

## DARTMOOR NATIONAL PARK

# ANNUAL INTERNAL AUDIT REPORT 2016/17 and PROPOSED INTERNAL AUDIT PLAN 2017/18

### Section 1 - ANNUAL INTERNAL AUDIT REPORT 2016/17

#### 1 INTRODUCTION

1.1 The following report sets out the background to audit service provision, review work undertaken in 2016/17, and provides an opinion on the overall adequacy and effectiveness of the Authority's internal control environment.

1.2 The Accounts and Audit Regulations 2015 specify that all Authorities are required to carry out a review at least once each year of the effectiveness of its system of internal control, and to incorporate the results of that review into their Annual Governance Statement (AGS), which must be published with the annual Statement of Accounts.

#### 2 BACKGROUND

##### 2.1 Service Provision

2.1.1 The Internal Audit (IA) Service for Dartmoor National Park Authority is delivered by the Devon Audit Partnership. This is a shared service arrangement between Devon, Torbay, Plymouth and Torridge councils constituted under section 20 of the Local Government Act 2000.

##### 2.2 Regulatory Role

2.2.1 There are two principal pieces of legislation that impact upon internal audit in local authorities:

- **Section 6 of the Accounts and Audit Regulations (England) Regulations 2015** which states that:

“.....A relevant authority must, each financial year—

- (a) conduct a review of the effectiveness of the system of internal control and
- (b) prepare an annual governance statement”

- **Section 151 of the Local Government Act 1972**, which requires every local authority to make arrangements for the proper administration of its financial affairs.

2.2.2 'Proper practices' have been agreed and defined by the accounting bodies including the Chartered Institute of Public Finance and Accounts and the Chartered Institute of Internal Auditors as those set out in the Public Sector Internal Audit Standards (PSIAS).

2.2.3 In addition, Internal Audit is governed by policies, procedures, rules and regulations established by the Authority. These include standing orders, schemes of delegation, financial regulations, conditions of service, anti-fraud and corruption strategies, fraud prevention procedures and codes of conduct, amongst others.

### **3 OBJECTIVES AND SCOPE**

3.1 This report presents a summary of the audit work undertaken; includes an opinion on the adequacy and effectiveness of the Authority's internal control environment. The report outlines the level of assurance that we are able to provide, based on the internal audit work completed during the year.

3.2. The Chief Internal Auditor is required to provide the Authority with an assurance on the system of internal control of the Authority. It should be noted, however, that this assurance can never be absolute. The most that the internal audit service can do is to provide reasonable assurance, based on risk-based reviews and sample testing, that there are no major weaknesses in the system of control. In assessing the level of assurance to be given the following have been taken into account:

- the audits completed during 2016/17;
- any significant recommendations not accepted by management and the consequent risks;
- internal audit's performance;
- any limitations that may have been placed on the scope of internal audit.

### **4 INTERNAL AUDIT COVERAGE 2016/17**

4.1 Devon Audit Partnership carried out a review of the Authority's Financial Systems in July 2016 and presented our final report to the Audit and Governance Committee meeting held in November 2016.

4.2 As a result of our review we were able to give an audit opinion of "High Standard". This means the system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place.

Our report stated:

*"The Finance Department of the Authority have a comprehensive understanding of the financial administration of Dartmoor National Park Authority and are closely involved with its day to day running. There are effective controls in place within the systems reviewed which mitigate key financial risks. This is much to the credit of the Finance Department".*

We found that staff had a good knowledge of the financial controls and requirements of regulations and policies.

4.3 We have developed good relations with the Head of Business Support and are available to be consulted on matters relating to control mechanisms. The individual assurance opinions issued in respect of our assignment work were as follows:-

Areas Covered		Level of Assurance
1	Main Accounting System - including Bank Reconciliations and Budgetary Control	High Standard
2	Investments	High Standard
3	Purchasing/Ordering and Creditor Payments	High Standard
4	Payroll and Travel Expenditure	High Standard
5	Debtors – Income and Cash Collection	High Standard
6	Inventories / Disposals	High Standard

4.4 We discussed three recommendations with senior management involving elements of Payroll, the first concerning the adoption of a “self-service” option that would enable process efficiencies to be achieved and the remaining two dealing with member expenses. These recommendations could further enhance already sound procedures.

## 5 INTERNAL AUDIT OPINION

5.1 In carrying out systems and other reviews, Internal Audit assesses whether key, and other, controls are operating satisfactorily within the area under review, and an opinion on the adequacy of controls is provided to management as part of the audit report.

5.2 Our final audit reports also include an action plan which identifies responsible officers, and target dates, to address control issues identified during a review. Implementation of action plans are reviewed during subsequent audits or as part of a specific follow-up process.

5.3 Management has been provided with details of our work completed in 2016/17 to assist them when considering governance arrangements. The expectation is that if significant weaknesses are identified in specific areas, these should be considered by the Authority in preparing its Annual Governance Statement; there are no such "significant weaknesses" arising from our work in 2016/17.

5.4 Overall, and based on work performed during 2016/17, Internal Audit is able to provide Full Assurance on the adequacy and effectiveness of the Authority's internal control environment.

Full Assurance	Risk management arrangements are properly established, effective and fully embedded, aligned to the risk appetite of the organisation. The systems and control framework mitigate exposure to risks identified & are being consistently applied in the areas reviewed.
Significant Assurance	Risk management and the system of internal control are generally sound and designed to meet the organisation's objectives. However, some weaknesses in design and / or inconsistent application of controls do not mitigate all risks identified, putting the achievement of particular objectives at risk.
Limited Assurance	Inadequate risk management arrangements and weaknesses in design, and / or inconsistent application of controls put the achievement of the organisation's objectives at risk in a number of areas reviewed.
No Assurance	Risks are not mitigated and weaknesses in control, and /or consistent non-compliance with controls could result / has resulted in failure to achieve the organisation's objectives in the areas reviewed, to the extent that the resources of the Council may be at risk, and the ability to deliver the services may be adversely affected.

## **Section 2 - INTERNAL AUDIT PLAN 2017/18**

### **1 INTRODUCTION**

1.1 Under the Local Government Act 1972, the Chief Financial Officer has a statutory duty to ensure that all financial systems in the Authority are secure. Assurance that this is the case is given through the reporting of Internal Audit. Audits will be carried out under the terms of Accountancy and Audit Regulations 2015.

1.2 As the Internal Auditors for Dartmoor National Park Authority it is our responsibility to ensure that all financial systems are operating effectively and in line with the Authority's financial regulations.

### **2 THE AIM OF THE PLAN**

2.1 The plan is reviewed and agreed on an annual basis, incorporating the key risks identified through the Authority's risk register and areas identified by Internal Audit. The plan also incorporates the requirements of the External Auditors in reviewing finance systems.

2.2 The main objectives of the plan are to provide assurance to the Section 151 Officer and the external auditors that all financial systems are: -

- Secure;
- Effective;
- Efficient;
- Accurate;
- Complete;
- Compliant.

2.3 In order to confirm this, system reviews and compliance testing are completed at the Authority's HQ (Parke), High Moorland Office and Visitor Centres located throughout the Park, as required.

### **3 THE PLAN**

3.1 The audit plan for the financial year 2017/18 allows for up to 20 days of internal audit support

3.2 This covers the financial audit reviews required as part of Internal Audit responsibilities in reporting to the Section 151 Officer, but also satisfies your external auditors of the security and effectiveness of the financial systems. As your Internal Auditors we will provide the documentation required by external audit to ensure they are satisfied with operations.

3.3 We liaise with your external auditors to discuss the testing planned to ensure this satisfies their requirements and reduces their need for review of these financial systems. The remainder of the planned days incorporates reviews of specific systems as identified through an audit risk assessment process, the Authority's risk register and liaison with management.

3.4 The plan includes a review of the following key financial systems:-

- Ordering and Payments
- Income and Cash Collection
- Bank Reconciliation / Investments/Cheque Control
- Main Accounting System
- Budget monitoring
- Payroll & Travel Expenditure
- Inventories / Disposals
- AGS (to be confirmed)

Note – these reviews may change to take account of the needs of External Audit.

3.5 Any major findings (if applicable) from the previous year’s audit plan will be reviewed to ensure that agreed recommendations have been implemented and are effective. An annual report for your Audit and Governance Committee will be produced in good time and for the expected May 2018 meeting.

3.6 As part of the audit plan we will also provide assistance and advice, and be a central contact point for the Head of Business Support. We would be happy to consider undertaking special project work as and when appropriate and required.

#### 4 TIMETABLE

4.1 The audits will be completed at specified times of the year through consultation and prior agreement of the Head of Business Support. This will also take into account the timetable of external audit where applicable.

4.2 All findings will be reviewed with the Head of Business Support at the end of each audit programme and prior to the issue of any draft reports.

4.3 A copy of all final reports will be available to your External Auditors for their information.

#### 5 2017/18 PLAN

5.1 The following table sets out the planned internal audit work for 2017/18. Other issues and systems are sometimes identified during the course of the audits and if found will be discussed with the Head of Business Support. These issues may be incorporated into future audit plans dependent upon priority and risk assessment.

<b>Audit</b>	<b>Days</b>
Material systems	
Financial Systems	19
Other work	
Planning / attendance at Audit & Governance Committee	1
<b>Total days</b>	<b>20</b>

5.2 The cost of these 20 days will be £5,500 (plus VAT). Additional support will be provided as and when required. Our standard daily rate for this work will be £275, although specialist support may be at a different rate. Please contact us for further details. (Please note that this is an increase on last year's rates due to Pay and Pension related increases).

Robert Hutchins  
Head of Devon Audit Partnership  
April 2017

## **Dartmoor National Park Authority**

### **INTERNAL AUDIT STRATEGY (March 2017)**

#### **1 INTRODUCTION**

Internal Audit is a statutory service in the context of The Accounts and Audit (England) Regulations 2015, which state:

5.—(1) A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards (PSIAS) or guidance.

In addition, the Local Government Act 1972, Section 151, requires every local authority to designate an officer to be responsible for the proper administration of its financial affairs. In The Authority, the Head of Business Support is the 'Section 151 Officer'. One of the ways in which this duty is discharged is by maintaining an adequate and effective internal audit service.

The PSIAS refers to the role of Chief Internal Auditor, and requires this officer to ensure and deliver a number of key elements to support the internal audit arrangements. For the Authority, the role of Chief Internal Auditor is provided by the Head of Devon Audit Partnership.

The PSIAS require the Head of Devon Audit Partnership to produce an Audit Strategy, which:

- is a high-level statement of how the internal audit service will be delivered and developed in accordance with the Charter and how it links to the organisational objectives and priorities;
- will communicate the contribution that Internal Audit makes to the organisation and should include:
  - internal audit objectives and outcomes;
  - how the Head of Devon Audit Partnership will form and evidence his opinion on the governance, risk and control framework to support the Annual Governance Statement;
  - how Internal Audit's work will identify and address significant local and national issues and risks;
  - how the service will be provided, and
  - the resources and skills required to deliver the Strategy.
- should be approved, but not directed, by the Audit & Governance Committee.

The Strategy should be kept up to date with the organisation and its changing priorities.



## **2 INTERNAL AUDIT OBJECTIVES AND OUTCOMES**

The primary objective of Internal Audit is to provide an independent and objective opinion to the Authority on the governance, risk and control framework by evaluating its effectiveness in achieving the organisation's objectives through examining, evaluating and reporting on their adequacy as a contribution to the proper, economic, efficient use of resources.

To achieve this primary objective, the Head of Devon Audit Partnership aims to fulfil the statutory responsibilities for Internal Audit by:

- identifying all of the systems, both financial and non-financial, that form the Authority's control environment and governance framework, and contribute to it meeting its obligations and objectives – the 'Audit Universe';
- creating an audit plan providing audit coverage on the higher risk areas in the Audit Universe;
- undertaking individual audit reviews, to the standards set by the PSIAS, to independently evaluate the effectiveness of internal control;
- providing managers with an opinion on, and recommendations to improve, the effectiveness of risk management, control and governance processes;
- providing managers with advice and consultancy on risk management, control and governance processes;
- liaising with the Authority's external auditors to ensure efficient use of scarce audit resources through the avoidance of duplication wherever possible; and
- providing the Authority, through the Audit & Governance Committee, with an opinion on governance, risk and control framework as a contribution to the Annual Governance Statement.

## **3 OPINION ON THE GOVERNANCE, RISK AND CONTROL FRAMEWORK**

As stated above, one of the key objectives of Internal Audit is to communicate to management an independent and objective opinion on the governance, risk and control framework, and to prompt management to implement agreed actions.

Significant issues and risks are to be brought to the attention of the S.151 Officer as and when they arise. Regular formal meetings should also be held to discuss issues arising and other matters.

The Head of Devon Audit Partnership will report progress against the annual audit plan and any emerging issues and risks to the Audit & Governance Committee.

The Head of Devon Audit Partnership will also provide a written annual report to the Audit & Governance Committee, timed to support their recommendation to approve the Annual Governance Statement, to the Authority.

The Head of Devon Audit Partnership's annual report to the Audit & Governance Committee will:

- (a) include an opinion on the overall adequacy and effectiveness of the Authority's governance, risk and control framework;
- (b) disclose any qualifications to that opinion, together with the reasons for the qualification;
- (c) present a summary of the audit work from which the opinion is derived, including reliance placed on work by other assurance streams;

- (d) draw attention to any issues the Head of Devon Audit Partnership judges particularly relevant to the preparation of the Annual Governance Statement;
- (e) compare the audit work actually undertaken with the work that was planned and summarise the performance of the internal audit function against its performance measures and targets; and
- (f) comment on compliance with the Public Sector Internal Audit Standards and communicate the results of the internal audit quality assurance programme.

#### **4 PLANNING, INCLUDING LOCAL AND NATIONAL ISSUES AND RISKS**

The audit planning process includes the creation of and ongoing revision of an “audit universe”. This seeks to identify all risks, systems and processes that may be subject to an internal audit review.

The audit universe will include a risk assessment scoring methodology that takes account of a number of factors including: the Authority’s own risk score; value of financial transactions; level of change, impact on the public; political sensitivity; when last audited; and the impact of an audit. This will inform the basis of the resources allocated to each planned audit area.

The results from the audit universe will be used in creating an annual audit plan; such a plan will take account of emerging risks at both local and national level.

##### *Assignment planning*

Further planning and risk assessment is required at the commencement of each individual audit assignment to establish the scope of the audit and the level of testing required.

#### **5 PROVISION OF INTERNAL AUDIT**

The Internal Audit for the National Park Authority is provided by Devon Audit Partnership

The Head of Devon Audit Partnership has established policies and procedures in an Audit Manual to guide staff in performing their duties and complying with the latest available PSIAS guidance. The manual is reviewed and updated to reflect changes in working practices and standards.

##### **Internal Audit Performance Management and Quality Assurance**

The PSIAS state that the Head of Devon Audit Partnership should have in place an internal performance management and quality assurance framework; this framework must include:

- a comprehensive set of *targets to measure performance*. These should be regularly monitored and the progress against these targets reported appropriately;
- seeking *user feedback* for each individual audit and periodically for the whole service;
- a periodic review of the service against the Strategy and the achievement of its aims and objectives. The results of this should inform the future Strategy and be reported to the Audit & Governance Committee;
- internal quality reviews to be undertaken periodically to ensure compliance with the PSIAS and the Audit Manual (self assessment); and
- an action plan to implement improvements.

### *Performance Measures and targets*

The Head of Devon Audit Partnership will closely monitor the performance of the team to ensure agreed targets are achieved. A series of performance indicators have been developed for this purpose (please see over).

#### Dartmoor National Park Authority - Internal Audit Performance Monitoring Targets 2017/18.

<b>Performance Indicator</b>	<b>Full year target 2017/18</b>
Percentage of Audit Plan completed	90%
Customer Satisfaction - % satisfied or very satisfied as per feedback forms	90%
Draft reports produced with target number of days (currently 15 days)	90%
Final reports produced within target number of days (currently 10 days)	90%

There are a number of other indicators that are measured as part of the audit process that will be captured and reported to senior management.

<b>Task</b>	<b>Performance measure</b>
Agreement of Annual audit plan	Agreed by the Head of Business Support and Audit Committee prior to start of financial year
Agreement of assignment brief	Assignment briefs are agreed with and provided to auditee at least two weeks before planned commencement date.
Undertake audit fieldwork	Fieldwork commenced at agreed time
Verbal debrief	Confirm this took place as expected; was a useful summary of the key issues; reflects the findings in the draft report.
Draft report	Promptly issued within 15 days of finishing our fieldwork. Report is "accurate" and recommendations are both workable and useful.
Draft report meeting (if required)	Such a meeting was useful in understanding the audit issues
Annual internal audit report	Prepared promptly and ready for senior management consideration by end of May. Report accurately reflects the key issues identified during the year.
Presentation of internal audit report to management and audit committee.	Presentation was clear and concise. Presented was knowledgeable in subject area and able to answer questions posed by management / members.
Contact with the audit team outside of assignment work.	You were successfully able to contact the person you needed, or our staff directed you correctly to the appropriate person. Emails, letters, telephone calls are dealt with promptly and effectively.

Once collated the indicators will be reported to the Section 151 Officer on a regular basis, and will be summarised in an annual report. Performance indicator information will also be presented to the Audit & Governance Committee for information and consideration.

The Head of Devon Audit Partnership is expected to ensure that the performance and the effectiveness of the service improves over time, in terms of both the achievement of targets and the quality of the service provided to the user.

#### *Customer (user) feedback*

The PSIAS and the Internal Audit Manual state that internal audit performance, quality and effectiveness should be assessed at two levels:

- for each individual audit; and
- for the Internal Audit service as a whole.

Customer feedback is also used to define and refine the audit approach. Devon Audit Partnership will seek feedback from:-

- auditees;
- senior leadership; and
- executive management.

The results from our feedback will be reported to Senior Management and the Audit & Governance Committee in the half year and annual reports.

#### *Internal quality reviews*

Devon Audit Partnership management have completed a self-assessment checklist against the PSIAS and have identified that there are no omissions in our practices. We consider that we fully meet over 92% of the elements; partially meet 5.5%; and are not required to or do not meet 2% (seven) of the elements. The self-assessment will be updated annually, and, if management identify areas where we could further strengthen our approaches, these will be added to the Quality Action Improvement Plan.

In December 2016 Devon Audit Partnership welcomed Terry Barnett, Head of Assurance for Hertfordshire Shared Internal Audit Service and his colleague Chris Wood, Audit Manager, who completed an external validation of the Partnership.

Terry and Chris concluded that;

“It is our overall opinion that the Devon Audit Partnership **generally conforms\*** to the Public Sector Internal Audit Standards, including the Definition of Internal Auditing, the Code of Ethics and the Standards.

\* **Generally Conforms** – This is the top rating and means that the internal audit service has a charter, policies and processes that are judged to be in conformance to the Standards

## 6 RESOURCES AND SKILLS

### *Resources*

The PSIAS and the Audit Manual states that:

- Internal Audit must be appropriately staffed in terms of numbers, grades, qualifications and experience, having regard to its responsibilities and objectives, or have access to the appropriate resources;
- The Internal Audit service shall be managed by an appropriately qualified professional with wide experience of internal audit and of its management; and
- The Chief Internal Auditor (Head of Devon Audit Partnership) should be of the calibre reflecting the responsibilities arising from the need to liaise with members, senior management and other professionals, and be suitably experienced.

Devon Audit Partnership currently has c.26 staff who operate from any one of our three main locations (Plymouth, Torquay and Exeter). The Partnership employs a number of specialists in areas such as Computer Audit and Contracts Audit as well as a mix of experienced, professionally qualified and non-qualified staff.

The Partnership draws on a range of skilled staff to meet the audit needs. Our current staff (as at January 2017) includes:-

- 3 x CCAB qualified
- 6 x qualified IIA (including QICA – computer audit)
- 1 x studying for IIA
- 11 x AAT qualified
- 4 x ILM (Institute of Leadership & Management) level 5 or above

Devon Audit Partnership uses MorganKai Insight (MKi) as an audit management system. This system allows Partnership management to effectively plan, deliver and report audit work in a consistent and efficient manner. The system provides a secure working platform and ensures confidentiality of data. The system promotes mobile working, allowing the team to work effectively at client locations or at remote locations should the need arise.

### *Staff Development and Training*

Devon Audit Partnership management assess the skills of staff to ensure the right people are available to undertake the work required.

Staff keep up to date with developments within internal audit by attending seminars, taking part in webinars and conferences, attending training events and keeping up to date on topics via websites and professional bodies. Learning from these events helps management to ensure they know what skills will be required of our team in the coming years, and to plan accordingly.

Devon Audit Partnership follows formal appraisal processes that identify how employees are developing and create training and development plans to address needs.

### **Devon Audit Partnership**

**March 2017**



**Auditing for achievement**

## **Dartmoor National Park Authority**

### **INTERNAL AUDIT CHARTER (March 2017)**

#### **TERMS OF REFERENCE**

This Charter formally describes the purpose, authority, and principal responsibilities of the Authority's Internal Audit Service, which is provided by the Devon Audit Partnership (DAP), and the scope of Internal Audit work. This Charter complies with the mandatory requirements of the Public Sector Internal Audit Standards.

#### **DEFINITIONS**

Internal auditing is defined by the Public Sector Internal Audit Standards (PSIAS) as "an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes".

The PSIAS set out the requirements of a 'Board' and of 'senior management'. For the purposes of the internal audit activity within the Authority the role of the Board within the Standards is taken by the Authority's Audit & Governance Committee and senior management is the Authority's Leadership Team.

The PSIAS make reference to the role of "Chief Internal Auditor". For the Authority this role is fulfilled by the Head of Devon Audit Partnership.

#### **STATUTORY REQUIREMENTS**

Internal Audit is a statutory service in the context of The Accounts and Audit (England) Regulations 2015, which state:

*5.—(1) A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.*

In addition, the Local Government Act 1972, Section 151, requires every local authority to designate an officer to be responsible for the proper administration of its financial affairs. In the Park Authority, the Head of Business Support is the 'Section 151 Officer'. One of the ways in which this duty is discharged is by maintaining an adequate and effective internal audit service.

## **THE PURPOSE AND AIM OF INTERNAL AUDIT**

The role of Internal Audit is to understand the key risks of the National Park Authority; to examine and evaluate the adequacy and effectiveness of the system of risk management and the entire control environment as operated throughout the organisation and contribute to the proper, economic, efficient and effective use of resources. In addition, the other objectives of the function are to:

- support the Section 151 Officer to discharge his / her statutory duties
- contribute to and support the Finance function in ensuring the provision of, and promoting the need for, sound financial systems
- support the corporate efficiency and resource management processes by conducting value for money and efficiency studies and supporting the work of corporate working groups as appropriate
- provide a quality fraud investigation service which safeguards public monies.

The existence of Internal Audit does not diminish the responsibility of management to establish systems of internal control to ensure that activities are conducted in a secure, efficient and well-ordered manner.

Internal Audit for the Authority is provided by Devon Audit Partnership. We aim to provide a high quality, professional, effective and efficient Internal Audit Service to the Members, service areas and units of the Authority, adding value whenever possible.

## **PROFESSIONALISM, ETHICS AND INDEPENDENCE**

### **Being Professional**

We (Devon Audit Partnership) will adhere to the relevant codes and guidance. In particular, we adhere to the Institute of Internal Auditors' (IIA's) mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the Public Sector Internal Audit Standards. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing within the public sector and for evaluating the effectiveness of Internal Audit's performance. The IIA's Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, Internal Audit will adhere to the Authority's relevant policies and procedures and the internal audit manual.

Internal Auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor. Due professional care does not, however, imply infallibility.

### **Our Ethics**

Internal auditors in UK public sector organisations must conform to the Code of Ethics as set out by the Institute of Internal Auditors. This Code of Ethics promotes an ethical culture in the profession of internal auditing. If individual internal auditors have membership of another professional body then he or she must also comply with the relevant requirements of that organisation.

The Code of Ethics extends beyond the definition of internal auditing to include two essential components:

1. Principles that are relevant to the profession and practice of internal auditing;
2. Rules of Conduct that describe behaviour norms expected of internal auditors.

The Code of Ethics provides guidance to internal auditors serving others, and applies to both individuals and entities that provide internal auditing services.

The Code of Ethics promotes an ethical, professional culture. It does not supersede or replace Codes of Ethics of employing organisations. Internal auditors must also have regard to the Committee on Standards of Public Life's Seven Principles of Public Life.

### **Being Independent**

Internal Audit should be independent of the activities that it audits.

The status of Internal Audit should enable it to function effectively. The support of the Authority is essential and recognition of the independence of Internal Audit is fundamental to its effectiveness.

The Head of Devon Audit Partnership should have direct access to and freedom to report in his or her own name and without fear or favour to, all officers and members and particularly to those charged with governance (the Authority). In the event of the necessity arising, the facility also exists for Internal Audit to have direct access to the Chief Executive, the S.151 Officer and the Chair of the Authority and the Audit & Governance Committee.

The Authority should make arrangements for Internal Audit to have adequate budgetary resources to maintain organisational independence.

The Head of Devon Audit Partnership should have sufficient status to facilitate the effective discussion of audit strategies, audit plans, audit reports and action plans with senior management and members of the Authority.

Auditors should be mindful of being independent. They;

- Must have an objective attitude of mind and be in a sufficiently independent position to be able to exercise judgment, express opinions and present recommendations with impartiality;
- Notwithstanding employment by the Partnership / Authority, must be free from any conflict of interest arising from any professional or personal relationships or from any pecuniary or other interests in an activity or organisation which is subject to audit;
- Must be free from undue influences which either restrict or modify the scope or conduct of their work or significantly affect judgment as to the content of the internal audit report; and
- Must not allow their objectivity to be impaired by auditing an activity for which they have or have had responsibility.

### **AUTHORITY**

Internal Audit, with strict accountability for confidentiality and safeguarding records and information, is authorised full, free, and unrestricted access to any and all of the organisation's records, physical properties, and personnel pertinent to carrying out any engagement.

All employees are requested to assist Internal Audit in fulfilling its roles and responsibilities. This is enforced in the Accounts and Audit (England) Regulations 2015 section 5(2-3) that state that:

- (2) Any officer or member of a relevant authority must, if required to do so for the purposes of the internal audit—



- (a) make available such documents and records; and
- (b) supply such information and explanations;

as are considered necessary by those conducting the internal audit.

- (3) In this regulation “documents and records” includes information recorded in an electronic form.

In addition, Internal Audit, through the Head of Devon Audit Partnership, where deemed necessary, will have unrestricted access to:

- the Chief Executive
- Members
- individual Heads of Service
- Section 151 Officer
- Monitoring Officer
- all authority employees
- all authority premises.

## **ACCOUNTABILITY**

Devon Audit Partnership is a shared service established and managed via a Partnership Committee and Board with representation from each of the founding partners. The Partnership operates as a separate entity from the client authorities and Internal Audit is therefore independent of the activities which it audits. This ensures unbiased judgements essential to proper conduct and the provision of impartial advice to management. Devon Audit Partnership operates within a framework that allows the following:

- unrestricted access to senior management and members
- reporting in its own name
- separation from line operations

Every effort will be made to preserve objectivity by ensuring that all audit members of audit staff are free from any conflicts of interest and do not, ordinarily, undertake any non-audit duties.

The Head of Devon Audit Partnership fulfils the role of Chief Auditor at the Authority and will confirm to the Audit Committee, at least annually, the organisational independence of the internal audit activity.

The National Park Authority ‘Section 151 Officer’ will liaise with the Head of Devon Audit Partnership and is therefore responsible for monitoring performance and ensuring independence.

Internal Auditors must exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal Auditors must make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Head of Devon Audit Partnership reports functionally to the Audit & Governance Committee on items such as:

- approving the internal audit charter;
- approving the risk based internal audit plan;
- receiving reports from the Head of Devon Audit Partnership on the section’s performance against the plan and other matters;
- approving the Head of Devon Audit Partnership’s annual report’
- approve the review of the effectiveness of the system of internal audit.

The Head of Devon Audit Partnership has direct access to the Chair of the Authority and the Audit & Governance Committee and has the opportunity to meet with the Authority and / or the Audit & Governance Committee in private.

## **RESPONSIBILITIES**

The Chief Executive (National Park Officer), Heads of Service and other senior officers are responsible for ensuring that internal control arrangements are sufficient to address the risks facing their services.

The Head of Devon Audit Partnership will provide assurance to the Head of Business Support 'Section 151 Officer' regarding the adequacy and effectiveness of the Authority's financial framework, helping meet obligations under the LGA 1972 Section 151.

The Head of Devon Audit Partnership will provide assurance to the Monitoring Officer in relation to the adequacy and effectiveness of the systems of governance within the Authority helping him / her meet obligations under the Local Government and Housing Act 1989 and the Authority's Standing Orders. He will also work with the Monitoring Officer to ensure the effective implementation of the Authority's Whistleblowing Policy.

Internal Audit responsibilities include but are not limited to:

- examining and evaluating the soundness, adequacy and application of the Authority's systems of internal control, risk management and corporate governance arrangements;
- reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information;
- reviewing the systems established to ensure compliance with those policies, plans, procedures and regulations which could have a significant impact on operations;
- reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- investigating alleged fraud and other irregularities referred to the service by management, or concerns of fraud or other irregularities arising from audits, where it is considered that an independent investigation cannot be carried out by management;
- appraising the economy, efficiency and effectiveness with which resources are employed and the quality of performance in carrying out assigned duties including Value for Money Studies;
- working in partnership with other bodies to secure robust internal controls that protect the Authority's interests;
- advising on internal control implications of new systems;
- providing consulting and advisory services related to governance, risk management and control as appropriate for the organisation;
- being responsible for reporting significant risk exposures and control issues identified to the Authority and/ or the Audit & Governance Committee and to senior management (Leadership Team), including fraud risks, governance issues.

## **INTERNAL AUDIT MANAGEMENT**

The PSIAS describe the requirement for the management of the internal audit function. This sets out various criteria that the Head of Devon Audit Partnership (as Chief Internal Auditor) must meet, and includes:-:

- be appropriately qualified;
- determine the priorities of, deliver and manage the Authority's internal audit service through a risk based annual audit plan;

- produce a Strategy to explain how the service will be delivered and reflect the resources and skills required;
- regularly liaise with the Authority's external auditors to ensure that scarce audit resources are used effectively;
- include in the plan the approach to using other sources of assurance if appropriate;
- be accountable, report and build a relationship with the Authority and the Audit & Governance Committee and S.151 Officer; and
- monitor and report upon the effectiveness of the service delivered and compliance with professional and ethical standards.

The Head of Devon Audit Partnership is required to give an annual audit opinion on the governance, risk and control framework based on the audit work done.

The Head of Devon Audit Partnership should also have the opportunity for free and unfettered access to the Chief Executive and meet periodically with the Monitoring Officer and S.151 Officer to discuss issues that may impact on the Authority's governance, risk and control framework and agree any action required.

## **INTERNAL AUDIT PLAN AND RESOURCES**

At least annually, the Head of Devon Audit Partnership will submit to the Authority and / or the Audit & Governance Committee a risk-based internal audit plan for review and approval. The Head of the Devon Audit Partnership will:

- develop, in consultation with Heads of Service, an annual audit plan based on an understanding of the significant risks to which the organisation is exposed;
- submit the plan to the Audit & Governance Committee for review and agreement;
- implement the agreed audit plan;
- maintain a professional audit staff with sufficient knowledge, skills and experience to carry out the plan and carry out continuous review of the development and training needs;
- maintain a programme of quality assurance and a culture of continuous improvement;

The internal audit plan will include timings as well as budget and resource requirements for the next fiscal year. The Head of Internal Audit will communicate the impact of resource limitations and significant interim changes to senior management and the Audit & Governance Committee.

Internal Audit resources must be appropriately targeted by assessing the risk, materiality and dependency of the Authority's systems and processes. Any significant deviation from the approved Internal Audit plan will be communicated through the periodic activity reporting process.

It is a requirement of the Authority's Anti-Fraud and Corruption Strategy that the Head of Devon Audit Partnership be notified of all suspected or detected fraud, corruption or impropriety. All reported irregularities will be investigated in line with established strategies and policies. The audit plan will also include sufficient resource to carry out proactive anti-fraud work.

Internal Audit activities will be conducted in accordance with Authority strategic objectives and established policies and procedures.

Monitoring of Internal Audit's processes is carried out on a continuous basis by Internal Audit management, and the Authority's members and management may rely on the professional expertise of the Head of the Devon Audit Partnership to provide assurance. From time to time, independent review is carried out: for example, through peer reviews; ensuring compliance with the PSIAS is an essential approach to such a review.

## **REPORTING**

The primary purpose of Internal Audit reporting is to communicate to management within the organisation, information that provides an independent and objective opinion on governance, the control environment and risk exposure and to prompt management to implement agreed actions.

Internal Audit should have direct access and freedom to report in their own name and without fear or favour to, all officers and members, particularly to those charged with governance (the Authority and / or Audit & Governance Committee).

A written report will be prepared for every internal audit project and issued to the appropriate manager accountable for the activities under review. Reports will include an 'opinion' on the risk and adequacy of controls in the area that has been audited, which, together, will form the basis of the annual audit opinion on the overall control environment.

The aim of every Internal Audit report should be:

- to give an opinion on the risk and controls of the area under review, building up to the annual opinion on the control environment; and
- to recommend and agree actions for change leading to improvement in governance, risk management, the control environment and performance.

The Manager will be asked to respond to the report in writing, within 30 days, although this period can be extended by agreement. The written response must show what actions have been taken or are planned in relation to each risk or control weakness identified. If action is not to be taken this must also be stated. The Head of Devon Audit Partnership is responsible for assessing whether the manager's response is adequate.

Where deemed necessary, the Internal Audit report will be subject to a follow-up, normally within six months of its issue, in order to ascertain whether the action stated by management in their response to the report has been implemented.

The Head of the Devon Audit Partnership will

- submit periodic reports to the Audit Committee summarising key findings of reviews and the results of follow-ups undertaken;
- submit on an annual basis an Annual Internal Audit Report to the Audit & Governance Committee, incorporating an opinion on the Authority's control environment, which will also inform the Annual Governance Statement.

## **RELATIONSHIP WITH THE AUDIT & GOVERNANCE COMMITTEE**

The Authority's Audit & Governance Committee will act as the Board as defined in the Public Sector Internal Audit Standards (PSIAS),

The Specific Functions of the Audit & Governance Committee are set out in the Authority's Standing Orders (Appendix 3 -Terms of Reference for Committees of the Authority).

The Head of Devon Audit Partnership will assist the Committee in being effective and in meeting its obligations. To facilitate this, the Head of Devon Audit Partnership will:

- attend meetings, and contribute to the agenda;
- ensure that it receives, and understands, documents that describe how Internal Audit will fulfil its objectives (e.g. the Audit Strategy, annual work programmes, progress reports);
- report the outcomes of internal audit work, in sufficient detail to allow the committee to understand what assurance it can take from that work and/or what unresolved risks or issues it needs to address;
- establish if anything arising from the work of the committee requires consideration of changes to the audit plan, and vice versa;
- present an annual report on the effectiveness of the system of internal audit; and
- present an annual internal audit report including an overall opinion on the governance, risk and control framework

## **QUALITY ASSURANCE AND IMPROVEMENT PROGRAMME**

The PSIAS states that a quality assurance and improvement programme must be developed; the programme should be informed by both internal and external assessments.

An external assessment must be conducted at least once in five years by a suitably qualified, independent assessor.

In December 2016, Terry Barnett, Head of Assurance for Hertfordshire Shared Internal Audit Service, completed an external validation of the Partnership. Terry concluded that;

“It is our overall opinion that the Devon Audit Partnership **generally conforms\*** to the Public Sector Internal Audit Standards, including the Definition of Internal Auditing, the Code of Ethics and the Standards.

\* **Generally Conforms** – This is the top rating and means that the internal audit service has a charter, policies and processes that are judged to be in conformance to the Standards

## **CHARTER – NON CONFORMANCE AND REVIEW**

Any instances of non conformance with the Internal Audit Definition, Code of Conduct or the Standards must be reported to the Audit & Governance Committee, and in significant cases consideration given to inclusion in the Annual Governance Statement.

The Head of Devon Audit Partnership will advise the Audit & Governance Committee on behalf of the Authority on the content of the Charter and the need for any subsequent amendment. The Charter should be approved and regularly reviewed by the Audit & Governance Committee.

**Devon Audit Partnership**

**March 2017**

**Auditing for achievement**

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**2016/17 FINANCIAL OUTTURN**Report of the Head of Business Support

Recommendation : **Subject to any amendment Members see fit to propose:**

- (i) that the content of this report is noted;**
- (ii) that the Authority transfers the 2016/17 revenue surplus of £5,822 into Reserves;**
- (iii) that the Authority approves the transfer of grants and contributions received with specific conditions or restrictions and monies set aside for contractual commitments into earmarked reserves, as set out in section 3.4 of the report;**
- (iv) that it is unnecessary to include a note in the Statement of Accounts relating to the remote possibility of a contingent liability, as set out in section 5 of this report**

**1 Introduction**

- 1.1 The Authority is required to set a balanced budget at the start of each financial year and robust budget management and financial control has been maintained throughout the year; this is essential to ensure that priorities are delivered in accordance with the Authority's plans.
- 1.2 The Audit & Governance Committee has received detailed financial management reports on a quarterly basis and has therefore been kept up to date regarding in-year variances and forecast outturn.

**2 The 2016/17 Financial Outturn**

- 2.1 A summary of the financial outturn as at 31 March 2017 can be found at Appendix 1 with a more detailed cost centre analysis at Appendix 2. After transfers, to and from, reserves the outturn surplus is £5,822. (A surplus of £6,404 was forecast at month 9). A detailed variance analysis is provided at Appendix 3.
- 2.2 The Authority has once again proved successful in generating additional income, and has continued to make operational and efficiency savings in-year which has offset some unforeseen additional expenditure. We also experienced some staff turnover which resulted in salary budget savings; most vacant posts are now filled or will be by the Summer of 2017. The most significant variations against budget worth noting are set out in the following two tables:

Table 1:

<b>Income - main variations</b>	<b>Target Budget £</b>	<b>Total Received £</b>
Biodiversity: external funding contributions to part fund the Peatland Study, Dunlin Survey	0	21,500
Hill Farm Project: newsletter advertising and Membership fees and external funding contributions	0 34,822	3,700 44,622
Car Parking charges at Princetown	18,000	25,447
Land: filming, wayleaves and HLS	0	14,003
£ For the Park – contributions from event participants	0	8,987
Donate For Dartmoor and Mend our Mountains Campaign	0	19,994
Donations (including car park cairns)	10,000	13,957
Dartmoor Trust - contribution to Historic Environment Record	0	4,000
Retail sales at the Visitor Centres	150,000	167,617
Monument Management Scheme grant from Historic England	0	15,500
Renewable Heat Incentive – biomass boiler at Princetown	15,000	19,644
Farm Environmental Plans - fees charged	0	5,040
Treasury deposit income – management of working balances	10,000	17,950
Neighbourhood Planning, Custom/Self-build/Brownfields sites Register funding from DCLG	0	40,495

Table 2:

<b>Other budget variations</b>	<b>£</b>
Salaries: savings from in-year vacancies	-90,444
Travel & transport (vehicle running costs) savings	-4,446
Premises: gas, electricity, water, business rates, wood fuel, service contracts	-11,945
Staff and Volunteers: purchase of uniform, kit, equipment	12,847
Public Rights of Way and Access: additional works, part funded from Donate for Dartmoor	5,168
Rangers and Voluntary Wardens: operational costs	4,889
Development Management: additional specialist professional and legal support for planning applications processing and enforcement action Offset by additional planning fee income	133,837 -86,038
Human Resources: health & safety, staff support and well-being	5,500

2.3 The Project Fund (unallocated) budget of £216,516 was approved by the Authority at the start of the year. Bids approved in-year are set out in table 3 below. Some allocations have been approved to increase staffing capacity in Recreation, Land Management, Planning and Ecology. These positions are for more than one financial year and are therefore included in the carry forward requests set out in section 3.4 of this report.

Table 3:

<b>Project Fund</b>	<b>£</b>
Conservation Area appraisals	2,010
Ecology Additional Hours to support planning related work	6,867
Project Officer Recreation and Land Management*	17,337
Project Development Officer	10,735
MSc Research project - Bog hoverfly	5,000
Neighbourhood notification search tool - Planning	2,000
WWII US archives project	1,500
Tour of Britain	2,500
Wildlife Festival of the North	997
Ranger Ralph Trademark renewal	1,700
Planning Officer post (2 years)*	70,342
ICT technical training	2,210
Firewall replacement	7,165
Farming & Community Wildlife Advisor post (3 years)*	76,139
Lead work repairs - Parke roof	2,374
Farm survey data analysis	4,800
Speed visors	2,000
Improvements to the kitchen at Princetown	850
<b>Total Allocated</b>	<b>216,526</b>

\*Items subject to carry forward requests

2.4 The Authority is now in the third year of the five year, £3.8m, Heritage Lottery Fund (HLF) Landscape Partnership Project: "Moor than Meets the Eye" and is the lead accountable body. The income and expenditure relating to this project is accounted for separately and is therefore not included in our own Statement of Accounts. The Scheme Manager is line managed by the Director of Conservation and Communities and reports to the Landscape Partnership Board (Mr Lloyd represents the Authority on the Board) and to the HLF. Members are kept informed of the Scheme progress, the financial implications and the associated risks via the Audit and Governance Committee and an annual report to the Authority.

2.5 During the year expenditure has been incurred on two discrete projects that are being part funded by the HLF:

Table:4

<b>Project</b>	<b>Expenditure</b>	<b>DNPA Match required</b>
	<b>£</b>	<b>£</b>
Discovering Dartmoor's Wild Stories	62,875	31,437
Moor than Meets the Eye: Higher Uppacott	74,334	51,695



Our own match funding is held in reserves so that it can be transferred to match expenditure as incurred. However, due to in-year savings and increased income, the match funding has been met from the in-year revenue surplus and not from reserves.

- 2.6 In June 2016 (NPA/16/020) Members approved an investment in a public arts initiative project, subsequently named “Moor Otters”, with the aim to engage the public, support the local economy, promote positive key messages and potentially generate additional income. Members set aside £140,000 in reserves to fund the project up-front, with the aim to generate sponsorship, auction sales and donations to at least break-even, but potentially to also generate a positive financial return. Expenditure and income to date is as follows:

Table 5:

<b>Moor Otters</b>	<b>2016/17</b>	<b>2017/18</b> <b>(at 04.05.17)</b>
	<b>£</b>	<b>£</b>
Expenditure	37,519	38,984
Income: Sponsorship & donations	(10,000)	(16,120)
<b>Net Expenditure</b>	<b>36,519</b>	<b>22,864</b>

As at 31 March 2017 therefore, rather than having to use reserves to fund the net expenditure of £36,519 these initial costs have been met from the in-year revenue surplus. Sponsorship and donations are being received on a daily basis; the project is being well received and supported by the Dartmoor community. The Arts trail will take place from 1 June to 15 September with an on-line auction running concurrently and the auction for the “Golden Otters” will take place on 30 September. We continue to monitor this project closely and are keeping a record of the amount of staff time that is being spent on it. A ‘cash’ surplus is forecast which would be hypothecated for the initiatives identified as part of the project.

- 2.7 In February this year Members received a report (NPA/17/006) which set out the results of the triennial actuarial valuation of the Local Government Pension Fund, which also confirms the required level of Employer contributions for the following three years. The Actuary provided Fund Employers with an opportunity to consider making a one-off cash contribution during 2016/17 in order to reduce past service deficits. Any such cash lump sum would be spread across the whole deficit recovery period; to reduce the past service deficits and to potentially reduce future years revenue budget pressures. Members approved the payment of a lump sum cash contribution of £500,000; which was paid in March 2017 and has been funded from earmarked reserves.

### **3 Reserve Balances**

- 3.1 The net transfer from Reserves as at 31 March is £383,760 i.e. our reserves balances will be reduced by this much. A summary of the total opening and closing Reserve Balances is set out below and the detail can be found at Appendix 4.

Table 6:

<b>Reserve Balances</b>	<b>£</b>
1 April 2016 Opening Balance	2,987,831
Reserves used in year (table 7)	(724,719)
Transfers to reserves at year-end for specific purposes (table 8)	340,959
<b>Total Reserves at 31 March 2017</b>	<b>2,604,071</b>

- 3.2 The General (unallocated) Reserve will be maintained at £450,000 as previously approved by the Authority in March 2016 (NPA/16/009) and is included in the table above.
- 3.3 These balances are determined in part by our on-going work programmes and projects and by our normal risk based analysis and methodology as set out at Appendix 5.
- 3.4 Full details of the in-year movements and the transfers to and from Earmarked are set out in in tables below:

Table 7:

<b>Transfers and brought forward balances from Earmarked Reserves</b>	<b>£</b>
Hill Farm Project - balance	9,664
Greater Dartmoor Leaf 2016/17 - contribution	6,900
Naturally Healthy Dartmoor Project - balance	10,538
Defra Flood and storm damage - grant balance	31,256
Farming Futures project - balance	12,871
Public rights of way work - balance outstanding	9,467
Communities Fund Balance - awarded not paid	77,877
DCLG grant: Vanguard	10,000
Peatland Study - contract commitment	15,000
Higher Uppacott: new septic tank	20,000
Plymouth Area sub-regional study - commitment	3,500
Upstream scientific monitoring - contribution	2,000
Website redesign - contract commitment	15,000
Discovering Dartmoor's Wild Stories (HLF) - balance	646
Local Government Pension Fund - contribution	500,000
<b>Total</b>	<b>724,719</b>

Table 8:

<b>Transfers and carry forward balances to Earmarked Reserves</b>	<b>£</b>
Project Officer salary - from Project Fund	4,537
Local Plan Review - outstanding contracts (Landscape Character Assessment, Plymouth HMA sub-regional study, Advice on demographic & Housing data, Affordable housing SPD review)	31,319
Donate for Dartmoor: to be allocated and spent in 2017/18	16,644
Planning & Farming & Wildlife Advisors posts - Project Fund Balance	127,725
Residents' Survey - contract commitment	5,000
Communities Fund Balance - awarded not paid	105,417
Grants from DCLG: Neighbourhood Planning, Self/ Custom build Register & Brownfields Site Register	40,495
Grant from Dartmoor Trust: contribution towards the Historic Environment Record	4,000
2016/17 Outturn surplus	5,822
<b>Total</b>	<b>340,959</b>

#### **4 Capital Programme and Prudential Indicators**

- 4.1 The Authority had no capital expenditure in 2016/17. The Authority has no plans for external borrowing and therefore the prudential indicators do not apply.

#### **5 Contingent Liability – Historical Management Agreement Payments**

- 5.1 Members will recall that in previous years (from 2006 to 2012) we had included a contingent liability disclosure note (in the Statement of Accounts) relating to the possible repayment of historical management agreement payments (totaling £1.2m) which had been made by the Authority between the 1980s and 2007. These payments were subsequently identified as falling within the EU definition of state aid for farming support. This resulted in the inclusion of an Emphasis of Matter being reported by the auditors in their audit opinion every year since 2006.
- 5.2 In 2012/13, Grant Thornton, who took over the external audit function from the Audit Commission, referred this matter to their technical team and invited the Authority to consider this matter each year in order to ascertain whether:
- A contingent liability should be disclosed – as the disclosure should not be made if the possibility of transfer in settlement is remote
  - Whether there is a need for the inclusion of the emphasis of matter – as a disclosure would not be required if the likelihood of repayment remains remote

5.3 Members at that meeting concurred with the Grant Thornton Auditors and considered their approach to be sensible, pragmatic and very welcome and the note was subsequently removed from the accounts in 2013/14.

5.4 Management continues to consider this issue on a regular basis and have come to the following conclusions for 2016/17:

- No further progress has been made in respect of the retrospective approval from the EU and it is becoming increasingly unlikely that it will be scheduled to be heard (Defra sources).
- The possibility of a transfer in settlement remains remote.
- As more time passes the likelihood of the Authority having to make any repayment is increasingly remote.
- The Authority has adequate reserve balances – if a worst case scenario occurred.
- A contingent liability note in respect of this issue should not be included in the 2016/17 accounts.

5.5 Members are invited to give this issue due consideration and make recommendation as to whether a contingent liability note is required (or not).

## **6 Accounts and Audit Regulations 2015**

6.1 Whilst the deadline for the 2016/17 Statement of Accounts to be authorised for Issue by the Chief Financial Officer is still 30 June, Members will be aware that this date is changing for the 2017/18 year-end; being brought forward to 31 May.

6.2 Last year we decided to attempt to produce the Statement of Accounts as close as we could to the new deadline (31 May) i.e. carry out a first dry-run and this was successfully achieved. We are again on target to meet the 31 May deadline and Grant Thornton are also going to attempt to meet the new audit deadline of 31 July in this financial year. The on-site audit will commence the last week in May and we have programmed in an Authority meeting for 28 July to formally approve the Statement of Accounts and receive the Audit Letter.

## **7 Sustainability and Equality Impact**

7.1 Consideration is always given, when deciding which areas of expenditure should be supported, to equality and sustainability issues.

## **8 Conclusions**

8.1 The outturn surplus of £5,822 represents a minus 0.15% variance against the 2016/17 budget (£158,018 a minus 4% variance in 2015/16). If the position changes between now and the conclusion of the Audit Members will be informed, but no further significant variations are anticipated at this time.

8.2 Considering the Authority's ambitious and often diverse work programme and the record of achievement and performance reported elsewhere on this agenda, 2016/17 has once again been one of sound financial management. There has been some slippage in programmed work, and this has been reported during the year via the Budget Management reports and the Business Plan Monitoring Reports.

- 8.3 Once again the Authority has experienced financial success; absorbing additional costs in year rather than using reserves and therefore maintaining financial resilience, by:
- Increasing income from sales, fees and charges, sponsorship, donations and treasury.
  - Robust cost control and efforts to seek out the best price and value for money.
  - Proactively seeking and achieving efficiency savings wherever possible.
  - Continued success at leveraging in external grant income by working in partnership with others.
- 8.4 Our performance monitoring and reporting framework: consisting of the Medium Term Financial Plan, the Business Plan, Performance Indicators, the Strategic Risk Register and Service “Dashboards” helps us to maintain robust operational and financial management and guard against unplanned expenditure, loss of income and programme slippage.
- 8.5 The Authority continues to maintain a robust financial position; and is demonstrating a proactive approach to building stronger partnerships, generating new income streams and financial resilience and agility. We are well placed to continue to deliver good outcomes for Dartmoor and to support and deliver against the Government’s “8-Point Plan for England’s National Parks”.

DONNA HEALY

### **Background Papers**

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

NPA/AG/17/001 - Financial Management 1 April to 31 December 2016

NPA/17/006 - Local Government Pension Scheme Actuarial Valuation Results

NPA/16/017 – Financial Outturn 2015/16

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

NPA/16/008 – 2016/17 Treasury Management & Investment Strategy

- Attachments –**
- Appendix 1 - 2016/17 Financial Outturn Summary**
  - Appendix 2 - 2016/17 Financial Outturn detail by cost centre**
  - Appendix 3 - 2016/17 Outturn Variances**
  - Appendix 4 - Reserve Balances**
  - Appendix 5 - Risk Based Analysis of Reserve Balances**

## 2016/17 OUTTURN

Appendix 1 to Report No. NPA/17/017

FUNCTIONAL STRATEGY	2016/17 Original Budget £	2016/17 Budget Variation £	2016/17 Revised Budget	2016/17 Outturn Net Expenditure £	2016/17 Year End Deficit/ (Surplus) £
Biodiversity	113,387	28,867	142,254	122,232	(20,022)
Land Management	30,119	28,406	58,525	36,605	(21,920)
Woodlands	42,735	(600)	42,135	41,295	(840)
Hill Farm Project - DNPA	14,822	0	14,822	14,702	(120)
Hill Farm Project - Princes Countryside Fund	20,965	0	20,965	9,664	(11,301)
Directorate Costs	3,100	0	3,100	15,798	12,698
<b>NATURAL ENVIRONMENT</b>	<b>225,128</b>	<b>56,673</b>	<b>281,801</b>	<b>240,296</b>	<b>(41,505)</b>
Archaeology	69,306	1,500	70,806	65,393	(5,413)
Built Environment	39,835	2,010	41,845	35,989	(5,856)
Higher Uppacott	7,873	20,000	27,873	73,556	45,683
<b>CULTURAL HERITAGE</b>	<b>117,014</b>	<b>23,510</b>	<b>140,524</b>	<b>174,938</b>	<b>34,414</b>
Visitor Management	85,265	19,337	104,602	63,847	(40,755)
Access	101,167	0	101,167	98,885	(2,282)
Public Rights of Way	87,238	40,723	127,961	128,498	537
Sustainable Transport & Tourism	25,245	0	25,245	25,702	457
<b>RECREATION MANAGEMENT</b>	<b>298,915</b>	<b>60,060</b>	<b>358,975</b>	<b>316,932</b>	<b>(42,043)</b>
Visitor Centres	168,998	9,317	178,315	144,103	(34,212)
Discovering Dartmoor's Wild Stories	0	0	0	32,084	32,084
Communications	174,045	19,165	193,210	214,618	21,408
Naturally Healthy Dartmoor Project	0	0	0	10,538	10,538
Education	123,079	2,697	125,776	119,036	(6,740)
<b>PROMOTING UNDERSTANDING</b>	<b>466,122</b>	<b>31,179</b>	<b>497,301</b>	<b>520,379</b>	<b>23,078</b>
Rangers	429,474	0	429,474	427,513	(1,961)
Conservation Works Service	213,535	3,100	216,635	204,282	(12,353)
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>643,009</b>	<b>3,100</b>	<b>646,109</b>	<b>631,795</b>	<b>(14,314)</b>
<b>DEVELOPMENT MANAGEMENT</b>	<b>336,632</b>	<b>2,000</b>	<b>338,632</b>	<b>370,006</b>	<b>31,374</b>
<b>FORWARD PLANNING &amp; COMMUNITY</b>	<b>220,995</b>	<b>110,133</b>	<b>331,128</b>	<b>150,308</b>	<b>(180,820)</b>
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>313,018</b>	<b>0</b>	<b>313,018</b>	<b>283,593</b>	<b>(29,425)</b>
Information Technology	166,220	9,375	175,595	172,832	(2,763)
Corporate Operating Costs	117,137	(6,324)	110,813	108,170	(2,643)
Finance & Administration	179,015	(12,632)	166,383	172,663	6,280
Legal & Democratic Services	89,917	0	89,917	92,894	2,977
Human Resources	128,325	0	128,325	132,251	3,926
Office Accommodation (Parke)	109,285	8,698	117,983	112,602	(5,381)
Office Accommodation (Princetown)	43,919	0	43,919	39,153	(4,766)
<b>SUPPORT SERVICES</b>	<b>833,818</b>	<b>(883)</b>	<b>832,935</b>	<b>830,565</b>	<b>(2,370)</b>
Project Fund	216,526	(88,801)	127,725		(127,725)
Excectional Item: Contribution to LGPS	0		0	500,000	500,000
<b>TOTAL NET EXPENDITURE</b>	<b>3,671,177</b>	<b>196,971</b>	<b>3,868,148</b>	<b>4,018,812</b>	<b>150,664</b>
<b>FUNDED BY:</b>	<b>£</b>			<b>£</b>	<b>£</b>
National Park Grant	(3,635,052)		(3,635,052)	(3,635,052)	0
Transfers from Reserves	(36,125)	(196,971)	(233,096)	(724,719)	(491,623)
Transfers to Reserves			0	335,137	335,137
<b>TOTAL</b>	<b>(3,671,177)</b>	<b>(196,971)</b>	<b>(3,868,148)</b>	<b>(4,024,634)</b>	<b>(156,486)</b>
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,822)</b>	<b>(5,822)</b>

## Appendix 2 to Report NPA/17/017

2016/2017 OUTTURN	Salaries	Travel & Subsistence	Premises	Transport	Supplies & Services	GROSS EXPENDITURE	Grants	Treasury	Fees & Charges	Sales	Rents	INCOME	NET EXPENDITURE
	£	£	£	£	£	£	£	£	£	£	£	£	£
BIO-DIVERSITY	76,812	825			66,095	143,732	(21,500)					(21,500)	122,232
LAND MANAGEMENT	30,607	684			19,317	50,608			(14,003)			(14,003)	36,605
WOODLANDS	38,713	2,112			1,069	41,894	0		(599)			(599)	41,295
DARTMOOR HILL FRAM PROJECT - PCF	36,115	1,023		395	20,503	58,036	(29,850)		(18,522)			(48,372)	9,664
HILL FARM PROJECT					14,822	14,822			(120)			(120)	14,702
CENTRAL COSTS		715		101	14,982	15,798						0	15,798
<b>NATURAL ENVIRONMENT</b>	<b>182,247</b>	<b>5,359</b>	<b>0</b>	<b>496</b>	<b>136,788</b>	<b>324,890</b>	<b>(51,350)</b>	<b>0</b>	<b>(33,244)</b>	<b>0</b>	<b>0</b>	<b>(84,594)</b>	<b>240,296</b>
ARCHAEOLOGY	95,886	2,936		0	27,214	126,036	(55,353)		(5,290)			(60,643)	65,393
BUILT ENVIRONMENT	36,049	389			2,221	38,659	(2,670)					(2,670)	35,989
UPPACOTT			98,349		16	98,365	(22,639)		0		(2,170)	(24,809)	73,556
<b>CULTURAL HERITAGE</b>	<b>131,935</b>	<b>3,325</b>	<b>98,349</b>	<b>0</b>	<b>29,451</b>	<b>263,060</b>	<b>(80,662)</b>	<b>0</b>	<b>(5,290)</b>	<b>0</b>	<b>(2,170)</b>	<b>(88,122)</b>	<b>174,938</b>
VISITOR FACILITIES	53,800		12,079	3,080	65,196	134,155	0		(70,308)			(70,308)	63,847
ACCESS & RECREATION	82,207	470		189	25,006	107,872			(8,987)			(8,987)	98,885
PROW	86,027	192		186	85,893	172,298	(43,000)		(800)			(43,800)	128,498
SUSTAINABLE TOURISM & TRANSPORT	18,180	952			7,170	26,302	(600)					(600)	25,702
<b>RECREATION MANAGEMENT</b>	<b>240,214</b>	<b>1,614</b>	<b>12,079</b>	<b>3,455</b>	<b>183,265</b>	<b>440,627</b>	<b>(43,600)</b>	<b>0</b>	<b>(80,095)</b>	<b>0</b>	<b>0</b>	<b>(123,695)</b>	<b>316,932</b>
VISITOR CENTRES	187,123	1,299	11,885	127	119,165	319,599			(7,879)	(167,617)		(175,496)	144,103
DISCOVERING DARTMOOR'S WILDLIFE STORIES			19,960		19,161	39,121	(7,037)					(7,037)	32,084
COMMUNICATIONS	157,515	835			91,162	249,512			(34,894)			(34,894)	214,618
NATURALLY HEALTHY DARTMOOR	18,921	188			11,429	30,538	(20,000)					(20,000)	10,538
EDUCATION	109,697	1,552		1,089	10,984	123,322			(4,286)			(4,286)	119,036
<b>PROMOTING UNDERSTANDING</b>	<b>473,256</b>	<b>3,874</b>	<b>31,845</b>	<b>1,216</b>	<b>251,901</b>	<b>762,092</b>	<b>(27,037)</b>	<b>0</b>	<b>(47,059)</b>	<b>(167,617)</b>	<b>0</b>	<b>(241,713)</b>	<b>520,379</b>
RANGERS	359,346	25	3,480	38,932	26,473	428,256			(743)			(743)	427,513
CONSERVATION WORKS SERVICE	161,783	39	12,506	18,507	11,745	204,580			(298)			(298)	204,282
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>521,129</b>	<b>64</b>	<b>15,986</b>	<b>57,439</b>	<b>38,218</b>	<b>632,836</b>	<b>0</b>	<b>0</b>	<b>(1,041)</b>	<b>0</b>	<b>0</b>	<b>(1,041)</b>	<b>631,795</b>
DEVELOPMENT MANAGEMENT	450,045	6,118		120	193,599	649,882			(279,876)			(279,876)	370,006
<b>DEVELOPMENT MANAGEMENT</b>	<b>450,045</b>	<b>6,118</b>	<b>0</b>	<b>120</b>	<b>193,599</b>	<b>649,882</b>	<b>0</b>	<b>0</b>	<b>(279,876)</b>	<b>0</b>	<b>0</b>	<b>(279,876)</b>	<b>370,006</b>
FORWARD PLANNING & COMMUNITY	169,071	623			94,889	264,583	(114,237)		(38)			(114,275)	150,308
<b>FORWARD PLANNING &amp; COMMUNITY</b>	<b>169,071</b>	<b>623</b>	<b>0</b>	<b>0</b>	<b>94,889</b>	<b>264,583</b>	<b>(114,237)</b>	<b>0</b>	<b>(38)</b>	<b>0</b>	<b>0</b>	<b>(114,275)</b>	<b>150,308</b>
CORPORATE CENTRE MEMBERS	201,786	3,562		594	62,983	268,925	(400)	(17,950)	(19,994)			(38,344)	230,581
					53,012	53,012						0	53,012
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>201,786</b>	<b>3,562</b>	<b>0</b>	<b>594</b>	<b>115,995</b>	<b>321,937</b>	<b>(400)</b>	<b>(17,950)</b>	<b>(19,994)</b>	<b>0</b>	<b>0</b>	<b>(38,344)</b>	<b>283,593</b>
INFORMATION TECHNOLOGY	132,699	763		284	41,344	175,090			(2,258)			(2,258)	172,832
CORPORATE OPERATING COSTS				5,301	103,350	108,651			(481)			(481)	108,170
FINANCE AND ADMINISTRATION	162,239	44			10,380	172,663						0	172,663
LEGAL & DEMOCRATIC SERVICES	88,804	420			7,470	96,694			(3,800)			(3,800)	92,894
HUMAN RESOURCES	93,739	219			41,527	135,485			(3,234)			(3,234)	132,251
OFFICE ACCOMMODATION (PARKE)	24,375		91,424			115,799			(3,197)			(3,197)	112,602
OFFICE ACCOMMODATION (PRINCETOWN)	66		62,400			62,466					(23,313)	(23,313)	39,153
<b>SUPPORT SERVICES</b>	<b>501,922</b>	<b>1,446</b>	<b>153,824</b>	<b>5,585</b>	<b>204,071</b>	<b>866,848</b>	<b>0</b>	<b>0</b>	<b>(12,970)</b>	<b>0</b>	<b>(23,313)</b>	<b>(36,283)</b>	<b>830,565</b>
PENSION FUND CONTRIBUTION	500,000					500,000						0	500,000
<b>NET EXPENDITURE</b>	<b>3,371,605</b>	<b>25,985</b>	<b>312,083</b>	<b>68,905</b>	<b>1,248,177</b>	<b>5,026,755</b>	<b>(317,286)</b>	<b>(17,950)</b>	<b>(479,607)</b>	<b>(167,617)</b>	<b>(25,483)</b>	<b>(1,007,943)</b>	<b>4,018,812</b>

FUNDED BY:	£
NATIONAL PARK GRANT	(3,635,052)
TRANSFERS FROM RESERVES	(724,719)
TRANSFERS TO RESERVES AT YEAR END	335,137
<b>NET BUDGET SURPLUS</b>	<b>(5,822)</b>

2016/17 OUTTURN VARIANCE ANALYSIS	Salaries	Travel & Subsistence	Premises	Transport	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIODIVERSITY	(20,639)	(475)			22,592	1,478	(21,500)		(21,500)	(20,022)	Vacancy savings. All posts filled. Peatland Study to met from external funding contributions
LAND MANAGEMENT	(1,259)	684			(7,342)	(7,917)		(14,003)	(14,003)	(21,920)	Filing income, Wayleaves & Holne Common HLS. Common Cause match funding not required, bid re-submitted. Pony support budget underspend.
WOODLANDS	(23)	112			(330)	(241)		(599)	(599)	(840)	Deer Management payment
HILL FARM PROJECT - PCF	(8,022)	23		395	9,853	2,249	(9,850)	(3,700)	(13,550)	(11,301)	Balances are to be carried forward and used to support new 3 year funding bid and carried forward
HILL FARM PROJECT						0		(120)	(120)	(120)	
DIRECTORATE COSTS		(385)		101	12,982	12,698			0	12,698	Uniform stock purchase
<b>NATURAL ENVIRONMENT</b>	<b>(29,943)</b>	<b>(41)</b>	<b>0</b>	<b>496</b>	<b>37,755</b>	<b>8,267</b>	<b>(31,350)</b>	<b>(18,422)</b>	<b>(49,772)</b>	<b>(41,505)</b>	
ARCHAEOLOGY	3,874	336		(150)	15,041	19,101	(19,224)	(5,290)	(24,514)	(5,413)	Historic England funding monument management agreements delivered by the DPA and Tavistock Taskforce. Dartmoor Trust grant for the HER to be C/fwd. FEP income £5k
BUILT ENVIRONMENT	(3,286)	(112)			212	(3,186)	(2,670)		(2,670)	(5,856)	Salary savings at appointment of new postholder. HE Historic Farmsteads Grant
UPPACOTT			65,338		16	65,354	(22,639)	2,968	(19,671)	45,683	Tenancy terminated in August. MTMTE spend met from HLF grant and DNPA match funding. No events income this year, due to renovations
<b>CULTURAL HERITAGE</b>	<b>588</b>	<b>224</b>	<b>65,338</b>	<b>(150)</b>	<b>15,269</b>	<b>81,269</b>	<b>(44,533)</b>	<b>(2,322)</b>	<b>(46,855)</b>	<b>34,414</b>	
VISITOR MANAGEMENT	(15,286)		(97)	(800)	(13,870)	(30,053)		(10,702)	(10,702)	(40,755)	Vacancy savings. Carry forward Project Officer budget into 2017/18. Visitor schemes budget underspend £5k and key campaigns budget not utilised this year. Litter collection underspend.
ACCESS & RECREATION	3,498	270		(62)	2,999	6,705		(8,987)	(8,987)	(2,282)	Increased Income from car parks charges and donations
PUBLIC RIGHTS OF WAY	(1,211)	192		187	2,169	1,337		(800)	(800)	537	Additional hours allocated. £ for the Park income. Access agreement back payment made
SUSTAINABLE TOURISM & TRANSPORT	6	901			(1,100)	(193)		650	650	457	Additional works on Nun's Cross path funded from Donate for Dartmoor
<b>RECREATION MANAGEMENT</b>	<b>(12,993)</b>	<b>1,363</b>	<b>(97)</b>	<b>(675)</b>	<b>(9,802)</b>	<b>(22,204)</b>	<b>0</b>	<b>(19,839)</b>	<b>(19,839)</b>	<b>(42,043)</b>	
VISITOR CENTRES	(14,778)	(501)	919	129	1,816	(12,415)		(21,797)	(21,797)	(34,212)	Sales, Donations and events income. Vacancy savings, post now filled
DISCOVERING DARTMOOR'S WILD STORIES					32,084	32,084			0	32,084	HLF match funded project
COMMUNICATIONS	(3,982)	386			30,898	27,302		(5,894)	(5,894)	21,408	Vacancy savings. Public Arts Project costs to be met sponsorship, donations and reserves. Enjoy Dartmoor production cost saving offsetting decrease in advertising income
NATURALLY HEALTHY DARTMOOR PROJECT	(1,230)	188			11,428	10,386	152		152	10,538	To be met from match funding held in reserves
EDUCATION	(2,909)	(1,298)		(1,292)	(1,155)	(6,654)		(86)	(86)	(6,740)	Vacancy saving, post now filled. Various operational budget savings
<b>PROMOTING UNDERSTANDING</b>	<b>(22,899)</b>	<b>(1,225)</b>	<b>919</b>	<b>(1,163)</b>	<b>75,071</b>	<b>50,703</b>	<b>152</b>	<b>(27,777)</b>	<b>(27,625)</b>	<b>23,078</b>	
RANGERS	(4,424)	(375)	680	(1,988)	4,889	(1,218)		(743)	(743)	(1,961)	Student Ranger post now included in 2017/18 budget. Vehicles: Fuel and servicing / repair savings. Increased voluntary warden costs - uniform and equipment
CONSERVATION WORKS	(12,677)	(11)	(143)	1,030	(254)	(12,055)		(298)	(298)	(12,353)	Vacancies covered by Temporary staff, which results in savings.
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>(17,101)</b>	<b>(386)</b>	<b>537</b>	<b>(958)</b>	<b>4,635</b>	<b>(13,273)</b>	<b>0</b>	<b>(1,041)</b>	<b>(1,041)</b>	<b>(14,314)</b>	
DEVELOPMENT MANAGEMENT	(19,558)	720		120	140,468	121,750		(90,376)	(90,376)	31,374	Vacancy savings. Linhay planning application fee £65k used to engage specialist minerals planning support. Steward Wood enquiry £23k. Enforcement related legal costs for Swete Sigford, Wringworthy, Nurston, Hillyfield. East Shallowford Consent Order £14k. Planning fees - extra £86k against budget (£65k = Linhav)
<b>DEVELOPMENT MANAGEMENT</b>	<b>(19,558)</b>	<b>720</b>	<b>0</b>	<b>120</b>	<b>140,468</b>	<b>121,750</b>	<b>0</b>	<b>(90,376)</b>	<b>(90,376)</b>	<b>31,374</b>	
FORWARD PLANNING & COMMUNITIES	(780)	(377)			(139,130)	(140,287)	(40,495)	(38)	(40,533)	(180,820)	Communities Fund Grant Scheme - balances to be carried forward. Various grants received from DCLG: Neighbourhood Planning, Self/ custom Build Register and Brownfields site Register - to be carried forward. Local Plan Review: contracts and commitments to be carried forward
<b>FORWARD PLANNING &amp; COMMUNITIES</b>	<b>(780)</b>	<b>(377)</b>	<b>0</b>	<b>0</b>	<b>(139,130)</b>	<b>(140,287)</b>	<b>(40,495)</b>	<b>(38)</b>	<b>(40,533)</b>	<b>(180,820)</b>	
CORPORATE & DEMOCRATIC CORE	417	62		(807)	(753)	(1,081)		(28,344)	(28,344)	(29,425)	Treasury £8k. Donate for Dartmoor £20k. Savings: S151 Officer £3.5k, Members expenses and allowances savings offsetting contribution towards a new post at National Parks England
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>417</b>	<b>62</b>	<b>0</b>	<b>(807)</b>	<b>(753)</b>	<b>(1,081)</b>	<b>0</b>	<b>(28,344)</b>	<b>(28,344)</b>	<b>(29,425)</b>	
INFORMATION TECHNOLOGY	498	(937)		85	(151)	(505)		(2,258)	(2,258)	(2,763)	Recharge to NPE for staff expenses relating to the NP Portal
CORPORATE OPERATING COSTS				(1,899)	(388)	(2,287)		(356)	(356)	(2,643)	Pool car fuel and other operational savings - postage, stationery etc.
FINANCE & ADMINISTRATION	7,490	(57)			(1,153)	6,280			0	6,280	Job Evaluation changes, maternity cover. Training course deferred.
LEGAL	1,336	120			821	2,277		700	700	2,977	Monitoring Officer and temporary staff cover costs
HUMAN RESOURCES	1,610	(1)			5,551	7,160		(3,234)	(3,234)	3,926	Additional hours. Health & Safety related costs. Occupational Health support & DSE support costs for staff. Staff Cycle Scheme costs and recovery
OFFICE ACCOMMODATION (PARKE)	825		(8,528)			(7,703)		2,322	2,322	(5,381)	Maintenance: gas boiler flue and external decoration. Works not completed: path, fencing, internal
OFFICE ACCOMMODATION (PRINCETOWN)	66		1,637			1,703		(6,469)	(6,469)	(4,766)	Maintenance: roof and windows. RHI income, Heating recharge and rent income
<b>SUPPORT SERVICES</b>	<b>11,825</b>	<b>(875)</b>	<b>(6,891)</b>	<b>(1,814)</b>	<b>4,680</b>	<b>6,925</b>	<b>0</b>	<b>(9,295)</b>	<b>(9,295)</b>	<b>(2,370)</b>	
PROJECT FUND										(127,725)	Allocated to projects and staff salaries in year - to be carried forward
CONTRIBUTION TO LGPS										500,000	Cash contribution to the LGPS as approved by Authority NPA/17/006
TRANSFERS FROM RESERVES						0			0	(491,623)	See separate list in report
TRANSFERS TO RESERVES AT YEAR END						0			0	335,137	See separate list in report
<b>TOTAL</b>	<b>(90,444)</b>	<b>(535)</b>	<b>59,806</b>	<b>(4,951)</b>	<b>128,193</b>	<b>92,069</b>	<b>(116,226)</b>	<b>(197,454)</b>	<b>(313,680)</b>	<b>(5,822)</b>	



**2016/17 GENERAL FUND RESERVE BALANCES**

Appendix 4 to NPA/17/017

2016/17 GENERAL FUND RESERVE BALANCES	2016/17 Opening Balance £	2016/17 Transfers Within £	2016/17 Transfers to Revenue in year £	2016/17 Transfers from Revenue at year end £	2016/17 Closing Balance £	Notes
<b>Grants &amp; Contributions with Restrictions</b>						
Defra: Flood & Winter Storm Damage - Grant b/fwd	(31,256)		31,256		0	Fully used in 2016/17
Hill Farm Project	(15,003)	(15,000)	9,664		(20,339)	2nd Phase of the Project, with match funding, commences Feb 2017 for 36 Months
Natural England - Internship	(12,871)		12,871		0	Fully used in 2016/17
English Heritage: White Horse Hill	(20,036)				(20,036)	To fund the Exhibition at Postbridge VC, timing unknown
DCC: Public Rights of Way	(9,467)		9,467		0	Fully used in 2016/17
TDC: Communities Fund Grant prior years contributions	(50,000)		50,000	(55,863)	(55,863)	To be paid out during 2017/18
WDBC: Communities Fund Grant prior years contributions	(22,093)		22,093	(20,944)	(20,944)	To be paid out during 2017/19
SHDC: Communities Fund Grant prior years contributions	(5,784)		5,784	(28,610)	(28,610)	To be paid out during 2017/20
Naturally Healthy Dartmoor Project 2014-2017	(6,948)	(15,000)	10,538		(11,410)	Final year: 2017/18
DCLG: Vanguard Right to Buy	(10,000)		10,000		0	Fully used in 2016/17
SWW contribution towards Upstream scientific monitoring	(2,000)		2,000		0	Fully used in 2016/17
HLF: Discovering Dartmoor's Wild Stories	(646)		646		0	Fully used in 2016/17
DCLG - Neighbourhood Planning Grant				(5,000)	(5,000)	
DCLG - Self Build Register Grant				(5,850)	(5,850)	
DCLG - Custom Build Grant				(15,000)	(15,000)	
DCLG - New Burdens Grant: Brownfield register and PIP NP				(14,645)	(14,645)	
Dartmoor Trust - 2017/18 contribution for the HER				(4,000)	(4,000)	In 2017/18 budget
Donate for Dartmoor Balances				(16,644)	(16,644)	To match fund projects not yet completed
<b>Budget management Fund - Provisions (risk based)</b>						
Employees	(262,000)	210,000			(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)				(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(80,000)	45,500			(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(378,233)	244,500			(133,733)	To be utilised / allocated in the new MTFP or when opportunities present
LGPS Past Deficit Recovery		(500,000)	500,000		0	NPA/17/006
Annual Revenue Outturn	(158,018)	158,018		(5,822)	(5,822)	
<b>Capital Expenditure Fund</b>						
Vehicles - Sinking Fund - Replacement	(36,596)	(12,000)			(48,596)	
Property - Sinking Fund - Repairs & Maintenance	(150,000)				(150,000)	
<b>Known Commitments</b>						
Rural Community Broadband - phase 1	(10,000)	10,000			0	
Chagford Cattle Grid	(3,000)				(3,000)	Timing not known
Local Plan Review contracts	(122,500)			(31,319)	(153,819)	Built into 2017/18 Budget and MTFP
All Moor Butterflies NPA/15/037	(17,500)				(17,500)	Project start delayed likely 2017 - 3 year programme
Peatland Study	(15,000)		15,000		0	Fully used in 2016/17
MIRES PR14	(10,000)				(10,000)	3 year partnership project, to be allocated when required
Higher Uppacott - septic tank installation	(20,000)		20,000		0	Fully used in 2016/17
Website redesign	(15,000)		15,000		0	Fully used in 2016/17
Contribution to Plymouth Area Sub-regional Study	(3,500)		3,500		0	Built into 2017/18 Budget and MTFP
Project Fund allocations in 2016/17 against salaries				(132,262)	(132,262)	Built into 2017/18 Budget and MTFP
Residents' Survey				(5,000)	(5,000)	Will be completed May 2017
<b>Match Funding Reserve</b>						
HLF - Moor Than Meets the Eye match funding	(200,000)	51,695			(148,305)	Allocated until required to match cash flows. 2016/17 spend met from in-year revenue surplus
Moor than Meets the Eye - Cash Flow	(300,000)				(300,000)	Based on project cash flow - retention and final claim in year 5
Superfast Broadband - connecting Dartmoor & Exmoor	(65,000)				(65,000)	Approved in 2015/16, due to be paid in 2017/18
NPA/14/044 Princes Countryside Fund match funding	(15,000)	15,000			0	Allocated in 2016/17
Greater Dartmoor LEAF 2015-2020	(20,700)		6,900		(13,800)	NPA/14/038 for years 2018-2020
Naturally Healthy Dartmoor Project	(25,000)	15,000			(10,000)	NPA/14/031 for years 2015-2017 - ends Dec 2017
Discovering Dartmoor's Wild Stories	(48,800)	31,437			(17,363)	Match against HLF Funding in 2016/17 & 2017/18
National Parks Partnerships LLP	(10,000)				(10,000)	To be paid to NPP Ltd in 2017/18
Our Common Cause: Our Upland Commons NPA/16/009	(8,000)				(8,000)	Unsuccessful, at first attempt. To be re-submitted
Dartmoor Arts Initiative NPA/16/020		(112,481)			(112,481)	2016/17 spend met from in-year revenue surplus
Unallocated fund balance	(127,880)	(126,669)			(254,549)	
<b>Total Earmarked Reserves</b>	<b>(2,537,831)</b>	<b>0</b>	<b>724,719</b>	<b>(340,959)</b>	<b>(2,154,071)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(450,000)</b>			<b>0</b>	<b>(450,000)</b>	
<b>Total General Fund Balance</b>	<b>(2,987,831)</b>	<b>0</b>	<b>724,719</b>	<b>(340,959)</b>	<b>(2,604,071)</b>	

2016/17 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2016/17 Closing Balance £'000
<b>Grants &amp; Contributions with Restrictions carried forward:</b>			
Grants & Contributions with Restrictions	N/A	Actual	(218)
<b>Employees:</b>			
Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
<b>Costs &amp; Awards:</b>			
Appeals / Public Enquiries / Litigation	High	Est.	(250)
<b>Loss of Income and / or Price Increases:</b>			
Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(34)
<b>Capital - Property:</b>			
Repairs & maintenance (sinking fund)	Medium	Est.	(150)
<b>Capital - Vehicles</b>			
Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(49)
<b>Known Commitments/Contracts</b>			
Chagford Cattle Grid	N/A	Actual	(3)
Local Plan Review	N/A	Est.	(154)
All Moor Butterflies	N/A	Actual	(18)
MIRES PR14	N/A	Actual	(10)
2016/17 Project Fund allocations	N/A	Actual	(132)
Residents' Survey	N/A	Actual	(5)
<b>Match Funding Reserve</b>			
Greater Dartmoor LEAF	N/A	Actual	(14)
Naturally Healthy Dartmoor	N/A	Actual	(10)
Dartmoor's Wild Stories - HLF	N/A	Actual	(17)
Our Common Cause	N/A	Actual	(8)
National Parks Partnerships LLP	N/A	Actual	(10)
Public Arts Project	N/A	Actual	(112)
Moor Than Meets The Eye - match funding	N/A	Actual	(148)
Moor Than Meets The Eye - cash flow provision	N/A	Actual	(300)
Superfast Broadband	N/A	Actual	(65)
Unallocated to match future opportunities	N/A	Actual	(255)
<b>Revenue</b>			
Invest to save and / or Generate Projects	N/A	Actual	(134)
2016/17 Revenue Outturn Surplus		Actual	(6)
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>		Actual	(450)
<b>Total Reserve Balance</b>			<b>(2,604)</b>

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**ASHBURTON MASTERPLAN**Report of the Forward Planning Manager

**Recommendation: That Members agree to take no further action on the Chuley Road Masterplan, and focus discussion regarding the site through the Local Plan review**

**1 Introduction**

- 1.1 In 2013 Dartmoor National Park Authority (DNPA) adopted a local plan which set out the allocation of an area at Chuley Road, Ashburton, for mixed use redevelopment.
- 1.2 The aim of this allocation was to respond to an opportunity to improve the built environment of this area on the edge of the town centre, recognising some sites within the area were going to become available, and aiming out of this to respond in a co-ordinated way to key issues raised by the community around highways, parking and flood events.
- 1.3 Work on this project was, with the best intentions on DNPA's part, seeking to engage the community through the preparation of a Masterplan for the area which would perform that 'co-ordination' role, to deliver community benefits.
- 1.4 In April 2016 DNPA took the difficult decision to cease the Masterplan process, consider applications largely consistent with Local Plan Proposal ASH2 in the absence of a Masterplan, and review the position within 12 months. The April 2016 Authority report (NPA/16/014) set out the reasons for this decision and detailed background and timescales regarding the Masterplan.
- 1.5 This report describes what has happened in the last 12 months, sets out the position as it stands at present, and proposes a route forward.

**2 Background**

- 2.1 The detailed background to the Chuley Road Masterplan is set out in Authority Report NPA/16/014. In that report Members were presented with 4 options, each of the options carrying a degree of risk and uncertainty, though in some it is outweighed or mitigated by the benefits of moving forward in that way.
  - Option (1) - Proceed with the Masterplan in its current form
  - Option (2) - Proceed with revisions to the Masterplan with amendments incorporating railway safeguarding
  - Option (3) - Cease the current Masterplan process, consider applications largely consistent with Local Plan Proposal ASH2 in the absence of a Masterplan, and review the position within 12 months

- Option (4) - Cease the Masterplan, publishing standalone evidence and potentially allowing it to be taken forward by a third party

2.2 Members chose option 3. A summary of the key matters surrounding that option are set out in the table below.

<b>Option (3) - Cease the current Masterplan process, consider applications largely consistent with Local Plan Proposal ASH2 in the absence of a Masterplan, and review the position within 12 months</b>	
What does this entail?	<ul style="list-style-type: none"> <li>• Potential continued positive engagement with the railway to support the preparation of evidence, though limited officer commitment</li> <li>• A clear position statement on the current position regarding masterplan preparation, and appropriate stakeholder engagement</li> <li>• A clear timeframe for the consideration of any review of the position</li> </ul>
Is development able to come forward?	<ul style="list-style-type: none"> <li>• Development which would not prejudice the safeguarding of a rail route could be approved in the absence of an adopted Masterplan, with the criteria in the local plan allocation still applicable</li> <li>• Applications on the former rail line would not be encouraged where they would prejudice safeguarding (e.g. a new building on the route)</li> </ul>
Will key community objectives be met?	<ul style="list-style-type: none"> <li>• Prior to any adoption, development on the western river bank of Tuckers, and the Outdoor Experience site could come forward; these must still demonstrate consistency with the local plan allocation</li> <li>• Prior to any adoption, little weight must be given to the chosen strategy in the earlier Masterplan (with evidence and consultation outcomes given more weight), planning gain will likely focus on-site and/or required to deliver, rather than collective betterment across the whole site</li> </ul>
Are the community and other stakeholders able to influence the outcome?	<ul style="list-style-type: none"> <li>• Applications received in the absence of a Masterplan will be subject to the usual opportunity for public and stakeholder comment, however they will not be based upon an adopted masterplan</li> </ul>
What are the cost and resource implications?	<ul style="list-style-type: none"> <li>• Potential continued officer engagement with the railway to support the preparation of evidence</li> <li>• No short term costs, costs will only arise in the future if a decision is taken to continue a Masterplan. The local plan review may inform the future commitment to Masterplans for this and other sites</li> </ul>
What are the risks and threats?	<ul style="list-style-type: none"> <li>• Failure to deliver appropriate evidence within the given timeframe leading to project drift</li> <li>• Applications received on the former rail line could be submitted, the Authority may be required to determine them. These would be determined on the basis of the criteria in the allocation, and relevant evidence and information available at that point in time</li> <li>• Unwelcome applications or appeals could have significant and unplanned resource implications, with associated reputation damage</li> <li>• Reputational damage as a result of the perceived non-delivery of the Masterplan and abortive costs, and decision making on applications in the absence of an adopted Masterplan</li> </ul>
Potential implications or unintended consequences?	<ul style="list-style-type: none"> <li>• Applications could be determined in the intervening period, which predetermine, constrain or alter the outcome of a future masterplan</li> <li>• Clear link with local plan review, which may need to identify a safeguarding route, and may alter the Authority's current approach to Masterplans and Development Briefs</li> <li>• A community group could choose to pick up the work whilst it is not progressed</li> </ul>

### 3 Progress in the last 12 months

3.1 In April 2016 there were a number of key issues which led DNPA to make a formal decision around how to progress, or not, the Masterplan. These were:

## **a) The need to review the project**

It was felt by officers that at that point in time the Masterplan project, which had been in progress for several years and already consumed notable financial resource and officer time, should be reviewed. The context (other factors explored below) had changed, and with no clear end date for the project, continued uncertainty and a risk of ongoing resource commitment it was felt necessary to pause and review the benefits of continuing work on the Masterplan.

Since April 2016 the situation with regard to resources has not changed, although it should be noted that the Forward Planning team is now fully committed to the review of the Local Plan. A level of evidence and understanding from the Masterplan process exists, and remains of value to potentially inform applications or other local plan consideration of the site. This includes:

- The baseline report
- Detailed flood risk modelling
- Parking strategy
- Tree survey

## **b) Flood risk matters and community benefit**

Issues came to light from the Environment Agency around the deliverability of housing development on the eastern bank of the river at the Tuckers site, in the absence of further upstream flood mitigation. This advice was contrary to the approach of the Masterplan, on which DNPA had worked closely with the EA, whereby this site was not depended upon upstream flood works. This changed significantly the deliverability of this part of the site, now dependent on upstream work on third party land, which is potentially unviable on the basis of the number of units to be delivered.

This change in position coincided with officer concerns regarding future deliverability and viability. The complexity of the scheme had always been known; in particular the number of landowners and limited development value to deliver significant community expectations of the site, though at a scale of development such it would not attract any external funding.

With the above noted flood risk concerns, and a raft of government policy changes in the housing market around brownfield land, affordable housing, and Section 106 planning obligations, officers raised concerns that the limited value in the sites would lead to a case by case consideration of development viability.

Since April 2016 this situation has not altered.

### **c) Professional support for the railway project**

In late 2015 Friends of Ashburton Station (FoAS) was offered pro-bono professional support in considering its ideas for the area. DNPA welcomed the recognition on their part that the case presented by the railway group to date had not 'done justice' to the idea, and that DNPA had little option but to make the decision it had at the time.

We encouraged meetings with the Environment Agency, Historic England and Highways England, to identify whether the significant uncertainty around deliverability could be overcome. The Forward Planning Manager attended these meetings with the railway groups' planning professional. A more positive and constructive relationship with the railway project followed. Whilst this does not mean the railway should or will form part of future development of the site, it does mean that decisions, be those by the community or DNPA, will be based upon a more sound understanding of safeguarding, reinstatement and deliverability.

Since April 2016 efforts have continued on the part of the 'new' FoAS, working with South Devon Railway, and more detailed consideration of feasibility and options has taken place. The groups each made representations to the Local Plan Issues consultation in winter 2016/17. Whilst detailed feasibility is still absent, potential solutions and options for the railway which seek to respond to fundamental issues raised by DNPA were put forward. It is indeed encouraging in respect of a better understanding of the feasibility of a scheme, which might enable the community and DNPA to make a more informed decision around the potential for the return of the railway to Ashburton.

### **d) An expectation of applications coming forward**

Officers anticipated in April 2016 that planning applications for parts of the site, in particular Tuckers, and Outdoor Experience, would be forthcoming.

It remains the case that applications may come forward on any part of ASH2 which are largely supported by stakeholders, and enable development to proceed in the area. However, contentious proposals, for example any application which proposed building on the former track bed or an alternative use of the former station building, would force the consideration of the case for railway safeguarding and effectively move this decision from a Masterplan or the local plan, to the planning application.

Any case (for example by FoAS) to resist such an application on the basis that it would prejudice the potential return of the railway would require robust evidence to justify a reason for refusal.

Since April 2016 this situation has not altered. To date no applications have been received, though officers are advised that it is still the intention to do so, and that progress is being made.

## e) Local Plan review

Since April 2016 DNPA has started the review of its Local Plan. It is potentially the most appropriate forum in which to now discuss the future of this site, this is considered in more detail below.

## 4 Discussion

### Local Plan Review

- 4.1 DNPA has in the last 12 months started the review of the Local Plan. An Issues consultation in winter 2016/17 has been completed. The next key steps will be a consultation with Parish/Town Councils in summer 2017, ongoing evidence gathering and appraisal which will inform a draft Local Plan in 2018.
- 4.2 Whether to include the land at Chuley Road (ASH2) as an allocation in the next local plan, will be an important issue for Ashburton. Notably, though, in the Issues consultation only the railway interest groups themselves made substantive comments about the site, or the railway issue.
- 4.3 Whilst the experience of Masterplans and Development Briefs has been a successful and a positive process in other communities in the National Park, DNPA must learn from the experience at Chuley Road. Whilst it would not be appropriate at to pre-empt how the new local plan may consider this area, there are key factors which will need to be born in mind, including:
  - Priorities, and community vision for the area
  - The scale of work in respect of taking a Masterplan forward, both for DNPA, the community, and landowners
  - The availability of land, and deliverability of complex matters across multiple landownership
  - Community, landowners and other stakeholders' expectations
  - The benefits of certainty and prescription, weighed against a more flexible or light touch approach
  - Risk management, and the potential time delays in delivery on the ground as a consequence of a more proactive approach (i.e. applications held back until a Masterplan is prepared)
- 4.4 There exist therefore potential options for how the new Local Plan may take consider the area at Chuley Road, including:
  - a) Take no action, do not allocate any land at Chuley Road and take a wholly reactive approach to any planning applications in the area
  - b) Carry forward in its current form the allocation ASH2 (with the continued requirement for a Masterplan)
  - c) Revise the allocation ASH2 to include the provision for the return of the railway (with the continued requirement for a Masterplan)
  - d) Take a 'light touch' approach to allocation, developing a high level vision for the area without a detailed prescriptive scheme

- 4.5 It is considered that the above options may be considered as part of the Local Plan review in order to determine how best to move forward with potential development in the area. It would of course be inappropriate at this point in the process to identify which may be the best option.

#### Planning applications

- 4.6 DNPA sought legal advice in respect of the consideration of planning applications in the absence of an adopted Masterplan. This advice states that, in essence, DNPA can in considering any planning applications on the site, still apply (a-b), and (i-iv) of Proposal ASH2 (the local plan allocation, below). We may disregard the requirement for the Masterplan provided we advertise applications as departures, and are clear around the reason for ceasing or pausing any Masterplan process.

#### **Figure 2. Proposal ASH2 (excerpt from the 2013 adopted local plan)**

An area of land 3.5 ha in extent at Chuley Road, Ashburton, is identified for redevelopment for mixed use. Development in this area may include:

(a) housing, including a proportion of affordable housing subject to further assessment of viability;

(b) commercial uses comprising principally business use (B1), financial and professional services

(A2), shops (A1), and restaurants and cafés (A3).

Development of this site should:

(i) meet the parking needs of existing and new commercial and residential uses, and provide further public car parking to serve the centre of Ashburton;

(ii) conserve and enhance the site's railway heritage;

(iii) provide a pedestrian link between Bulliver's Way and the Recreation Ground;

(iv) adopt a sequential approach to the layout and design of development and be supported by a flood risk assessment which includes consideration of climate change and demonstrates that any development will be safe, not increase flood risk elsewhere and where possible reduces flood risk overall.

Proposals at ASH2 should accord with a comprehensive masterplan for the entire site prepared in association with the local community, relevant stakeholders and the Dartmoor National Park Authority.

- 4.7 Provided the Authority decides application in this way, the legal advice is that there is no fundamental requirement to have an adopted Masterplan in place.
- 4.8 In considering any planning applications within the area, DNPA must give weight to (a-b), and (i-iv) above. The evidence prepared which supported the preparation of the Masterplan drafts will be relevant and should inform any application, however the strategy or option proposed in any previous draft of the Masterplan should carry little weight at this point in time.



- 4.9 The criteria in the policy above are robust, and the priorities identified by the community (principally highways, parking and flooding) have been consistent throughout the process. If DNPA determines applications in the absence of a Masterplan it will be on the basis of case by case negotiation and site viability. Strategic benefits, such as the pooling of contributions for off-site infrastructure, which are beyond the reasonable use of Section 106 obligations will not be forthcoming.

#### Stakeholder engagement

- 4.10 The community engaged well with the Masterplan process and indeed was remarkably involved throughout the process. This must however form part of Members consideration in how to move forward, as it is inevitable that the level of trust is not what it was, and that 'consultation fatigue' set in.
- 4.11 The engagement process led to a consistent message from the community around flooding, parking, and highways issues which had the potential to be resolved through change in the area. However, now fundamental to how and whether the Chuley Road area moves forward is the question regarding the railway. Only having considered this on an informed basis would it be appropriate to identify the best approach to deliver the community's ambition for the site.
- 4.12 Officers therefore believe that the Local Plan review represents the most appropriate route to consider afresh the community's aims and vision for the area.
- 4.13 It is important to note, though, that this is notwithstanding the potential for an application to determine this issue, as described above. Through any application the community and other stakeholders would have an opportunity to input to the decision making process on any proposal in the area. DNPA would, as is the case with any large application, encourage pre-application discussion with the Town Council and wider community as appropriate.

## **5 Conclusion**

- 5.1 The discussion above sets the context and options for moving forwards with the delivery of the allocation in the local plan. Ultimately DNPA is keen to enable development to move forward where it will be consistent with community objectives, and mindful of the additional resource required in pursuing a Masterplan given the current uncertainty around its benefits.
- 5.2 It is recommended that Members agree to take no further action on the Chuley Road Masterplan, and focus discussion regarding the site through the Local Plan review. A comprehensive consultation and engagement process is set out for the local plan review. Officers would discuss with the Town Council in the first instance how best to consider local plan options with the Ashburton community.

## **6 Financial Implications**

- 6.1 DNPA has invested significant officer time, as well as financially, in the Masterplan project and withdrawal from it was therefore not taken lightly. Members carefully considered the continued benefit of further investment, particularly in officer time, in the public interest.

6.2 The proposal above does not have direct costs associated with it, instead it responds to a concern that further investment in the project may have limited additional value in the public interest at this point in time, and that this resource is better invested in the Local Plan review as a forum for discussing the aims and vision for the area.

DAN JANOTA

Background Papers: NPA/16/014

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**PERFORMANCE INDICATORS 2016/17**Report of the Head of Organisational DevelopmentRecommendations : **That Members:**

- (i) **analyse the performance for 2016/17 and consider any action which may be taken to maintain or improve performance or to address under performance**
- (ii) **note the proposed performance indicator targets for 2017/18**

**1 Purpose of the Report**

- 1.1 This report informs Members of performance against Dartmoor National Park Authority performance targets for 2016/17 and provides an opportunity to discuss, query and challenge performance against each indicator.
- 1.2 Our performance in 2016/17 and the proposed targets for 2017/18 are provided in Appendix 1.

**2 Review of Performance Indicators**

- 2.1 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 National Park Management Plan indicators are reported to the Management Plan Delivery Board (chaired by the Authority and comprising key partners). They are reported to the Authority each year; please refer to the separate report being considered at this meeting. These indicators are related to the *Ambitions* in the Management Plan and many are outcome based.
- 2.3 Performance indicators that relate to how our services are performing are reported to the Audit & Governance Committee in May each year and monitored during the year. Some of these are so-called 'family indicators' i.e. they are collected by all English National Park Authorities according to an agreed methodology. This 'family' information will be shared with Members annually when available (normally July).

**3 Performance for 2016/17**

- 3.1 Attached at Appendix 1 is the list of performance indicators including a description and the outturn (i.e. how the Authority has performed) for 2016/17. The outturn for the previous year (2015/16) is also provided for comparison purposes.
- 3.2 For 2016/17 where a target is met or exceeded, this is highlighted green. If a target has not been met, then this is highlighted red. Those indicators with no highlight have explanatory text or did not have a target set (i.e. pilot year).

- 3.3 The proposed targets for 2017/18 are also included in the final column.
- 3.4 Further explanation regarding performance in 2016/17 is highlighted below under each of three strategic themes – Sustain, Enjoy, Proper (order and reference numbers as shown in Appendix 1).

## **SUSTAIN**

- 3.5 **S10 - percentage of income derived from sources other than NP Grant**  
Our stretching target is set at 25% but we have not met this target in the last 3 years. If however we were to include the MTMTE project (which we host and is not part of our own accounts) then we would have met the target in 2015/16 and 2016/17.
- 3.6 **S11 - Carbon emissions**  
Following significant reductions to our carbon emissions in recent years we indicated in May 2015, that we would not continue to see reductions at the same pace. It is noted that carbon emissions for transport reduced by 1.9% and are something that will fluctuate, being directly related to work programmes. Carbon emissions for our buildings increased by 10.5% primarily due to Higher Uppacott being included in the calculations, and the extensive works that have taken place, as a result of the tenant leaving the property.
- 3.7 **S11 – Working days lost due to sickness**  
Although not meeting the target of 7 days, long-term sickness absence reduced by 2 days compared to the previous two years. Short-term sickness absence performance was unchanged from 2015/16. Members of the Audit & Governance Committee requested that further analysis of our sickness absence data is undertaken and reported. This analysis is in work programmes for 2017/18.
- 3.8 **S17 - Appeals allowed against DNPA decision**  
We did not meet our target of 33%. Officers will review the appeal decisions so that we can identify potential policy and/or procedural issues and learn from these.

## **ENJOY**

- 3.9 **E2 - Public Rights of Way**  
The reduction in the percentage of footpaths that are easy to use (from 93% in 2013/14 to 79% in 2016/17) is a combination of reduced financial resource and the impact of extreme weather (e.g. intense rainfall). Full details are provided in a separate report on this agenda.
- 3.10 **E4 - Litter**  
Despite seeking a reduction in the amount of litter collected by the Authority we have collected significantly more. However, the cost of disposal was less than the target.
- 3.11 **E11 - Events organised by DNPA**  
This indicator has been reviewed as it only included guided walks. A new indicator to be introduced in 2017/18 will capture wider data on ways in which DNPA engages with communities, replacing the old E11 - which measured just a subset of data.

## PROSPER

### 3.12 P3 - Volunteer Days organised by DNPA

The Authority has continued to organise and support volunteers however the data for 2016/17 is incomplete which, at the time of writing, is being investigated.

### 3.13 P11 - Attendance at Parish Meetings

The attendance of officers and Members at Parish Meetings has fallen below the target and this data is currently being reviewed.

## 4 Staff and Member Training

- 4.1 Training performance is no longer contained within our performance indicators although we still collect the data. The number of training days provided per member of staff was 2.97 (4.29 in 2015/16) and per Member 1.11 (1.47). The previous targets (when last set in 2013/14) were 5 and 1.5 days respectively.

## 5 Compliments & Complaints

- 5.1 We received 75 written compliments during 2016/17 (65 last year) across all services from members of the public, volunteers, service users and organisations.
- 5.2 All compliments are shared with the staff concerned and relevant managers and a sample are also included in *In Touch* (staff newsletter) to demonstrate Team Dartmoor in action. Recent examples include:

*The document was clear and well laid out. Made you reflect and consider. Evident it has been written with great deliberation by an experienced team and this is appreciated. (Forward Planning Team – Local Plan consultation response)*

*Thanks for accommodating me in your busy schedules; the experience was really rewarding and interesting. (HR and Sector Ranger – work experience)*

*Sincere thanks for your time, knowledge and clear, accessible way he told the Archaeological story. (Communications Officer – student visit to Centres)*

*Sincere thanks, excellent job, extremely interesting and thought provoking. Apparent you are dedicated to your job of preserving Dartmoor. The moors are in safe hands with Rangers like you around. (Sector Ranger – public talk)*

*Lovely to talk to you, thanks for your help and magazines for our group and delivering others. Warmest appreciation. (Business Support Officer)*

*Thank you in particular & the department, for your help. You were excellent in your understanding & absolutely right on your responses. Good & efficient. Keep up the good work. (Development Management)*

*Thanks for help with our trip to Merrivale, it was great. Children enjoyed it and a brilliant guide (Education/Outreach and DNPA Guide)*

*Thank you on behalf of Stodley Hamlet for sorting out the top of the track. Excellent job we no longer have to wear wellies. (Access & Conservation Works Team)*

*Thanks for meeting us. My daughter & I really enjoyed the visit & she took some excellent pictures. All very informative & impressive. (Visitor Services)*

*Thanks so much for all you did. We had a wonderful experience & will never forget. There are some great people on the planet & you are one of them. (Sector Ranger)*

*Incredibly supportive & helpful in practical ways: helping to get things in place, the drawings right, & answered all my questions. Friendly & fun. Excellent service! (Planning Administration)*

- 5.3 We also receive compliments and other feedback via social media and we are considering how these are managed and recorded.
- 5.4 During 2016/17 the Authority received and managed 15 complaints (compared to 14 in 2014/15) under the formal stages of our Complaints Procedure. One complaint was referred to the Local Government Ombudsman (LGO) although this was not investigated by the LGO.
- 5.5 We continue to seek to learn lessons from the complaints and compliments that we receive. The Complaints Officer monitors ongoing correspondence to identify any recurring issue or trend and has facilitated meetings with team managers to identify lessons to learn and how we might improve performance.

## **6 Equality and Sustainability Impact**

- 6.1 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.

## **7 Financial Implications**

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

## **8 Conclusion**

- 8.1 Members will note from this report that overall the Authority has maintained an excellent level of service in priority areas as measured against the agreed Performance Targets (see appendix 1).

NEIL WHITE

Background papers:  
NPA/AG/16/011  
NPA/AG/17/002

**Attachments: Appendix 1 – Performance Indicators 2016/17 and targets for 2017/18**

20170526 NW Performance Indicators 2016/17

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
<b>SUSTAIN Conservation of the Natural and Historic Environment</b>						
S1(a)	% of SSSI land in the National Park as a whole in					
	a) favourable condition	CG	16%	30% (Data supplied by Natural England on 6 year rolling programme)	<b>Will be completed by YDNPA (family PIs) May/June 2017</b>	30% (Data supplied by Natural England on 6 year rolling programme)
	b) unfavourable recovering	CG	82%	70% (Data supplied by NE)		70% (Data supplied by NE)
	c) unfavourable declining	CG	2%	0% (Data supplied by NE)		0% (Data supplied by NE)
S1(b)	% of SSSI land in NPA management in:					
	a) favourable condition	CG	20%	Data supplied by Natural England on 6 year rolling programme	<b>Will be completed by YDNPA (family PIs) May/June 2017</b>	Data supplied by Natural England on 6 year rolling programme
	b) unfavourable recovering	CG	80%	Data supplied by NE		Data supplied by NE
	c) unfavourable declining	CG	0%	Data supplied by NE		Data supplied by NE

## Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
S2	Number of Listed Buildings 'at risk' conserved during the last 3 years	NP	1	1	1	1
S3	Number of scheduled monuments 'at high or medium risk' conserved during the last 3 years	AC	18	18	21	15
S4	% Length of water courses with 'high' or 'good' ecological status	CG	34.5%	31% (Data supplied by Environment Agency)	<b>Will be completed by YDNPA (family PIs) May/June 2017</b>	31% (Data supplied by Environment Agency)
S4	% Length of water courses with 'moderate' ecological status	CG	63.0%	31% (Data supplied by Environment Agency)		31% (Data supplied by Environment Agency)
S5	Populations of (i) Vigur's Eyebright, (ii) Southern Damselfly and (iii) Marsh Fritillary which have remained stable or have increased on Dartmoor, when assessed over the previous 5 years	CG	100% All three stable	Stable or increasing populations for all 3 species	<b>All stable</b>	Stable or increasing populations for all 3 species
S6	% of County Wildlife Sites in good condition	CG	88%	90%	<b>90%</b>	90%



Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
S7	a) Number of known erosion sites	RS	only 20 forms returned by deadline. Incomplete stats	43 sites left to survey for baseline	213 sites identified	To be determined
	b) % of known erosion sites stable or improving	RS	55%	90%	<b>58%</b>	To be determined
Work to support farming systems that help sustain Dartmoor						
S8	% of utilisable agricultural land in National Park under agri-environment schemes (2013/14 baseline year)	AK (MT)	Total Agricultural land = 92,628ha Land with Agri-environment schemes = 55,819 ha % utilisable 60.26%	To be confirmed	<b>To be completed</b>	To be confirmed
Be an Excellent Organisation						
S10	% of income derived from sources other than National Park Grant	DH	21%	25%	<b>21%</b>	25%

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
S11	% change in CO <sub>2</sub> e from DNPA operations <b>**</b> (NB: Higher Uppacott was excluded in previous years)	DH	Buildings: 112,522kg -6.5% Transport: 101,356kg +2%	0.00%	<b>Buildings: 124,336kg +10.5% Transport: 99,442kg -1.9%</b>	Buildings: 0% Transport: 0%
			Overall: 213,876kg -2.45%		<b>Overall: 223,778kg +4.6%</b>	Overall: 0%
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)					
	a) including long term absence	NW	9.78	7	<b>7.78</b>	7
	b) excluding long term absence		4.19	4	<b>4.19</b>	4
S13	% of enforcement cases resolved without the need for formal action	JA/NS	93.10%	90.00%	<b>91.4%</b>	90%
S14	% of Membership attending Authority meetings	PB	Authority: 81% Development Mgt: 86% Audit & Gov'nce: 78% Overall attendance: 83%	84%	<b>Authority: 85% Development Mgt: 86% Audit &amp; Gov'nce: 85% Overall attendance: 85%</b>	Authority: 85% Development Mgt: 86% Audit & Gov'nce: 85% Overall attendance: 85%
S15	% of invoices paid on time	CAR	99.92%	98.00%	<b>99.91%</b>	98%

## Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
S16	% of planning applicants satisfied with quality of the service received	CH/JA	Not collected	89%	<b>Survey not be conducted in 2016/17 (will be undertaken in 2017/18)</b>	89%
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	43.70%	33.00%	<b>40%</b>	33%
<b>ENJOY</b> Promote a positive experience of Dartmoor National Park for Residents and Visitors						
E1	Number of visitors to Visitor Centres at:	RD	173,426	175,000	<b>183,252</b>	185,000
	a) Haytor	RD	40,804	47,000	<b>46,157</b>	47,000
	b) Postbridge	RD	59,150	55,000	<b>57,811</b>	58,000
	c) Princetown	RD	73,472	73,000	<b>79,284</b>	80,000
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW	83.40%	83.00%	<b>79%</b>	83%
E3	Number of visitors to the National Park	RD	2.31	2.25m	<b>Reported annually (May 2017)</b>	2.4m

## Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
E4	a) Number of litter bags collected by DNPA staff or volunteers	RS	704	600	<b>1016</b>	850
	b) Cost of disposing of litter collected (includes Tavi Taskforce collection costs)	RS	£19,470	£22,250	<b>£18,157</b>	£22,000
E6	Residents' satisfaction survey	DH	Frequency of reporting: every 3 years	Due in 2016/17	<b>Will be completed in May 2017</b>	Not due until 2019/20
E7	Vistors Satisfaction: (a) survey	RD	Frequency of reporting: 3 years (Survey to be developed)	Survey completed	<b>99% of the 306 people surveyed would recommend a visit to Dartmoor to other people</b>	98% recommend a visit to Dartmoor
	(b) Trip Advisor (stars achieved)	RD	4.5 stars	4.5	<b>4.5 stars average over 75 reviews</b>	4.5 stars
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	466 17.9%	500	<b>412.5 29%</b>	500
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets)	AW	48	no target - record of trends	<b>44</b>	no target - record of trends
	number of people participating	AW	11,303 (6,538)	reduce number of very large events	<b>8132 (6500)</b>	reduce number of very large events

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
E11*	Public engagement events	CP	n/a (new PI from 2017/18)	n/a (new PI from 2017/18)	n/a (new PI from 2017/18)	no target - pilot year 2017/18
E12	Promoting Understanding: All Parks to submit a paragraph giving a 'case study' snapshot of what has been achieved (max 150 words): 1) The strategic fit / why the work is a priority to the NPA; 2) Identify key activities undertaken; 3) Provide some quantifiable outputs; 4) Information on outcomes where ever possible	LT (NW)	Submitted to JIG via Yorkshire Dales NPA 28/04/16	To complete and submit at year end	Submitted to Yorkshire Dales NPA 11/05/16	To complete and submit at year end
PROSPER Work towards ensuring Dartmoor has a thriving economy						
P1	% of planning applications dealt with in a timely manner:					
	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	50% *1	60%	33% *2	50%
	b) minor applications determined within 8 weeks	CH (TJ)	74%	65%	69.60%	65%
	c) other applications determined within 8 weeks	CH (TJ)	85%	80%	82.80%	80%

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
P2	a) % of all planning applications determined which have been approved	CH (TJ)	88.50%	no target - success is positive decisions for Dartmoor	<b>88.60%</b>	no target - success is positive decisions for Dartmoor
	b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	n/a	new PI - baseline year	<b>77.90%</b>	90%
	c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	n/a	new PI - baseline year	<b>73.30%</b>	85%
P3	a) Total number of volunteer days organised or supported by the NPA	NW	2,601	2,600	<b>1,481.50</b>	2600
			£75/vol day	£75/volunteer day		£75/volunteer day
	b) Value (expressed in £) of volunteer days	NW (via NPE)	£195,075	£195,000	<b>£111,112.50</b>	£195,000
P4	Visitor spend in Dartmoor National Park (STEAM)	RD	£139.52m	£134.5m	<b>Reported annually (May 2017) - data not yet available</b>	£145m

## Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
P5	Number of affordable housing units approved	DJ	13	30	<b>10</b> 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
P6	Net additional employment floor space approved	DJ	0.21	n/a	<b>0.015092ha (150.92sqm)</b>	PI to be deleted
P7	Premises able to access superfast broadband as a % of total premises of National Park	JR	BT superfast coverage at the end of December 2015 was 50% of premises in the National Park. A further 4% of premises could receive a significant uplift in speeds of 15 to 24Mbps	75% of Dartmoor premises by end of 2016	<b>76%</b>	95% of Dartmoor & Exmoor
Improve support to and engagement with local communities						
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH	498	350	<b>414</b>	400

Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
P9	Number of:					
	a) Followers on Social Media	SH	10,200	20,000	21,703	25,000
	b) Subscribers to e-communications (running total)	SH	1,276	2,000	2,188	2,750
	c) % opened	SH	44%	45%	42.50%	45%
P10	Number of unique visitors to website & page views	AB	357,086 / 2,963,307	350,000/ 3,000,000	346,585 / 2,751,830	350,000/ 3,000,000
P11	% of Parish meetings attended at least once in the year	PB	91.5% (43 of 47)	86%	72% (34 of 47)	86%
	Number of Parish meetings attended by:					
	a) Rangers Officers	SB/PB	41	47	35	47
	b) Members	PB	46		31	
P12	DNPA attendance at Local shows					
	a) Number of shows attended	CP	17	17	15	17
	b) Number of contacts made	CP	1,694	2,000	1,903	1800



Performance Indicators 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2015/16	Targets & Outturn 2016/17		Target
			2015/16	Target	Outturn	2017/18
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	JR	8	6	7	6
P14	Donate for Dartmoor - Nature Fund	LT	N/A	baseline year will develop target for 2017/18	£581	Target for whole fund £18,000
P14	Donate for Dartmoor - Recreational Fund	LT	N/A	baseline year will develop target for 2017/18	£14,477	
P14	Donate for Dartmoor - Cultural Heritage Fund	LT	N/A	baseline year will develop target for 2017/18	£339	
P14	Donate for Dartmoor - General Fund	LT	N/A	baseline year will develop target for 2017/18	£4,537	
P14	£ for the Park	SH	£11,000	£11,000	£8,987	PI to be deleted

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

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**2017/18 STRATEGIC RISK REGISTER**Report of the Head of Organisational Development

Recommendation: **That Members approve the Strategic Risk Register for 2017/18 attached at Appendix 1**

**1 Background**

- 1.1 The Strategic Risk Register forms part of the Authority's overall risk management strategy.
- 1.2 It is commonly perceived that risk management is about producing risk registers and can be seen as bureaucratic. The formal recording of risk management information is clearly important, but 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 a copy of the Strategic Risk Register for 2017/18 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 current control measures that are in place to manage the risk and provide a "Current Residual 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 monitor the Strategic Risk Register on a quarterly basis and have recently reviewed and updated the Register in light of changing circumstances (e.g. National Park Grant position) so we are clear about potential risks and how we might mitigate these.
- 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

Background Papers: NPA/AG/16/018

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## Risk Category: PERFORMANCE

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

Appendix 1 to Report No. NPA/17/020

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 2017/18

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P2	Inadequate external communication and community engagement				
	<p><b>Consequence if no action</b></p> <p>Damage to reputation.                      Poor support from community, business &amp; stakeholders                      Lack of understanding of the value of DNPA and the work it does                      Confusion with other organisations                      Projects not supported as no 'buy-in' from stakeholders</p>	<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 &amp; releases.                      Authority publications.                      Authority Website                      Variety of forums                      Social media and targeted e-newsletters                      Surveys</p>	3	3	9
<b>Additional control measures planned</b>					
<p>Communications &amp; 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.</p> <p>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 2017/18)                      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.</p>					
<b>Resources required:</b> Staff time will be needed to communicate and engage with local residents and prepare materials					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
<b>Outcome</b>					
<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 2017/18

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P3	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.				
	<b>Consequence if no action</b>  Non compliance with legislation. Inability to provide core services. Loss of reputation. Impact on service delivery. Breakdown of communication. Delays/failure to update records.	ICT systems and data backed up daily and copies stored off-site. Document Management System implemented for electronic storage of paper records. Disaster Recovery Plan in place, and critical elements tested Alternate venues/home working available in the event of loss of office accommodation Virtualised servers and desktops speed up recovery times	2	3	6
<b>Additional control measures planned</b>					
Disaster recovery plan revised following implementation of server virtualization IDOX project to scan central filing system has been introduced and will improve access and reduce risk of loss of data					
<b>Resources required</b>					
Staff time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	2	4
<b>Outcome</b>					
Continuous business efficiency in the event of systems failure or major emergency affecting operational buildings					

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 2017/18

## Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P4	Inadequate focus on Performance Management (including customer service)				
	<p><b>Consequence if no action</b></p> <p>Individual and organisational performance not monitored. Low achieving Authority Unclear targets and objectives. Resources not targeted</p> <p>Reputational risk for the Authority.</p> <p>More complaints.</p>	<p>Business Plan &amp; Annual Review Organisational Development Strategy Service planning/Service dashboards Audit &amp; Governance Committee with clear remit to monitor and challenge performance. New suite of PIs introduced to provide greater range that are focused on delivering against the Business Plan Parke House Project Management and staff trained maintaining focus on effective project management Robust and highly visible process for monitoring of key actions in the Business Plan. Detailed and thorough performance reporting and analysis by Leadership Team and Audit &amp; Governance. Agreed new Performance Improvement Policy Customer Service Standards introduced 2016/17</p>	3	3	9
<b>Additional control measures planned</b>					
Review Audit and Governance Committee to consider merits of abolishing the Committee and strengthening the scrutiny and audit role of the Authority.					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
Good performing organisation, with evidence of continuous improvement					

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 2017/18

## 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 and stakeholders to deliver on the actions in the Management Plan				
	<p><b>Consequence if no action</b></p> <p>Management Plan actions not undertaken</p> <p>Ambitions not delivered</p>	<p>Extensive engagement with partners and stakeholders in development of the current NPMP. Pre-consultation to ensure partners are agreeable with actions and nominated lead organisation</p> <p>Revised 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>	2	4	8
<b>Additional control measures planned</b>					
Due to commence review of the Management Plan during 2017/18 this should provide a further opportunity to ensure that there is support for the Management Plan on an ongoing basis					
<b>Resources required:</b> Staff time					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	4	8
<b>Outcome</b>					
<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 2017/18

## Risk Category: PERFORMANCE

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

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 2017/18

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S1	Failure to implement a robust culture of risk assessment and risk management.				
	<p><b>Consequence if no action</b>                      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                      Risks monitored by A&amp;G Committee and Leadership Team.                      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                      Annual Governance Statement, following review of all governance arrangements.                      Health, Safety &amp; Wellbeing Committee                      Revised SLA with TDC implemented in 2017/18 to provide operational H&amp;S support and compliance.                      New SLA with PDNPA (2017-2020) to provide strategic advice and joint working with other NPAs to improve culture and health and safety management. Risk assessment training provided regularly to relevant officers and further training available.                      Health &amp; Safety training provided at induction</p>	2	3	6
<b>Additional control measures planned</b>					
Reviewed health and safety management in 2016/17, resulting in revised SLAs with TDC and PDNPA. Head of Organisational Development attending IOSH 'Leading Safely' course in June 2017. Increased focus on strategic management of occupational health and safety. New health and safety training programme to be introduced in 2017/18 (including risk assessments).					
<b>Resources required:</b> None					
<b>Planned Residual Risk</b>			Probability (5=high,	Severity (5=high,	Planned Residual

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 2017/18

	1=low)	1=low)	Risk Rating
	2	3	6
<b>Outcome</b> Risk based approach embedded in culture of the organisation. All risks effectively managed.			

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 2017/18

## Risk Category: STRATEGY

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S2	Emergencies affecting land or buildings owned or leased by DNPA or operational activity				
	<p><b>Consequence if no action</b></p> <p>Incidents such as flooding, storms, fire, which could disrupt the business of the Authority.</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&amp;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>	2	4	8
<b>Additional control measures planned</b>					
This is a risk which it is difficult to control, but is considered relatively low risk					
Ongoing IDOX project to scan central filing system is improving access and reducing risk of loss of data					
<b>Resources required:</b>					
Staff time					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
<b>Outcome</b>					
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					

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 2017/18

## 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. Following a period of deep financial cuts and reduced staff capacity our challenge is to ensure we set realistic work programmes but also improve organisational 'productivity'				
	<p><b>Consequence if no action</b></p> <p>Failure to deliver corporate objectives. High stress levels and staff absence. Targets/improvement not achieved Staff unclear of roles &amp; responsibilities in new structure</p>	<p>HR Policies</p> <p>Business Plan, Appraisal and review process – identifying clear priorities and work programmes for individuals, teams and the Authority as a whole – through manager and staff engagement.</p> <p>Implementation of the Organisational Development Strategy.</p> <p>Good internal communications/staff survey/feedback channels/liaison with representatives.</p> <p>Support to Managers and focus on developing management skills</p> <p>Proactive attendance management; provision of Employee Assistance Programme; OH service</p> <p>Quarterly review and discussion at LT (led by Head of OD) of 'temperature' of the organisation, identifying any pressure points (e.g. impact of sickness absence) and where additional support may be required.</p> <p>Provision of the Project fund within the budget to enable Officers to make in-year bids for to buy-in additional resource.</p>	3	5	15
<b>Additional control measures planned</b>					
The snap General Election adds a degree of uncertainty regarding future funding and policy priorities which we will need to consider when the new Government is formed and we are clear about direction of travel					
<b>Resources required:</b> Staff time and resources to deliver an effective programme. May need external support – can be funded via the Project Fund					
			Probability	Severity	Planned

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 2017/18

Planned Residual Risk	(5=high, 1=low)	(5=high, 1=low)	Residual Risk Rating
	3	5	15
<b>Outcome</b> Well informed, motivated workforce Effective leadership Appropriately supported and trained staff			

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## 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 and deliver outcomes.				
	<p><b>Consequence if no action</b></p> <p>High stress levels Reduced productivity/delivery Poor performance Increase in complaints Reduced quality of work Contracts and obligations not fulfilled</p>	<p>Active staff management and support through a mixture of:</p> <ul style="list-style-type: none"> <li>• Clear priorities through the Business Plan and appraisal process</li> <li>• Appraisal system</li> <li>• Project Fund</li> <li>• Staff support e.g. Occupational Health, EAP; counselling etc.</li> <li>• Increased joint working with other Local Authorities and partners</li> <li>• Some SLAs in place (legal, finance, ICT )</li> <li>• LT regularly review workforce planning and impact of staff absence</li> <li>• LT strategic meetings consider future work programmes / direction of travel</li> </ul>	5	5	25
<b>Additional control measures planned</b>					
This will remain an area of high risk given the size and scope of our organisation and operations. Senior Officers, service managers, project officers and specialist staff are fundamental to our performance and success as an Authority, therefore any significant absences can have a real impact on delivery.					
<b>Resources required:</b> Staff time and resources to deliver an effective programme. May need external support					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			4	5	20
<b>Outcome</b>					
Well informed, motivated workforce Effective leadership Appropriately supported and trained staff					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## 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><b>Consequence if no action</b></p> <p>Staff capacity to manage planning applications</p> <p>Planning application sites not in keeping with policy, local opposition and potential for DNPA to refuse – project delayed</p> <p>Reputational risk arising from DNPA seen to be preventing project progress</p> <p>Financial loss if project not delivered: £65k match funding committed</p>	<p>Is this project nearly done now? Additional capacity agreed for Planning Admin Identified Planning Team Manager to lead</p> <p>Effective communications strategy/plan Pre-application site visits and advice</p> <p>Effective communications strategy/plan</p>	2	5	10
<b>Additional control measures planned</b>					
Effective project management (Red) - regular updates to Leadership Team throughout					
<b>Resources required:</b> Staff time to manage project (Communities Officer) and process planning applications					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	4	8
<b>Outcome</b>					
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 2017/18

## 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) (after 2019/20) which is still our main source of income				
	<p><b>Consequence if no action</b></p> <p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes. Failure to meet Performance Targets</p>	<p>Authority has set a balanced budget for 2017/18 and has approved a new and 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</p>	4	5	20
<b>Additional control measures planned</b>					
<p>The snap General Election has provided a degree of uncertainty about future funding. We had a funding settlement that lasted for the duration of the Parliament but that was due to run until 2020. We will need to re-consider when we are clear about the new Government, its priorities and funding strategy.</p> <p>We are taking steps to diversify our income streams (e.g. car park charging consultation and 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.</p>					
<b>Resources required:</b> Officer time					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			4	4	16
<b>Outcome</b>					
<p>Focused organisation with resources targeted to agreed priorities Reduced reliance on NPG</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 2017/18

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F3	Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR				
	<p><b>Consequence if no action</b></p> <p>Bad decisions that damage Dartmoor Significant budget overspend Loss of public confidence Poor PR</p>	<p>Legal services review all appeal files External legal advice and support obtained where necessary Priority area of work for legal team and development management team Regular reports to Head of Planning Good Practice Guide for Members and officers (planning) Enforcement Policy</p>	2	4	8
<b>Additional control measures planned</b>					
<p>Procure expert input when necessary Clear project management arrangements for high profile cases Clear operational procedures to support Enforcement Policy Review of Legal and Democratic and Legal Services planned for 2017/18 due to the ending of the Service Level Agreement with Devon County Council</p>					
<b>Resources required:</b> Staff time and financial resources					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
<b>Outcome</b>					
<p>All decisions are lawful, in accordance with advice and can be supported on appeal Public confidence in decisions 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 2017/18

## 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><b>Consequence if no action</b></p> <p>Reputational damage if the scheme is not delivered on time and to budget</p> <p>Potential cash flow issues for the Authority if the scheme is not delivered on time and to budget</p> <p>Reputational issues for the Authority as lead partners if local community not engaged and supportive of all projects</p>	<p>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 is likely over the 5 year period, need to ensure 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 &amp; Governance Committee and yearly review to Authority in December</p>	3	5	15
<b>Additional control measures planned</b>					
Scheme Manager to focus on strategic delivery of the Scheme – to include finance and performance management. Changes and risk to delivery identified early. Risk to be continually monitored. Role of Landscape Partnership Scheme Board is strategic.					
<b>Resources required:</b> Staff time and financial resources					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			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 2017/18

## Risk Category: FINANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## Risk Category: GOVERNANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G2	Inadequate procurement practice				
	<p><b>Consequence if no action</b></p> <p>Failure of partners/contractors Schemes not delivered on time or over budget. Damage to reputation. Value for Money not achieved Sustainability principles not applied Procurement rules not followed providing opportunity for challenge</p>	<p>Member of Devon &amp; Cornwall Procurement Partnership. Financial appraisal. Risk Assessments. OJEU/Tender process. Contract conditions. Contract management Contractor Vetting Insurance Financial Regulations / Standing Orders. Sustainable procurement policy Procurement procedures Staff training on procurement rules and procedures Project Management Training</p>	2	3	6
<b>Additional control measures planned</b>					
On-going staff training on procurement rules and procedures and project management					
<b>Resources required</b>					
Staff time and potentially resources if purchasing is to adopt more sustainable principles					
<b>Planned Residual Risk</b>			<b>Probability (5=high, 1=low)</b>	<b>Severity (5=high, 1=low)</b>	<b>Planned Residual Risk Rating</b>
			2	3	6
<b>Outcome</b>					
All 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 2017/18

## 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 of partnerships and projects				
	<b>Consequence if no action</b> 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.	Risk Assessments. Standing Orders. Financial Regulations. Internal/External Audit. External partners' controls Parke House Project Management Embedded link between project management and personal performance management via appraisals, work plans and the Business Plan. Performance monitoring - Business Plan.	3	4	12
<b>Additional control measures planned</b>					
Ongoing monitoring of compliance with procedures and staff training.					
<b>Resources required:</b> Staff time, particularly from Legal and Financial services and "Project Makers" (project management champions)					
<b>Planned Residual Risk</b>			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	4	8
<b>Outcome</b>					
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 2017/18

## Risk Category: GOVERNANCE

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

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

# DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2017/18

## Risk Category: GOVERNANCE

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

26 May 2017

**NEIGHBOURHOOD PLANNING**Report of the Communities OfficerRecommendation: **That Members:**

- (i) **agree to delegate authority to the Chief Executive (National Park Officer) in accordance with the schedule as set out in Appendix 2;**
- (ii) **agree to delegate authority to the Chief Executive (National Park Officer), in consultation with the Chairman any revisions to the schedule (Appendix 2) required to meet Government guidance or legislative change;**
- (iii) **agree the arrangements for working with our neighbouring Local Planning Authorities (LPAs) as set out in the Joint LPA Neighbourhood Planning Protocol at Appendix 3.**

**1 Introduction**

- 1.1 The Localism Act 2011 makes provisions for local communities to prepare neighbourhood development plans (NDPs) and neighbourhood development orders (NDOs). The Act places a duty on local planning authorities (LPAs) to support the preparation of neighbourhood plans, advising and assisting qualifying bodies (usually Parish/Town Councils) in the preparation and making of neighbourhood plans and orders. It also provides for the LPA to make a number of regulatory decisions and actions starting with the designation of a 'neighbourhood area' and ending with the 'making' of the plan or order.
- 1.2 Government is committed to speeding up plan and order preparation to help communities realise aspirations for their areas in a more timely fashion. Amendments to the Regulations to facilitate this have implications for LPA decision making during the neighbourhood plan process.
- 1.3 A Neighbourhood Plan establishes planning policies for the development and use of land in the Neighbourhood Area. Once in place they become part of the statutory local development plan. Although community led, there is a prescribed process governing how Neighbourhood Plans must be undertaken, This process includes a minimum of 2 stages of public consultation, assessment by an independent examiner appointed by the LPA, followed by a referendum when the local community are asked to vote on the plan. If the plan or order is agreed by the majority at referendum it will then be for the LPA to 'make' or adopt the plan so that it becomes part of the Local Development Framework. A simple flowchart setting out the stages can be found at Appendix 1 while Appendix 2 provides a more detailed timeline for the full Neighbourhood Planning process including all key stages including statutory requirements and related time periods highlighted in bold text.

## **2 Neighbourhood Planning on Dartmoor**

2.1 Members last formally considered Neighbourhood Planning at the February 2013 (NPA/13/006) Authority meeting, when the area designation for Buckfastleigh was agreed and delegated authority given to the Director of Planning to approve the designation of further neighbourhood plan areas.

2.2 Six Neighbourhood Plan areas have now been designated, all but one straddling the National Park boundary. These cover the parishes of:

- Buckfastleigh
- Ashburton
- Buckland Monachorum
- Okehampton/Okehampton Hamlets
- Bridestowe/Sourton
- Dartmoor Forest

2.3 Buckland Monachorum and Buckfastleigh have prepared draft plans and undertaken a first stage consultation, Bridestowe/Sourton are expected to be consulting on their joint draft plan soon.

## **3 Main Implications and Meeting Statutory Requirements**

3.1 Dartmoor National Park Authority (DNPA) Officers regularly provide advice and technical guidance to qualifying bodies to support communities to successfully undertake neighbourhood planning on Dartmoor. In addition to the designation of neighbourhood plan areas, there remain a number of stages during the preparation of a plan or order which require decisions to be made by the LPA. Key stages and statutory time periods include a 6 week formal consultation period, a requirement for LPAs to issue decision statement within 5 weeks of examiners report, to undertake the referendum within 84 working days of issuing the decision statement and to publish the decision to 'make' a plan following the result of referendum within 8 weeks.

3.2 The progress of a neighbourhood plan is dictated by the qualifying body itself, making it harder for LPAs to plan for decision making in advance. The amended regulations set tight timescales for LPA's responses, which will prove difficult to meet if there is a need to refer individually to an Authority meeting. It is therefore proposed that future decisions on neighbourhood planning matters, with the exception of plan 'making', are delegated to the Chief Executive (NPO), to help ensure timely responses and support plan preparation in accordance with government expectation.

3.3 Appendix 3 sets out the delegations proposed alongside routine administrative procedures and technical assessments to be considered and responded to directly by officers.

3.4 Members will see that the delegated authority is generally limited to areas of agreement. In cases where agreement cannot be reached between the qualifying body, adjoining LPA and officers, an extension of time will be sought to enable the matter to be referred to Members. Officers will continue to make representations at both informal and formal consultation stages with the relevant Parish Link Member

advised accordingly, to ensure that a considered response is made within the 6 week formal consultation period. These consultation responses advise on conformity with strategic policy, need for appropriate environmental assessments and other process or technical matters.

- 3.5 Following the outcome of the referendum, the final plan will be presented to Members to be 'made' the process by which neighbourhood development plans are formally adopted by the LPA to be incorporated with the Local Development Plan Framework.
- 3.6 The Neighbourhood Planning Bill has been delayed due to the general election. It is recognised that further alterations to guidance, regulations or legislative background for neighbourhood planning is likely. It is proposed that any actions required to meet any change in requirements could be considered by reference to the Chairman and Chief Executive for approval, following the principles set out above.

#### **4 Working with Districts**

- 4.1 Appendix 4 details the Neighbourhood Planning Protocol which sets out the proposed working arrangements with our adjoining Local Planning Authorities (LPAs) of Teignbridge, Mid Devon and South Hams District and West Devon Borough Councils.
- 4.2 It includes consideration of how the LPAs will work together in neighbourhood planning matters. It proposes that a 'lead authority' is agreed at the outset and it will be the responsibility of the lead authority to liaise between the neighbourhood planning group and the two LPAs, to provide a single coherent joint LPA response.
- 4.3 The protocol has been developed in consultation with the districts and already used to guide working practices and relationships during this time. Teignbridge, West Devon and South Hams Councils have all indicated their agreement to working within the principles established in this 'memorandum of understanding'.

#### **5 Financial Implications**

- 5.1 The government recognises the additional burdens placed on LPAs by the neighbourhood planning process. Funding from the Department for Communities and Local Government (DCLG) is allocated to meet this additional burden and currently this includes:

- £5k at area designation (first 5 designations only)
- £20k for NDP once date set for referendum following successful examination
- £10k for business areas once date set for referendum

To date there has been no government commitment to extend funding beyond this financial year (2017/18).

- 5.2 The joint protocol (Appendix 4) also includes consideration of financial matters including government grants and costs associated with Neighbourhood Planning. Alongside the considerable officer time required to support neighbourhood planning groups, specific additional costs are incurred including those relating to the formal

consultation, the procurement of an independent examiner (estimated at £3k to £6k) and the holding of a parish wide referendum (estimated £1.50 - £3.00 per elector).

- 5.3 The protocol indicates that the lead authority will claim the government grant and use for meeting the related costs. In those instances where the NPA is the lead authority, it will commission the services of the District Council (Electoral Authority) at cost for the purposes of undertaking the referendum.

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

- 6.1 Community led planning approaches promote equality and sustainability. The plans are subject to several community consultation stages and referendum with a formal consultation statement independently assessed by the examiner to ensure the process has been open and inclusive. All Neighbourhood Plans and Orders are required to meet a number of basic conditions which include a requirement to contribute to sustainable development. If required a Strategic Environmental and /or Habitat Regulation Assessment will also have been undertaken during the plan process.

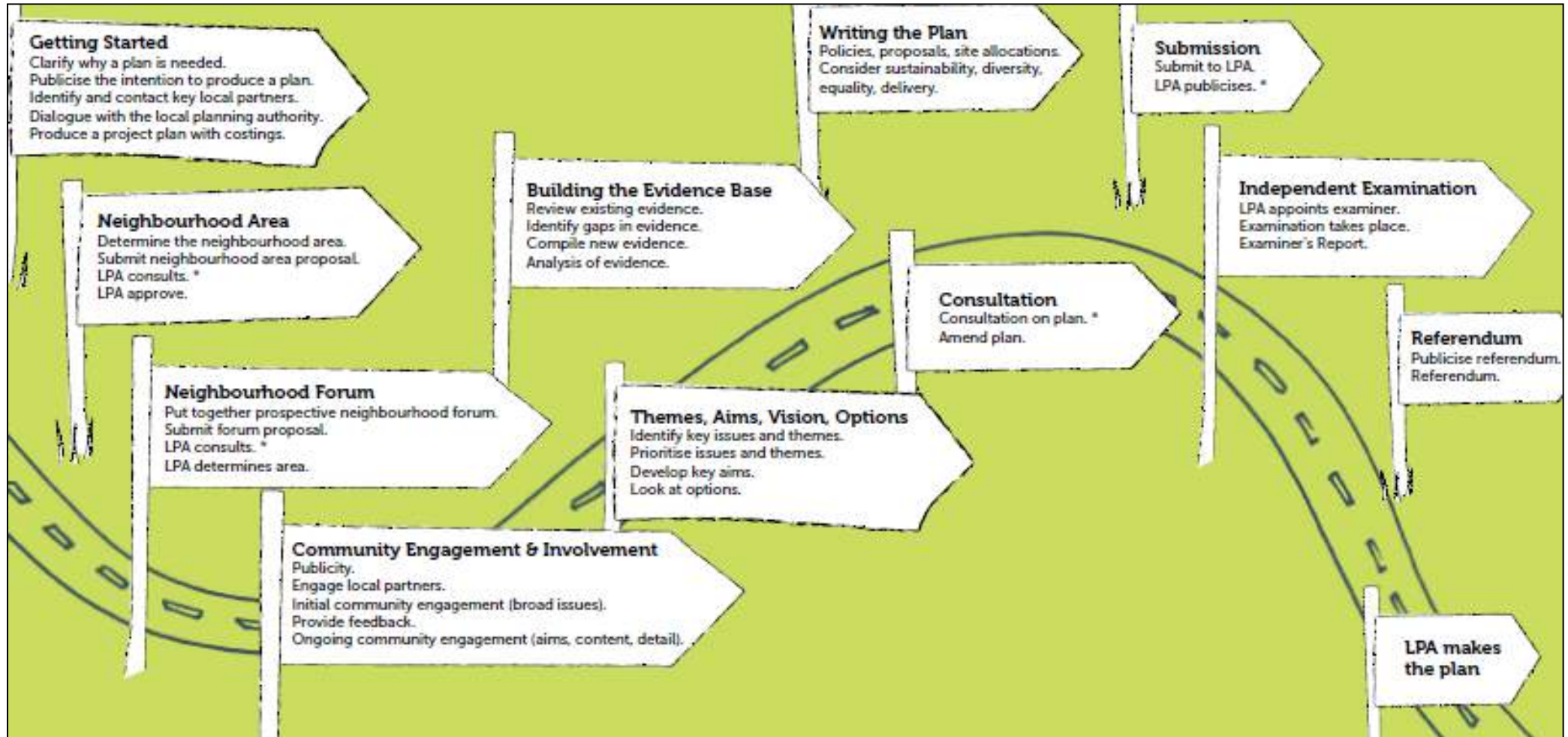
## **7 Conclusion**

- 7.1 The Neighbourhood Planning Joint Protocol clearly defines the working relationship and responsibilities of the LPAs ensuring we offer the most effective and efficient support to our communities undertaking neighbourhood planning. The proposed scheme of delegation reflects similar arrangements already in place with neighbouring district councils and will ensure that we are able to meet statutory requirements with reference to Members at adoption stage.

JOANNA RUMBLE

**Attachments: Appendix 1: Neighbourhood Planning Process Flowchart  
Appendix 2: Neighbourhood Planning Process Proforma  
Appendix 3: Neighbourhood Planning Decision Making and Scheme of Delegation  
Appendix 4: Joint LPA Neighbourhood Planning Protocol**

# Appendix 1: Neighbourhood Plan Process



## Neighbourhood Development Plan Project Plan – Timeline proforma

Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
Decide to undertake Community led <a href="#">Neighbourhood Development Plan</a> (NDP) A Forum required when no T/PC in place*	Town or Parish Council (T/PC)			1 month (*3 months?)	Reasons may include: <ul style="list-style-type: none"> <li>• Community desire/consultation</li> <li>• Update or build on current parish plan</li> <li>• Means to address particular community issue or need</li> </ul>
Form Neighbourhood Development Plan Group (NDPG) to lead on Plan Talk to your Local Planning Authority (LPA)	T/PC			1 month	<ul style="list-style-type: none"> <li>• T/PC lead and are accountable body</li> <li>• Group formed from willing volunteers!</li> <li>• LPA is there to support and advise only</li> </ul>
Decide on Neighbourhood Plan Area	T/PC & NDPG			1 week	<ul style="list-style-type: none"> <li>• Usually parish wide</li> </ul>
Submit Neighbourhood Plan Area designation request to relevant Local Planning Authority (s) (LPA)	T/PC			1 day	Where proposed area straddles more than one LPA must submit to each LPA. Submission should include: <ul style="list-style-type: none"> <li>• Map showing boundary</li> <li>• Confirmation that you are eligible body</li> <li>• Statement explaining why you consider area appropriate</li> </ul>
Determine request for designation of NDP area	LPA(s)			<b>Max of 8 weeks</b>	<ul style="list-style-type: none"> <li>• Designations for whole parish areas can be determined immediately</li> <li>• In all other cases determined within 8 weeks</li> </ul>
Develop understanding of Neighbourhood Planning & Process Develop project plan and timeline	NDPG			1 week	<ul style="list-style-type: none"> <li>• A <a href="#">good project plan and realistic timetable</a> will support successful plan (completing this proforma will help your project planning)</li> </ul>
Assess estimated costs and secure funding and/or professional support	T/PC & NDPG			1 month?	<ul style="list-style-type: none"> <li>• <a href="#">funding</a> of up to £15k from DCLG (until 31 Jan 2018 ) to help with costs for <a href="#">commissioning consultants</a>, running costs such as printing, training, surveys etc.</li> </ul>



Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
<a href="#">Community consultation and engagement</a>	NDPG			On-going over plan development	
Identify and consider how issues raised can be addressed through a NDP	T/PC & NDPG			1 month	<ul style="list-style-type: none"> <li>• <a href="#">Agree vision and objectives at the start</a></li> <li>• Some issues raised by community consultation cannot be addressed through NDP – these will need to be picked up outside the NDP process</li> </ul>
<a href="#">Environmental screening for SEA/HRA etc.</a>	NDPG & LPA(s)			This will need to be reviewed as the plan develops	<ul style="list-style-type: none"> <li>• Screening is first stage of Strategic Environmental Assessment, subsequent stages include scoping and full assessment</li> <li>• Habitats Regulations Assessment</li> </ul>
<a href="#">Evidence gathering</a>	NDPG				<p>May include:</p> <ul style="list-style-type: none"> <li>• <a href="#">Discussions with landowners</a></li> <li>• <a href="#">Surveys such as housing needs</a></li> <li>• Flood risk assessments</li> <li>• <a href="#">Character Assessment</a></li> <li>• <a href="#">Viability Assessments</a></li> <li>• Discussions with relevant statutory consultees and agencies such as Highway Authority, Natural England, English Heritage</li> <li>• <a href="#">Development site assessments</a></li> <li>• Scoping environmental assessments</li> </ul>
Write policies - turn issues/options into policies	NDPG				<ul style="list-style-type: none"> <li>• <a href="#">Advice on policy writing</a> and <a href="#">here too</a></li> </ul>
First Draft of Plan prepared	NDPG				
Prepare supporting documents for	NDPG				Should include full environmental assessments (HRA/SEA) of

Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
submission (see submission stage below for list of documents required)					proposed polices if required.
Pre-submission consultation (reg 14)	NDPG			9 weeks <b>(6 weeks)</b>	<ul style="list-style-type: none"> <li>Publicise to all who live, work or carry on business in area</li> <li>consult with statutory consultees</li> <li>submit copy to LPA(s)</li> </ul>
Submission to independent third party such as service offered through National Planning Independent Referral Service (NPIERS) for Health Check?	LPA(s)			4 weeks	Optional (£1k costs approx.)
Review and analysis of feedback and amendment of draft NDP as required.	NDPG			5 weeks	Need to show how NDP changed / formulated due to consultation. 3-4 weeks for analysis and reflection before making amendments for the Submission.
Final view and comment from LPA (S)	LPA/ NDPG			4 weeks	Final comments to include suggested amendment and wording for consideration.
Approval of submission version by T/PC	NDPG			1 week	
<a href="#">Submission to LPA (reg 16) (only if no further changes are made by T/PC)</a>	NDPG				<p><b>Submission must include:</b></p> <ul style="list-style-type: none"> <li>A map: Map or statement which identifies the area to which the plan relates</li> <li>The proposed Neighbourhood Plan:</li> <li>A copy of the draft plan</li> <li>Consultation statement: Statement on consultation undertaken in preparing the plan</li> </ul> <p><b><u>Consultation Statement</u></b></p> <p>The consultation statement should include:</p> <ul style="list-style-type: none"> <li>Details of people and organisations consulted</li> <li>Details of how they were consulted</li> <li>Summary of the main issues and concerns raised through the consultation process</li> </ul>

Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
Submission to LPA (cont.)					<ul style="list-style-type: none"> <li>• Descriptions of how these issues and concerns were considered and addressed in the plan</li> <li>• Statement on Meeting Legal Requirements: A statement on how the plan fulfils the basic conditions</li> </ul> <p><b>Basic Conditions Statement</b></p> <p>A plan must meet the following basic conditions. To demonstrate this, a statement on how the plan meets legal requirements should include:</p> <ul style="list-style-type: none"> <li>• An explanation of how appropriate regard has been made to relevant policies in the National Planning Policy Framework. It may be useful to list relevant policies and explain how the Neighbourhood Development Plan has responded to them</li> <li>• An analysis of how the plan contributes to achieving sustainable development</li> <li>• <a href="#">A description of how the Neighbourhood Development Plan is in general conformity with the strategic policies in the local plan (s), especially in meeting growth requirements</a></li> <li>• Confirmation that the plan is compatible with human rights requirements and environmental obligations (eg: SEA/HRA) such as a screening opinion or environmental report.</li> </ul> <p>The statement also needs to confirm that the following legal requirements have been met:</p> <ul style="list-style-type: none"> <li>• The draft plan is being submitted by a qualifying body (as defined by the Act).</li> <li>• What is being proposed is a NDP (as defined in the Act).</li> <li>• The proposed NDP states the period for which it is to have effect.</li> <li>• Confirmation that the policies do not relate to “excluded development”.</li> <li>• Confirmation that the proposed NDP does not relate to more than one neighbourhood area.</li> </ul>

Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
					<ul style="list-style-type: none"> <li>Confirmation that there are no other NDPs in place within the neighbourhood area.</li> </ul> Explain how and why you did your plan, tell your story – Draft layout produced by Planning Aid
LPA(s) determine whether submission meets statutory requirements	LPA(s)			3 weeks	
Submit Examiner request form to NPIERS or other	LPA(s)			1 day (up to 6 weeks to finalise)	<ul style="list-style-type: none"> <li>LPA(s) appoints with agreement of T/PC</li> <li>Source an examiner post pre-submission consultation stage</li> <li>Select Examiner - Neighbourhood Planning Independent Examiners Referral Service (NPIERS)</li> <li>Need time to procure, interview process</li> </ul>
Appoint dedicated Programme Officer	LPA(s)			4 weeks	LPA(s) to appoint a suitably qualified person
Meet T/PC to agree and confirm preferred examiner with NPIERS or other	LPA(s)			1 day	Examiner candidate shortlist from NPIERS normally supplied within 4 weeks
Consult and publicise submission NDP, examination dates and invite representations	LPA(s)			7 weeks <b>(6 weeks)</b>	
Provisionally schedule examination date(s) and venue	LPA(s)/NDPG			1 week	
Compile representations and deliver package to examiner	LPA(s)			2 weeks	
Examiner – period to review information	LPA(s)			4 weeks	Approximate timescale
Examination	LPA(s)			Allow 2 weeks (suggested max for full exam in public)	<b>Independent Examination</b> The independent examination will look at whether the plan meets the basic conditions. This will be undertaken by written representations, but may involve a public hearing. The Town/Parish Council will need to agree to the appointment of a suitably qualified and

Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
					<p>experienced person. Things to look for include:</p> <ul style="list-style-type: none"> <li>• knowledge and experience in current planning policy, legislation, and procedures</li> <li>• appropriate qualification and membership</li> <li>• of an appropriate professional body freedom from conflicts of interest or bias (real or perceived)</li> <li>• experience and ability to weigh evidence and to deal with a range of people of varying levels of knowledge</li> <li>• ability to make sound and impartial professional judgments</li> </ul>
Examiner report	LPA(s)			Allow 2 months	
LPA decision statement	LPA(s)			<b>within 5 weeks</b>	
<i>Further period of consultation when LPA decision differs from Examiners</i>	<i>LPA(s)</i>			<b>6 weeks</b>	<i>Will only apply in some cases</i>
<i>LPA revised decision statement</i>	<i>LPA(s)</i>			<b>within 5 weeks</b>	<i>Will only apply in some cases</i>
Referendum planning	LPA(s)			<b>within 84 working days</b>	
Referendum	LPA(s)			1 day	Including evening count
Referendum results	LPA(s)			1 week	Formal confirmation
LPA(s) reports deadline	LPA(s)			Up to 6 weeks	District/Borough Council & DNPA Authority reports to be prepared
Present NDP to LPA Members/Committee(s) to be 'made'	LPA(s)			<i>2 weeks</i>	Present NDP and recommendation to Authority meeting and to relevant District/Borough Council Executive if required.

Stage	Lead	Start date	End date	Estimated Duration (dates in bold are stat min)	Notes
Publicise decision and reasons for making the decision	LPA(s)			<b>Within 8 weeks of date of referendum</b>	Via website, media and direct to those who make representations
<b>Total</b>					

Note that some of the activities indicated may run concurrently which needs to be considered when assessing timescale for total duration.

## DNPA Delegation Scheme for Neighbourhood Development Plan or Order Preparation

<b>Neighbourhood Development Plan Preparation or Order* (Parish Councils)**</b>		
Applicable Regulation / Legislation	Stage	Delegation or Authority
<p><b>Part 2, Regulation 5 (2)</b> A local planning authority (LPA) may decline to consider an area application if the relevant body has already made an area application and a decision has not yet been made on that application</p>	Neighbourhood Area Designation: Application	<b>Officer (Delegated)</b> to determine to consider an area application.
<p><b>Part 2, Regulation 6</b> A LPA must publicise the area application and invite responses.</p>	Neighbourhood Area Designation: Publicising Area Application (6 weeks where not whole parish)	<b>Officer (Delegated)</b> to publicise area application
<p><b>Part 2, Regulation 7(1)</b> A LPA must publicise the designation of the area application</p>	Determine Neighbourhood Area Designation: Publicising Designation Outcome	<b>Officer (Delegated)</b> to approve area application and process with publicising designation.
<p><b>Part 2, Regulation 7(2)</b> A LPA must publicise the refusal to designate a Neighbourhood Area and include a statement of reasons</p>		<p><b>Authority</b> to consider statement of reasons as to why the area should not be designated and determine application.</p>
<p><b>Part 2, Regulation 14</b> The qualifying body (QB) before submission to the LPA (see stages below) must publicise the Pre-Submission Neighbourhood Plan and invite representations.</p>	Pre-Submission Consultation and Publicity (6 weeks)	<b>Officer</b> to respond to the Pre-Submission Neighbourhood Plan.

Undertake Environmental screening eg: SEA/HRA/		<b>Officer:</b> to undertake environmental screening and advise QB accordingly on need for scoping, full assessment
Consider use of external consultant to undertake Health check such as NPIERs		<b>Officer:</b> to determine need for Healthcheck in consultation with the QB and appoint external advisor if required

Applicable Regulation / Legislation	Stage	Delegation or Authority
<p><b>Part 5, Regulation 16</b> A LPA must (once prescribed documents have all been received) publicise the Neighbourhood Plan Proposal and invite representations.</p>	Publicising a Plan Proposal Submission 'as soon as possible' after receiving all docs (6 weeks consultation )	<p><b>Officer</b> to determine that all prescribed documents are present and when complete to publish stage plan and invite representations.</p> <p><b>Officer (Delegation)</b> to respond to the Neighbourhood Development Plan Submission.</p>
<p><b>Paragraph 7, Schedule 4B of the TCPA 1990 (as amended by Schedule 10 of the Localism Act 2011)</b> LPA must appoint examiner</p>	Appointment of Examiner and Submission of Neighbourhood Plan to Examiner (no stat time set)	<p><b>Officer</b> to appoint examiner chosen in agreement with the NP group and adjoining LPA if appropriate and forward prescribed documents to appointed person.</p>
<p><b>Part 5, Regulation 17</b> LPA must after appointment of the examiner send all prescribed documents to appointed person 'as soon as possible'</p>		
<p><b>Part 5, Regulation 17A, 18 &amp; 19</b> LPA must determine whether to refuse or accept plan proposal, whether modifications are required and whether referendum area should be extended. (These are guided by the examiners recommendations).</p> <p>Where further modifications proposed by examiner or LPA(s) further period of consultation required (6 weeks)</p>	<p>Publication of Examiners Report and Decision on Plan Proposal (within 5 weeks)</p> <ul style="list-style-type: none"> <li>• Accept without alteration</li> <li>• Refuse</li> </ul> <p>Further 6 weeks consultation if :</p> <ul style="list-style-type: none"> <li>• Accept with examiners modifications</li> <li>• Propose further modifications</li> </ul>	<p><b>Officer (Delegation)</b> to accept examiner's report and implement any proposed modifications, subject to QB and LPA(s) agreement on changes.</p> <p><b>Authority:</b> where agreement has not been reached between examiner and parties (LPA(s) &amp; QB) on proposed changes, subject to the agreement of adjoining LPA &amp; QB to extend deadline.</p>



		<b>Officer (Delegation):</b> Where adjoining LPA and/or QB will not agree to reasonable extension of time to allow Authority consideration, The Chief Executive (NPO) in consultation with the Chairman is authorised to refuse a plan proposal.
<b>To Instruct Election Authority to Undertake Referendum NP (referendums) Regs 2A</b>	Referendum to be held within <b>84 working days</b> of decision to go to referendum published	<b>Officer</b>
<b>Part 5, Regulation 20</b> A LPA must publish the decision to 'make' (adopt) a Neighbourhood Plan.	Publishing Neighbourhood Plan or refusal to publish ( <b>within 8 weeks</b> )	<b>Authority:</b> to determine to 'make' neighbourhood plan and implement its provisions as part of the development plan and publish accordingly.  <b>Authority:</b> to determine to refuse to 'make' Neighbourhood Plan

\* similar stages for Neighbourhood Development Orders

\*\* additional stages for Neighbourhood Plan Forums

**Protocol for Joint Working on Neighbourhood Planning between  
the Dartmoor National Park Authority  
And  
West Devon Borough, Teignbridge, Mid Devon and South Hams District  
Councils**

## **Background**

Neighbourhood planning enables communities to shape development in their areas through the production of Neighbourhood Development Plans, Neighbourhood Development Orders and Community Right to Build Orders.

Neighbourhood Development Plans become part of the Local Plan and the policies contained within them are then used in the determination of planning applications. Neighbourhood Development Orders and Community Right to Build Orders allow communities to grant planning permission either in full or in outline for the types of development they want to see in their areas.

The Localism Act 2011 provides the legislative background for Neighbourhood Planning. The Neighbourhood Planning (General) Regulations 2012 (as amended) sets out the legislative framework for making Neighbourhood Development Plans (NDPs), Neighbourhood Development Orders (NDOs) and enacting the Community Right to Build (CRB).

Before NDPs can come into force they must follow a statutorily prescribed process including meeting the basic conditions, full consultation, independent examination and achieving majority support when presented to the community at referendum.

The final stage is for the NDP to be 'made' by the Local Planning Authority (LPA) from when it becomes part of the LPA's local plan.

## **Joint Working and Duty to support**

LPAs have a statutory "Duty to Support" local communities wishing to undertake NDPs and are required undertake a number of prescribed tasks at certain stages during the development of a NDP. In addition, Election Authorities (EAs) are required to undertake the referendum for each NDP.

This protocol sets out how the Dartmoor National Park Authority (DNPA) and the district/borough councils of West Devon (WDBC), Teignbridge (TDC), South Hams (SHDC) and Mid Devon (MDDC) will work together to support neighbourhood planning on Dartmoor. Dartmoor is a parished area and as such most NDPs will be brought forward by Town or Parish Councils acting as Qualifying Bodies (QBs) for the purposes of Neighbourhood Planning. For any parish that does not have a recognised parish council a forum would need to be formed to take on the role of QB.

Whilst this protocol is focussed on preparation of NDPs, in the absence of any other specific agreement, the principles set out here will also guide working arrangements for

the consideration of any Neighbourhood Development Orders and Community Right to Build.

## **Core Principles**

This protocol is intended to provide certainty to the LPA's and to the communities they serve by identifying a clear process and responsibility for supporting neighbourhood planning on Dartmoor.

It is agreed that:

- The DNPA will be the LPA for neighbourhood planning in parishes wholly inside the Dartmoor National Park.
- For those parishes straddling the DNP boundary, the LPA with the main centre or majority of population within its boundary will act as lead LPA.
- Where Parishes "cluster" to produce joint NDPs, the LPA with the larger proportion of the population in the combined area will assume the role of lead.

It will be for the lead LPA for each NDP to undertake the statutory requirements (with the exception of the referendum which will be undertaken by the relevant EA) as set out in this protocol.

## **Funding**

The Department of Communities and Local Government (DCLG) offers financial support to LPAs in recognition of the additional burden arising from neighbourhood planning. For the financial year 2017/18 LPAs may claim £5,000 on designation of NDP area (up to maximum of 5) and £20,000 for each NDP once a date for referendum has been set. Additional sums are available for designating a forum (£5k for first 5), progressing a business area NDP to referendum (£10k) and progressing a NDO or CRTB to referendum (£20k).

On the behalf of all the joint LPA's, the lead LPA will be responsible for drawing down funding from DCLG at the appropriate time and to use it in accordance with the LPA duties and functions indicated above.

The LPAs agree to review funding and cost apportionment in the light of any significant changes to DCLG support and to work together to seek opportunities to find additional funding streams where the opportunities arise.

## **Pre-designation discussions**

Where early discussions and meetings take place with QBs for parishes that straddle the DNP boundary, the LPA will inform the relevant adjoining LPA as to the outcome of the discussions and a lead LPA confirmed with the QBs.

## **Application for designation as a neighbourhood area**

Proposals for NDP areas that sit wholly within the remit of one LPA will be subject to the normal third party consultation.

Where a proposed NDP area straddles the DNP boundary, copies of the application documents will be sent by the lead LPA to the adjoining LPA with a website link to enable the NDP area designation application to be viewed via a link from the adjoining LPA's website.

The draft designation map shall clearly identify the area of the parish that lies within DNP.

### **Area applications**

The lead LPA will publish the application for NDP area designation on its website. It will notify stakeholders including the adjoining LPA and advertise receipt of the application as it considers appropriate.

Where an application is received by a Parish or Town Council (PC/TC) for the designation of a whole parish as a Neighbourhood plan area and no part of the area is included in any other area designation which extends beyond the parish boundary, the lead LPA will determine whether the application complies with statutory requirements and that the area indicated replicates the parish boundary. The lead LPA will advise the QB and the adjoining LPA that the application is valid and complete and that the neighbourhood area is so designated.

In all other cases, the lead LPA will notify the adjoining LPA and allow 15 working days for any comments. It will display all of the relevant application documents on its website, publicise appropriately and provide website link to the adjoining LPA to enable the NDP area application to be viewed via a link from its website. It will invite comments on the application for the prescribed minimum period (6 weeks) as soon as possible after receiving the necessary documentation (Part 2 (6) Neighbourhood Planning Regulations (NPR) 2012).

Where Cross boundary applications must be determined within the 20 week limit established by Regulation 6a and LPAS agree to work collaboratively to ensure this deadline is met.

### **Publicising designation of an area application**

The lead LPA will display all of the relevant designation documents on its website and take such steps to publicise as it considers appropriate including the provision of a website link to the adjoining LPA to enable the designation of a NDP area to be viewed via a link from its website (Part 2 (7) NPR 2012).

## **Pre-submission consultation and publicity**

The LPAs will encourage the QB to work proactively with the lead LPA and to foster an open and collaborative approach to the development of the NDP. QB's will be encouraged to develop a clear project plan/programme, to provide regular progress updates indicating expected key dates and to share an early draft of policies with the lead LPA.

The lead LPA will offer support and advice to the QB as it considers appropriate. This may include offering advice on meeting basic conditions, consideration of need for environmental assessments, suitability of supporting evidence and consultation statement and compatibility with national planning guidance and its own strategic policies.

The lead LPA will inform the adjoining LPA of emerging neighbourhood planning proposals and will supply a copy of the pre-submission draft to the adjoining LPA when it is received from the QB. The adjoining LPA will provide comment on the pre-submission draft and specifically on compatibility with its own strategic policies within 21 days of receiving notification from the lead LPA. (Part 5 (14) NPR 2012)

The lead LPA may consider in consultation with the QB if an independent assessment or health check of a draft NDP would be beneficial. Appointment of a health check assessor will be the responsibility of the lead LPA in consultation with the QB. The adjoining LPA will be notified of the intention to appoint an assessor and provided with a copy of the resulting report.

## **Submission of Plan Proposals**

When a NDP proposal is received, the lead LPA, in consultation with the adjoining LPA, will work with the QB to ensure that all the prescribed documentation has been submitted and it meets the statutory requirements to allow it to proceed to publication.

## **Publicising a plan proposal**

When the submission meets statutory requirements, the lead LPA will publicise details of the NDP submission in accordance with the regulations. As a minimum the lead LPA will publish the documents on its website and invite comments from those who have previously indicated an interest and from the prescribed statutory bodies. (Part 5 (16) NPR 2012). The adjoining LPA will publish notice of the submission of the NDP using a link provided by the lead LPA to its own website.

## **Submission of plan proposal to examination**

The lead LPA will in agreement with the QB and adjoining LPA undertake the arrangements to appoint the examiner and will provide all the requisite documents to the appointed examiner as defined under the regulations Part 5 (17).

The lead LPA will make any arrangements for any hearing, publicity, notification and making documents available on their website if this is directed by the examiner, ensuring that the adjoining LPA is notified and appropriate web links supplied.

## **Consideration by LPA of recommendations made by examiner**

The Examiner's report will be issued to both the QB and the lead LPA, who will notify and forward to the adjoining LPA on receipt. Where modifications are recommended by the examiner, the lead LPA will consider and may undertake modifications to the NDP as it considers appropriate, and where appropriate in consultation with the adjoining LPA and/or QB.

The lead LPA will notify the adjoining LPA of its intention to refuse, accept or request modifications to the NDP including the extent of the referendum area no less than 21 days before the lead LPA publishes its decision statement.

Unless otherwise requested by the adjoining LPA, the lead LPA will publish a decision statement on its website and advise the adjoining LPA accordingly, making appropriate web links available.

In the event that agreement cannot be reached between all parties (lead LPA, adjoining LPA and QB) on the final NDP to go forward to referendum, sufficient time will be given to enable all parties to reach consensus or to report to respective Authority for final determination in accordance with the regulations. Part 5 (18 & 19) NPR 2012

## **Referendum**

The lead LPA will inform the electoral authority (EA) as soon as practicably possible of the likely timescale for referendum. The EA has full responsibility for undertaking a NDP referendum and the district/borough electoral services will work with the LPAs to ensure that the timings and resourcing of each NDP referendum are reasonable, clearly understood and agreed in advance. The lead LPA will meet the reasonable costs (estimated at £1.50 per elector) of the referendum.

## **Decision on a plan proposal**

Following outcome of referendum the lead LPA will notify the adjoining LPA of its draft decision statement and the intended date for NDP to be 'made' if applicable. The adjoining LPA will confirm its agreement with the decision statement and intention to 'make' NDP.

## **Publicising a neighbourhood development plan**

Both the lead LPA and adjoining LPA will publish the decision statement on their websites, advising that the document is now 'made' and forms part of the local plan.

The lead LPA will send a copy of the decision statement to the QB and advise any person or body who asked to be notified, that the NDP has been made.

## **Sustainability Appraisal (SA)/Strategic Environmental Assessment (SEA)/Habitats Risk Assessment (HRA)**

The lead LPA will work with the QB to ensure that the SA/SEA/HRA is recognised as part of the neighbourhood planning process and encourage the QB to meet its obligations. The

lead LPA will offer to provide a screening opinion on the need for any further assessment and will liaise with the adjoining LPA who will provide any assistance requested to assist in the preparation of the screening opinion.

For the avoidance of doubt, should the LPA screening indicate that scoping or full assessment is required, the responsibility for meeting this requirement will fall to the relevant QB as the NDP preparing authority. If an NDP that might have significant effects is 'made' a post adoption statement will need to be completed.

### **Other**

Should any action or decision taken by the respective Authorities be the subject of legal challenge through judicial review by another (third) party there will be timely discussion with the intention to reach agreement over the sharing of the costs involved in defending against the action to reflect the respective responsibilities and the position taken by each of the Authorities. However each Authority will be responsible for obtaining and funding their own costs in obtaining expert legal opinion unless it has been previously and expressly agreed otherwise for these costs to be shared.

Under the Duty to Support Neighbourhood Planning there is no specific requirement to financially support Parishes performing their Neighbourhood Planning functions. The allocation of discretionary resources or support, including giving grants, will therefore be a matter for the respective LPA and subject to review. Each LPA will keep the other LPA informed and will endeavour to offer consistency to parishes and avoid duplication of public grants for the same task or activity.

Where DNPA need to approach the adjoining District/Borough Councils in connection with other functions that the Council provides such as: housing and electoral services, the adjoining LPA planning policy team will facilitate this approach to ensure that a consistent approach to neighbourhood development planning is delivered.

### **Conclusion and review**

The purpose of this protocol is to provide an efficient, transparent and, as far as practicable, a seamless planning service under the general Duty to Support Neighbourhood Planning as required by the Localism Act 2011. It will therefore be appropriate to monitor the operation of this protocol and jointly propose any modifications and or additions that may be deemed appropriate in the light of experience including emerging case law and change in government funding.

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**STATE OF THE PARK REPORT 2017**Report of the Research and Projects Officer and Chief Executive (National Park Officer)Recommendations: **Members are asked to:**

- (i) **Note the draft State of the Park Report 2017 and offer any comments on the issues raised by the data and analysis reported therein.**
- (ii) **Approve the publication of this document and authorise the Chief Executive (National Park Officer), in consultation with the Chairman, to make any further amendments as required.**

**1 Background**

1.1 It is important that we monitor the state of the National Park over time. There are a set of indicators that we use to assess progress/impact of the Management Plan (see NPA/17/024), in addition, we also produce a State of the Park report every five years that provides a wider perspective of what is happening to the National Park across the three themes that underpin our work (sustain, enjoy and prosper). The State of the Park report helps us, and our partners, determine:

- What the key changes and trends are.
- What issues and gaps there are which need further investigation or addressing.
- How we are progressing towards the vision in the National Park Management Plan and delivering National Park purposes.

1.2 In addition, the 2017 State of the Park report will provide an evidence base for the next review of the Management Plan which is due to start later this financial year.

**2 Key Findings**

2.1 The draft State of the Park report and Executive Summary can be found at [Appendix 1](#). We have highlighted below some of the key findings and issues under the themes of Sustain, Enjoy and Prosper.

***Sustain***

2.2 We do not have detailed datasets to monitor environmental and landscape change across the National Park. Instead we have to rely on indicators such as percentage of Sites of Special Scientific Interests (SSSIs) in 'favourable' or 'Unfavourable recovering condition'; the state of key species; number of scheduled buildings at risk etc.

2.3 The data shows a generally positive picture:

- 98% of all SSSIs in 'favourable' or 'unfavourable recovering condition' (compared to 96% average across English National Parks).
- 11 out of 12 key specie populations currently stable or increasing.



- A 7% reduction in the number of scheduled monuments at risk compared to 2010.
- Only 1.7% of listed buildings at risk compared to a national average of 3% across English National Parks.

2.4 Nevertheless, as with all datasets, we need to exercise caution in the conclusions we draw. For example, there are some in the ecology/environment sector who would question the validity of SSSI condition as an indicator of ecological condition. Also, if you disaggregate the SSSI data for Dartmoor then 16% of our SSSI area is in 'favourable condition' (a reduction of 12% since 2013). However, this decrease is not considered to be caused by an actual decline in habitat condition but by the re-unitisation of SSSI units as part of the Dartmoor Farming Futures project: previous smaller units considered to be in favourable condition were merged into larger units assessed as unfavourable recovering. The re-unitisation process was a positive reform – it linked these units to management areas used by commoners.

2.5 The data on climate change suggests that the Dartmoor climate is becoming warmer and wetter with more intense periods of rainfall:

- Mean daily temperature has increased by 0.5 degrees in comparison to the 1961-1990 climatic baseline; Average monthly precipitation has increased by 15% in comparison to the 1960-1990 climatic baseline, whilst the average number of days per month with more than 10mm of rain has increased by 13%.
- The plant growing season is getting longer; the 1981 - 2010 average annual growing season was 15 days longer than the 1971 – 2000 period, which in turn was 6 days longer than 1961 - 1990.

2.6 These trends will have an impact on the landscape, cultural heritage and biodiversity of Dartmoor. For example, longer growing seasons could result in more root damage to archaeological features; a warmer and wetter environment will have an impact on farming systems and productivity and we already know that certain species (e.g. Pied Flycatcher) are adapting by advancing their laying date by as much as two weeks.

2.7 The payments to farm businesses on Dartmoor - in 2015 the figures show a loss from agriculture of £9,300, off-set by positive contributions from Basic Payment Scheme (£14,300), agri-environment (£12,100) and farm diversification (£1,800).

2.8 If you accept the percentage of utilisable agricultural land under higher level stewardship as a proxy for agricultural land under environmental management then the reduction in area covered is concerning.

### ***Enjoy***

2.9 The Management Plan – Your Dartmoor – has an ambition to get visitors to stay longer, learn more and spend more. The evidence from the State of the Park report indicates that we are achieving that ambition:

- Overall visitor numbers (based on the STEAM model) have decreased since 2009. However, numbers began to rise from 2013 and 2015 saw a 5.9% increase in visitor numbers from 2014.
- Despite the decline in visitor numbers, tourist spending has been increasing annually, annual visitor spend increased by 25% between 2009 and 2015.

- The increasing visitor spend can be linked to the growing number of staying visitors, which increased by 17% between 2009 and 2015.

- 2.10 One of the key concerns from the farming community and some local communities is the number of large-scale recreation events taking place in the National Park. Data collected by the Authority indicates that the number of large-scale events has increased by 19% since 2009 and the number of people taking part in such events has increased by 66% since 2009. This trend creates a management pressure: it demonstrates the value of the National Park in providing recreation and access opportunities but such events can have a tangible impact on the environment, farming systems and local communities.
- 2.11 The State of the Park report highlights an issue in terms of the deteriorating state of Public Rights of Way (PRoW) in the National Park as recorded by the percentage of PRoW which are easy to use. This indicator demonstrates a 16% reduction since 2010/11. The key reasons for this are the poor state of infrastructure (e.g. stiles and gates) and the impact of sudden intense rainfall patterns which are causing physical erosion of surfaces.
- 2.12 A new baseline monitoring of erosion sites has been undertaken from 2013. 234 sites have currently been surveyed; with 52% of these either stable or improving. The 2010 State of the Park reported that most erosion sites are linear (usually paths) and that the most common causes of erosion at these sites are a combination of heavy use by walkers, stock, horses and water erosion. These key pressures remain; however, cycling is becoming a growing pressure, with reports of increased cycle tracks visible on routes, including those where cycling is not permitted.

### ***Prosper***

- 2.13 We have limited time series data for the state of the Dartmoor economy as many data sets are not 'cut' to the National Park boundary. The report highlights that:
- The average house price on Dartmoor (£303,129) has increased by 3.8 per cent since 2012 and is 33 per cent higher than the Devon average.
  - The percentage of dwellings granted planning permission that were affordable was 47% between 2011 and 2016, this is a 1 per cent reduction compared to 2006 – 2011.
  - Renewable energy capacity increased by 340 per cent between 2011 and 2015. Much of this increased can be attributed to the impact of Feed in Tariff and the installation of photovoltaic panels.
  - Superfast broadband coverage has increased from 24% in February 2015 to 79% (provisional) in January 2017.

## **3 Equality and Impact Assessment**

- 3.1 The State of the Park report contains limited information on the socio-economic profile of our visitors. For example, we have not been able to identify a reliable data source that provides time series information on the percentage of visitors from differing socio-economic backgrounds.

## **4 Financial Implications**

- 4.1 Production of the State of the Park report was a costed action in the 2016/17 Business Plan.

## **5 Conclusion**

- 5.1 The State of the Park report will provide an important evidence base for the next review of the Management Plan – Your Dartmoor. We hope that our partnership with the South West Economy and Environment Partnership will provide us with access to expertise to advise us on the use of remote sensing for environmental monitoring and thus add to our datasets on environmental change

JENNIFER MANNING and KEVIN BISHOP

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**PROPOSED TASK AND FINISH GROUP ON THE FUTURE OF FARMING**Report of the Chief Executive (National Park Officer)

**Recommendations :** **That Members agree to the establishment of a task and finish group to develop proposals for a future 'Farming and Rural Management' Scheme for Dartmoor and appoint a Member to Chair this group.**

**1 Background**

1.1 In October 2016 the Directors of National Parks England (NPE) agreed to establish a Task and Finish Group to provide advice to the NPE Board on the strategic priorities in relation to farming post Brexit to ensure environmentally sustainable farming in National Parks and the pursuit of National Park purposes. The policy proposals from the Group (see appendix 1) were formally approved by the Directors of NPE (ie the Chairs of the English National Park Authorities) in April 2017. This policy paper was then submitted to Lord Gardiner (Minister within Defra with responsibility for National Parks). Central to the policy ideas contained in the paper is the concept of locally-led agri-environment schemes.

**2 Future of Farming in the National Parks**

2.1 Brexit will be played out across almost all policy areas but agriculture stands out in terms of EU spend and the opportunity that EU exit provides to shape a new approach. Through our membership of the EU and the Common Agricultural Policy £3bn is invested, per annum, in agricultural support and rural development across the UK. Government figures indicate that spend on agri-environment agreements and Basic Payment Scheme in the English National Parks is worth approximately £160m per annum. EU exit provides an opportunity to shape a new approach to farm support and delivery of environmental benefits.

2.2 The NPE policy paper (see Appendix 1) is centred around three, linked components:

- A National Park FARM (Farming and Rural Management) Scheme to provide a base or foundation level of environmental husbandry and public goods.
- FARM Plus – locally-led agri-environment schemes for each National Park
- Wider Rural Development – local resources for wider rural development

2.3 It is recognised that this is not a complete description of an English replacement of the Common Agricultural Policy and that other important elements, such as trade deals, will help determine the viability of farming systems in our National Parks and have a potentially significant impact on our landscapes.

## **National Park FARM (Farming and Rural Management) Scheme**

- 2.4 It is important that we have a base level of environmental management and retain the skills of the farming community to deliver this stewardship. To achieve this, the NPE proposals envisage a 'National Park FARM Scheme'. It could be in the form of a 'certification scheme' – voluntary for farmers to sign up to. In return for a base level payment there would be certain management obligations (tailored to each National Park) and elements of cross compliance. People who enter into this scheme would also be eligible for farm business advice to produce an integrated farm plan (linking environment and business) and to act as a baseline for the scheme. This builds on the experience of the Dartmoor and Exmoor Hill Farm Projects and work in the Yorkshire Dales and North York Moors on farm business plans and innovation. It integrates economy and environment and addresses one of the weaknesses of the current delivery system. We believe that there is a business approach that can deliver improved productivity of both environmental outcomes and high quality food and fibre as well as contribute to farm profitability – which remains a key challenge for many National Park farm businesses, especially those in the uplands.
- 2.5 The Scheme would seek to develop the National Park brand ie those signing up could use the National Park logo to symbolise that they are contributing to the management of our National Park landscapes; building a link between the farmers who manage the land and the millions who enjoy the landscape. Thus, this FARM Scheme could develop the National Park food economy – supporting local food chains and enhancing 'sense of place' for both producers and consumers, including visitors to the National Parks<sup>1</sup>.
- 2.6 There is an opportunity to promote this FARM Scheme (and the locally-led agri-environment scheme [see below]) through the public engagement work of the National Park Authorities. Ensuring that the 90m visitors to our National Parks each year understand the role that the farming community play in managing the National Parks for the benefit of all; building a renewed relationship between those who manage the landscape and those who come to enjoy it.

## **National Park 'FARM Plus' - Locally-led Agri-environment Schemes**

- 2.7 As part of the FARM Scheme it is proposed that there should be a higher level, locally-led agri-environment scheme – 'FARM Plus'. The foundation level FARM scheme would be open to all and ensure a base level of good environmental management and husbandry. FARM Plus would be focused on enhanced levels of environmental management to deliver public goods. It would be voluntary.
- 2.8 These schemes would be focused on delivering multiple environmental benefits with options that allow for delivery of:
- Landscape
  - Biodiversity and geodiversity
  - Carbon management
  - Water management
  - Woodland management (and creation)
  - Historic environment
  - Access and education

---

<sup>1</sup> The Government's [8-Point Plan for Englands National Parks](#) (2016) contains a set of ambitions relating to National Parks as food destinations and increasing the number of protected food names and exports.

- Whilst also facilitating the production of high quality food through sustainable farming systems

2.9 The aim is to maximise delivery across all these benefits rather than a narrow focus on one or two and to allow local flexibility in setting priorities. The concept is of a scheme that focuses on local needs and opportunities whilst recognising national priorities; encourages collaboration; is outcome focused; evidence based (ensuring that monitoring results are understood and used by the farming community to inform management in a virtuous circle of innovation and learning and offering reassurance to the public that they are delivering the agreed outcomes or identifying actions to address any concerns); offer multi-year agreements with the length of agreements related to the outcomes being delivered; include the potential for capital as well as revenue payments; and provide the opportunity to integrate private sector payments for natural capital/ecosystem services alongside public payments.

2.10 In developing our ideas we recognise that there is a real challenge: to sustain the farming systems that help deliver the National Park landscapes that millions enjoy and cherish will require sustained funding. The local approach provides an opportunity for savings and efficiencies through:

- Greater 'ownership' of schemes by the farmers delivering them with agreed progress reviews to ensure that targets are delivered and less risk of failing agreements.
- A more clearly targeted focus on public payments for public benefits, locally communicated and understood, leading to greater public understanding and support for the policy.
- Innovation and learning in delivery of environmental and other targeted outcomes.
- Greater transparency.
- Potentially lower administration costs.

2.11 Within this locally led approach there is the opportunity to evaluate new systems, such as: environmental contracts – whereby farmers bid to deliver rather than sign up for certain management options, this could help reduce costs and reward collective or landscape-scale action; payment by results; and private payments alongside public investment.

### ***Wider Rural Development***

2.12 A key part of the vision that NPE has developed is for local delivery of integrated solutions to deliver a triple dividend: enhanced environment, improved productivity and farm profitability and more vibrant communities. To achieve this would mean resources for wider rural development. Too often England has developed a linear, top-down approach to rural development. The experience of delivering the Sustainable Development Fund, facilitating partnerships to agree a vision for each National Park and a management plan to deliver that vision, demonstrates the value of networked rural partnerships. National Park Authorities are well placed to facilitate community-led local development programmes that link environment, economy and community. These programmes would include grants but should also include loans (ie a revolving fund rather than one-off injections of capital). There should also be the opportunity for revenue spend.

### **3 Dartmoor Task and Finish Group**

- 3.1 It is proposed that the National Park Authority establish a small task and finish group to develop the NPE proposals in more detail using Dartmoor as a case study. These proposals could then assist Defra and its agencies in thinking about farm support post EU exit.
- 3.2 The group would draw representation from:
- Active farmers (across the age range)
  - Dartmoor Commoners' Council, landowners and tenants
  - Non-governmental groups
- 3.3 It is further recommended that the Authority appoint a Member to chair the group. The Authority would also provide officer capacity to help facilitate the work of the group. The group would not have any decision-making powers and would report its conclusions to the Authority. The scope of the group is shaped by the NPE policy paper. It is hoped that the group could conclude its work by the end of 2017.

### **4 Equality and Sustainability Impact Assessment**

- 4.1 We would expect the Task and Finish Group to consider equality and sustainability issues as part of their deliberations.

### **5 Financial Implications**

- 5.1 The 2017/18 Business Plan contains an action to develop a post Brexit model for environmental investment and farm development on Dartmoor and this is factored into work programmes.

### **6 Conclusion**

- 6.1 Brexit provides an opportunity to shape a new approach to farm support and rural development – one that integrates farm profitability with environmental delivery and wider rural development. NPE have already developed high-level proposals for Farming in the National Parks. The purpose of the proposed task and finish group is to develop these proposals further and consider what such a scheme might look like for Dartmoor.

KEVIN BISHOP

**Attachments :** Appendix 1- Future of Farming in the English National Parks – Policy Paper (NB the case studies report referred to in this paper is available from Penny Bailey on request)

## **FARMING IN THE ENGLISH NATIONAL PARKS – Policy Paper**

### **Ideas from the National Parks England Task and Finish Group on the Future of Farming**

#### **1 Our Vision**

- 1.1 EU Exit provides an exciting opportunity to shape a new approach to sustainable land management, enabling all farmers within our National Parks to be proactive environmental managers whilst helping our rural economies to become more sustainable and supporting the vibrancy of our communities.
- 1.2 Our vision is for the *National Parks of England to be recognised and celebrated as living, working landscapes where sustainable farming systems deliver a wide range of public benefits and the farmers and land managers doing this work are fairly rewarded for these services. It is important that future agri-environment/land management schemes encourage and enable farmers to be effective stewards or custodians of our National Parks – harnessing their expertise so that the environment and cultural heritage is as much a part of their farm businesses as high quality food production. We want to ensure that farming in our National Parks continues to support jobs and growth in the broader rural and visitor economy too. National Park Authorities are well placed to play a central role in shaping the future of farming and land management in the Parks and to do this in ways that lead to a ‘triple dividend’: enhanced environment, improved productivity and more vibrant communities.*
- 1.3 This document sets out some initial ideas about how we might use the opportunity of EU exit to achieve this vision.

#### **2 Farming in the English National Parks**

- 2.1 Most of the land in the English National Parks is used for farming<sup>1</sup> and it is predominantly the impact of agriculture and woodland management on the natural features of these areas that has shaped the present landscapes and their cultural heritage; led to their designation as National Parks; and helped create many of their special qualities.
- 2.2 There are approximately 7,150 commercial holdings in England’s National Parks covering 63% of the total area of the National Parks. The farmed area ranges from 27% in the New Forest to 82% in the Peak District. Around 55% is owner occupied and 45% rented, although again this varies significantly between National Parks

---

<sup>1</sup> We have used the phrase farming but in so doing are cognisant that we are talking about land management by land owners and farmers (who might be tenants, owner occupiers and/or commoners)



(from 18% rented in the Broads to 75% in Northumberland National Park). The majority of farms in England's National Parks are livestock-based: key farm types include Less Favoured Area (LFA) grazing livestock farms (54% by number) and lowland grazing livestock farms (16%). The main land uses are permanent grassland (54% of the farmed area) and rough grazing (27%), although again there are wide variations with arable farming being a key element in the South Downs landscape. 72% of farms are under 100ha in size (33% are under 20ha).

- 2.3 We estimate that public expenditure on farm support within the English National Parks is worth in excess of £160m per annum: agri-environment scheme payments account for £67m (based on 2016 figures) and the Basic Payment Scheme for £94m (based on 2015 figures).
- 2.4 Agri-environment schemes have been a particularly important tool for conservation in our National Parks. Indeed, the concept of agri-environment agreements originated from work undertaken in Exmoor National Park and the Broads. In 2016 over 52% of the utilisable agricultural land area in the English National Parks was in a Higher Level Stewardship agreement. This figure does not include agreements under the new Countryside Stewardship Scheme.
- 2.5 Public investment in farming is essential for the economic sustainability of many National Park farms. Basic Payment Scheme and agri-environment agreement payments equate to over 90% of farm business income for LFA grazing livestock farms on average and 70% for lowland grazing livestock farms. Despite this investment many farmers in the National Parks, especially the upland National Parks, only just break even and breaking-even is not sustainable in the medium to long term – farm operation requires continual re-investment to remain viable.
- 2.6 Farming is an important part of the local economies of our National Parks. Agriculture, forestry and fishing account for around 24% of all businesses and nearly 10% of total employment in the English National Parks, supporting around 13,500 FTE jobs. Farming also contributes – through the management of the National Park landscape, the culture and traditions of our communities – to the wider visitor economy which is worth in excess of £4bn per annum.
- 2.7 History tells us that more recent farming systems can be negative, as well as positive, for the environment. It is important that the policy and financial framework within which farming operates is clearly focused on sustainability in environmental, economic and social terms. Significant public investment in farming and agri-environment support over the last 30-40 years has been an essential ingredient in helping to sustain our National Park landscapes but there are opportunities for improvement to address such issues as:
  - Degraded soils
  - Falling biodiversity
  - Lower resilience to flood and drought
  - Marginal returns for traditional farm systems

- Increasing disconnect between ‘town’ and ‘country’ / ‘people’ and ‘nature’

2.8 The UK’s forthcoming exit from the EU offers a real opportunity to rethink policy approaches. We recognise that the £3bn plus annual investment in farm support by the taxpayer will be under much closer scrutiny than ever before but it is essential that we sustain and improve the supply of public goods produced by our National Parks (including, high quality landscapes, biodiversity, carbon storage, water management, opportunities for public access, enjoyment and understanding). Public and private investment in ‘high value farming systems’ in the National Parks is essential to the maintenance of these treasured places: imagine the Yorkshire Dales without stone walls or barns; The Broads without grazing marshes; or Dartmoor and the New Forest without the tradition of common grazing or the South Downs without chalk grassland?

2.9 Our current systems of delivery are:

- Silo-based - with different funding streams poorly integrated. The architecture of the Common Agricultural Policy and its two ‘Pillars’ has shaped our delivery arrangements: environmental payments separate from farm productivity and wider rural development.
- Management by prescription rather than empowerment – too often our agri-environment schemes seek to impose management ‘by prescription’ rather than empowering the farming community to deliver the environmental and cultural products that society seeks.
- Risk adverse rather than stimulating innovation and productivity – we focus on processes that are designed to minimise risk rather than on delivering outcomes and promoting innovation and productivity.

2.10 We believe there is a better way to achieve environmental outcomes, a more productive rural economy and vibrant communities and set out below the outline of a new system of integrated, place-based delivery that focuses on the outcomes that society seeks from the National Parks.

2.11 Our proposals are centred around three, linked components:

- A National Park FARM (Farming and Rural Management) Scheme to provide a base or foundation level of environmental husbandry and public goods.
- FARM Plus – locally-led agri-environment schemes for each National Park.
- Wider Rural Development – local resources for wider rural development.

2.12 We recognise that this is not a complete description of an English replacement of the Common Agricultural Policy and that other important elements, such as, volatility measures will need to be addressed at a national level, whilst tariff and non-tariff trade issues and gaining a ‘level playing field’ will be at least as important to the future viability of farming systems in our National Parks.

2.13 Our proposals build on the practical experience that each National Park Authority has (see appendix 1) in working with landowners, managers and farmers and

should compliment the emerging national public policies for farming, food, forestry and the environment.

### **3 National Park FARM (Farming and Rural Management) Scheme**

- 3.1 It is important that we have a base level of environmental management and retain the skills of the farming community to deliver this stewardship. We envisage a 'National Park FARM Scheme'. It could be in the form of a 'certification scheme' – voluntary for farmers to sign up to. In return for a base level payment there would be certain management obligations (tailored to each National Park) and elements of cross compliance.
- 3.2 People who enter into this scheme would also be eligible for farm business advice to produce an integrated farm plan (linking environment and business) and to act as a baseline for the scheme. This builds on the experience of the Dartmoor and Exmoor Hill Farm Projects and work in the Yorkshire Dales and North York Moors on farm business plans and innovation. It integrates economy and environment and addresses one of the weaknesses of the current delivery system. We believe that there is a business approach that can deliver improved productivity of both environmental outcomes and high quality food and fibre as well as contribute to farm profitability – which remains a key challenge for many National Park farm businesses, especially those in the uplands.
- 3.3 The Scheme would seek to develop the National Park brand ie those signing up could use the National Park logo to symbolise that they are contributing to the management of our National Park landscapes; building a link between the farmers who manage the land and the millions who enjoy the landscape. Thus, this FARM Scheme could develop the National Park food economy – supporting local food chains and enhancing 'sense of place' for both producers and consumers, including visitors to the National Parks<sup>2</sup>.
- 3.4 There is an opportunity to promote this FARM Scheme (and the locally-led agri-environment scheme [see below]) through the public engagement work of the National Park Authorities. Ensuring that the 90m visitors to our National Parks each year understand the role that the farming community play in managing the National Parks for the benefit of all; building a renewed relationship between those who manage the landscape and those who come to enjoy it.

### **4 National Park 'FARM Plus' - Locally-led Agri-environment Schemes**

- 4.1 As part of the FARM Scheme we propose a higher level, locally-led agri-environment scheme – FARM Plus. The foundation level FARM scheme would be open to all and ensure a base level of good environmental management and husbandry. FARM Plus would be focused on enhanced levels of environmental management to deliver public goods.

---

<sup>2</sup> The Government's [8-Point Plan for Englands National Parks](#) (2016) contains a set of ambitions relating to National Parks as food destinations and increasing the number of protected food names and exports.

4.2 These schemes would be focused on delivering multiple environmental benefits with options that allow for delivery of:

- Landscape
- Biodiversity and geodiversity
- Carbon management
- Water management
- Woodland management (and creation)
- Historic environment
- Access and education
- Whilst also facilitating the production of high quality food through sustainable farming systems

4.3 The aim is to maximise delivery across all these benefits rather than a narrow focus on one or two and to allow local flexibility in setting priorities.

4.4 The scheme should:

- Be focused on local needs and opportunities whilst recognising national priorities.
- Encourage collaboration between farmers or within farm clusters to deliver sustainable improvements at a landscape scale.
- Be outcome focused – engaging with farmers to involve them in agreeing environmental outcomes that they will deliver mechanisms and take part in the monitoring of outcomes.
- Be evidence-based – ensuring that monitoring results are understood and used by the farming community to inform management in a virtuous circle of innovation and learning and offering reassurance to the public that they are delivering the agreed outcomes or identifying actions to address any concerns.
- Be proportionate – as far as possible light touch, easy to understand and to sign up to, with common sense flexibility on measurement and reporting.
- Offer multi-year agreements with the length of agreements related to the outcomes being delivered (ie long-term agreements for complex landscape-scale delivery on areas such as commons).
- Include the potential for capital as well as revenue payments (eg capital payments for key landscape features such as stone walls and hedgerows or investment in water source protection and natural flood management).
- Provide the opportunity to integrate private sector payments for natural capital/ecosystem services alongside public payments, following the Natural Capital Committee's recommendations and practice already being developed in National Parks such as the Lake District, Exmoor and South Downs.
- Integrate with other environmental and rural support programmes to multiply benefits and avoid perverse incentives.

4.5 In developing our ideas we recognise that there is a real challenge: to sustain the farming systems that help deliver the National Park landscapes that millions enjoy

and cherish will require sustained funding. The local approach provides an opportunity for savings and efficiencies through:

- Greater 'ownership' of schemes by the farmers delivering them with agreed progress reviews to ensure that targets are delivered and less risk of failing agreements.
- A more clearly targeted focus on public payments for public benefits, locally communicated and understood, leading to greater public understanding and support for the policy.
- Innovation and learning in delivery of environmental and other targeted outcomes.
- Greater transparency.
- Potentially lower administration costs.

4.6 Within this locally led approach there is the opportunity to evaluate new systems:

- environmental contracts – whereby farmers bid to deliver rather than sign up for certain management options, this could help reduce costs and reward collective or landscape-scale action;
- payment by results – building on the work in the Yorkshire Dales; and
- private payments alongside public investment.

## **5 Wider Rural Development**

5.1 A key part of our vision is for local delivery of integrated solutions to deliver a triple dividend: enhanced environment, improved productivity and farm profitability and more vibrant communities. To achieve this would mean resources for wider rural development. Too often England has developed a linear, top-down approach to rural development. Our collective experience of delivering the Sustainable Development Fund, facilitating partnerships to agree a vision for each National Park and a management plan to deliver that vision, demonstrates the value of networked rural partnerships. National Park Authorities are well placed to facilitate community-led local development programmes that link environment, economy and community. These programmes would include grants but should also include loans (ie a revolving fund rather than one-off injections of capital). There should also be the opportunity for revenue spend.

5.2 In terms of farm businesses and the farmed landscape this means having the ability, capacity and funding to 'make the connections', for example:

- Farm business innovation groups that bring together farm businesses, research institutions and other businesses; making sure that the high environment value of many National Park farming systems is of market value.
- Programming of spend to maximise the local economic impact eg programmes for the restoration of stone walls, hedgerows are linked to an apprenticeship/skills programme to ensure there is local skilled labour.

- Healthy livestock initiatives that improve the quality of the livestock and help address wider health concerns eg tick-based disease.

## 6 What Next?

- 6.1 We are keen to work with Government to realise the opportunities that will arise through EU Exit, to use our expertise, experience and passion to design and implement a more holistic and effective approach to environmental management and rural development. We have developed a deep understanding and close working relationship with the farming and wider land management community in our Parks over many years. We would like to help develop a system that:
- Rewards farmers for the environmental and cultural products that farming can provide, as well as the food we need.
  - Engages and empowers the farming community in design and delivery of innovative and locally responsive new schemes.
  - Steers the farming sector in a more sustainable direction: working with nature for mutual benefit.
  - Provides a greatly enhanced range of public benefits from our National Parks.
  - Integrates environment, economy and community to demonstrate the integrated delivery that the Government's 8-Point Plan seeks.
- 6.2 This document outlines our initial ideas and, we hope, provides a basis for a more detailed discussion with Government. We have focused on National Parks because that is our area of expertise but we are not suggesting that agri-environment schemes should only be limited to National Parks.
- 6.3 We are ready and able to help the Government achieve its challenging environmental ambitions:
- To integrate farming and environmental policy, enhancing the environment and improving rural productivity<sup>3,4</sup>
  - To leave the environment in a better state for future generations<sup>5</sup>
  - To conserve and enhance our precious National Parks<sup>6</sup>.
- 6.4 Our National Park landscapes are enjoyed by millions and contribute significantly to the national economy. But to sustain the farming and land management systems that have shaped and still maintain the Parks requires far-sighted, co-ordinated policies, understood and supported by the public and continued investment. It would be a tragedy with far-reaching consequences if the opportunity to achieve this in a post-Brexit settlement were missed.

---

<sup>3</sup> The Government's [8-Point Plan for Englands National Parks](#) (2016) contains the following ambition '...to champion integrated management of the natural environment, showcasing the benefits that designated landscapes can bring.

<sup>4</sup> Defra and H M Treasury (2016) [Rural Productivity Plan](#), Defra and H M Treasury, London.

<sup>5</sup> The [Conservative Party Manifesto](#) (2015) contained a specific commitment to be 'the first generation to leave the natural environment of England in a better state than that in which we found it'.

<sup>6</sup> The [Conservative Party Manifesto](#) (2015) contained a commitment to maintain National Parks.

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**YOUR DARTMOOR – NATIONAL PARK MANAGEMENT PLAN 2014 – 2019  
PROGRESS REPORT**

Report of the Conservation and Outreach Officer and Chief Executive (National Park Officer)

Recommendations : **That Members note progress with delivering the National Park Management Plan 2014 – 2019 and offer any comments on the issues raised by the Steering Group and the trends highlighted by the Management Plan Indicators** (please note the link to the separate Authority report on the 'State of the Park').

## **1 Background**

- 1.1 Under section 66(1) of the Environment Act 1995 each National Park Authority (NPA) is required to prepare and publish a National Park Management Plan (Management Plan) for its Park and review it every five years. Although preparation of the Management Plan is the prime responsibility of the NPA, its preparation needs actively to engage and gain support of all key stakeholders who will assist in its delivery. Dartmoor National Park Authority led a review of the Management Plan during 2012-13 and a revised version of the Management Plan – Your Dartmoor – was 'approved' by the Authority in November 2013 (NPA/13/041).
- 1.2 The Management Plan is the strategic plan for the National Park – a Plan for the National Park as a whole and not just for the Authority. It is a Plan for all who care about Dartmoor and its future.
- 1.3 The purpose of the Management Plan is to:
  - Set out a joint, long term Vision and Ambitions for the National Park.
  - Provide the framework for partnership working through the priorities and action plans.
  - Provide the framework for all policy and activity in the National Park, coordinating and integrating other plans, strategies and actions (including the Local Plan).
  - Provide the basis for focusing resources and drawing in funding.
  - Communicate what is important about Dartmoor and the priorities for action to the wider community.
  - Provide a focus for the work of the National Park Authority and how it accounts to Government.
  - Illustrate how partner organisations have due regard for National Park purposes.

## 2 'Your Dartmoor': Dartmoor National Park Management Plan 2014 - 2019

2.1 Your Dartmoor was published via a dedicated website:

<http://www.yourdartmoor.org/>

2.2 This website provides details about the special qualities of the National Park (which in turn help shape the Management Plan); how the plan was developed through consultation and engagement; details of the priorities and associated action plans; and how we are monitoring delivery of the action plans.

2.3 Your Dartmoor is shaped around three themes: Sustain, Enjoy and Prosper and six priorities.

2.4 There is a detailed action plan linked to each of the six priorities.

2.5 Working with partners, we have sought to ensure that Your Dartmoor is a 'living document'. Each year a steering group meeting is organised by the NPA with an open invite to all partners, stakeholders and interested parties in the Management Plan to review and comment on the Action Plans that accompany each of the six priorities. Progress on delivery, issues raised by Steering Group members and revised action plans are then presented to a Delivery Board (facilitated by the NPA) for comment and approval. The Delivery Board comprises senior representatives from key delivery organisations. It plays a strategic role in overseeing implementation of the plan, monitoring how delivery is progressing, considering priorities, resourcing and providing a constructive challenge role for delivery.

## 3 Feedback from the Steering Group Meeting

3.1 The key issues raised by the 2015 Steering Group meeting and associated actions were reported to the Authority in March 2016 (NPA/16/011). Table 1 below provides a summary of progress.

**Table 1: Progress up-date on feedback from 2015 Steering Group**

Issue	Action	Progress
<i>Are woodlands and forestry given sufficient weight in the Management Plan?</i>	The Confederation of Forest Industries offered to lead a small working group during to explore this question	The Group has been established and met twice
<i>Does the Dartmoor Vision need up-dating? Can it be developed by more detailed visions for each or grouped commons?</i>	The Authority, the Dartmoor Commoners' Council and other partners are seeking to secure the resources to develop the vision on a common by common basis through a bid to the Heritage Lottery Fund (HLF) called 'Our Common Cause (NPA/16/006).	The original application was turned down by the HLF, as was a re-submission but HLF have actively encouraged the Foundation for Common Land (lead partner) to re-submit again and we have said we would support this. The Dartmoor Vision will be reviewed as part of the work on a revised Management Plan(due to commence during 2017/18).



<b>Issue</b>	<b>Action</b>	<b>Progress</b>
<i>Rivers and water management - Is there a co-ordinated approach to river management across the National Park?</i>	At the Delivery Board meeting in 2016 the Environment Agency (EA) agreed to organise a workshop to address this question and explain their approach to catchment management plans.	The agreed workshop did not take place but the Authority is working with the EA on a potential natural flood management project.
<i>Canoeing – what might be done to facilitate access to water and reduce potential conflicts?</i>	The Authority agreed to facilitate a meeting of interested stakeholders, focusing on the Dart, to see if it is possible to reach a consensus about a sustainable level of activity.	A meeting took place in April 2017 organised by the Duchy of Cornwall.
<i>Visitors – how do we ensure a welcome for visitors; that they do not damage the very resource they seek to enjoy; and that they do contribute to the local economy.</i>	Working with the National Trust the Authority agreed to pilot a joint visitor survey to look at reasons why people visit Dartmoor, the quality of their experience and their impact.	The survey has been completed and the results analysed. Information from the State of the Park report indicates that visitor numbers (those staying longer than 4 hours) has not increased significantly but visitor spend per person has increased (please refer to NPA/17/022)
<i>Shared road use – there was discussion about the potential and actual conflict between different road users (cyclists, cars, farmers, livestock etc.)</i>	Authority agreed to focus on this in the 2016 version of Enjoy Dartmoor.	Completed
<i>Young people – how do we support young people living on Dartmoor to access skills, services, jobs and housing</i>	An individual attending the workshop offered to run a workshop on these issues.	The workshop (to the best of our knowledge) did not take place. These issues will be considered as part of the Local Plan review
<i>Discussion about the benefits of Dark Night Sky status for Dartmoor</i>	North Bovey Conservation Group offered to assist with a dark night skies 'landscape policy'	North Bovey Conservation Group presented their work at the 2016 meeting of the Steering Group.

3.2 The 2016 Steering Group meeting took place in December last year and was attended by approximately 30 people representing a wide range of organisations across the community, voluntary, public and private sectors. Group identified three themes:

- **What do we want Dartmoor to look like in 25 years?** Can we agree and how do we work together to enable that?
- **Access and responsible behaviour** - How do we manage the balance between conservation/enjoyment/community? What are the key messages and how should be communicated?

- **Traffic Management** – this was focused around the growing number of livestock deaths and injuries on Dartmoor’s roads. As with the above issue, it is a question of how we influence behaviour.

3.3 The first theme will be considered as part of the review of the Management Plan which is due to commence this financial year. The second two themes are already being addressed through the Authority’s work programmes and by our partners. For example, we used information from the new speed visors (located at Bennet’s Cross, Haytor and Sharpitor) to get media coverage of the impact of speeding motorists and have provided the data to the Police so that they can target speed checks.

#### 4 Delivering the Management Plan

4.1 The six action plans that accompany the Management Plan (one for each of the priorities identified through the last review) contain a total of 149 actions. Table 2 provides an analysis of progress for each priority as of November 2016. Overall progress is good: 25 completed; 105 in progress and on time, 14 failing behind time and only 5 are unlikely to be achieved or subject to ‘significantly delay’. These figures are dependent on our partners reporting accurate information. The Delivery Board received this information and scrutinised the actions that are falling behind and/or are unlikely to be achieved. The Management Plan is an ambitious document and a key reason for many of the actions that are delayed is lack of funding/capacity.

**Table 2: Summary of Progress in Delivering Management Plan Actions 2017**

Status	Future of farming and forestry	Spectacular landscapes, natural networks	Making the most of cultural heritage	Enjoying Dartmoor	Prosperous Dartmoor	Community focus	Total
Not started	0	0	0	0	0	0	<b>0</b>
In progress & on time	19	13	10	38	10	15	<b>105</b> (102)
Completed	6	6	1	3	5	4	<b>25</b> (20)
Falling behind time	2	3	2	4	2	1	<b>14</b> (17)
Significantly delayed /Unlikely to achieve	0	1	1	2	1	0	<b>5</b> (5)
<b>Total</b>	<b>27</b>	<b>23</b>	<b>14</b>	<b>47</b>	<b>18</b>	<b>20</b>	<b>149</b>

Figures in brackets refer to 2015 performance report

4.2 There is an agreed set of indicators that seek to measure progress towards the ambitions (or outcomes) identified in the Management Plan ie what impact are the actions associated with the Management Plan having on Dartmoor’s special qualities? These indicators are reported annually to the Delivery Board and the 2016 report is contained in appendix 1. Authority report (NPA/17/022) provides further detail on the State of the Park.

## **5 Equality and Impact Assessment**

- 5.1 The Management Plan contains a series of actions that are focused on promoting equality of access and awareness; and promoting understanding of diversity.

## **6 Financial Implications**

- 6.1 The Authority provides the secretariat support for the Management Plan process and the key actions that the Authority is responsible for leading are incorporated into our business planning process. The Management Plan can provide a useful framework for attracting additional resources. We are, subject to staff capacity and support from partners, seeking to cost delivery of the Management Plan actions. Part of the planned work programme for our partnership with the South West Economy and Environment Partnership is to develop a 'Natural Capital Investment Plan' to accompany the next Management Plan.

## **7 Conclusion**

- 7.1 The Management Plan is an important document – a framework for partnership action to help deliver National Park purposes. It is an ambitious document with over 140 actions: some of these are costed and some are desired actions that require funding. The process of supporting an annual Steering Group and a smaller Delivery Board (comprising key delivery partners) has, to-date, helped ensure that the Management Plan is a living document but there is still more to do in terms of ensuring that all of our partners are bought into this process and see it as valuable.

CLAIRE PARTRIDGE and KEVIN BISHOP

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2016)	2014 Status	2015 Status	2016 Status	What will success look like?	
Sustain	Land Management: Farming communities and land management practices continue to play a central role in conserving and enhancing Dartmoor's special qualities and delivering a range of public benefits.	Numbers of grazing livestock: (i) cattle <sup>1</sup> (ii) sheep <sup>2</sup> (iii) ponies <sup>3</sup>  (Defra June Survey of Agriculture <sup>4</sup> )	(i) 42,969 (ii) 167,288 (iii) 1200  (2010)	↔ ↔ ↓	(i) 42,613 (ii) 190,391 (iii) ???  (2013 data published 2014)	Next survey due to be repeated in June 2016. Stats will be available autumn 2017	No data	Livestock numbers are maintained.	
		Number of livestock on the commons. (iv) cattle <sup>5</sup> (v) sheep <sup>6</sup> (vi) ponies <sup>7</sup>  (Dartmoor Commoners Council)	No data available 2013		(iv) ? (v) ? (vi) ?	(iv) ? (v) ? (vi) ?	(iv) ? (v) ? (vi) ?		Livestock numbers are maintained.
		Number of active farmers (i) full-time farmers (ii) part-time farmers (iii) employees (P/T & F/T) and casual workers  (Defra June Survey of Agriculture)	(i) 579 (ii) 642 (iii) 308  (2010)	↓ ↔ ↓	(i) 603 (ii) 631 (iii) 356  (2013 data published 2014)	Next survey due to be repeated in June 2016. Stats will be available autumn 2017	No data	Number of active farmers is maintained.	
		Number of active graziers on the commons.  (Dartmoor Commoners Council) <sup>8</sup>	182  (2012)	↑	188  (2014)	????  (2015)	????  (2016)	Number of active graziers is maintained and increased.	
		Area and % of National Park (usable agricultural area) under agri-environment schemes.  (NE, Protected Landscapes indicator) © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2016.	49,516 ha 60%  (2013)	↔	65,228 ha 79%  (March 2014)	64,988 ha 79%  (March 2015)	39,111ha 48%  (March 2016)	At least 60,000 ha in an agri environment scheme by 2020.	
		Habitats and Wildlife: Dartmoor's internationally and nationally important habitats are expanded and linked and in optimal condition, supporting resilient	% of broad habitats in SSSIs (9) in: (i) Favourable (ii) unfavourable recovering (iii) unfavourable declining condition	(i) 28% (ii) 71% (iii) 1%	↔ ↔ ↔	(i) 16% (ii) 83% (iii) 1%	(i) 16% (ii) 82% (iii) 2%	(i) 16% (ii) 82% (iii) 2%	At least 27% of SSSIs (7060ha) in favourable condition by 2020, while maintaining at least 95% in favourable or recovering condition.

<sup>1</sup> Includes female 2+ years beef with offspring, calves under 1 year and other cattle. Does not include dairy. Based on survey responses so does not represent total numbers.

<sup>2</sup> Includes breeding ewes, lambs under 1 year, and other sheep. Based on survey responses so does not represent total numbers.

<sup>3</sup> Pony numbers not yet available but the Dartmoor Commoners Council and Dartmoor Hill Pony Association are investigating setting up a database.

<sup>4</sup> Based on survey responses so does not represent total numbers. Does not include smallholdings with less than 10 cows or 20 sheep.

<sup>5</sup> Includes female 2+ years beef with offspring, calves under 1 year and other cattle. Does not include dairy. Based on survey responses so does not represent total numbers.

<sup>6</sup> Includes breeding ewes, lambs under 1 year, and other sheep. Based on survey responses so does not represent total numbers.

<sup>7</sup> Pony numbers not yet available but the Dartmoor Commoners Council and Dartmoor Hill Pony Association are investigating setting up a database.

<sup>8</sup> Based on information provided to the Dartmoor Commoners Council as part of annual registrations.

<sup>9</sup> SSSI condition figures have changes due to the re-unitisation of the Dartmoor SSSI

Key: ↑ = the situation is improving ↓ = the situation is getting worse ↔ = the situation is stable

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2016)	2014 Status	2015 Status	2016 Status	What will success look like?
	ecosystems with healthy populations of priority species.	(NE, <i>Protected Landscapes indicator</i> ) © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2016.	(March 2013)		(March 2014)	(March 2015)	(March 2016)	
		% County Wildlife Sites in good condition. <i>(Dartmoor National Park Authority)</i>	89% (2013)	↔	88% (March 2014)	89% (March 2015)	90% (March 2016)	To maintain at least 89% of County Wildlife Sites in 'good' condition.
		% of 13 key species* whose status is stable or increasing. <sup>9</sup> <i>(Pearl-bordered fritillary; greater horseshoe bat; flax-leaved St John's-wort; ring ouzel; bog hoverfly; blue ground beetle; red backed shrike; vigur's eyebright; southern damselfly; marsh fritillary; high brown fritillary; Deptford pink; dunlin)</i> <i>(Dartmoor National Park Authority)</i>	82% (2011)	↔	100%  *Key species measured vigur's eyebright southern damsel fly & marsh fritillary. (March 2014)	Figure to follow	100%  *Key species measured vigur's eyebright southern damsel fly & marsh fritillary (March 2016)	At least 90% of key species are stable or increasing.
	<b>Natural Resources:</b> Dartmoor's distinctive and high quality natural resources are managed and enhanced for environmental and public benefits.	Length and % length of monitored rivers achieving 'good' or 'high' ecological status (under the Water Framework Directive). <i>(Environment Agency, Protected Landscapes indicator)</i> © Environment Agency and database right © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2016	70.9 km 14.8% (2012)	↑	191.2 km 35.6% (March 2014)	195.5 km 36.4% (March 2015)	184km 34.5% (March 2016)	152.5 km, 31% achieving good ecological status by 2015.  <i>See appendix 1</i>  <i>EA to provide a new measure of success as the 2015 measure has been achieved.</i>
		Area and % of woodland under active management. <i>(Forestry Commission)</i> © Forestry Commission copyright 2016 © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2016	5,796 ha 51% (2011)	↔	6,110 54% (March 2014)	6,415 ha 57% (March 2015)	6,421ha 56% (March 2016)	Increase the area of woodland under active management.
	<b>Archaeology and Historic Built Environment:</b> Dartmoor's outstanding archaeological and historic landscapes are well managed, understood and enjoyed, and the character of its distinctive historic built environment is conserved and	Number and % of Scheduled Monuments at Risk. <sup>10</sup> <i>(English Heritage)</i>	375 out of a total of 1,058  35% (March 2013)	↑	359 out of a total of 1,058  34% (March 2014)	343 out of a total of 1,058  33% (March 2015)	352 out of a total of 1,082 (+18 Sites) 32.5% (March 2016)	Reduce Scheduled Monuments at risk by 5% by 2019.
		Number and % of Listed Buildings at Risk <i>(all listed buildings).</i> <sup>11</sup>	34 out of a total of 2,565 1.3%	↔	33 out of a total of 2,565 1.3%	No change	No change	Keep levels of Listed Buildings at Risk at 1.3% or below.

<sup>9</sup> Results to be reported annually but longer-term trends need to be taken into account given annual fluctuations in population numbers due to weather and other factors.

<sup>10</sup> At risk' includes all monuments categorised as being at 'high' or 'medium risk on English Heritage's 'Heritage At Risk Register'. Excludes any monuments that are still shown as at 'high' or 'medium' risk on the English Heritage register but which English Heritage has confirmed meet all the criteria to now be considered to be 'low' risk

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2016)	2014 Status	2015 Status	2016 Status	What will success look like?
	enhanced.	<i>(Dartmoor National Park Authority)</i>	(March 2013)		(March 2014)	(March 2015)		
	<b>Cultures and Traditions:</b> Local communities, cultures, skills and traditional ways of rural life continue to be sustained and celebrated as defining characteristics of Dartmoor.	Attendance figures for 2 traditional Dartmoor Shows  Chagford Show Widecombe Fair * attendance figures not available	6,500  (Aug 2013)	↔	8,000  (Aug 2014)	7,000  (Aug 2015)		Maintaining current visitor attendance
		Number of traditional community events/shows taking place on Dartmoor	24	↔	24	24	23	No loss in traditional community events
	<b>Landscape and Tranquillity:</b> Dartmoor is celebrated for its distinctive landscapes and provides the opportunity to experience wildness, solitude, tranquillity, dark night skies and a sense of space.	<b>No suitable indicators identified. The CPRE tranquillity mapping is not likely to be updated.</b>						<i>The Devon Landscape Policy group are holding a workshop to come up with an indicator for tranquillity for use across the Devon LA areas.</i>  <b>Steering Group to advise on suitable indicator or monitoring.</b>
	<b>Military Training:</b> All military training on Dartmoor is consistent with National Park purposes, and Defence Training Estate land is managed as an exemplar of conservation and recreational opportunity.	% of Scheduled Monuments within Dartmoor Training Area at high risk.  <i>(MOD)</i>	8%	↔	10%  (March 2014)	10%  (March 2015)	10%  (March 2016)	6% by 2019
<b>Enjoy</b>	<b>Recreation and Access:</b> Dartmoor offers a variety of access and recreational opportunities for everyone seeking inspiration, peace and active recreation in harmony with each other, the local community and the area's special qualities.	% length of Public Rights of Way which are 'easy to use' <i>(does not necessarily follow the definitive line).</i>  <i>(Dartmoor National Park Authority)</i>	94%  (March 2013)	↓	85.4%  (March 2014)	83%  (March 2015)	83%  (March 2016)	Maintain at least 90% <i>(reflecting decreasing funding for PRow management)</i>
		Number of organised recreational events and large-scale recreation events. <sup>12</sup>  <i>(Dartmoor National Park Authority)</i>	64 recorded organised events per year  4 events with 1000+ attendance	↔	60 recorded events  5 events 1000+ Of those 3 road events 1 x on & off road and 1 x sponsored walk	67 recorded events  6 events 1000+ Of those 5 road events inc 1x cycling on & off road event & 1x sponsored walk	65 recorded events  4 events 1000+ of those 3 x road cycling events and 1 x walking	<i>Maintain geographical spread in line with recreation Strategy with limited adverse impact on the special qualities and local communities.</i> <i>Fewer annual events</i> <i>No further growth of events over 1,000 people.</i>
	<b>Tourism:</b> Tourism on Dartmoor is high quality and sustainable, making a positive contribution to the environment, local economy and communities of the National	Total number of staying visitors  <i>(STEAM)</i>	234,000  (2011)	↑	242,000  (2013)	261,000  (2014)	263,000  (2015)	Increase the number of staying visitors
	Economic impact of tourism: (i) total spend	(i) £119.20m	↑	£125.20m	£131.8m	£139.52m	Increase spend per visitor	

<sup>11</sup> This is the number of individual listed buildings and may differ from the English heritage figure where one listing may include a number of buildings

<sup>12</sup> As notified to DNPA. Organised events defined as more than 50 people on foot 30 cycling or horse riding. Large-scale events defined as over 1,000 participants

Key:            ↑ = the situation is improving            ↓ = the situation is getting worse            ↔ = the situation is stable

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2016)	2014 Status	2015 Status	2016 Status	What will success look like?
	Park.	(ii) spend per visitor (all visitors) (STEAM)	(ii) £52 (2011)	↑	£59 (2013)	£60 (2014)	£60 (2016)	
		<b>Visitor satisfaction – Survey being developed by National Trust and DNPA more details to follow</b>						<b>Steering Group to advise</b>
	<b>Military Training:</b> All military training on Dartmoor is consistent with National Park purposes, and Defence Training Estate land is managed as an exemplar of conservation and recreational opportunity.	Number of days that the public can access each live firing range: Okehampton Merrivale Wilsworthy  Number of days of public access with six weeks advance notice: Okehampton Merrivale Wilsworthy	325 days pa 283 days pa 232 days pa  325 days pa 283 days pa 232 days pa	↔  ↔	248 days pa 186 days pa 118 days pa	248 days pa 186 days pa 118 days pa	252 days pa 192 days pa 120 days pa	Maintain at or below five-year average (2008-2012)
		MOD to contribute to visitor satisfaction survey across the National Park, if agreed by all partners. If not, will repeat methodology used for Cramber Tor survey.						
	<b>Information and Communication:</b> People's understanding and enjoyment of Dartmoor National Park is enhanced by high quality and accessible information.	% of users who are satisfied with information from DNPA: (i) visitor centres, and (ii) website  (Dartmoor National Park Authority)	(i) 92% (ii) 72%  (March 2013)	↑ ↑	(i) 95% (ii) 41%  (March 2014)	New website being developed figure not collected 2015	Stats not collected	41% because a question was added relating to planning & satisfaction rate dropped – results were skewed.
	<b>Learning and Education:</b> High quality, diverse learning experiences are available for everyone to enable them to understand, value and contribute to the conservation and enhancement of Dartmoor.	% of users reporting increased understanding of Dartmoor as a result of Education events provided by DNPA.  (Dartmoor National Park Authority)	89.2%  (March 2013)	↑	97%  (March 2014)	82%  (March 2015)	75%  (March 2016)	90%
		% of users satisfied with DNPA education events.  (Dartmoor National Park Authority)	84.2%  (March 2013)	↑	100%  (March 2014)	100%  (March 2015)	100%  (March 2016)	95%
		Number of recorded volunteer days for DNPA. <sup>13</sup>  (Dartmoor National Park Authority)	2,471  (March 2013)	↑	2,886  (March 2014)	2573  (March 2015)	2601  (March 2016)	Increased number of volunteering opportunities and volunteer days on Dartmoor.
<b>Prosper</b>	<b>Economic Activity:</b> Broad ranging economic activity is consistent with Dartmoor's special qualities and provides local sources of employment.	% of households in Dartmoor National Park that have access to superfast broadband.  (Devon County Council and Dartmoor National Park Authority)	Awaiting figures	↑	24.4%  (2014 - Feb 2015)	50%  (Dec 2015)		95 % coverage of households on Dartmoor following the Connecting Devon and Somerset programme and the Rural Community Broadband Scheme.

Key:      ↑ = the situation is improving      ↓ = the situation is getting worse      ↔ = the situation is stable

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2016)	2014 Status	2015 Status	2016 Status	What will success look like?
		Business start-ups and survival rates	<i>Data not currently available on Dartmoor basis</i>			<i>Looking at sources of info</i>		<i>An economic profile is nearing completion and may help inform future monitoring in this area.</i>
		Number of businesses <sup>13</sup> on Dartmoor (Inter Departmental Business Register)	2065 (2012)					<i>Work is being carried out on behalf of all National Parks to provide information cut to the National Park boundary.</i>
		Unemployment rate in DNP (Office of National Statistics)	1.5 (Nov 2013)	↑	1.4 (2014)	0.23% <i>The methodology for collecting this information has changed, (Nov 2015)</i>	0.14% (Sept 2016)	
	<u>Community Wellbeing</u> : Dartmoor communities thrive and benefit from access to a range of local services, amenities, housing and employment opportunities.	Number and % of affordable housing approved per year. (Dartmoor National Park Authority)	14 out of a total of 60 approved new dwellings 23% (2012/13)	↓	25 out of a total of 71 approved new dwellings 35% (2013/14)	17 out of a total of 81 approved new dwellings 21% (2014/15)	13 out of a total of 85 approved new dwellings 15% (2015/16)	Average of 50 homes a year, of which at least 50% are affordable.
		% of DNP residents very satisfied or fairly satisfied with their local area as a place to live. (Dartmoor National Park Authority 2013 residents survey)	95% (Nov 2013)	↑	<i>Reported every 3 years</i>	<i>Reported every 3 years</i>	<i>Reported every 3 years</i>	<i>Maintain 95% of DNP residents satisfied with their local area as a place to live in.</i>
		Number of applications received, Number determined and % granted. <sup>14</sup> (Dartmoor National Park Authority)	601 566 87.3% (March 2013)	↑	639 560 86.88% approval (March 2014)	632 588 86.6% approval (March 2015)	689 532 88% approval (March 2016)	618 580 89.36% 5yr average as target
	<u>Development</u> : Development makes a positive contribution to thriving communities, through high quality, sympathetic and well-informed design, conserving the quality and distinctiveness of the built environment and reinforcing local character.	<b>Indicator relating to the quality of design to be developed.</b>						
		Annual energy consumption on Dartmoor. (South West Devon Community Energy Partnership)	947 GWh (2012)	N/A				<i>Data set does not lend itself to an annual update</i>
	<u>Carbon and Energy</u> : Dartmoor is an exemplar of carbon reduction and climate change adaptation through carbon storage, energy efficiency, decarbonising	Total installed renewable energy capacity on Dartmoor by MCS certified installers'					Data to be collected every other year subject to funding from partners	<i>Indicator on renewable energy to be developed?</i>

<sup>13</sup> VAT- and/or PAYE-based enterprises

<sup>14</sup> Includes planning applications, prior approvals, listed buildings consents, and certificates of lawfulness.



Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2016)	2014 Status	2015 Status	2016 Status	What will success look like?
	products, and the production of renewable energy and heat.	1. FiT projects- 1. Solar PV 0- 5 MW 2. Wind 0-5 MW 3. Hydro 0-5 MW 2. MCS projects- 1. Biomass 0-45 kW 2. Solar thermal 0-45 kW 3. Air Source Heat Pump (ASHP) 0-45 kW 4. Ground Source Heat Pump (GSHP) 0-45 kW  (Regen SW)	4578.7 426.0 383.8  302.0 66.3 335.7 165.0 (Dec 2013)	↑ ↔ ↑  ↔ ↑ ↑	5732.1 426.0 487.6  781.9 93.1 541.1 228.2 (Dec 2014)	6220.3 426.0 487.6  1037.4 93.1 618.2 263.2 (Dec 2015)		

#### Appendix 1

##### Water Framework Directive Targets

The aim of the Water Framework Directive is to achieve Good Ecological Status in all water bodies or Good Ecological Potential in those water bodies where they have been modified for human use such as flood defences or urbanisation, by 2027.

In South West we set a target of raising our baseline compliance from 31% to 43% of our water bodies. This was across all water bodies and did not favour any particular location above others. What does dictate what can be done where and when is a combination of factors from what measures (or actions) would need to be put in place to achieve GES, who's responsibility it is, how would that be funded, is a solution sustainable and/or is there even a technically feasible measure.

The Environment Agency is currently undertaking a Cost Benefits Assessment on measures aimed at improving elements to GES. The completion of this exercise will be with a predicted outcome for each element, by 2021 and or 2027. It is worth noting that in terms of how WFD compliance works, improving one element where others continue to fail will still cause the water body as a whole to be non-compliant.

The measures identified and benefits expected have been discussed with some partner organisations and will be discussed once again with a broader audience within the consultation on 2<sup>nd</sup> cycle River Basin Management Plan which will be publically consulted on through the summer.

If you take the Rivers on Dartmoor as examples; the water bodies not at GES are failing typically because low pH or fish. pH is predominantly natural with an improving anthropogenic influence. Fish compliance is mainly linked to barriers to the passage of fish migration and some habitat for improvement. Low flows are also an issue in some locations.

The 2<sup>nd</sup> cycle plan, which will be finalised and published early in 2015, will have a reviewed target / predicted outcome for each water body and there will be discussion and opportunities for organisations such DNPA to be fully involved in the thinking, leading to those final predicted outcomes.

##### Regen SW

1. Geographical area is the LSOA codes that have at least 40% of their address points within the National Park boundary
2. Only uses FIT data and MCS Installations data
3. The data shows the 'Total installed renewable energy capacity on Dartmoor by MCS certified installers'

Key:        ↑ = the situation is improving        ↓ = the situation is getting worse        ↔ = the situation is stable

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**BUSINESS PLAN MONITORING 2016/17**Report of the Head of Organisational Development

Recommendations : **That Members note the content of the report and comment on performance against the key actions identified in the 2016/17 Business Plan**

**1 Purpose of the Report**

- 1.1 This report informs Members of the Authority's performance against the key actions identified in the Business Plan for 2016/17.
- 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 2016/17 is attached at Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on the key actions, the 2016/17 Business Plan also recognised that our core business continues on a daily basis. There have been significant contributions and achievements throughout the year delivered by all services.

**2 Performance against key actions**

- 2.1 The Business Plan 2016/17 identified 26 key actions against the six agreed priorities for the Authority.
- 2.2 Progress against the 26 actions is summarised in the table below:

<b>Progress</b>	<b>No.</b>	<b>%</b>
Completed	13	50%
In progress/ongoing*	4	15%
Not completed*	9	35%

*\* Although not completed there has been significant progress and achievements regarding the 13 incomplete actions, some of which are longer-term projects. Further details are provided at section 4 below and at Appendix 1.*

### **3 Key achievements**

- 3.1 Examples of some key achievements against the specific actions in 2016/17 are highlighted below:

#### **Moor than meets the eye**

*Heritage Trails – project developed ready for launch with new website*

*Bellever & Postbridge Trails – although delayed, significant work completed to now progress*

*Higher Uppacott – works ongoing; outshot roofing, groundworks and drainage works completed*

*Moor Medieval – positive community engagement with volunteers and school children*

*Natural Connections – mapping of rhos/wet woodland completed and management plans developed*

*Parishscapes – 13 (of 14) parishes now involved in developing/delivering projects*

#### **Volunteering**

*Continued success in engaging with volunteers through voluntary wardens, education guides, Haytor Sundays, Moor than meets the eye and various other projects*

#### **Local Plan**

*Project re-programmed due to officer capacity; now moving forward as planned with additional Project Manager; effective communication and consultation exercises*

#### **Peatland vision**

*Magnificent Mires bid successful enabling completion of peatland study to unlock further work and further potential funding bid*

#### **Wildlife projects**

*Project to control non-native invasive species (skunk cabbage/Himalayan balsam) completed with community volunteers; positive links with Devon Local Nature Partnership*

*Review of House Martin project completed ahead of expanded project in 2017*

#### **Hill Farm Project**

*Successful bid to the Prince's Countryside Fund providing funding for 3 years to sustain the project as a catalyst for collaborative action with and between farmers*

#### **All the Moor Butterflies**

*Successful HLF bid by Butterfly Conservation (including DNPA financial contribution) enabled project to start in January with two project officers appointed*

#### **Engaging young people**

*Junior Ranger programme delivered with positive outcomes; Junior Ranger project being reviewed; South West Lakes Trust 'Kicking the Dust' bid submitted with major strand of new DNP 'Youth Ranger' for older young people.*

#### **Naturally Healthy Project**

*Successful development within Buckfastleigh of a 'core group' to support the project into the future; premiered youth film about mental wellbeing; evaluation/research*

*phase ongoing with Plymouth University including comparison with Exmoor scheme; exploring options for succession with Active Devon using Sport England funding*

### **Apprenticeships**

*Programme now in place to employ three apprentices throughout period of medium term financial plan; Digital Communications apprentice delivering positive outcomes, including our social media expertise; two Conservation Apprentices recently appointed; all apprentices currently supported by Bridgwater College*

### **Dartmoor Communities Fund**

*Having secured funding new fund launched; ‘Just Do It’ grants awarded; over £70,000 awarded to 31 projects with a total project value in excess of £300,000.*

### **Donate for Dartmoor**

*Projects and materials developed ahead of scheme launch; public arts initiative (Moor Otters) agreed and launched as major fundraising project; Donate for Dartmoor generates £20,000 in first year*

### **Organisational Development Strategy**

*Organisational Development Strategy - **Developing Team Dartmoor** – implemented to support staff, volunteers and members, improve processes and sustain high performance; provides an overarching framework and programme of work to increase organisational effectiveness and efficiency*

## **4 Actions not completed**

- 4.1 There are nine key actions from the 2016/17 Business Plan that were not completed. The table below provides a ‘live’ up-date (i.e. information as of time of writing this report as opposed to the situation at the end of the financial year)

<b>Action No.</b>	<b>Key Action</b>
4	Develop and extend the Moorland Vision <i>The joint bid led by the Foundation for Common land to the Heritage Lottery Fund was unsuccessful but we have been encouraged to re-submit again and have agreed to do so. The revised bid is due for submission in June.</i>
7	Sustainable land management - ensuring a landscape scale approach to land management and the delivery of agri-environment schemes <i>We remain hopeful that there will be a call for applications under the Countryside Stewardship Facilitation Grant. Feedback indicated that our bid last year was unsuccessful because we did not have a named officer to undertake the work. We are now in a position to address this issue. Notwithstanding our lack of success in securing funding from the Countryside Stewardship Facilitation Grant we have continued to work with Environment Agency, Natural England, Woodland Trust, RSPB etc. on how we can develop a ‘more joined up’ approach to land management across the National Park.</i>

10	Deliver new website
<i>Key reason for this project being delayed is the Moor Otters Project which Members agreed during 2016/17 which has been a key priority for the Head of Communications, Fundraising and Economy. Beta version of the website is due to go live in May 2017.</i>	
12	Implement proposals to improve interpretation and access to Princetown Visitor Centre
<i>Discussions with Exmoor NPA, Visitor Services Manager working with Business Support Officer to deliver volunteer element by July 2017. Final elements of design worked on with Communications team and to be in place by June 2017.</i>	
13	Deliver Moor than Meets the Eye projects where the Authority is the lead partner: <ul style="list-style-type: none"> <li>- Heritage Trail (full launch)</li> <li>- Bellever and Postbridge Trails</li> <li>- Postbridge Visitor Centre</li> </ul>
<i><b>Heritage Trails</b> - new trails now created and map with be fully launched with new website  <b>Bellever and Postbridge Trails</b> - Drift Lane works completed. Village trail works commenced, scheduled to be completed end of May 2017.  <b>Postbridge Visitor Centre</b> – The Authority is in the process of submitting an Expression of Interest to the Growth Fund for capital money to help fund a new Visitor Centre at Postbridge. If successful the next stage will be a full application with detail costings.</i>	
14	Review visitor behaviour concerning key management issues such as dogs, litter, cycling and camping. Evaluate and develop key campaigns to influence and alter visitor behaviour; continue to monitor and manage recreation events, and encourage visitors to contribute to the Donate for Dartmoor programme
<i>Scoping work done - project incorporated in 2017/18 Business Plan. Key reason for delay is the work associated with Moor Otters project.</i>	
17	Planned delivery of key development sites
<i>Delays with Chagford (phase 2) due to drafting of the Section 106 and were beyond control of the Authority. Ashburton Masterplan was suspended to allow applications to come forward (see separate Authority report).</i>	
18	Develop and promote a comprehensive programme of volunteer opportunities across the Authority to support our various work programmes
<i>Approach to volunteering discussed with Members at Park Management Working Panel. Leadership Team has agreed additional capacity to develop our work with volunteers. To be progressed in 2017/18.</i>	
26	Develop a greater understanding of current research relating to the National Park through, for example, hosting a research workshop/conference
<i>This action will not be delivered in 2016/17 due to officer capacity and other priorities. However, we have forged a partnership with the South West Economy and Environment Partnership at Exeter University which will lead to practical support for natural capital work.</i>	

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

NEIL WHITE

Background Papers: NPA/AG/16/017  
2016/17 Business Plan

**Attachments: Appendix 1 – Business Plan Monitor 2016/17**

20170526 NW Business Plan Monitoring 2016/17

Business Plan Priorities (2016-2017) - Quarterly Monitoring

Appendix 1 to Report No. NPA/17/025

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
4	Develop and extend the Moorland Vision	P1, P2, P5	AK	<b>Milestones:</b> Decision of our common cause - 15 May. Local Group meeting - June - 3 commons. Agree how this project might link with re-fresh of the overall vision	<b>Milestones:</b> Recruit local facilitator - August. Local Group meeting - September. Further details to be added when grant decision is known	<b>Milestones:</b>	<b>Milestones:</b>
				<b>Progress:</b> Common Cause bid to HLF not successful. Group re-convened to discuss re-submission. There will be slippage with this project. Likely to re-submit but Milestones will change.	<b>Progress:</b> Bid to HLF being re-submitted in December	<b>Progress:</b> Revised bid to HLF submitted and DNPA financial contribution allocated in 2016/17 budget is to be carried forward	<b>Progress:</b> Bid unsuccessful, re-submission is a possibility but awaiting detailed feedback from HLF
7	Sustainable land management - ensuring a landscape scale approach to land management and the delivery of agri-environment schemes	P1, P2, P4	AK	<b>Milestones:</b> Facilitation Fund decision April 2016 - future milestones dependent on funding decision	<b>Milestones:</b>	<b>Milestones:</b> Monitor Facilitation Fund for next round applications.	<b>Milestones:</b>
				<b>Progress:</b> Facilitation Fund bid not successful. We are now looking at other options through a bid to the Project Fund for additional officer support.	<b>Progress:</b> Funding from DNPA Project Fund has been allocated to a three year post Farming and Community Wildlife Assistant to support this work. Start date 14 November.	<b>Progress:</b> Awaiting Fund to re-open. New officer in post. Also looking at other options with EA	<b>Progress:</b> Slow progress Facilitation Fund grants delayed. Some progress on project with EA, NE, WT and RSPB to develop 'more joined up' approach.
10	Deliver new website	P3, P5, P6	SH	<b>Milestones:</b> New website code developed and delivered to DNPA. Build underway by portal managers. Content re-write underway ready for migration	<b>Milestones:</b> build finalised, content migrated, beta site tested and launched	<b>Milestones:</b> evaluate success of new website, bug fix etc.	<b>Milestones:</b> Complete
				<b>Progress:</b> Content re-write underway, code developed and ready for delivery early July	<b>Progress:</b> build underway, content being written, timeline revised due to other projects (Moor Otters in particular). All staff updated on revised timeline	<b>Progress:</b> most copy now written, some outstanding copy to follow. Site built ready to migrate copy and images.	<b>Progress:</b> Copy and image migration underway. Extra support needed to do this, some copy still outstanding. Aiming for beta site in May
12	Implement proposals to improve interpretation and access to Princetown Visitor Centre	P3, P5	RD	<b>Milestones:</b> Deliver all aims of the 'Discovering Dartmoor's Wildlife Stories' (DDWS) project	<b>Milestones:</b> Volunteer programme in place to deliver DDWS project	<b>Milestones:</b> Final interpretation elements installed at entrance and volunteer programme developed in conjunction with HR	<b>Milestones:</b> Final interpretation elements installed at entrance and volunteer programme developed in conjunction with HR
				<b>Progress:</b> All building and interpretation works have been completed	<b>Progress:</b> Volunteer programme not developed - to concentrate on key visitor season. Lack of capacity in Ecology due to staff departures has meant this element of the project not a priority	<b>Progress:</b> Volunteer programme delayed until Spring to work in conjunction with ENPA. Final elements of design not implemented due to changes in the Comms team.	<b>Progress:</b> Discussions with ENPA, VSM working with BSO to deliver volunteer element by July 2017. Final elements of design worked on with Comms team and to be in place by June 2017.

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
13	Deliver Moor than Meets the Eye projects where the Authority is the lead partner: - Heritage Trail (full launch) - Bellever and Postbridge Trails - Postbridge Visitor Centre	P4, P5 P4, P5 P4, P5	AK ID RD (MA)	<p><b>Milestones:</b> <b>Heritage Trail</b> - soft launched <b>Bellever and Postbridge Trails</b> - project plan to be confirmed by end of April. <b>Postbridge Visitor Centre</b> - decision on whether to invest and alternative options.</p>	<p><b>Milestones:</b> Heritage Trails - 6 new trails added by end of Q2</p>	<p><b>Milestones:</b> <b>Heritage Trail</b> - full launch with DNPA website <b>Postbridge and Bellever trails:</b> implement work to at least one trail <b>Postbridge Visitor Centre</b> Development of brief in conjunction with the Duchy. Meeting with the local community to explore the development of a new Centre</p>	<p><b>Milestones:</b> This is now finished and trails are being added as they are submitted (AW) <b>Bellever &amp; Postbridge Trails:</b> Drift Lane improvements ,Village trail groundworks. <b>Postbridge Visitor Centre:</b> Meetings scheduled with the Duchy and consultants to look at the viability and scope of a new centre.</p>
				<p><b>Progress:</b> <b>- Heritage Trails:</b> Soft launched and made publically accessible (not promoted yet until more trails are submitted and approved). Continued calls for trail submissions have met with no response. Suggest specific persons are identified to develop specific trails to enable promoted public launch <b>- Bellever and Postbridge Trails:</b> project plan not confirmed by Ian Durrant. Mark Allott met with Ian and Andy Watson on 8 July to impress need to identify scope, activities/improvements, plan and report appropriately <b>- Postbridge Visitor Centre:</b> LT confirmed intended option in 14 July 2016 meeting. AK contacted Claire Hynes, HLF to discuss appropriate funding strategy. RD and MA to meet to discuss potential ways of still achieving original outcomes/benefits of the MTMTE bid to capitalise on funding</p>	<p><b>Progress:</b> <b>- Heritage Trails:</b> No new trails submitted - limited engagement/response to requests. <b>- Bellever &amp; Postbridge Trails:</b> Project £110k forecast underspend (none profiled), serious concerns over progress and delivery - no plan evident. <b>- Postbridge Visitor Centre:</b> Ambitions still in place to develop Centre and a brief has been created to explore the options for the site and what the ROI would be on any development.</p>	<p><b>Progress:</b> <b>Heritage Trails</b> - will be launched with new website. 7 additional trails uploaded onto HT Map <b>Postbridge Visitor Centre</b> Development of brief in conjunction with the Duchy still on-going. Until proposals are developed the local community meeting has been postponed <b>Bellever and Postbridge Trails</b> - Community project update completed December 2016. Road crossing safety audit completed with proposed scheme to be implemented Spring 2017. Drift Lane path improvements to start January 2017. Works to three trails starting Jan/Feb - including Village Trail groundworks - orders placed with contractors to start. Timeline now agreed with FC for their works to improve their car park, trails and interpretation.</p>	<p><b>Progress:</b> <b>Heritage Trails</b> - new trails now created and map with be fully launched with new website <b>Bellever and Postbridge Trails</b> - Drift Lane works completed. Village trail works commenced ,scheduled to be completed end of May. Route signage ordered and delivered, to be installed next Quarter. FC have completed surfacing of all ability trail. <b>Postbridge Visitor Centre</b> - On-going discussions with Duchy around lease and, design and funding. Further funding stream identified through EAFRD.</p>
14	Review visitor behaviour concerning key management issues such as dogs, litter, cycling and camping. Evaluate and develop key campaigns to influence and alter visitor behaviour; continue to monitor and manage recreation events, and encourage visitors to contribute to the Donate for Dartmoor programme	P1, P4, P5, P6	SH	<p><b>Milestones:</b> Scoping meeting and project plan by end of Q1</p>	<p><b>Milestones:</b> KPIs agreed. Key messages developed to test with target audience and stakeholders</p>		<p><b>Milestones:</b> Launch seasonal campaigns, timed as appropriate</p>
				<p><b>Progress:</b> not achieved due to workload</p>	<p><b>Progress:</b> plan discussed with external supplier and costed. Scoping meeting not yet booked due to workload of SH and AW (Moor Otters and Tour of Britain especially)</p>	<p><b>Progress:</b> scoping meeting early Jan</p>	<p><b>Progress:</b> scoping work done - project to be delivered in the next year</p>




Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
17	Planned delivery of key development sites	P1, P5	DJ	<p><b>Milestones:</b> Chagford site committee resolution and formal decision to be issued. Provide pre app advice on Chuley road developments Tuckers, and Outdoor Experience sites in particular</p>	<p><b>Milestones:</b> Complete S106 Agreement and issue decision for Chagford scheme. Offer pre app advice on Chuley road sites</p>	<p><b>Milestones:</b> Revised application submission anticipated for Tuckers , Chuley Road</p>	<p><b>Milestones:</b> Application submission anticipated for Outdoor Experience site, Chuley Road</p>
				<p><b>Progress:</b> Committee report and resolution achieved May 2016, continue discussions on S106 with key stakeholders, drafting of agreement now in progress and a number of meetings held. Ashburton Masterplan now rescinded. Tuckers site on hold pending revised plans from landowner. Outdoor Experience site awaiting pre app request from landowner/developer</p>	<p><b>Progress:</b> Further progress made on S106 for Chagford but given number of parties and complications with affordable housing and other clauses to be agreed with 5 other parties this is proving complex. Hopeful that agreement can be reached and permission issued in q3 before Christmas. Preliminary advice offered on Chuley Road to landowners but still no applications yet forthcoming.</p>	<p><b>Progress:</b> No further progress on delivering the two key sites on Chuley Road. Some free pre app advice given but no applications submitted to date. Ball firmly in the applicants' court. Regarding Chagford there has been a delay in signing the S106 as the Fire Authority have been unwilling to sign off the final plans for the new fire station without a report to their Authority meeting hopefully in February. As they are a party to the S106 it is proving impossible to move progress and issue the planning permission.</p>	<p><b>Progress:</b> DJ has taken up lead on Chagford S106 and completion is imminent. Paper on Ashburton Masterplan proposed for May 2017 Authority meeting. DJ has caught up with key stakeholders with view to upcoming applications and local plan review. Some progress on other key sites - Horrabridge now on site, Briar Tor negotiations, South Tawton application. Input also to Moretonhampstead PC Housing Group community led exercise (DJ), and Buckland Monachorum and Buckfastleigh Neighbourhood Plan drafts (DJ/JR).</p>
18	Develop and promote a comprehensive programme of volunteer opportunities across the Authority to support our various work programmes	P5	NW	<p><b>Milestones:</b> Establish steering group/sounding board for ideas, guidance and ensuring we learn from current practice. Explore options to conclude volunteer research project, overseeing and providing leadership as required.</p>	<p><b>Milestones:</b> Comprehensive programme of volunteering in place by end of September 2016 with a pro-active approach to marketing; clear links to existing volunteer groups so that we are not seen as acting in competition; a strategy for filling the gaps (i.e. key localities without an existing volunteer group); and, working with Sam Hill, identify opportunities for external funding and an 'organisational volunteer offer' (i.e. how we might target volunteers from businesses, other public sector organisations and community bodies).</p>	<p><b>Milestones:</b> Consider how we support and acknowledge the contribution made by volunteers for the Authority.</p>	<p><b>Milestones:</b> Evaluation paper to follow looking at how we might sustain an appropriate volunteer offer. LT agreed (supported by informal steering group) additional capacity to develop our work with volunteers.</p>
				<p><b>Progress:</b> Temporary 6 month secondment not successful. In discussion with Exmoor to provide support/expertise to deliver identified outcomes. Current concern regarding internal capacity to manage effectively.</p>	<p><b>Progress:</b> Developed project proposal with Exmoor but not taken forward. Discussed with LT 20/09. NW to consider next steps.</p>	<p><b>Progress:</b> NW building up 'internal intelligence' through discussion with key staff, in conjunction with liaison with Exmoor about potential workshop and other support. We are not in a position to develop a programme as intended; a more incremental approach now being taken.</p>	<p><b>Progress:</b> Approach to volunteering discussed with Members at PMWP. LT agreed (supported by informal steering group) additional capacity to develop our work with volunteers. Part-time post for 12 months.</p>
26	Develop a greater understanding of current research relating to the National Park through, for example, hosting a research workshop/conference	P1, P5, P6	JM	<p><b>Milestones:</b> Scoping meeting in May and agree date for workshop</p>	<p><b>Milestones:</b> Agreeing speakers and format for the workshop. Advanced publicity</p>	<p><b>Milestones:</b></p>	<p><b>Milestones:</b> No further action</p>
				<p><b>Progress:</b> Not started. Review required.</p>	<p><b>Progress:</b> Suggested revised date for Feb-Mar 2017 being researched. Recently appointed Research &amp; Projects Officer to progress.</p>	<p><b>Progress:</b> This action will not be delivered in 2016/17 due to officer capacity and other priorities</p>	<p><b>Progress:</b> None</p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
9	Act as the Lead Body for Moor than Meets the Eye landscape partnership scheme and deliver the following projects where the Authority is the lead partner: - Higher Uppacott - Unveiling the heritage of the High Moor (inc. Sittaford Stone circle excavation) - Pounds and Driftways - Moor Medieval - Natural Connections - Haymeadows	P1 P1 P1, P2 P1, P6 P1, P2 P1, P2	AW LB RS NP CM (MA)	<p><b>Milestones: Higher Uppacott:</b> Tender docs for primary contractor. <b>Sittaford:</b> geophysical survey complete. <b>Pounds and Driftways:</b> Site meetings to agree proposals attention and East Shallowford <b>Natural Connections:</b> Invasive species management of 5 sites <b>Haymeadows:</b> agree specification for haymeadow seed initiative</p> <p><b>Progress:</b> <b>Higher Uppacott</b> - Work in preparation for scantile slate replacement roof. Tender process for internal works delayed due to delays with architect. Ground works completed in preparation of foul water drainage works (opening in wall for new access. Hot lime pointing works continue. <b>Unveiling the heritage of the High Moor (inc. Sittaford Stone circle excavation)</b> Geo-physical survey complete <b>Pounds and Driftways</b> - Site meetings held at East Shallowford and Venton driftway <b>Moor Medieval</b> - Nigel Pratt to lead following briefing with Chris Hart and Ally Kohler on 8 July. Project currently on-hold to be re-launched in earnest in Sept <b>Haymeadows</b> - conversation started but brief not completed <b>Natural Connections</b> - management of 4 sites completed</p>	<p><b>Milestones: Higher Uppacott</b> - delivery of outshot roof completed. <b>Sittaford/Hangingstone Hill</b> - community/ volunteer excavation at Hangingstone <b>Natural Connections:</b> 2 draft integrated management plans for consultation with partners and to agree actions <b>Haymeadows:</b> 6 public events</p> <p><b>Progress:</b> <b>- Higher Uppacott:</b> Outshot roofing in progress. Significant delays (~9mths) in technical report from Jonathan Rynd. Outline interpretation proposals developed. £40k overspend now forecast. <b>- Unveiling the heritage of the High Moor:</b> Sittaford stone circle excavation fieldwork complete. post excavation work in progress. Hangingstone Hill volunteer excavation complete and post excavation work in progress. <b>- Ponies, Pounds and Driftways:</b> 2/5 complete. East Shallowford pound - Tree officer to visit for advice on works. Venton driftway requires meeting with absent land owner and advice regarding removal of scrub to help determine route <b>- Moor Medieval:</b> North Hall (Widecombe) Excavation last week of June, 148 volunteer days and 68 school children attending; field visit to Penhallam Manor (Cornwall) attended by 20 people. Monthly meetings to recommence in Q3. <b>- Natural Connections:</b> Integrated Management Plan drafts completed Sep for Naomi's review before leaving <b>- Haymeadows:</b> 7 events delivered including 5 x Wildlife Wednesdays Surveys on hold due to Natural Connections priority work. Seed Marketing Group in development</p>	<p><b>Milestones:</b> <b>Sittaford/Hangingstone Hill</b> Excavations at Sittaford - September using contractor. <b>Natural Connections:</b> 2 integrated plans completed. New interpretation board at Haytor <b>Haymeadows:</b> New interpretation board at Postbridge</p> <p><b>Progress:</b> <b>- Higher Uppacott</b> Outshot roofing works completed end of October. Non programmed work completed to renew all foul water drainage system and new septic tank package - completed December 2016. Some of architect work received but substantial outstanding now impacting on project despite assurances being given. Have given until 3/1/17 to receive or will escalate to Legal services. <b>- Unveiling the heritage of the High Moor</b> <b>- Ponies, Pounds and Driftways</b> No progress in this quarter due to other workloads <b>- Moor Medieval:</b> Monthly meetings held in October and December attended by 30 volunteers. <b>- Natural Connections</b> GIS habitat mapping in progress and continued monitoring of CWS rhos sites. Board design programmed Jan to Mar 17. Bog Hoverfly MRes started Sept 2016. <b>- Haymeadows</b> Legal structures of seed marketing cooperative researched. Board design programmed Jan to Mar 17.</p>	<p><b>Milestones:</b> <b>Higher Uppacott:</b> Drainage works completed. Tendering process for Internal works completed <b>Unveiling the heritage of the High Moor:</b> Coordinate post excavation work for Sittaford stone circle. <b>Natural Connections:</b> Willow tit and Bog Hoverfly MsC research underway <b>Haymeadows:</b> 4 x volunteer tasks</p> <p><b>Progress:</b> <b>- Higher Uppacott</b> Finalising of Specification documents schedules and drawings in readiness for tender process which commenced March 2017 (ends 24 April). Drainage works completed Dec16. Clearance of courtyard completed in readiness for landscaping / re-presentation <b>- Unveiling the heritage of the High Moor:</b> Excavation has been undertaken at Hangingstone Hill and Sittaford stone circle and post excavation work is being planned. <b>- Ponies, Pounds and Driftways</b> Site meeting with landowner of Blackslade common in May to look at Venton lane. No other progress due to sickness and other workload <b>- Moor Medieval</b> Monthly meetings held in January, February and March attended by 20 volunteers. <b>- Natural Connections</b> QGIS Mapping of rhos/wet woodland completed this quarter For Long Lane/West Webburn Systems. Interpretation board design commissioned. Skunk cabbage 2016 treatment monitored./2017 treatment plan drawn up. <b>- Haymeadows</b> HLF approval of machinery funding 'in principle' subject to legal agreement with DNP Interpretation board design commissioned. 2017 haymeadows events programme planned including Meadows Festival.</p>
19	Rural productivity and growth - programme of activity to support this agenda within the National Park	P2, P4, P5	KB	<p><b>Milestones:</b> Proposal (joint with Exmoor NPA) submitted to Defra. Other milestones dependent on outcome from discussion with Defra</p> <p><b>Progress:</b> Proposal submitted to Defra (May). No communication back. Neil Parish (Chair EFRA Select Committee briefed). Discussing potential of funding this work in partnership with district/borough councils. Future milestones remain dependent on funding.</p>	<p><b>Milestones:</b> Dependent on funding</p> <p><b>Progress:</b> George Eustace MP (Minister for Farming) visited in August and was briefed on RPN, Deputy Director responsible for rural development to discuss the proposal on 21 October. Future milestones remain dependent on funding.</p>	<p><b>Milestones:</b> Dependent on funding</p> <p><b>Progress:</b> Following meeting with Andrew Robinson we have been advised that Leader should be able to fund facilitation support and Defra are to arrange a meeting with Rural Payments Agency to confirm this. If this is confirmed we will discuss with Greater Dartmoor LEAF and aim to submit a bid in fourth quarter.</p>	<p><b>Milestones:</b> Dependent on funding</p> <p>Greater Dartmoor LAG have indicated that they believe that funding for a facilitation post under the Leader Programme would not be eligible expenditure. This contradicts advice provided by Defra. Defra are interested in the revolving land bank concept and we were asked for further information and a business case for this which was supplied in March (General Election has delayed any decision). RPN work is being used to shape our submission to LEP Rural Productivity Commission and HotSW Productivity Plan.</p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
20	Continue the review of the Local Plan	P1, P2, P4, P5	DJ	<p><b>Milestones:</b> Establish Member Steering Group. Complete Consultation and Engagement Strategy. Finalise Project Plan (LT).</p> <p><b>Progress:</b> Annual Monitoring Report drafted, Local Plan review programme begun, Issues paper drafted, Secondment of DM planner into forward planning team commenced</p>	<p><b>Milestones:</b> Agree comms strategy and designs, web site content. Start focussed comms and discussions. Draft Issues Paper. Publish AMR. Commission initial research papers. Appoint to secondment. Review consultee list. Hold Member Steering Group meeting.</p> <p><b>Progress:</b> Web content and social media set up Issues paper published Community engagement dates set for autumn Further Member steering group held Further work carried out on Affordable housing SPD AMR published</p>	<p><b>Milestones:</b> Consult on Issues Paper. Hold focussed consultation. Draft call for sites. Housing SPD Draft and consultation. Commission Landscape Character Assessment; SA/SEA and HRA. Hold Member Steering Group meeting.</p> <p><b>Progress:</b> Issues paper consultation completed and period for comment extended to 13 January 2017. Draft Affordable Housing SPD in progress but delayed because of absence of Forward Planning Manager. Landscape Character Assessment review stakeholder meeting held before Christmas led by consultants (LUC). Absence of Forward Planning Manager and Forward Planning Assistant will delay progress on Local Plan review. Member steering group meeting planned for January will need to be re-arranged. Resources and revisions to programme being considered in New Year.</p>	<p><b>Milestones:</b> Review issues consultation. Draft Reg 18 paper. Adopt Housing SPD. Complete LCA review. Hold Member Steering Group meeting.</p> <p><b>Progress:</b> Report of the Local Plan Issues consultation completed and published. LAA in progress (aiming for June LAA Panel). Member Steering Group held and revised timetable agreed in principle (Reg 18 consultation moved back) with report to LT in May. Local Plan Project Manager in post. Natural Environment Topic Paper complete. Landscape Character Assessment and Landscape Sensitivity Study at final draft. Affordable Housing SPD programme revised (for May Authority). SA/SEA/HRA Tender published. Additional parish council consultation stage prepared for June launch.</p>
25	Deliver Moor than Meets the Eye projects where the Authority is the lead partner: - Parishscapes - Dartmoor Diploma	P5	ES MA (MA)	<p><b>Milestones:</b> <b>Parishscapes</b> - 8 in total agreed <b>Dartmoor Diploma</b> - contract for delivery partner awarded</p> <p><b>Progress:</b> <b>Parishscapes</b> - Ahead of schedule with 11 of the parishes underway/in development <b>Dartmoor Diploma</b> - tender for training coordinator delivery partner not yet live</p>	<p><b>Milestones:</b> <b>Parishscapes</b> - 8 in total agreed <b>Dartmoor Diploma</b> - contract for delivery partner awarded and modules under development</p> <p><b>Progress:</b> <b>Parishscapes</b> - Ahead of schedule with 11 of the parishes underway/in development <b>Dartmoor Diploma</b> - tender for training coordinator re-run after no tenders received in first phase. Potential for combined delivery with MoorSkills2 as part of PCF bid</p>	<p><b>Milestones:</b> <b>Parishscapes</b> - 12 parishes now involved in the scheme either in project development or delivery. <b>Dartmoor Diploma</b> - TC appointed and modules under development / alternative delivery combined with MoorSkills2 subject to PCF bid</p> <p><b>Progress:</b> Parishscapes - progressing well. Dartmoor diploma - new model to deliver this through HFP and jointly funded HLF and PCF</p>	<p><b>Milestones:</b> <b>Parishscapes:</b> All parishes developing/delivering projects. Community Heritage Officer contracted hours under review <b>Dartmoor Diploma: PD1</b> rescoped into <b>PD4 - Heritage Skills Training</b> (Chris Giles leading) and <b>PD5 - Conservation Apprentices</b> (Jon Stones leading) - updates below: <b>PD4 - Heritage Skills Training:</b> PCF bid and approval, HLF MTMTE bid and approval, Training Coordinator recruitment <b>PD5 - Conservation Apprentices:</b> HLF MTMTE bid and approval, Conservation Apprentice recruitment</p> <p><b>Progress:</b> <b>Parishscapes:</b> 13 parishes now involved in the scheme in project development or delivery. The fourteenth (and last) parish has been contacted. Project Management by the Community Heritage Officer has been extended from 3 to 4 days/week for ~10 months to provide expected level of community support <b>PD4 - Heritage Skills Training:</b> All milestones met. 22 applicants for Training Coordinator post, 6 interviewed, 1 offer but rejected by candidate - no other satisfactory candidates. Re-advertising w/c 10 April 2017 <b>PD5 - Conservation Apprentices:</b> All milestones met. Conservation Apprentice posts advertised w/c 27 Mar 2017 (2No. advertised due to resignation - only 1 appointed through MTMTE project)</p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
1	Develop with partners an evidence-based vision for the future management of Dartmoor's peatland	P1	AK	<p><b>Milestones:</b> Magnificent Mires bid submitted April 2016. Pumlomen trip June 2016</p> <p><b>Progress:</b> Magnificent Mires bid submitted and positive outcome. Pumlomen trip went ahead with a mix of commoners and members of the peatland partnership.</p>	<p><b>Milestones:</b> Peatland study completed July 2016. Magnificent Mires decision June 2016. Peatland Partnership meeting Aug 2016 - agree vision &amp; timeline</p> <p><b>Progress:</b> Peatland Study completed successfully. Magnificent Mires bid successful. Peatland Partnership meeting took place in July.</p>	<p><b>Milestones:</b> Future work and potential milestones will depend upon outcome of Magnificent Mires bid and results from Peatland Study.</p> <p><b>Progress:</b> meeting of the Peatland Partnership in December agreed partnership funding for additional analysis of the Peatland Study. Initial expression of interest submitted to JNCC for future LIFE project. Magnificent Mires on target.</p>	<p><b>Milestones:</b> Further work on Peatland Study completed</p> <p><b>Progress:</b> Peatland Study completed to include identification of priority areas for hydrological restoration. Logic Framework day completed for possible LIFE Bid</p>
2	Engage communities with Dartmoor wildlife through projects such as: - Non-native invasive species control project - Bird project 	P1, P5	RK	<p><b>Milestones:</b> Non-native species: on site treatment of skunk cabbage. <b>Birds:</b> DNPA outreach and Ranger staff briefed. Community Ambassadors appointed. Outreach activity starts. Ranger Ralph event - June. Yarner Spring Festival - May.</p> <p><b>Progress:</b> Three days spent on site treating skunk cabbage testing different techniques. House Martin outreach activity undertaken with talks, RR, Spring festival. Outreach and Ranger staff briefed who are now assisting with HM activities at shows.</p>	<p><b>Milestones:</b> Non-native species: two volunteer task days (skunk cabbage). One community day focused on Balsam <b>Birds:</b> Outreach activity completed; Haytor Wildlife Festival - July</p> <p><b>Progress:</b> Balsam volunteer task held at Yarner in July (MTMTE). Continued survey work at Postbridge. North Bovey Conservation Group and residents engaged to survey, monitor and manage problem sites across North Bovey parish. <b>Birds:</b> Outreach activity continued weekly throughout August at Haytor and Postbridge Visitor Centre Wildlife Wednesdays. Public recording via website.</p>	<p><b>Milestones:</b> Assess progress across both themes and review</p> <p><b>Progress:</b> Invasives meeting with Eco-skills coordinator to engage current cohort in 2016 invasives work during 2017. Birds: new DNP Ecology team now in place - project coordination to be allocated.</p>	<p><b>Milestones:</b> Consider roll out proposals.</p> <p><b>Progress:</b> Effectiveness of 2016 control work assessed and priorities agreed for 2017 – main focus on skunk cabbage with Himalayan balsam control in two selected sub-catchments with local community volunteers. Links made to Devon Local Nature Partnership invasive species initiative. Birds: Review of 2016 House Martin project carried out. Revised and expanded 2017 house martin project planned with partners, to include contribution from 'Donate for Dartmoor'. Cuckoo project planned for 2017 public participation only.</p>
3	Dartmoor Natural Capital Project - develop our use of the natural capital approach as a potential framework for State of the Park reporting; examine the potential for new markets for environmental services, and develop the role of the Authority as an environmental broker in such markets	P1	KB	<p><b>Milestones:</b> Scope how we will deliver this project with project plan developed by end of Q1 and identify appropriate milestones</p> <p><b>Progress:</b> In principle support from Land, Environment Economics and Policy Institute that they will support production of Natural Capital Account if their research bid to NERC for South West Environmental and Economic Prosperity centre is successful. Waiting for Grant Thornton to confirm whether they are able to offer any support. Recruitment process for a Research and Projects Officer commenced - this post will provide capacity to complete the SofP report in absence of forward planner post.</p>	<p><b>Milestones:</b> Input to South West Partnership for Environmental and Economic Prosperity research centre bid as mechanism for delivering Natural Capital Account. Research and Projects Officer appointed.</p> <p><b>Progress:</b> SWEEP bid submitted. Research and Projects Officer appointed. No further communication from Grant Thornton so we are left to assume they are not interested. Waiting to hear from Natural England about potential support.</p>	<p><b>Milestones:</b> Research and Projects Officer commences work on State of the Park report. Funding decision on SWEEP announced.</p> <p><b>Progress:</b> Work on State of the Park is progressing with the appointment of the Research and Projects Officer. SEEP initiative was granted funding and officers have met with Prof Ian Bateman's team and proposals submitted for support (decisions due in fourth quarter)</p>	<p><b>Milestones:</b> State of the Park Report completed (January). Presentation to NPMP Delivery Board. Commence work with SWEEP on Natural Capital Account (subject to funding)</p> <p><b>Progress:</b> State of the Park Report due to be presented to May 2017 Authority for approval. Support secured through SWEEP programme for a natural capital approach initiative (joint with Exmoor). Project with SWEEP will commence Summer 2017.</p>
5	Develop a funded programme of works to repair and/or better manage erosion to key sites and access routes	P1, P3	AW	<p><b>Milestones:</b> Meeting to discuss scope + storyline - May. Work-up proposals - internal meeting - June.</p> <p><b>Progress:</b> Internal meeting held, additional capacity to support development of project. Analysis of erosion surveys started to identify priority areas.</p>	<p><b>Milestones:</b> Initial conversation with potential funding partners July Consult with external stakeholders partners (e.g. DaCC, NE, LAF)</p> <p><b>Progress:</b> Work is continuing to ascertain priorities, proposed actions and potential costs. Some concern about current scope of survey. No clear grant pot identified to date.</p>	<p><b>Milestones:</b> Potential bid writing October - December.</p> <p><b>Progress:</b> A costed programme of works is being developed. Exploring BMC funding for erosion sites linked to climbing areas.</p>	<p><b>Milestones:</b> Submit HLF (Heritage) bid April 2017 if appropriate (decision July). Ponies on Parade match funding (non MTMTE?)</p> <p><b>Progress:</b> good progress. Clarity on way forward for delivery of prioritised action in 2017</p>

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
6	Sustain the role of the Hill Farm Project as a catalyst and vehicle for collaborative action with and between farmers	P2, P4	AK	<b>Milestones:</b> Sponsorship pack to 6 core businesses. Facilitation Fund decision in April.	<b>Milestones:</b> Comms about new charges - July. Clarity about future projects/priorities for HFP to inform funding bid. Initial conversation with potential grant funders.	<b>Milestones:</b> Submit potential bid to Prince's Countryside Fund October. Charges commence 1.9.16.	<b>Milestones:</b> Dependent on funding bid(s). Decision on PCF
				<b>Progress:</b> Facilitation Fund bid not successful. Sponsorship progressing slowly. "Membership" scheme launched - take up slow.	<b>Progress:</b> "Supporters" scheme introduced, slow start but interest gaining momentum.. HFP Steering Group have agreed future priorities.	<b>Progress:</b> Bid to Prince's Countryside Fund submitted 13 October and approved in December	<b>Progress:</b> Bid successful>3 year funding in place
8	Support implementation of the All the Moor Butterflies project	P1, P5	RK	<b>Milestones:</b> Project submitted to HLF by end of Q1 - led by Butterfly Conservation	<b>Milestones:</b> HLF decision - September. Future milestones dependent on funding decision.	<b>Milestones:</b>	<b>Milestones:</b> Project start - January
				<b>Progress:</b> Bid submitted to HLF at the end of June. Decision expected in autumn, with Project to start in early 2017 if successful.	<b>Progress:</b> Decision pending	<b>Progress:</b> Application approved. DNPA financial contribution held in reserves, to be paid over upon request	<b>Progress:</b> Project began in Jan/Feb with 2 new officers in place. Project officers recruited and project underway. DNPA financial contribution agreed, steering group convened and collaborative agreement drafted for checking by legal team
11	Building on the Ranger Ralph and Junior Ranger programmes, scope and develop a programme of work to increase engagement with young people and develop associated external funding bid to provide the resources to implement the programme 	P3, P5	OR	<b>Milestones:</b> Meeting to discuss scope - May. Work up proposals internally - June.	<b>Milestones:</b> Initial discussion - possible fundraising partners - July.	<b>Milestones:</b> Review year 2 of Junior Ranger pilot. Write potential bid - October - December.	<b>Milestones:</b> Submit January - if HLF?
				<b>Progress:</b> Scoping meeting 10th of May; LT report pulled together by Projects Officer 28th June; internal development meeting planned for 18th July. Option report prepared by Senior learning & Outreach Officer for discussion by project group September.	<b>Progress:</b> Further discussions (30 Sep; 3 Oct) with clear action plan to develop a worked up bid by end of October to start external discussions with potential delivery partners and HLF.	<b>Progress:</b> Junior Ranger Project review - will be January 2017 because of key stakeholder illness. Bid - expression of interest via SWLT Kicking the Dust scheme for a joint Youth Ranger Programme to be funded by HLF.	<b>Progress:</b> SWLT bid submitted - complete with a major strand of new DNP 'Youth Ranger' for older young people. Expected to hear whether bid successful - July 2017
15	Deliver the Naturally Healthy Project; evaluate and consider how it might be rolled out	P3, P5	OR	<b>Milestones:</b> Focus for this 'delivery year' is to: • Increase Health & Community organisations involvement in the project. • Start creating Green Prescription processes with Buckfastleigh Medical Centre • Start delivering pilot activities	<b>Milestones:</b> 1. Continue to develop and deliver the 'Buckfastleigh naturally healthy Group' - activities and infrastructure to support post-project. 2. Start focus groups and individual interviews as part of Plymouth University evaluation process.	<b>Milestones:</b> 1. Continue evaluation processes started in q2. 2. Review success / barriers to green prescription 'medical model' roll out.	<b>Milestones:</b> Review delivery of project based community interventions - use early findings from evaluation process to work up clear exit strategy.
				<b>Progress:</b> Continued relationship building with both community organisation in Buckfastleigh and the medical practice, especially through use of NH volunteer, has resulted in 14 activity days for 112 participants being delivered across a range of age and social profiles. Recruitment through GP referral has proved more challenging but surgery is very supportive - currently in fourth iteration of a 'green prescription' pilot. All activity will be evaluated by Plymouth University as part of the 'action research' focus of this project.	<b>Progress:</b> 1: successful development within Buckfastleigh of a 'core group' to support Naturally healthy into the future which has included Buckfastleigh & Ashburton carers plus JellyFish Youth film (mental well-being) project which was successfully premiered at Princetown Visitor Centre. 2. Evaluation 'research phase' well under way with focus groups and one to one interviews with key stakeholders completed. 'First findings' and comparison with Exmoor project research meeting planned for December 2016.	<b>Progress:</b> 1. Significant milestone - 'preliminary findings' meeting with Plymouth University with a revised ambition for final iteration of participant interviews and focus groups for data collection. Agreed outputs - in form of toolkit, recommendations report, comparison between Dartmoor and Exmoor health projects and peer review publication. 2. Critical review of 'green prescription' model by Plymouth - working conclusion that social prescribing with dependent social capital is more effective. <b>NB</b> significant project change - succession phase will be earlier - alternative models being pursued because of staff changes.	<b>Progress:</b> 1. Final year of data gathering and preparations for agreed outcomes implemented. 2. Succession planning brought forward because of staff changes - new post holder to complete legacy aspects of project with key stakeholders in Buckfastleigh. 3. continued exploration of additional support for succession through colleagues at Active Devon using Sport England funding. 4. additional ambition to develop a support network for Walking for health schemes across Dartmoor.
16	Increased landowner and community engagement in the management and maintenance of	P3, P5	RS	<b>Milestones:</b> Letter to all parish councils. Programme of community action days identified. Quarterly programme of volunteer days focused on PRoW agreed. Process of monitoring landowner contributions to Prow management agreed. Guidelines for how Rangers will pick-up landowner liaison agreed with LT	<b>Milestones:</b> Delivery of up to 9 community action days. Feedback to LT on landowner liaison and activity.	<b>Milestones:</b> Rolling 3 year investment plan for PRoW infrastructure completed and presented to LT (based on PRoW survey)	<b>Milestones:</b> Progress report to Audit and Governance Committee

Action No.	Key Action	Link to Priorities	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
	public rights of way (PROW)			<b>Progress:</b> Letter to Parish Councils held over until next quarter. Quarterly programme of volunteer days programmed and future days planned. CAMS recording sheets adapted to account for landowner works.	<b>Progress:</b> Letter to parish councils sent in August. Landowner advice leaflet distributed. Three community action days arranged (limited take up). Cooperation from landowners in some cases.	<b>Progress:</b> 20 month report completed. Three extra Parish Councils responded positively to letter. Eight extra volunteers have completed brush cutter training	<b>Progress:</b> Report to LT showing good progresses and lessons learnt. Report to A & G in May
21	Scope and develop potential for wider use of apprenticeships and an internship programme across the Authority and seek funding to support this	P6	NW	<b>Milestones:</b> Scoping paper to LT on different levels of apprenticeships, funding options and the implications of the apprenticeship levy.	<b>Milestones:</b> Develop detailed proposals for a Dartmoor apprenticeship programme that meets our requirements, builds on existing good practice and offers a rewarding programme for apprentices. Specific timetable TBD after discussion at LT but programme to be in place by end of 2016/17.	<b>Milestones:</b> Ongoing development of apprenticeship programme; as part of this work evaluate current internship and consider whether we should offer future internships	<b>Milestones:</b> Apprenticeship (and internship?) programmes in place
				<b>Progress:</b> Scoping paper completed. Agreed to introduce 3 apprenticeships during 2016/17. Detailed proposals being developed.	<b>Progress:</b> Digital Comms Apprentice appointed. Conservation Works Apprenticeship developed (to be advertised in Q3). Ecology Apprenticeship not progressed due to staff changes. Costs for rolling programme of 3 apprenticeships provided for MTFP.	<b>Progress:</b> Conservation Works Apprentice started in January. Costs of rolling programme included in MTFP. DFF Internship evaluation completed (post holder appointed to FTC).	<b>Progress:</b> Apprenticeships programme in place. Opportunities for internships to be considered in line with OD Strategy.
22	Manage the Dartmoor Communities Fund	P5	JRu	<b>Milestones:</b> Secure funding from Districts. DCF promoted & open to Applications	<b>Milestones:</b> Full applications received and assessed. Consultations sent out and assessment panel held. 2015/16 awards spent or issued final reminder.	<b>Milestones:</b> Award letters issued. Report submitted to Districts. If required promotion for round 2 undertaken and open to applications. 2015/16 any unspent awards reallocated unless exceptional circumstances.	<b>Milestones:</b> 100% fund allocated. Full funding secured from Districts and Authority agreement in place.
				<b>Progress:</b> Full funding secured, New fund launched inc. new small grants pot, website updated & PR issued, fund opened to EOI end May 2016. In excess of 30 eligible EOI received by end of June.	<b>Progress:</b> Just do it grants awarded. Revised decision date of 31st October for decision on full applications	<b>Progress:</b> Over £70,000 has been allocated to 31 successful projects, with a total project value in excess of £300,000. Reports submitted to districts and negotiations underway with regard to 2017/18 funding.	<b>Progress:</b> Over £70,000 has been allocated to 31 successful projects, with a total project value in excess of £300,000. Reports submitted to districts and negotiations successful with regard to 2017/18 funding, just awaiting final figures to be confirmed.
23	Implement a proactive programme to develop new funding streams to support the work of the Authority both locally through the Donate for Dartmoor programme and at a national level through support for National Parks Partnerships Ltd	P6	SH	<b>Milestones:</b> Donate for Dartmoor projects developed with marketing material/brand. Key business leaders identified and first business networking event undertaken	<b>Milestones:</b> Donate for Dartmoor launched and promoted through new website, social media and visitor centres.	<b>Milestones:</b> Dartmoor card scoped and developed to launch with new car parking charges.	<b>Milestones:</b> Dartmoor card launched for 17/18. Corporate volunteering soft launched with small select group. Donate for Dartmoor evaluated and projects developed to fund for 17/18. Fundraising evaluation report to Authority
				<b>Progress:</b> Projects and materials developed for Donate For Dartmoor, web pages live, donation boxes ordered. On track. Business networking event cancelled. Public arts initiative developed and tender issued.	<b>Progress:</b> Donate for Dartmoor launched and promoted. Moor Otters agreed with members and launched as major fundraising project	<b>Progress:</b> Moor Otters launched as a major fundraiser for 2017. Donate for Dartmoor comms plan developed.	<b>Progress:</b> Moor otters progress is good around £22,000 in sponsorship raised to date. Donate for Dartmoor has generated £20,000 Dartmoor Card not progressed due to capacity issues and staff vacancy.
24	Complete a survey of Dartmoor residents	P6	DH	<b>Milestones:</b> Start reviewing 2013 questions	<b>Milestones:</b> Review questions posed in 2013 and consider (via LT) need for any new/replacement questions. Procure the survey (external provider)	<b>Milestones:</b> Review questions posed in 2013 and consider (via LT) need for any new/replacement questions. Procure the survey (external provider)	<b>Milestones:</b> Survey completed, data analysed and report submitted to DNPA
				<b>Progress:</b> Not started, but will not delay progress	<b>Progress:</b> Initial meeting to agree way forward taken place. Review of questions to take place in Q3 via task & finish group	<b>Progress:</b> Questionnaire reviewed and with LT for consideration. Still on target to be completed by year end	<b>Progress:</b> Survey completed results and report due 12 May 2017. Will be reported to Members in June/July

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

	SUSTAIN
	ENJOY
	PROSPER

## DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**RURAL DEVELOPMENT PROGRAMME FOR ENGLAND (RDPE) LOCAL ACTION FUNDING  
GREATER DARTMOOR LOCAL ENTERPRISE ACTION FUND (GD LEAF) 2015 – 2020**Report of the Communities OfficerRecommendation : **That Members note the content of the report****1 Background**

- 1.1 Local Action (also known as LEADER) is the community led element of the Rural Development Programme for England (RDPE), a funding programme designed to support the development of English rural areas, primarily funded by the European Union and central government. Its aim is to diversify and strengthen economies and improve the quality of life for people living in these rural areas.
- 1.2 The GD LEAF programme is managed by a Local Action Group (LAG), a local partnership which includes representation from the DNPA along with other agencies, business and community interests. This partnership is responsible for developing a Local Development Strategy (LDS) for the programme determining how the funding is to be invested locally.

**2 GD LEAF Programme 2015 - 2020**

- 2.1 The current £2million programme started in 2015 and is due to run for 6 years to 2020. It follows the very successful 2008 – 2013 GD LEAF programme, one of the top performers in the country pulling in additional funding at the end of the programme. The accountable body remains South Hams District Council (contract holders and responsible for financial probity) with delivery by the DR Company (responsible for management, administration and project development support).
- 2.2 In securing the RDPE funding, the four local authorities (West Devon Borough Council/South Hams District Council/Teignbridge District Council/Dartmoor National Park Authority) committed to contribute £56,400 annually to the GD LEAF and South Devon LEADER programmes jointly (£16,300 from each of the three Districts and £6,900 from DNPA), the Authority contribution being determined by the % of population falling within the National Park boundary.
- 2.3 The 2015 – 2020 GD LEAF programme is focussed on supporting rural jobs and growth. Projects must clearly demonstrate how they support the rural economy, for example by creating jobs, developing rural businesses or increasing visitor spend on rural businesses or services.
- 2.4 The main investment priorities are:
  - support for micro and small enterprises and farm diversification

- support for increasing farm productivity
- support for rural tourism
- support for increasing forestry productivity
- provision for rural services
- support for cultural and heritage activity

### **3 GD LEAF progress to March 2017**

- 3.1 Despite a slow start at the beginning of the programme due to the slower release of information and process approval from DEFRA, the programme is progressing well and has committed nearly £0.5million supporting the creation of nearly 50 Full Time Equivalent jobs to date. The programme is well on track to achieve stated outputs and currently is achieving an intervention rate of 37% and £ per job created at just under £10k.
- 3.2 Projects supported have been varied with those meeting small and micro businesses, farming and agricultural productivity priorities proving particularly popular. Interest in the cultural and heritage priority has been slower, but with a smaller funding allocation this will be readily addressed.
- 3.3 Of the 23 contracted projects across the wider GD LEAF area, 11 are on Dartmoor. They include investment in a new winery enterprise, expansion of a woodland management business, increasing farm productivity through improved livestock handling facilities and expansion of food manufacturing businesses. A full GD LEAF Outputs table to March 2017 can be seen at Appendix 1.

### **4 Future Programme Direction**

- 4.1 As an EU funded programme there are likely to be implications and programme alterations arising from the 'Brexit' decision. The Rural Payments Agency (RPA) has advised LAGs to continue processing projects that forecast completion by September 2018. If completing after that date, projects will need to be referred to the RPA.
- 4.2 It is understood that the RPA is currently considering some minor modifications to current programme guidance in response to requests to facilitate quicker programme spend and enable programmes to complete in advance of the original 2020 end date. Clearly there will be national and local programme advantages in achieving earlier spend than originally programmed.
- 4.3 The GD LEAF programme has a healthy amount of spend already committed and will be well positioned to benefit from any additional funds arising from underspend from other underperforming programmes or beneficial exchange rates.

### **5 Financial Implications**

- 5.1 There are no financial implications arising directly from this report. Members have previously approved £6,900 annual contribution over a period of 6 years (£41,400 in total) although it is possible that the spend may need to be re-profiled towards the end of the programme.



## 6 Equality & Sustainability Impact

- 6.1 The GD LEAF forms one of the key delivery mechanisms to realise local community and business aspirations and initiatives such as those identified in 'Your Dartmoor'. The support offered through the project officers ensures that the funding is accessible to all, assisting those applicants with less experience or capacity to access funding.

JOANNA RUMBLE

**Background Information:** Further information on the GD LEAF Programme and projects supported can be found on the DR Company website: <http://drcompany.co.uk/gdleaf/>



## Greater Dartmoor LEAF Outputs Report

	Target 2016/2017	Target Rest of Programme	Programme Total Target	Contracted To Date	Achieved To Date
<b>Support for Increasing Farm Productivity</b>					
No. of Projects	2	12	14	6	6
No. of Holdings Benefitting	2	12	14	6	6
No. of Businesses Benefitting	2	12	14	4	1
No. of Jobs Created	0	4	4	11.31	0.4
Wage bill increase	N/A	N/A	N/A	£ 234,808	£ -
<b>Support for Micro and Small Enterprises and Farm Diversification</b>					
No. of Projects	5	16	21	12	12
No. of Businesses Benefitting	1	16	17	10	3
No. of Jobs Created	3	50	53	29	4
Wage bill increase	N/A	N/A	N/A	£ 469,854	£ 43,035
<b>Support for Rural Tourism</b>					
No. of Projects	1	5	6	1	1
Potential Additional Overnight Stays	0	25	25	0	0
No. of Jobs Created	0	6	6	3.6	0
Wage bill increase	N/A	N/A	N/A	£ 55,000	£ -
<b>Provision of Rural Services</b>					
No. of Projects	1	6	7	1	1
No. of Businesses Benefitting	0	5	5	1	0
Rural Population Benefitting	2500	25000	27500	0	0
Jobs Created	0	3	3	1	0
Wage bill increase	N/A	N/A	N/A	£ 30,000	£ -
<b>Support for Cultural and Heritage Activity</b>					
No. of Projects	0	4	4	0	0
Rural Population Benefitting	0	20000	20000	0	0
Jobs Created	0	2	2	0	0
Wage bill increase	N/A	N/A	N/A	£ -	£ -
<b>Support for Increasing Forestry Productivity</b>					
No. of Projects	1	8	9	3	3
Jobs Created	0	2	2	4.8	1.5
Wage bill increase	N/A	N/A	N/A	£ 105,394	£ -

Totals	Target 2016/2017	Target Rest of Programme	Programme Total Target	Contracted To Date	Achieved To Date
Jobs created	3	67	70	49.7	5.9
			Investment	£ 486,638	£ 132,887
			£ per job	£ 9,790	£ 22,523

DARTMOOR NATIONAL PARK PLANNING AUTHORITY

26 May 2017

**TREE PRESERVATION ORDERS, SECTION 211 NOTIFICATIONS  
(WORKS TO TREES IN CONSERVATION AREAS)  
AND HEDGEROW REMOVAL NOTICES  
DETERMINED UNDER DELEGATED POWERS**

Report of the Trees and Landscape Officer

Recommendation : **That the decisions be noted.**

**TREE PRESERVATION ORDERS**

**West Devon**

**Ref: 16/0067**

**Okehampton Castle**

**SX 5830 9424**

Application to fell 14 trees standing in a woodland and carry out remedial works on 11 trees around the castle grounds. The trees to be felled are in poor condition and the other works are necessary to prevent branch failure. Consent was granted subject to the following conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.

**South Hams**

**Ref: 16/0061**

**Highfield, South Brent**

**SX 7001 6030**

Application to fell an oak tree. The tree is mostly hidden from public view. Consent was granted subject to the following conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. Replacement planting of one standard English oak tree within the crown spread of the original during the first planting season following felling.

**Ref: 16/0065**

**The Island, South Brent**

**SX 6946 6031**

Notification to fell an ash tree. The tree is poorly rooted and liable to collapse in high winds

Consent was granted subject to the following conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.

## **SECTION 211 NOTICES**

### **West Devon**

**Ref: 16/0062**                      **St Michaels Church, Chagford**                      **SX 7021 8752**

Notification to fell two Lawson cypress and two holly trees. The works will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

**Ref: 16/0068**                      **The Old Vicarage, Princetown**                      **SX 5873 7368**

Notification to fell two horse chestnut trees and to remove lower limbs from several beech trees.

The Notice was withdrawn.

### **South Hams**

**Ref: 16/0063**                      **St Petroc's Church, South Brent**                      **SX 6956 6023**

Notification to fell a semi-mature redwood. The tree is too close to an adjacent building and is considered an inappropriate species for the site.

A Tree Preservation Order has not been made.

**Ref: 16/0064**                      **Brent Island, South Brent**                      **SX 6955 6023**

Notification to pollard a beech tree. The tree has a large basal cavity and the works are necessary to prevent whole tree failure.

A Tree Preservation Order has not been made.

BRIAN BEASLEY

DARTMOOR NATIONAL PARK AUTHORITY

26 May 2017

**STANDARDS SUB-COMMITTEE ANNUAL REPORT**

Report of the Chief Executive (National Park Officer)

Recommendations : **That Members note the draft Annual Report from the Standards Sub-committee and offer any comments.**

**1 Background**

- 1.1 The draft annual report of the Standards sub-committee is normally considered by the Audit and Governance Committee. As Audit and Governance Committee has been cancelled the draft Annual Report is being presented to Authority for noting and any comments. The draft report (see appendix 1) is positive: no formal complaints received under the Code of Conduct and our Independent Persons have provided useful feedback from their observation of committee meetings that has been reported to the Standards Sub-committee

KEVIN BISHOP

**Appendix 1: Draft Standards Sub-committee Annual Report**

20170526 KB Standards Sub-Committee Annual Report 2016-17

DARTMOOR NATIONAL PARK AUTHORITY  
STANDARDS SUB-COMMITTEE

**Annual Report 2016/17**

**1. Introduction**

The Localism Act 2011 introduced a new statutory framework for standards in local authorities, abolishing *Standards for England* and the national prescribed *Member Code of Conduct* and bringing to an end the requirement to appoint at least two *Independent Members* to the Standards Committee.

Since that date, Dartmoor National Park Authority has maintained a Standards sub-committee, constituted from the Authority's Audit & Governance Committee.

**2. Annual Report**

This Annual Report concerns the work of the Standards sub-committee for the period from the Annual Meeting of the Authority in May 2016 to May 2017. The purpose of the Annual Report is to summarise the activities of the sub-committee, including:

- (a) considering and determining Code of Conduct complaints against Members;
- (b) promoting high standards of conduct by Members of the Authority; and
- (c) assisting Members of the Authority to observe the Code of Conduct.

**3. Membership**

The Standards sub-committee comprises:

- Five members of the Audit & Governance Committee, of whom at least two shall be Members appointed by a local authority. For the period May 2016 to the Authority's annual meeting in July 2016 the following were members of the Standards sub-committee: K. Ball; P. Harper; P. W. Hitchins (Chairman), P. Sanders and D. Webber. From July 2016 to May 2017 the following were members of the Standards sub-committee: K. Ball; A. Cooper (Chairman); P. W. Hitchins; P. Sanders and D. Webber.
- Up to three co-opted persons, as approved by the Authority, who shall have the right to receive the agenda and papers for meetings of the sub-committee, and to attend and participate at meetings of the sub-committee, but not to vote on any issue: None

The Independent Person(s) (see section 5 below) appointed by the Authority pursuant to s.27(7) Localism Act 2011 are invited to attend meetings of the sub-committee and participate, but the legislation does not allow them to be a member or co-opted member of the sub-committee, nor are they entitled to vote on any issue.

#### 4. Role

The terms of reference for the Standards sub-committee are set by the Authority as follows:

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

Standing Orders also state that without prejudice to its general functions, the Standards sub-committee shall have the following specific duties:

- a) to monitor the operation of the Code of Conduct;*
- b) to advise, train and arrange to train Members on matters relating to the Code of Conduct;*
- c) to promote high standards of conduct within the Authority, through observation, advice and training;*
- d) to monitor complaints alleging non-compliance with the Code of Conduct*
- e) to hear and determine allegations of non-compliance with the Code of Conduct, as requested by the Monitoring Officer*
- f) to consider and advise on other matters relating to conduct, ethics and propriety as requested by the Monitoring Officer;*

#### 5. Independent Persons

The Authority has two *Independent Persons*: Mr Tim Stapleton and Mr Mike Galt (appointed November 2016).

#### 6. Monitoring Officer

The Authority's Monitoring Officer is Christopher Walledge, Head of Legal & Democratic Services. The Monitoring Officer is appointed by Members under section 5 of the Local Government Act 2000, and in respect of his duties as Monitoring Officer is accountable directly to Members.

The Monitoring Officer has a statutory duty to report to the Authority on any proposal, decision, or omission by the Authority, or a committee or sub-committee or an officer of the Authority, which has given rise to, as is likely or would give rise to:

- (1) a contravention of law or any code of practice made or approved by or under an enactment; or*
- (2) maladministration or injustice... in connection with action taken by or on behalf of the Authority, in the exercise of the Authority's administrative functions.*

The Monitoring Officer also has an important role in advising on governance arrangements, ensuring probity, upholding standards in public life and in particular advising Members on issues arising in connection with Standing Orders, the Scheme of Delegation, declaration of interests and the Code of Conduct.

## **7. Activity**

There have been no formal complaints received under the Code of Conduct and no matters have been brought to the attention of the Monitoring Officer.

The *Independent Persons* have continued the practice of attending meetings of the Authority and its committees as an observer. This brings benefits, both in introducing the *Independent Persons* to Members and officers and providing some useful feedback on behaviour observed at meetings.

The Standards sub-committee has met on two occasions during the period of this Annual Report (6 May 2016 and 4 November 2016). Both meetings were well attended. The observation reports completed by the *Independent Person* are considered at each meeting of the sub-committee and it has been noted that these reports have not identified any concerns.

## **8. Advice & Training**

All Members are encouraged to seek advice whenever they are unsure about a possible pecuniary, personal or prejudicial interest, as well as any suggestion that they might be disqualified from participation in an item of business by pre-determination (having a closed mind).

The work plan for 2017/18 includes appropriate training for any new Members of the Authority.

## **9. Future Work**

The Standards sub-committee will continue to meet twice annually. The particular focus for 2017/18 will be:

- a) continuing with a programme of observations at meetings
- b) promoting high standards of conduct by Members of the Authority

**Andrew Cooper**  
**Chairman 2016/17**