G	G	G	G	G	G	DNPA
COMPLETE							DNPA
R	R	R	R	R	R	R	DNPA