



Internal Audit Report

Dartmoor National Park
Authority

Key Financial Systems Review
2020 - 21

October – November 2020

Official



Support, Assurance & Innovation

Devon Audit Partnership

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We work with our partners by providing professional internal audit and assurance services that will assist them in meeting their challenges, managing their risks and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards (PSIAS) along with other best practice and professional standards.

The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at robert.hutchins@devonaudit.gov.uk.

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This report is prepared for the organisation's use. We can take no responsibility to any third party for any reliance they might place upon it.

1 Introduction

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

An effective internal audit service reports on, and gives an objective opinion to management, on the effectiveness of the control environment and internal controls in managing the risks, including the financial risks, facing the Authority. This audit was undertaken as part of the annual plan agreed with the Head of Business Support. The review of the financial systems in operation throughout the Authority was undertaken during October and November 2020.

Due to Covid-19, we have had to adjust our audit delivery, resulting in this review being undertaken 'remotely' i.e. not physically attending the Authority Headquarters. Our opinions given in this report are therefore based on telephone and email discussions and remote evaluation of the systems and controls reviewed and the results of testing a restricted sample of transactions.

2 Audit Opinion

Substantial Assurance - A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.

3 Executive Summary

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

This audit review has confirmed that there are effective controls in place within the systems reviewed which mitigate key financial risks. This is much to the credit of the staff that work within the Finance Department at the Authority. It is pleasing to confirm that all areas reviewed have been awarded a 'substantial' level of assurance; This clearly displays and confirms the hard work and dedication that is input by all staff involved in the financial management of the Authority.

2020 has been a challenging and difficult year regarding the COVID-19 worldwide pandemic and this has had a significant effect on all businesses and organisations who have had to adopt different styles and methods of working during this time. Dartmoor National Park Authority's Finance Staff have worked remotely during the pandemic which is acknowledged as having its own set of demands and challenges.

However, this audit has confirmed that the Authority staff dealing with finance, admin and HR have done an exceptional job in very difficult circumstances to ensure that the financial processes remain up to date, robust and well documented.

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

4 Assurance Opinion on Specific Sections

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

Risks / Areas Covered		Level of Assurance
1	Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.	Substantial Assurance
2	Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	Substantial Assurance
3	The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and / or unauthorised payments being made.	Substantial Assurance
4	The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	Substantial Assurance
5	Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	Substantial Assurance
6	Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.	Substantial Assurance
7	Internal audit recommendations agreed from the previous year's audit report have not been implemented.	Substantial Assurance
8	Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Substantial Assurance
9	Financial loss and undetected error or fraud	Substantial Assurance

The findings and recommendations in relation to each of these areas are discussed in the "Detailed Audit Observations and Action Plan" appendix. This appendix records the action plan agreed by management to enhance the internal control framework and mitigate identified risks where agreed. Management are required to agree an action plan, ideally within three weeks of receiving the draft internal audit

report. Written responses should be returned to Claire Moore (claire.moore@devonaudit.gov.uk).

5 Issues for the Annual Governance Statement

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

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

6 Scope and Objectives

Ordering and Payments:

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

Income and Cash Collection:

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

Payroll and Travel Expenditure:

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

Main Accounting System:

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

Bank reconciliation:

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

Inventories / Disposals:

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

Investments:

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

7 Inherent Limitations

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

8 Acknowledgements

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

Robert Hutchins
Head of Partnership

Appendix A

Detailed Audit Observations and Action Plan

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

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

<p>3. Area Covered: The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and / or unauthorised payments being made.</p>	<p>Level of Assurance</p>
<p>Opinion Statement:</p> <p>Dartmoor National Park continues to use Devon County Council's HR One to administer its payroll. The Authority's HR team continue to monitor payroll errors through use of an 'error log' in this financial year and this has only identified a minimal number of errors processed by either the Local Authority of Dartmoor National Park. Furthermore, HR One provides the Authority with a variance report on a monthly basis and this assists Authority HR staff in identifying any payroll variances over an agreed amount. Discussions and walkthrough testing in this area has confirmed that the payroll procedures continue to be very well managed and demonstrated in this area which is much to the credit of the Authority HR and Finance Staff involved.</p> <p>Devon County Council introduced a new HR and Payroll system at the end of 2019 which is called iTrent. The new system replaced the previous payroll system used by the Local Authority and has been rolled out across all elements of Devon County Council including Dartmoor National Park as the payroll services are provided by the Local Authority. This year's audit has therefore been the first time that the new payroll system has been reviewed and it is pleasing to note that the systems and controls in place at the Authority are very well maintained and adhered to and therefore credit should be given to the staff involved in this area.</p> <p>Testing of procedures in relation to staff starters and leavers, changes to employees' salaries and additional hours have confirmed that staff are paid accurately and in a timely manner. The risk of ghost employees or staff being paid incorrectly is therefore minimal due to the sound control framework in place in relation to payroll.</p> <p>Discussions with the Authority's HR staff highlighted an anomaly within iTrent whereby a change of role or grade is processed as a 'leaver' therefore distorting the starters / leavers information provided from iTrent. This is understood to be because a new reference number is automatically created for any new role / grade. This is a known issue that the Authority is hoping can be rectified with the Local Authority in due course.</p> <p>A review of a selection of new starter personnel files confirmed that procedures in this area are also sound overall and the appropriate documentation and pre recruitment evidence was found to be held electronically for new staff joining Dartmoor National Park Authority. However, it was noted that for one new staff member recruited in the last 12 months, that evidence of eligibility to work in the UK and qualification evidence had not been fully received and documented. It is understood that the instance in question was due to an oversight however, the Authority must ensure that it can clearly demonstrate that it has acquired all of the necessary evidence of pre recruitment documentation for all new starters.</p> <p>A review of a selection of staff absence which took place in 2020 financial year to date was reviewed and it is pleasing to note that the correct procedures were seen to be in place and fully evidenced as having been followed.</p>	<p>Substantial Assurance</p>

No.	Observation and implications		
3.1	A review of 10 new staff starters files highlighted that for one member of staff proof of qualifications had not been provided. It is understood that the member of staff concerned was in the process of moving to a new house and could not locate the documents.		
	Recommendation	Priority	Management response and action plan including responsible officer
3.1.1	Proof of qualifications must be promptly provided by new staff members where applicable in order to ensure that the appropriate new starter processes have fully taken place as well as ensuring that the employee is suitably qualified and skilled for the role.	Medium	<p>The Authority's HR Assistant held an induction meeting with the new employee at Parke on 7 October 2020. We have followed this up with the employee and received certified copies on 17 December 2020 (available upon request).</p> <p>Action Plan (Head of Organisational Development)</p> <ol style="list-style-type: none"> 1. HR officers to explicitly check person specification at recruitment stage to confirm with the appointing manager which qualifications are <i>essential</i> and <i>require</i> proof of qualification at commencement of employment. 2. Agreed to revise the letter inviting candidates to interview to state which qualifications they <i>must</i> provide evidence for, if appointed. 3. HR staff to understand the correct process and the importance of ensuring appropriate records are checked and retained.
No.	Observation and implications		
3.2	A review of 10 new staff starters files highlighted that for one member of staff insufficient identification evidence had been copied and retained. It is understood that a member of the HR team had viewed all of the necessary ID evidence but the documentation had not all been copied and retained.		
	Recommendation	Priority	Management response and action plan including responsible officer
3.2.1	The Authority must ensure that copies of the original identification documentation are retained for all new members of staff in accordance with the Asylum and Immigration Act in order to prove eligibility to work in the UK.	Medium	The Authority's HR Assistant held an induction meeting with the new employee at Parke on 7 October 2020 (same meeting as above). The HR Assistant viewed the passport, birth certificate and P45 (originals) and this was recorded on the personal

		<p>details form. A copy of the passport was taken but not the birth certificate or P45.</p> <p>Action Plan (Head of Organisational Development)</p> <ol style="list-style-type: none"> 1. We have reviewed this process considering current government advice* and in this case a valid UK passport is sufficient to confirm this employee’s eligibility to work in the UK. * Check if a document allows someone to work in the UK - GOV.UK (www.gov.uk) 2. We will update the letter of appointment to ensure that new employees only provide the <i>necessary</i> documentation to confirm their eligibility to work in the UK (the current letter requires many different types of identification that in most cases are not necessary). 3. HR staff to understand the correct process and the importance of ensuring appropriate records are checked and retained.
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4. Area Covered: The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	Level of Assurance
<p>Opinion Statement:</p> <p>Dartmoor National Park Authority continues to use 'FINEST' as its main accounting system. This system is supported by the 'FINEST' team at Devon County Council who maintain it as well as acting as system administrators.</p> <p>The established system controls ensure compliance with accounting standards and also provide a well documented audit trail. Comprehensive control procedures are in place whereby appropriate officers have access to the system and suitable restrictions are in place to prevent unauthorised use. 'FINEST' users are reviewed regularly and testing confirmed that the records held by the Local Authority 'FINEST' staff agree to the up to date user records held Dartmoor National Park Authority. Substantial assurance has therefore been awarded in this area as all aspects of the main accounting system reviewed are working well and comprehensive controls remain in place, this is much to the credit of the staff involved in this area.</p>	<p>Substantial Assurance</p>
<p>No observations and recommendations recorded.</p>	

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

<p>6. Area Covered: Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.</p>	<p>Level of Assurance</p>
<p>Opinion Statement:</p> <p>Bank reconciliations are carried out effectively and efficiently for all of the Authority's bank accounts and this was confirmed by a review of all five of the Authority's accounts. It is understood that reconciliations had been a little behind in recent months due to the impact of staff working remotely (impact of COVID situation) however, it is pleasing to note that the Senior Finance Officer has put a considerable amount of effort (by reviewing and streamlining the bank reconciliation procedures) to ensure that all of the reconciliations are now up to date. The bank reconciliations are now awaiting retrospective authorisation by the Head of Business Support who will undertake this process electronically.</p>	<p>Substantial Assurance</p>
<p>No observations and recommendations recorded.</p>	

<p>7. Area Covered: Internal audit recommendations agreed from the previous year's audit report have not been implemented.</p>	<p>Level of Assurance</p>
<p>Opinion Statement:</p> <p>A recommendation was made in this area in the 2019/20 audit review in relation to the central inventory database being promptly updated. It was understood that the individual service area inventories were being kept up to date but the information was not finding its way on to the central inventory database in a timely manner. This year has proved to be a challenge to implement controls in this area but it is very pleasing to note that the central database record is currently approximately 90% updated and this has been confirmed by a review of a selection of individual records. The COVID-19 situation has understandably had a knock-on effect on maintaining all aspects of the Authority financial systems and understandably the inventory records are not high on the list of priorities at the current time. Therefore, credit is due to the staff involved in this area in getting the database as up to date as it currently is.</p>	<p>Substantial Assurance</p>
<p>No observations and recommendations recorded.</p>	

8. Area Covered: Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Level of Assurance
<p>Opinion Statement:</p> <p>The control framework in relation to the Authority's treasury management remains well managed and comprehensive which is much to the credit of the Authority staff involved. Substantial assurance has been awarded in this area as all statutory requirements and regulations are being followed and fully met. Furthermore, the relevant policies and financial frameworks are in place.</p> <p>The relevant policies and financial frameworks are in place and the procedures in relation to investments are considered to be sound. An Investment Strategy, Policy, Financial Regulations and Scheme of Delegation are all in place and are kept to date. Furthermore, there is clear evidence of financial reporting to the Authority Leadership Team, the Audit and Governance Committee and the Authority Members. With the current COVID-19 situation the Audit and Governance Committee has met less than normal as a result of the impact of Covid and are having to hold virtual meetings. A decision was made that the most urgent business could be taken to meetings of the Full Authority rather than trying to accommodate multiple meetings; this was considered to be more efficient and effective for Members and staff whilst also keeping the public informed.</p>	<p>Substantial Assurance</p>
<p>No observations and recommendations recorded.</p>	

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

Definitions of Audit Assurance Opinion Levels

Assurance	Definition
Substantial Assurance	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.
Reasonable Assurance	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Limited Assurance	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
No Assurance	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

Definition of Recommendation Priority

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

Confidentiality under the National Protective Marking Scheme

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



NPA/AG/20/001

Dartmoor National Park Authority Audit & Governance Committee

12 February 2021

FINANCIAL MANAGEMENT 1 APRIL TO 31 DECEMBER 2020 AND FORECAST OF FINANCIAL OUTTURN 2020/21

Report of the Head of Business Support

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

1 Monitoring and Management of Revenue Budgets (April to December 2020)

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

2 Forecast Outturn Position as at the 31 December 2020

- 2.1 The 2020/21 net budget was set at £4,184,768 (NPA/20/005 and NPA/20/012) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2019/20 financial year (NPA/20/013) which are subsequently brought forward and allocated to the 2019/20 (in-year) budget so that projects can be completed.
- 2.2 Current projections based on figures at the end of December (month 9) indicate that a surplus of £111,813 may arise (£28,464 at month 6). However, this surplus will have to be used to help balance the 2021/22 Revenue Budget, which is currently

being built, and to meet the cost of some significant building repairs that are likely to be required in the Ballroom at the Princetown Visitor Centre (an assessment of this work is currently being made). A Cost Centre summary can be found at Appendix 1 and a more detailed variance analysis against budget for each service area can be found at Appendix 2.

2.3 The impact of the Coronavirus Pandemic (Covid 19) continues to influence and limit our ability to generate normal levels of income, our planned work programmes, and our core business activity; all of which have been affected in varying degrees. This has resulted in some increased costs, some lost income and conversely some savings; we have also made use of the Coronavirus Job Retention Scheme (CJRS) and other government support mechanisms made available e.g., Business Support Grant and Business Rate Relief.

2.4 The main variations and movements in the management accounts are set out below:

Travel – likely savings of circa £27,000. As a result of Covid 19 restrictions for staff travel throughout the year..

Biodiversity and Land Management – External funding has been received to part fund a new three-year Land Management Officer post. Filming fee income received is being used to offset the cost of extra work on our own land.

Archaeology – The Ringmore PAL survey work has been reduced in scope reflecting reduced external funding available from partners.

Built Environment – The Building Conservation officer vacancy is now filled, and temporary cover employed to facilitate the traditional farm buildings grant scheme which has been extended.

Visitor Management – Indications are that there will be a shortfall of around £10,000 in pay & display income; the car parks were closed during the first lockdown but have remained open since June; the new charging structure approved in March has not yet been implemented and work is ongoing to install card readers. After such a busy summer income generation has recovered but may once again reduce during this winter lockdown period, due to travel restrictions. The mobile vending operators could not operate during the first lockdown and so a discount was given for this period, resulting in lost income of just under £13,000. Grant income of £11,000 from the Police and Crime Commissioner, Natural England and Forestry England has reduced the increased costs incurred to implement the Dartmoor Marshal Scheme that cost £19,967. Car park resurfacing works have come in under budget and those savings have been used offset increased costs (of circa £54,000) for toilet cleaning that have had to be put in place this year.

Visitor Centres – An income deficit of around £117,000 is now likely due to the lockdown closure periods, which is being offset by the resulting reduced stock purchase requirements (of circa £85,000). Coronavirus Job Retention Scheme grant of £30,781 has been received to date from HM Treasury (with more being applied for from January) and we have received Business Support Grant of £25,000 from West Devon Borough Council. Other savings include £5,300 set aside to undertake a

visitor survey and potentially some other salary savings as rotas and staff cover has been adjusted, but this may change over the winter.

Communications – Production of the 2021 Enjoy Dartmoor magazine will be done differently this year, the costs are forecast to be around £12,000 (a reduction of £17,550); corresponding advertising income due is predicted to be £15,308, which means that the publication will break even for the first time (if all income is received in 2021). A small amount of advertising from the 2020 publication will not be collected this year (circa £1,750). Other budgets under-utilised this year include training, promotion of Donate for Dartmoor, interpretation boards, fundraising, design and brand development.

Education – External Grant income from Clarion Housing for the *#iWill project* will be carried forward to match the project timeline. Due to the pandemic the normal delivery of all formal outreach programmes; Junior and Youth Rangers and Ranger Ralph activities have been suspended, resulting in budget savings, but being offset by lost income. However, the team has delivered some education and outreach differently, including on-line.

Conservation Works Team – A three month vacancy saving and minor reduced running costs relating to lockdown restrictions when the team could not actually undertake work on the ground.

Rangers (and PRoW) - Recruitment of an Assistant Ranger post was delayed due to Covid 19 (the new postholder started in January 2021). Vehicle repair costs were incurred on the return of two lease vehicles and we have purchased two new vehicles in replacement. The capital costs of the procurement were to be met from reserves but will now be met from in-year savings; reserves can therefore be maintained to fund the vehicle replacement programme in future years.

Development Management – Vacancy savings (recruitment in progress) and printing, stationery, and training savings. Planning fee income is currently forecast to be circa £33,586 under the target budget, this is always difficult to forecast and therefore will be subject to change, as this is a demand-led service.

Forward Planning & Community – The increased salary costs include one re-graded post and a contract extension, to end of March, to support the National Park Management Plan process, submission of external funding bids and Covid 19 business recovery planning. The Authority launched the Coronavirus Community Support Grant scheme as soon as the first lockdown happened, which has been funded from 2019/20 revenue surplus; a £25,000 budget was identified and has since been increased to £27,000 due to successful take-up. The scheme rapidly provides grants of up to £500 to voluntary and community groups to help tackle the impacts of the outbreak, to help those who are most vulnerable and to support the recovery of the rural economy. At the time of writing this report, 60 applications had been supported and a total of £25,125.86 paid out to applicants across Dartmoor.

Corporate & Democratic Core – The treasury income target of £8,000 will not be achieved due to zero interest rates from the banks (just £5,389 received). Donate for Dartmoor income received to date is £3,520 and will not meet the budget target of £30,000 by year end. Funding received via National Parks Partnerships includes: Clif Bar £10,000 which is being used to fund the Conservation Volunteer program. Increased external audit and associated actuarial costs of circa £5,000 (still to be confirmed). Savings of circa £16,000 are forecast in respect of Members' travel, expenses and training, as members are attending committee meetings remotely and not attending other normal events and meetings due Covid 19 restrictions.

Information Technology – The IT Technical Support officer contract has been extended. A budget of £40,000 has been allocated from the project Fund to purchase new IT (and other) equipment for staff to facilitate continued remote and flexible working.

Corporate Operating Costs – Forecast savings: postage, printing & stationery, hospitality, pool and hire vehicles and insurance offsetting increased telephone and property services costs.

Human Resources – Savings: corporate wide staff training, and Occupational Health and wellbeing initiatives suspended due to Covid 19, which are offsetting increased health and safety and other staff support costs.

Admin & Finance – Salary savings: three vacant posts, two of which are retirements.

Parke & Princetown – Business rate relief for the Princetown Visitor Centre and other premises related savings due to lockdown closures. We are currently investigating a structural problem affecting the Ballroom at the Princetown Visitor Centre; some work has already taken place.

2.5 Other significant projects worth drawing Members' attention to and included in the tables in the appendices are:

Moor Otters II – Costs incurred to date are £79,995 and income received is £37,050 (since 2019). The project has been delayed due to Covid 19 and the otters are being held in secure storage. We are currently working towards full implementation of the arts trail and the auction for Spring / Summer of 2021. Once the project is complete a full reconciliation of income expenditure will be undertaken to determine if there is a surplus, and if there is, it will be used to fund conservation projects, as we did in 2017.

Postbridge Visitor Centre Extension – This project is complete, and the Visitor Centre re-opened in the summer of 2020. The full build cost was £452,262 and is being funded from capital grant. However the final grant claim cannot be submitted until September 2021, which means that some costs incurred this year (£33,920) will have to be funded by the Authority in advance of the final grant claim being made. Other revenue costs of £41,955, which are architect fees, professional fees and the internal interpretation installation will be met from an earmarked reserve (£20,036 external grant funding) and in-year revenue savings.

2.6 Within the 2020/21 budget the Authority set aside a *Project Fund* balance of £100,000. At the time of writing this report, the balance remaining in the Fund is £16,364. Any unspent balance at year-end will be used to help balance the 2021/22 Budget. Some allocated balances may be carried forward as projects can span more than one financial year. Bids made to the Fund and approved by Leadership Team are set out in the following table:

Project Fund 2020/21	£
Opening Balance	(100,000)
Tablets, cases and charges – Planning Officers	2,057
Postbridge Visitor Centre internal decoration	2,063
Postbridge – drainage works	1,490
IT servers	12,394
Laptops, headsets, cases, mobiles etc	40,000
NPMP visualisations	5,625
Conservation Volunteers	5,000
Woodland management plans	8,007
Dartmoor Forest PC – grant toward CCTV installation	1,000
Coronavirus Community Grant Scheme	2,000
Grant to <i>Be Buckfastleigh</i>	4,000
Balance remaining	(16,364)

3 Capital Programme and Prudential Indicators

3.1 The Authority's current capital programme is as follows:

Capital Scheme	2019/20 Actual £	2020/21 Actual / Budget £	2021/22 Budget £
Ranger Vehicles (actual)	0	44,870	0
Development Management IT system (budget)	0	50,000	0
Conservation Works Team Vehicle (budget)		17,000	
Postbridge Visitor Centre (actual)	305,712	135,244	11,306
Higher Uppacott cottage roof and cottage (budget)	0	0	95,000
Total	305,712	247,114	106,306

Funded From	£	£	£
National Park Grant or Revenue Reserves	(30,000)	(128,790)	(61,080)
Capital Receipts		(17,000)	
Rural Development Programme England	(305,712)	(101,324)	(45,226)
Total	(305,712)	(247,114)	(106,306)

3.2 Two replacement vehicles been procured for the Ranger Service costing £44,870 which was more than originally budgeted for; but will be met from in-year savings rather than from earmarked reserves. The procurement of a replacement vehicle for the Conservation Works Team has been deferred until 2021/22.

3.3 The Authority was successful in applying for 100% capital grant from the Rural Development Programme England (RDPE) to build an extension to the Postbridge Visitor Centre (NPA/18/017) which is complete and opened to the public in Summer

2020. The capital cost was £452,262 (the approved budget was £479,948). The final grant claim cannot be submitted until September 2021 after the final retention payment to the contractor is made.

- 3.4 The Development Management IT system is due for replacement and a project team has been formed. Due to the impact of Covid 19 the team was unable to undertake much of their scoping exercise planned for the first part of this year, i.e., to visit and view other systems, but has now been scheduled in February (remotely). This means that the project has slipped and will continue into 2021/22.
- 3.5 As the Authority has no external borrowing, the other prudential indicators do not apply for this financial year. However in future years, due to the implementation of “*International Financial Reporting Standard 16 - Leasing*” from 1 April 2021 (implementation has now been delayed twice due to Covid 19; implementation has been deferred until 1 April 2022) the Authority will have external borrowing in relation to leasing contracts that it currently holds or enters into in the future (for property, plant and equipment). All current “*operating leases*” unless of low value or of less than 12 months duration, will become “*finance leases*”. This has the “*accounting*” effect of bringing lease liabilities onto the balance sheet, which counts as “*debt*” as far as the *Prudential Code* is concerned.
- 3.6 However, as this “*debt*” relates to transactions that the Authority has already approved, this will be purely an administrative task of increasing (or originating) *Prudential Code Indicator limits* equal to the newly recognised “*debt*”. The “*indicators and limits*” will just describe what has already happened, rather than providing any control.

4 Reserves

- 4.1 The level of the Authority’s reserve balances is determined in part by our on-going work programmes and projects, see Appendix 3; and by using a risk-based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, and it should be noted that some projects straddle more than one financial year, or are dependent on partnerships, where timing of spend is uncertain. Therefore, forecasting beyond the current year is subject to considerable change.
- 4.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be as of 31 March 2021 (with a 2019/20 comparator). It should be noted that grants and contributions received in 2020/21 and not spent, are carried forward via reserves as committed expenditure and therefore cannot be used for any other purposes (than for that given). Most of our reserve balances are held to fund specific projects, including partnerships and capital spending; or have been set up to mitigate against financial risk, for example loss of income, cuts in DEFRA funding or other externally imposed regulatory requirements e.g., changes in pay, terms and conditions.

Actual 2019/20	Earmarked Reserves	Forecast 2020/21
£		£
(2,233,565)	Opening Balance	(2,477,571)
327,738	Use of reserves in year (appendix 3)	652,314
(550,975)	Contributions to reserves / carry forwards*	(74,692)
(20,769)	Transfer to Capital Receipts Reserve	0
(2,477,571)	Closing Balance (forecast)	(1,899,949)
(500,000)	General unallocated Reserve	(500,000)

* Includes grants and contributions received from partners that are ring-fenced for specific projects in accordance with legal terms and conditions and committed contracts.

4.3 Reserve balances are closely monitored during the year and as we are currently building the 2021/22 Budget and the new Medium Term Financial Plan (MTFP) up to 2024, balances are likely to change. Members will note (in Appendix 3) that the level of reserve balances is anticipated to fall to circa £1.78m by the end of 2023, (based on last year's MTFP) reflecting the fact that reserve balances are "working balances" and not just used to "save up funds" without proper purpose. This will be updated when the 2021/22 budget and new MTFP is finalised and approved by Members in March.

5 Sustainability and Equality Impact

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

6 Conclusions

6.1 The forecast outturn surplus of £111,813 represents a -2.64% variance against the (revised) budget (£28,646 or -0.66% at month 6). As reported in November, some fluctuations were anticipated and have materialised, much of which is due to the impact of the Coronavirus pandemic. The implications and experience over the last year has been unprecedented (and continues to be so) they include:

- The impact of significant visitor numbers and visitor behaviours
- The current third prolonged lockdown and restrictions
- The resulting economic impact for the Park, our communities, businesses, and funding partners
- The huge impact on staff and members who have been working from home since March 2020.

We have adapted and changed our working practices so that the organisation can deliver "business as usual" as far as possible, and that decision making for our communities can continue. The results and outcomes achieved this year, that are set out in the Business Plan Monitoring report (also on this agenda) demonstrates that "Team Dartmoor" has worked relentlessly to maintain focus, commitment and passion to "Deliver for Dartmoor".

6.2 The current year's projected outturn will be robustly monitored and challenged over the remaining three months and Members will be notified before year-end if any new budget pressures, or significant variations are likely to occur.

DONNA HEALY

Background Papers

NPA/AG/20/006: Financial Management 1 April to 30 September 2020 and Forecast of Financial Outturn 2020/21

NPA/20/005: 2020/21 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/20/012: Financial Settlement 2020/21

NPA/20/004: Treasury Management Investment Strategy 2020/21

NPA/20/013: Financial Outturn 2019/20

Attachments – Appendix 1 - Revenue Budget Monitoring Report Summary
Appendix 2 - Month 9 Variance Analysis
Appendix 3 - General and Earmarked Reserve Balances
Appendix 4 - Reserves: Risk Based Analysis

2021 02 12 DH 2020-21 Fin Mgt Apr-Dec

Functional Strategy	2020/21 Original Budget (Net) £	2020/21 Budget Variation/ Virement £	2020/21 Revised Budget (Net)	2020/21 Actual Month 9 (Net) £	2020/21 Budget Remaining (Net)	2020/21 Projected Outturn (Net)	2020/21 Projected Deficit/ (Surplus) £	Variance % against Budget
Biodiversity	135,235	42,569	177,804	69,927	(107,877)	123,728	(54,076)	-30.41%
Land Management	92,695	(26,021)	66,674	35,068	(31,606)	68,767	2,093	3.14%
Woodlands	43,563	8,007	51,570	39,902	(11,668)	51,277	(293)	-0.57%
Dartmoor Headwaters Project	0		0	120,795	120,795	0	0	
Peatlands Project	41,945		41,945	23,439	(18,506)	41,945	0	0.00%
Environmental Land Management (Test & Trials)	0		0	18,199	18,199	0	0	
Facilitation Fund	0		0	(5,575)	(5,575)	0	0	
Hill Farm Project	15,141		15,141	37,119	21,978	15,141	0	0.00%
Natural Environment	328,579	24,555	353,134	338,874	(14,260)	300,858	(52,276)	
Archaeology	114,838		114,838	87,480	(27,358)	110,602	(4,236)	-3.69%
Built Environment	39,454		39,454	16,778	(22,676)	28,699	(10,755)	-27.26%
Moor than meets the eye	0		0	(2,665)	(2,665)	(2,665)	(2,665)	
Higher Uppacott	15,500		15,500	8,224	(7,276)	16,220	720	4.65%
Cultural Heritage	169,792	0	169,792	109,817	(59,975)	152,856	(16,936)	
Visitor Management	131,599	19,580	151,179	142,763	(8,416)	178,019	26,840	17.75%
Access	126,320	9,552	135,872	85,781	(50,091)	135,416	(456)	-0.34%
Public Rights of Way	117,347	13,078	130,425	83,457	(46,968)	120,410	(10,015)	-7.68%
Sustainable Transport & Tourism	19,141		19,141	8,270	(10,871)	18,529	(612)	-3.20%
Recreation Management, Traffic & Transport	394,407	42,210	436,617	320,271	(116,346)	452,374	15,757	
Visitor Centres	239,447	4,420	243,867	130,557	(113,310)	189,946	(53,921)	-22.11%
Postbridge Visitor Centre Extension & Interpretation Project	0		0	0	0	49,011	49,011	
Moor Otters II	0		0	17,430	17,430	17,430	17,430	
Communications	205,416	550	205,966	152,633	(53,333)	183,228	(22,738)	-11.04%
Naturally Healthy Dartmoor Project	1,000		1,000	0	(1,000)	0	(1,000)	-100.00%
Education	231,056		231,056	152,485	(78,571)	207,669	(23,387)	-10.12%
Education, Information & Communication	676,919	4,970	681,889	453,105	(228,784)	647,284	(34,605)	
Rangers	484,729	(33,000)	451,729	318,086	(133,643)	482,029	30,300	6.71%
Conservation Works Service	183,033	(17,000)	166,033	116,457	(49,576)	150,816	(15,217)	-9.17%
Development Management	326,819	2,057	328,876	277,979	(50,897)	345,823	16,947	5.15%
Forward Planning & Community	266,744	20,177	286,921	238,655	(48,266)	309,329	22,408	7.81%
Corporate and Democratic Core	343,954	(3,700)	340,254	227,989	(112,265)	308,291	(31,963)	-9.39%
Information Technology	211,698	73,373	285,071	239,010	(46,061)	285,885	814	0.29%
Corporate Operating Costs	124,835	3,700	128,535	102,370	(26,165)	112,188	(16,347)	-12.72%
Finance & Administration	216,191		216,191	144,775	(71,416)	184,166	(32,025)	-14.81%
Legal & Democratic Services	60,000		60,000	30,518	(29,482)	60,518	518	0.86%
Human Resources	164,637		164,637	115,303	(49,334)	150,211	(14,426)	-8.76%
Office Accommodation (Parke)	107,170		107,170	84,470	(22,700)	98,955	(8,215)	-7.67%
Office Accommodation (Princetown)	28,261		28,261	9,739	(18,522)	15,063	(13,198)	-46.70%
Business Support	912,792	77,073	989,865	726,185	(263,680)	906,986	(82,879)	
Project Fund	100,000	(74,636)	25,364	0	(25,364)	25,364	0	
Total Net Expenditure	4,187,768	42,706	4,230,474	3,127,418	(1,103,056)	4,082,010	(148,464)	-3.51%
Funded By:	£		£	£	£	£	£	
National Park Grant	(3,825,865)		(3,825,865)	(3,271,198)	554,667	(3,825,865)	0	
Transfers from Reserves in original Budget	(361,903)	91,463	(270,440)	0	270,440	(270,440)	0	
Transfers from Reserves - from year end and in-year	0	(134,169)	(134,169)	0	134,169	(139,169)	(5,000)	
Year end carry forwards	0		0			41,651	41,651	
Total	(4,187,768)	(42,706)	(4,230,474)	(3,271,198)	959,276	(4,193,823)	36,651	
Budget Variation - (Under) / Over Spend	0	0	0	(143,780)	(143,780)	(111,813)	(111,813)	-2.64%

VARIANCE ANALYSIS MONTH 9	Salaries	Travel & Subsistence	Transport	Premises	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIO-DIVERSITY	(18,106)	(1,125)			(4,802)	(24,033)	(30,043)		(30,043)	(54,076)	Bat survey, Damselfly, Lapwing project spend reduced. Land Management Officer post vacancy now filled & reprofiling of costs. External partnership income supporting projects, some will be carried forward
LAND MANAGEMENT	6,529	(550)			2,466	8,445		(6,352)	(6,352)	2,093	Increased emergency works on own land. HLS and filming income. Land Management Officer post costs have been re-profiled
WOODLANDS	293	(300)				(7)		(286)	(286)	(293)	
NATURAL ENVIRONMENT	(11,284)	(1,975)	0	0	(2,336)	(15,595)	(30,043)	(6,638)	(36,681)	(52,276)	
ARCHAEOLOGY	3,084	(2,025)			(7,413)	(6,354)	2,118		2,118	(4,236)	Ringmore PAL survey reduced. Partnership income reduced to match project spend. HER contract extended, waiting for confirmation of match funding
BUILT ENVIRONMENT	(11,350)				595	(10,755)			0	(10,755)	Vacancy saving April to September - post now filled
MOOR THAN MEETS THE EYE						0	(2,665)		(2,665)	(2,665)	Moor Medieval book income
UPPACOTT				720		720			0	720	
CULTURAL HERITAGE	(8,266)	(2,025)	0	720	(6,818)	(16,389)	(547)	0	(547)	(16,936)	
VISITOR MANAGEMENT	11,859	(470)	(3,721)	(508)	10,564	17,724	(6,000)	15,116	9,116	26,840	Increased toilet cleaning costs and staff exit payment (retirement). Parking meter upgrades delayed due to C19 and being reconsidered. Dartmoor Marshals costs, partially met from partners. Loss of parking and vending licence income. Car park refurfacing and other works came in at less than budget.
ACCESS & RECREATION	894	(850)			(500)	(456)			0	(456)	
PROW	(6,515)				(2,160)	(8,675)	(1,340)		(1,340)	(10,015)	Assistant Ranger vacancy - post now filled. Training budget will not be used (C19)
SUSTAINABLE TOURISM & TRANSPORT	73	(685)				(612)			0	(612)	
RECREATION MANAGEMENT	6,311	(2,005)	(3,721)	(508)	7,904	7,981	(7,340)	15,116	7,776	15,757	
VISITOR CENTRES	(14,220)	(1,300)		411	(99,197)	(114,306)	(55,780)	116,165	60,385	(53,921)	Retail stock purchases reduced and reduced income due to C19 closures, Covid Job Retention Scheme grant £24k. Business Support Grant £25k.
POSTBRIDGE VISITOR CENTRE					49,011	49,011			0	49,011	Can be met from in-year balances and not reserves
MOOR OTTERS II					17,430	17,430			0	17,430	Can be met from in-year balances and not reserves
COMMUNICATIONS	1,749	(1,500)			(22,878)	(22,629)		(109)	(109)	(22,738)	Enjoy Dartmoor costs reduced to reflect revised production, should now break even. Refund of CRM costs as system not fit for purpose, potential carry forward
NATURALLY HEALTHY DARTMOOR					(1,000)	(1,000)			0	(1,000)	
EDUCATION	(1,144)	(1,213)	(642)		(17,364)	(20,363)	(7,600)	4,576	(3,024)	(23,387)	Programme spend savings due to C19 restrictions. Grant income: Clarion Housing: #iwill project to be carried forward. Other fees and charges reduced due to C19 restrictions
PROMOTING UNDERSTANDING	(13,615)	(4,013)	(642)	411	(73,998)	(91,857)	(63,380)	120,632	57,252	(34,605)	
RANGERS	(17,853)	(100)	52,379	(450)	(1,105)	32,871		(2,571)	(2,571)	30,300	Assistant Ranger vacancy now filled. Lease vehicles repair costs (end of lease) and new vehicles purchased
CONSERVATION WORKS SERVICE	(8,433)		(3,500)	(873)	(2,363)	(15,169)		(48)	(48)	(15,217)	Reduction in running costs due to C19 restrictions. Vacancy saving
RANGERS, ESTATES & VOLUNTEERS	(26,286)	(100)	48,879	(1,323)	(3,468)	17,702	0	(2,619)	(2,619)	15,083	
DEVELOPMENT MANAGEMENT	(5,387)	(3,400)				(7,852)		33,586	33,586	16,947	Part time planning officer post vacant and contribution to joint Local Authority trainee post not required. Reduced running costs due to C19. Forecast reduction in planning fee income.
FORWARD PLANNING	22,049	(976)			1,345	22,418		(10)	(10)	22,408	Increased salary costs: regraded post and a contract extension for new National park Management Plan delivery
CORPORATE & DEMOCRATIC CORE	(49)	(11,080)			(9,925)	(21,054)		(10,909)	(10,909)	(31,963)	Staff and Members travel & subsistence savings due to C19. Increased audit costs (tbc) and ORN membership/subscription. Clif (bar) contribution to be used as match funding and to be carried forward. Treasury income will not be realised. Donate for Dartmoor income to be carried forward, but much less than in previous years
INFORMATION TECHNOLOGY	3,103	(800)			(377)	1,926		(1,112)	(1,112)	814	IT technical support post extended. New equipment purchased and funded from Project Fund
CORPORATE OPERATING COSTS			(5,800)		(10,545)	(16,345)		(2)	(2)	(16,347)	Forecast Savings: Hire vehicles. Postage, Printing, insurance, hospitality - due to working from home, virtual meetings and digitisation as a result of C19
FINANCE & ADMINISTRATION	(31,962)				(63)	(32,025)			0	(32,025)	Vacancy savings - 2 posts will not be replaced (Admin) and temporary contract now in place for Finance post
LEGAL & DEMOCRATIC SERVICES					518	518			0	518	
HUMAN RESOURCES	(1,458)	(820)			(9,744)	(12,022)		(2,404)	(2,404)	(14,426)	Vacancy savings . Underspends: training budget, OH & wellbeing & DSE
OFFICE ACCOMMODATION (PARKE)	205			(8,580)		(8,375)		160	160	(8,215)	Utility and waste disposal cost savings
OFFICE ACCOMMODATION (PRINCETOWN)				(12,798)		(12,798)		(400)	(400)	(13,198)	Business rates relief and some maintenance delayed due to C19, lower utility costs
CORPORATE SERVICES	(30,112)	(1,620)	(5,800)	(21,378)	(20,211)	(79,121)	0	(3,758)	(3,758)	(82,879)	
RESERVE MOVEMENTS						0				36,651	
REVENUE EXPENDITURE	(66,639)	(27,194)	38,716	(22,078)	(115,359)	(192,554)	(101,310)	145,400	44,090	(111,813)	

GENERAL FUND RESERVE BALANCES	2020/21	2020/21	2020/21	2020/21	2021/22	2022/23	2022/23	Notes
	Opening	Transfers out	Transfers In	Forecast	Forecast	Forecast	Forecast	
	Balance	£	/Within	Closing	Movements	Movements	Closing	
	£		£	Balance	£	£	Balance	
				£			£	
Ringfenced External Grants & Contributions with Restrictions								
Hill Farm Project (Princes Countryside Fund)	(35,330)	35,330		0			0	Year end carry forward re-allocated
English Heritage: White Horse Hill	(20,036)	20,036		0			0	Postbridge Visitor Centre
Communities Fund Grant (from District Councils)	(109,799)	20,000		(89,799)	89,799		0	Cash balances are carried forward at each year end as allocated to expenditure
DCLG - Neighbourhood Planning Grant	(10,000)			(10,000)			(10,000)	Ringfenced
DCLG - Unringfenced Grants	(84,940)	41,463	(41,463)	(84,940)	44,000	40,940	0	To be used in the Planning Service
Donate for Dartmoor Balances (public donations)	(22,067)	17,500	(2,918)	(7,485)	7,485		0	Cash balances are carried forward at each year end as allocated to expenditure
Historic England -PALS Grant	(2,841)		2,841	0			0	Complete
Police & Crime Commissioner Grant	(5,000)	5,000		0			0	Used for Dartmoor Marshals Scheme - Covid 19
Peatland Partnership	(115,411)	41,945		(73,466)	73,466		0	NPA17/041 - 3 year project.
ELMS Test and Trials project	(32,755)	32,755		0			0	Year end carry forward re-allocated
Dartmoor Headwaters Project (Environment Agency)	(115,121)	115,121		0			0	Year end carry forward re-allocated
Woodland Trust - Eco Skills	(5,000)			(5,000)	5,000		0	To be used as match funding
Access - MoD	(4,000)	4,000		0			0	Received 2019/20
PRoW - MoD	(2,000)	2,000		0			0	Received 2019/20
Clarion Housing #iwill			(7,600)	(7,600)	7,600		0	Project runs until summer 2021
Clif Bar			(10,000)	(10,000)	10,000		0	To be used as match funding for Green Recovery Challenge Fund Bid
Moor Medieval			(3,036)	(3,036)	3,036		0	To be used as match funding for community dig project
Budget Management Fund - Provisions (risk based)								
Employees	(52,000)			(52,000)			(52,000)	See risk assessment for breakdown - protects against unconfirmed pay awards
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)			(250,000)			(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)			(34,500)			(34,500)	See risk assessment for breakdown - C19 impact may mean that this is needed in 2020/21
Invest to Save and / or Generate Projects	(33,733)			(33,733)			(33,733)	
Climate Change /Emergency Declaration	(50,000)			(50,000)	25,000	25,000	0	NPA/19/020
Budget Gap 2021/22 to 2022/23				0	50,292	66,634	116,926	NPA/20/005
Annual Revenue Outturn and MTFP budget gaps	(179,955)	163,095	(26,908)	(43,768)	(6,524)	(66,634)	(116,926)	Reallocation: to be reworked when new MTFP approved in March 2021
Capital Expenditure Fund								
Vehicles - Sinking Fund - Replacement	(127,321)			(127,321)	30,000	30,000	(67,321)	Consider allocation as part of new MTFP
Capital Receipts Unapplied	(20,769)			(20,769)	20,769		0	Ringfenced
Property - Sinking Fund - Repairs & Maintenance	(200,000)			(200,000)			(200,000)	
Planning IT System			(50,000)	(50,000)	50,000		0	
Known Commitments								
Local Plan Review	(65,420)	63,015		(2,405)	2,405		0	Built into the MTFP - may need to top up
National Parl Management Plan	(25,590)			(25,590)	25,590		0	C/Fwd to be used as required
Historic Farm Buildings Grant Scheme Support	(14,392)		14,392	0			0	C/Fwd from 2018/19
Eco Skills Project	(5,000)			(5,000)	5,000		0	C/fwd from 2019/20 to be used as match funding for Green recovery Challenge Fund bid
Nature Recovery Support	(8,000)	8,000		0			0	C/fwd from 2019/20
Ecology Contracts - work in progress	(8,548)	8,548		0			0	C/fwd from 2019/20
Acces contracts - work in progress	(8,202)	8,202		0			0	C/fwd from 2019/20
Visitor Management contracts - work in progress	(16,930)	16,930		0			0	C/fwd from 2019/20
PRoW contracts - work in progress	(11,078)	11,078		0			0	C/fwd from 2019/20
Visitor Centres contracts - work in progress	(867)	867		0			0	C/fwd from 2019/20
Enjoy Dartmoor contract	(550)	550		0			0	C/fwd from 2019/20
Office 365 Contract	(20,979)	20,979		0			0	C/fwd from 2019/20
Match Funding Reserve								
Cash Flow management of external funding bids	(196,500)		(40,000)	(236,500)			(236,500)	To cover the cash flow relating to claims made in arrears i.e. cash flow delay
Greater Dartmoor LEAF 2015-2020	(6,900)	6,900		0			0	NPA/14/038 for 6 years 2015-2020
Moor Otters Income generated in 2017	(9,000)	9,000		0			0	Projects span more than one year
Postbridge Visitor Centre Building Project	(140,000)		140,000	0			0	NPA18/017 - completed
Public Arts Project 2020 - Moor Otter II	(120,000)			(120,000)			(120,000)	NPA/19/015 - risk that costs will not be covered by income. Project delayed due to Covid 19
Unallocated fund balance - bids being worked up and submitted	(307,037)		(50,000)	(357,037)	6,524	66,634	(283,879)	Held for match funding bids in progress e.g. National Lottery Heritage Fund when the Fund re-opens (delayed due to Covid 19)
Total Earmarked Reserves	(2,477,571)	652,314	(74,692)	(1,899,949)	449,442	162,574	(1,287,933)	
General Reserve (unallocated emergency reserve)	(500,000)			(500,000)			(500,000)	
Total General Fund Balance	(2,977,571)	652,314	(74,692)	(2,399,949)	449,442	162,574	(1,787,933)	

2020/21 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2020/21 Opening Balance £'000	2020/21 Forecast Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(564)	(291)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)	(250)
Loss of Income and / or Price Increases: Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)	(35)
Capital - Property: Repairs & maintenance (sinking fund)	Medium	Est.	(200)	(200)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(127)	(127)
Capital Receipts Reserve	N/A	Actual	(21)	(21)
Climate Change	N/A	Est.	(50)	(50)
Planning IT System	N/A	Est.	0	(50)
Known Commitments/Contracts				
Local Plan Review	N/A	Est. & Actual	(65)	(2)
National Park Management Plan	N/A	Actual	(25)	(25)
Contracts - work in progress	N/A	Actual	(94)	(5)
Match Funding Reserve				
Cash Flow Management of Externally funded projects	N/A	Actual	(90)	(237)
Greater Dartmoor LEAF 2015-2020	N/A	Actual	(7)	0
Moor Otters Project Surplus - allocated to projects	N/A	Actual	(9)	0
Postbridge Visitor Centre - Extension Building Project	N/A	Actual	(140)	0
Public Arts Project - Moor Otters II	N/A	Actual	(120)	(120)
Unallocated fund balance	N/A	Actual	(414)	(357)
Revenue				
Invest to save and / or Generate Projects	N/A	Actual	(34)	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(180)	(44)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)	(500)
Total Reserve Balance			(2,977)	(2,400)



NPA/AG/21/002

Dartmoor National Park Authority Audit and Governance Committee

12 February 2021

Business Plan Monitoring 2020/21 (April – December 2020)

Report of the Head of Organisational Development

Recommendation: **That Members note the content of the report and comment on performance and progress to date against the key actions identified in the 2020/21 Business Plan, in particular the ongoing impact of the coronavirus pandemic**

1 Purpose of the Report

- 1.1 This report informs Members of the Authority's performance at Quarter 3 against the key actions identified in the Business Plan for 2020/21.
- 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 2020/21 is attached at Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on specific key actions, the current Business Plan also recognises that the Authority's core business continues on a daily basis.

2 Performance against key actions in Quarter 3

- 2.1 The Business Plan 2020/21 identifies 27 key actions against the following priorities for the Authority:
 1. Better for Nature
 2. Better for Cultural Heritage
 3. Better for Farming and Forestry
 4. Better for People
 5. Better for Communities and Business
 6. Be an excellent organisation
- 2.2 The Coronavirus pandemic is having an impact on our work programmes and this is reflected in the progress updated reported in Appendix 1. As advised, we added three key actions to reflect the work that we are doing in response to the pandemic:

- **Action 1C19** – Governance and service delivery
- **Action 2C19** – Supporting Dartmoor communities
- **Action 3C19** – Recovery planning and implementation

2.3 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions ranges from specific short-term projects to longer term strategic goals, each requiring different levels of officer and Member input and commitment.

2.4 Members will note the progress at the mid-point in this business year made against the **30** key actions (additional 3 actions relate to the Authority’s response to the coronavirus pandemic) summarised in the table below:

Progress	No.	%
On target / completed	14	48%
Delayed / behind schedule	8	26%
Unlikely to complete	8	26%

2.5 Since March 2020, the focus of the Authority’s work has been responding to the pandemic: ensuring effective governance, maintaining service delivery and the safety of its staff, Members and volunteers.

2.6 The following actions will not be completed during the current business year:

- Action 8 - Delivering Biodiversity Net Gain
- Action 12 - Produce species re-introduction strategy
- Action 14 - Dark Night Skies
- Action 18 – Junior & Youth Rangers
- Action 21 – Moor Otters 2
- Action 23 – Moorscapes
- Action 24 - Develop a green transport and behaviour change strategy
- Action 26 - Deliver a new partnership project to deliver Management Plan priorities and apply for National Heritage Lottery Funding to deliver.

2.7 Members are invited to analyse the Business Plan monitoring spreadsheet and question or seek assurances regarding the delivery of the 2020/21 Business Plan.

3 Equality and Sustainability Impact

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

4 Financial Implications

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

5 Conclusion

- 5.1 The pandemic continues to have a significant impact upon the work of the Authority, in particular our planned work with outreach and engagement (i.e. Junior and Youth Ranger programmes) as well as other projects being delayed or postponed as officer time is reallocated to support our response to the pandemic.
- 5.2 Although practical delivery has not always been possible, the periods of lockdown have provided an opportunity to progress other work such as scoping funding bids, delivering outcomes remotely and reviewing working practices.
- 5.3 Despite Covid-19 the Authority is making good progress in delivering the Business Plan 2020/21, including work on the ground wherever possible and safe to do so.

NEIL WHITE

Attachments: Appendix 1 – Business Plan Monitor 2020/21

20210212 NW Business Plan Monitoring 2020/21 (April – December 2020)

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
RESPONDING TO COVID-19						
1C19	Governance and Service Delivery <i>Outcome sought: Ensure that we can maintain service delivery and the safety of our staff, members and volunteers</i>	LT	Milestone: Effective delivery of services and governance whilst staff and Members are working from home Actual progress: Supported home working through effective IT systems. Regular communication re: working arrangements with staff and Members. Virtual Authority meetings enabled, protocol developed and training. Report to Authority NPA/20/017 detailing response to pandemic. Site visits restarted end of May 2020. Furloughed Information Advisers.	Milestone: Following easing of lockdown restrictions, enable resumption of use of offices by staff, reintroduce site meetings and volunteering in line with Government advice. Actual progress: Covid-Secure risk assessments developed and regularly reviewed. Required PPE provided to staff. Ongoing effective communication with staff and Members. Regular LT meetings to review emerging Government advice. 'Learning from Lockdown' survey completed by staff. Agreement to provide IT equipment to all staff to support flexible working	Milestone: Continue to monitor Covid situation and respond to government guidance accordingly Actual progress: Corporate Covid-Secure risk assessment reviewed following introduction of national tier system. Weekly LT meetings and ongoing communication with staff and volunteers. Roll out of laptops delayed due to problems with supply; to be issued in January; to be followed by procurement and issuing of new mobile phones.	Milestone: Continue to monitor Covid situation and respond to government guidance accordingly Actual progress:
			G	G	G	
2C19	Supporting Dartmoor Communities <i>Outcome sought: Community cohesion as we address the pandemic</i>	LT	Milestone: Guidance written and approved. Press release written and information available on website (ES) Actual progress: Community Support Grant provided fast support to community initiatives.	Milestone: Alter guidance to accommodate changes to the pandemic's impact on communities. Commence evidence gathering (finance, volunteer hours, numbers of beneficiaries), for first tranche of grants (ES). Actual progress: CCSG fund: 35 community groups and organisations have applied for grants, 39 grants have been awarded and £17,784.90 has been allocated. So far the grant scheme has enabled volunteers to give over 31,521.5 hrs of their time to supporting Dartmoor's communities during the pandemic. Grant guidance updated in late September to accommodate projects focused on recovery(ES). The New Parishscapes Grant Scheme: Of the seven projects awarded grants at the start of the year, three have been completed (Lustleigh Society, Mary Tavy Community Allotments and Chagford Ringers), three are paused due to the pandemic and one is underway. £4810 granted to date (ES).	Milestone: All funding awarded for the CCSG fund(£25k). Commence final phase of evidence gathering. Promote project success via press release (ES). Actual progress: CCSG fund: 54 grants awarded and £24,275.86 allocated. The evaluation process has revealed several projects with no-spend and £1350 is being refunded from three grantees. The deadline for spending has been extended for some recently-awarded projects to March 2021 (ES). The New Parishscapes Grant Scheme: The Dartmoor Community Kitchen withdrew in November, citing the impact of the pandemic. Funding offered to Sticklepath St Mary's Church. To date, eight projects awarded funding, one project is paused awaiting a loan-decision, two projects have withdrawn, two projects are underway and three projects are complete. £4810 granted to date (ES).	Milestone: Evidence gathering complete. Actual progress:
			G	G	G	
3C19	Recovery - Planning and Implementation <i>Outcome sought:</i>	LT	Milestone: Actual progress: Established cross department Recovery Planning Group (see NPA/20/017 for key themes). Group also linked to English NPAs.	Milestone: Actual progress: All DNPA visitor facilities open and communications successfully implemented. Good partnership working Business recovery still ongoing - see action 20 below. Partnership expression of interest submitted to Green Recovery Challenge Fund. Still awaiting guidance and National Heritage Lottery Fund to open. Meeting held with project officers.	Milestone: Third Business Survey to be undertaken and draft Economy Recovery Action Plan to be drafted for consultation Actual progress: Started planning for next summer building on the lessons learnt over 2020. Successful bid to Prince's Countryside Fund for Community Resilience Project that will build on CCSG.	Milestone: Actual progress:
			G	G	G	
ORIGINAL BUSINESS PLAN ACTIONS 2020/2021						
1	Deliver DNPA's Climate Action Plan <i>Outcome sought:</i> Carbon neutral Authority by 2025.	AG	Milestone: Progress against 2020 projects in the carbon action plan (see para 5.7) Actual progress: COVID disturbed implementation of projects due to staff capacity and changing work patterns, including Haytor Solar PV scheme, LED lighting at Parke car park, and decarbonisation of vehicle fleet. COVID also progressed implementation of many behaviour change, sustainable transport and digital by default objectives far quicker than we could have imagined, however it is essential that work policies are introduced to capture these benefits when work returns to normal.	Milestone: Progress against 2020 projects in the carbon action plan (see para 5.7) Actual progress: EVCP installed at Haytor, helping unlock pathway to part-electricification of DNPA fleet. Synthetic PPA with DCC on course to be available in winter 2021. An opportunity has emerged to apply for grant funding for decarbonisation measures. Currently scoping of a possible grant application with the Head of ICT & Premises. Progress/update report relating to DNPA Climate Action Plan with recommendations/options to be presented to LT in November 2020.	Milestone: Completion of carbon footprint of DNPA land assets Actual progress: Resolved to not apply for decarbonisation fund due to capacity with premises manager, fund is also over-subscribed and only prioritising projects that can deliver prior to March 2021. Have conducted meetings with potential contractors to footprint land assets, will be seeking approval from LT prior to invitation to quote.	Milestone: Take Action Plan Review to Authority Actual progress:
			A	A	A	
2	Implement Dartmoor Test and Trials and develop the moorland vision to cover the whole of the NP <i>Outcome sought:</i> A new ELMS that reflects Dartmoor's special qualities and provides scope to maintain and enhance a wide array of public benefits. A role for the Authority in co-designing the system and facilitating in its delivery through advice.	CG	Milestone: Produce working paper on Natural Capital. Begin developing a framework for commons based land management plans identifying data requirements, vision for environmental enhancement and management. Initial scoping paper on payment by results with a focus on commons. Begin developing a PBR pilot This will explore two scenarios: commons based contract and a contract for the home farm that includes the common (i.e. a farm-based approach). Actual progress: Advisory Team and project board are established and meeting. Papers produced on Natural Capital, Payment by results, outlining Land Management Plan approaches and a draft paper on one potential Blended Finance approach. 250+ hours farmer engagement. Significant information and content going out to the Dartmoor community and back to Defra in terms of meeting notes, presentations and questionnaires.	Milestone: Continue developing a framework for commons based land management plans. Begin developing trial frameworks (in conjunction with Defra work on outcomes/outputs) looking at advice required, how environmental outcomes can be linked to wider farm business plans. Continue developing a PBR pilot. Actual progress: Continued meeting regularly with farm advisory group. Commissioned ORC to produce scorecard for Obj 2 and James Moran to help with Obj 3 based on farmer input. Communications/co-design working well despite Covid.	Milestone: Paper outlining framework for local priority setting and landscape planning. Continue developing trial frameworks. Continue developing a PBR pilot. Develop model structure that will enable private businesses to buy environmental benefits/net gain. Use the land management plans developed for up to three commons and a series of farms as 'demonstration schemes'. Begin trial PBR approach up to 3 commons – this will link to the work on land management plans. Begin practical testing of blended finance on two case study farms Actual progress: Paper produced but requires full rewrite. Draft farm plan and PBR model developed, these will be trialled in Q4. Short list of commons identified for trialling. Limited progress on blended finance but secured interest from Devon Environment Fund with potential funding. Behind schedule.	Milestone: Conclude trial frameworks. Conclude land management plan trials. Final report on Commons based land management plans. Continue developing and trialling PBR approach up to 3 commons – this will link to the work on land management plans. Continue practical testing of blended finance on two case study farms. Actual progress:
			G	G	A	
3	An enhanced Visitor Centre Postbridge <i>Outcome sought:</i> An enhanced National Park Visitor Centre at Postbridge which will enable us to better interpret the archaeology and cultural importance of Dartmoor, support local economic development and enhance peoples' experience of the National Park.	SH	Milestone: Build completed, building handed back from contractor, interpretation and shop fitting underway Actual progress: Lockdown halted work on site for 6 weeks. Construction then re-commenced and thank fully because they were ahead construction work has been completed only 4 weeks behind schedule.	Milestone: final training and testing, centre opened mid-July Actual progress: Despite lockdown putting a delay on the project the centre opened only a month behind schedule in mid August. The construction was completed UNDER budget and interpretation fitted ready for opening. Third claim to RPA submitted and paid. Feedback from the Duchy and the public has been very positive, retail takings are up compared to same months last year.	Milestone: Project complete Actual progress:	Milestone: Project complete Actual progress:
			A	G	COMPLETED	G

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
4	Complete the revised Management Plan for Dartmoor National Park <i>Outcome sought:</i> A Management Plan that is owned and supported by stakeholders, outlines a clear vision for the National Park and provides a framework for partnership working.	JS	Milestone: Consultation period finishes 20 April 2020. Begin to collate responses for the report, and separate responses by category to send to lead officers for their responses and edits to individual sections of the Management Plan.	Milestone: Analyse draft responses and develop revised plan for Authority approval in December	Milestone: Authority approval for new National Park Management Plan	Milestone: Publish new National Park Management Plan
			Actual progress: Consultation period extended to 31 May 2020 due to Covid 19, to enable organisations to prepare their responses fully. A plan made for how to structure the report and analyse responses, and responses by section separate out for sending to lead officers.	Actual progress: Consultation analysis complete and drafting of revised plan underway	Actual progress: Authority approved draft NPMP subject to minor amendments on 8 January 2021	Actual progress:
5	Deliver the Next Generation Manifesto <i>Outcome sought:</i> The next generation engaging with and influencing the future of the National Park, championing delivery of the next generation manifesto.	JM	Milestone: Run the Next Generation Survey to identify how young people might want to engage with the Next Generation Manifesto. Survey to sit alongside Management Plan consultation	Milestone: Review survey responses. Finalise Manifesto document and design. Discuss delivery options for Manifesto and how we are going to adopt manifesto as an organisation and involvement of other organisations.	Milestone: Confirm next steps for Manifesto. Final draft of document complete and agree design	Milestone: Next Generation Manifesto Complete
			Actual progress: Survey was extended to 31 May alongside Management Plan consultation	Actual progress: Review of responses completed and considering next steps. Not progressed further due to Covid and other priorities	Actual progress: Next steps of manifesto have been agreed, along with final draft of document. The Manifesto document will be included within the NPMP design	Actual progress:
6	Local Plan <i>Outcome sought:</i> An adopted Local Plan that (together with the Management Plan) provides a framework for the future development and management of the National Park, helps deliver National Park purposes and vibrant communities.	DJ	Milestone: Submit Local Plan to Planning Inspectorate	Milestone: Examination process (responding to Inspectors questions, preparing for hearings)	Milestone: Examination process (Hearings - subject to PINS timetable)	Milestone: Examination process (Hearings, and consultation on modifications - subject to PINS timetable and hearings progress)
			Actual progress: Final documentation completed ready for submission. Delays due to need for outstanding documents; revised report from Housing Consultants, internal capacity, and time taken to achieve Duty to Co-operate signatures.	Actual progress: Local Plan submitted and examination now in progress. Progress forward subject to PINS, and questions and matters to respond to, and hearings timescales.	Actual progress: Initial questions received from Inspector and responded to. Pre-emptive work with consultants on updates in progress (e.g. economic update received). Outline timetable for hearings agreed. Virtual meetings approach progressing and data protection agreements submitted. V2 of modifications completed.	Actual progress:
7	Enabling development that is good for Dartmoor <i>Outcome sought:</i> Proactive planning enabling support for affordable housing delivery, economy and regeneration.	DJ	Milestone: Develop a list of business contacts within the National Park. Engage through survey work to support the preparation and delivery of a COVID recovery plan. Support the delivery of affordable housing through ongoing liaison with Housing Authorities and support for Housing Associations and S106 site delivery.	Milestone: Develop links with business contacts, begin delivery of a COVID recovery plan. Consideration of development of Business Network. Complete business survey. Support the delivery of affordable housing through ongoing liaison with Housing Authorities and support for Housing Associations and S106 site delivery.	Milestone: Develop links with business contacts, continue delivery of a COVID recovery plan. Build links with partners, and identify programme of business support. Complete business survey. Support the delivery of affordable housing through ongoing liaison with Housing Authorities and support for Housing Associations and S106 site delivery.	Milestone: Complete business survey. Identify specific bids or resource needs to identify ongoing economic development role with partners and businesses. Support the delivery of affordable housing through ongoing liaison with Housing Authorities and support for Housing Associations and S106 site delivery.
			Actual progress: 44 affordable homes approved. Exception site at Widecombe support towards application stage. Continued liaison with Longstone Cross site to support delivery. Business survey complete and used to inform development of Recovery Plan (JS).	Actual progress: 31 affordable homes approved and application received for Widecombe. Second business survey complete and meeting with local businesses held. WeAreDartmoor campaign launched (at Mid August the hashtag has around 137,367 potential impressions and total reach on Facebook (from DNP posts only) is around 33,600)	Actual progress: PCF bid submitted and successful. Infrastructure Funding Statement completed and published. Engagement with Devon Recovery Group and HEROG.	Actual progress:
8	Delivering Biodiversity Net Gain <i>Outcome sought:</i> Start preparing a Supplementary Planning Document (SPD) to guide the delivery of a broad approach to Biodiversity Net Gain through emerging Local Plan policy. With potential for pilot project links with ELMS and NFM.	DJ	Milestone: Start scoping work for SPD on Net Gain (subject to LP weight/confidence). Identify pilot project ideas/links.	Milestone: Identify and develop partner links and potential workshop (subject to LP weight/confidence). Develop pilot project ideas/links.	Milestone: Prepare first draft SPD. Scoping report to be developed.	Milestone: Consult on draft SPD and prepare for adoption (subject to LP progress - SPD may not be adopted without confidence LP policy is moving to adoption)
			Actual progress: Ideas around pilot projects but currently not developed due to resourcing. SPD not progressed as LP prioritised (SPD should not move forward ahead of LP without sufficient confidence).	Actual progress: Not progressed due to Local Plan priorities and certainty needed. Scoping to start in Q3.	Actual progress: Not progressed due to Local Plan priorities	Actual progress:
9	Peatland Restoration <i>Outcome sought:</i> Restoration and enhancement of 276ha of peatland on Dartmoor between 2018 and 2021. Agreed strategy and funding for future delivery.	DL	Milestone: Planning for next season's conservation work, including a new site in partnership with NFM project	Milestone: Complete restoration plan for Holne Moor; Restart work on Hangingstone and Redlake/Left Lake. Define new restoration sites and plans for additional Nature for Climate funding.	Milestone: Start restoration at Holne Moor; Continue restoration at Hangingstone and Redlake	Milestone: Complete restoration work at Hangingstone, Redlake/Left Lake and Holne Moor; Plan in place for future restoration work and funding identified
			Actual progress: Budget and priorities agreed with NFM project for work in the Holne Moor area; Proposals prepared and consulted on with HE team for Holne Moor; Next year's timber requirement planned and communicated to the Woodland Trust; Extra funding secured for the South West Peatland Partnership.	Actual progress: Restoration plans complete pending consultation with farmers. ALL delivery delayed due to significant issues with UXO contractor not providing data on time. SWW are managing contract. This will also delay delivery of additional objectives secured this year through Nature for Climate funding. Confirmation of Nature for Climate funding not confirmed by Defra.	Actual progress: Holne contract let but Buckfastleigh delayed/in doubt due to delays in processing permissions. Work on Hangingstone on track with extension to start in Q4. Redlake delayed, due to commence now in Q4. Delays with contractors due to Covid.	Actual progress:

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
10	Common Cause Outcome sought: Shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits. Improved public understanding of commoning. Contribute to thinking about ELMS.	AK	Milestone: Appoint Project Manager and complete Permission to start	Milestone: Appoint Project Manager and complete Permission to start	Milestone: Project Manager starts and Local Project Officers appointed	Milestone:
			Actual progress: Start delayed due to Covid-19	Actual progress: Delayed due to COVID19 recruitment process now started. Although delayed the project will still be a 3.5 year project so no renew risk to delivery at moment	Actual progress: Project Manager appointed and started in post. Interviews for Local Area Project Officer have taken place.	Actual progress:
11	Develop a network of landscape scale nature recovery areas Outcome sought: Test nature recovery at a landscape scale in two pilot areas working closely with farmers, landowners and local communities.	CG	Milestone: Research methodologies for NRAs and produce a series of options to present to the Natural Environment Advisory Group	Milestone: Present proposal to NE group and agree approach. Develop into draft NRAs for wider consultation. Employ Land Management Advisor to help facilitate nature recovery.	Milestone: Finalise NRAs following consultation and identify 2 pilots. Develop/submit funding bids to drive delivery. Work with partners and landowners to agree vision.	Milestone: Work with landowners and partners to facilitate delivery.
			Actual progress: Extensive work carried out looking at options, models and strategies. Liaised with LNP around Devon NRN. Produced proposal to present to NE Group. Solution to opportunity mapping proving elusive.	Actual progress: Methodology for defining NRA's complete and approved by NEAG. Pilots agreed and Land Management Advisor recruited (start date 05/10). Applied for funding to ground truth and condition assess pilot areas and help ratify SWEEP works	Actual progress: 5 pilots identified for targeting. Some funding secured through DNPA and NE to ground truth approach. Further bids to be submitted in Q4 when grants open. New Officer has become more familiar with catchments and issues.	Actual progress:
12	Produce species re-introduction strategy Outcome sought: Strategic approach focusing on species that support the greatest environmental benefit and are supported by Dartmoor community.	CG	Milestone: No action planned in Q1	Milestone: Form Natural Environment Task and Finish Group to develop re-introduction strategy. Hold series of meetings and produce draft.	Milestone: Finalise strategy through group and wider consultation.	Milestone: Integrate strategy with nature recovery areas and explore opportunities.
			Actual progress:	Actual progress: Delayed until Q4 due to NRA work	Actual progress: Delayed until Q4 due to other NRA work	Actual progress:
13	Natural Flood Risk Management Outcome sought: Test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community. Agree future priorities and funding. Contribute to thinking on ELMS.	CG	Milestone: Planning and re-prioritising projects-current, for autumn and winter and new projects. Incorporate new proposals for Peatland restoration on Holne and Buckfastleigh commons and help with field work. Employ and integrate the new NFM Assistant into the team and plan comms work.	Milestone: Obtain final consents, permissions and advice for priority projects. Engage contractors and let new contracts-Buckfastleigh Moor/ Skerraton, Peter Tavy. NFM work at Mardle Head- Phase 1 to begin in September. Walkhampton Works begin mid July. Continued input into peatland restoration plans. Develop pilot plans for Challacombe and ideas for wider Webburn Valley with HFP in Phase 2. NFM assistant to take on agreed contracts, plan for volunteer tasks in autumn and increase the media profile of the project.	Milestone: Evaluation of completed projects. Oversee contracts in progress- soils, BFL moor, Skerraton, Peter Tavy common/ in-bye. Ensure coms goes out re completed works. Tree planting work with volunteers and possible tree planting project at Forder Farm. Finalise Phase 2 plans and secure funding.	Milestone: Complete phase 2 of NFM work at Mardle Head-willow faggot work. Complete and evaluate projects, gather results, data and feedback. Collate lessons learnt report with EA project manager. Progress those projects going forward into Phase 2, funding opportunities identified.
			Actual progress: Priority projects identified- soils, Mardle Head, Buckfastleigh common, Brook Manor, Peter Tavy common and in-bye land water storage project. Negotiations over new projects on Buckfastleigh Moor and Skerraton. Plans progressing for all except Peter Tavy. Assisted with Peatland Restoration field work for Holne and Buckfastleigh during lockdown. NFM newsletter distributed widely and receiving good interest and feedback. NFM assistant settling in well. Has been shown around the catchments and is producing comms material and working with EA on monitoring ideas.	Actual progress: Success in progressing all NFM projects from a DNPA perspective, new contracts now all awaiting landowner and contractor quotes. Good progress in Walkhampton, Phase 1 delivered, phase 2 in progress. All other listed objectives have been met and more. Working closely with David L on peatland restoration at Holne and Buckfastleigh. New NFM assistant is now up to speed and providing excellent support. Funding secured to extend both posts until Mar 2022. Working closely with EA in design of Phase 2 from Apr 22	Actual progress: Evaluation will be carried out in Q1. All planned contracts and more on track in 3 catchments but no progress in Peter Tavy. Phase 2 to be developed in 21/22. Project Assistant resigned and leaving at end of Jan. Decision required regarding backfill before 2022.	Actual progress:
14	Dark Night Skies Outcome sought: Ensure that our policy framework supports Dart Night Sky status and, subject to cost, apply for International Dark Sky status.	BB	Milestone: Assess the data collected by the North Bovey Group and confirm whether the Authority would still be eligible for a Dark Sky Park Award.	Milestone: Review the updated dark sky quality readings collected by the North Bovey Group	Milestone:	Milestone:
			Actual progress: Dark Night skies and their protection have been embedded in the Local Plan. I have been discussing the Authority's application for a Dark Sky Park Award with the International Dark Sky Association. The night sky quality thresholds have changed (and will change again in 2021) and based on the night sky quality readings in 2017 the Authority is right on the threshold. The readings are being updated and the trend is a deterioration in night sky quality, taking the Authority below the threshold. The advice from the IDA is that the Authority is unlikely to be successful in its bid and if it was successful it would soon lose the designation because of the vast amount of development taking place around the boundary of the Park. I am in contact with the North Bovey Group and waiting for them to complete the survey work.	Actual progress: The criteria for eligibility for Dark Sky Park status has changed and based on the data collected by the North Bovey Group Dartmoor dark sky quality is below the minimum threshold and Dartmoor is not be eligible for a Dark Sky Park Award.	Actual progress: Dartmoor does not meet the criteria for a Dark Sky Park award. Protecting dark skies is enshrined within our new Local Plan policies.	Actual progress:

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
15	Dartmoor Hill Farm Project <i>Outcome sought:</i> Support for farm businesses across the National Park to help then deliver a range of public goods as part of a sustainable business and promote effective collaboration.	DA	Milestone: Planning and re-prioritising events and training for autumn and winter. Incorporate new funding streams/projects into the future events plan - Common Cause, Farm Resilience Programme. Develop online presence. Maintain communications with farmers through regular newsletters, emails and social media. Actual progress: DHFP responded to the Covid pandemic by adapting its work. A Dartmoor food and drink map was produced which lists local suppliers and helps promote small businesses on Dartmoor. Increased content was added to the website and social media, with webinars and projects updates available. The Steering Group recruited new members and increased from 16 to 18 members. The focus of DHFP has been on future events planning.	Milestone: Hold Steering Group meeting with new members welcomed and Chair/VC elected. Assist farmers with Countryside Stewardship applications where required, and record advice and outcomes. Deliver training and events plan for adaptation as and when Covid restrictions allow, to encompass agreed outcomes as part of the over arching agreement with PCF. Develop events and training as part of Common Cause project, to start in October. Recruit farmers for PCF Farm Resilience Programme and hold initial event. Continue work with Postbridge Cluster Group, and plan targeted event(s) for Tavy Facilitation Fund area. Develop and promote Contributors scheme. Identify funding for business resilience work strand. Actual progress: A steering group was held with new members on-line and re-election of chair and vice chair. Despite Covid-19 support was given to landowners applying for CS grants and some training was continued in small groups. Cluster activities were maintained with meetings and speaker engagement linked to development of proposals on the ground. Work commenced on the Common Cause programmes looking at delivery and promotion of the PCF Resilience Programme attracting 12 farms to date. Facilitation Fund impacted by covid but one event undertaken on the Tavy and then postponed. Contributor event held in September and membership being developed.	Milestone: Hold initial Common Cause events, to include establishment of walling club and development of Common Skills training scheme. Continue work with Postbridge Cluster Group, and plan targeted event(s) for Tavy Facilitation Fund area to incorporate as many FF members as possible. Continue with PCF Resilience Programme, and use surplus funding from previous apprenticeship scheme to provide mental health training for farmers. Continue to develop work on soils and grasslands group and hold workshops which provide expert advice and encourage farmer information/knowledge sharing. Consider other potential sources of funding and apply as appropriate. Actual progress: CC delayed until Q4 due to C19. Proposal being mapped across 10 farms through FF cluster group which outlines significant habitat and other public goods enhancements. Funding being sought to finance capital and revenue. Additional efforts to engage Tavy FF group failed due to lack of interest. Resilience Programme delayed by PCF until spring 21. Woodland, sheepdog training, mental health events held but exented programme remains a challenge due to C19	Milestone: Continue work on Common Cause, Facilitation Fund and Resilience Programme. Provide focussed support on BPS payments reductions and hold workshops on Countryside Stewardship to encourage applications. Produce end of project report for FF if funding not extended. Actual progress:
16	Love Moor Life <i>Outcome sought:</i> Changed behaviour of all visitors, locals and tourists, by improved understanding of Dartmoor and its special qualities leading to reduced number of incidents and bylaw offences.	JM	Milestone: Produce project plan for delivery of LML and Ranger Code. Update LML webpages with relevant links and messaging Actual progress: Plan for LMLM produced but not yet agreed. Webpage content update still required, camping pages has been updated as part of Covid response. Responsible access messaging for Covid became priority and has formed part of LML messaging	Milestone: Future plan for LML to be completed jointly Recreation Strategy Development Officer (JM) and Communications Officer - Projects & Design (RMC). Webpages update to be completed and webpages to be updated Actual progress: Agreed that a further meeting is required to identify direction of LML and Ranger Code. Not progressed due to other priorities. Meeting planned for November	Milestone: Agree and finalise direction of LML and Ranger code with working group. Agree on spending of Mole Valley funding Actual progress: Direction of LML and Ranger Code has been agreed and action plan produced with working group. Key actions include web content review and gateway signs	Milestone: Delivery of key actions and identify priorities for 2021 Actual progress:
17	Pathways Project <i>Outcome sought:</i> Access routes and associated infrastructure that is in good condition, easy to use and helps support the Dartmoor economy; delivery supported by volunteers and fundraising.	AW	Milestone: Identify new pathways priority areas for improvement Actual progress: Routes from Ivybridge have been surveyed and improvement works to path networks identified and costed work programme. In process of obtaining quotes for contractors to undertake the work. Other Postbridge routes identified to link from Postbridge "Hub". Limited progress due to Covid-19.	Milestone: Priorities identified to link with possible Duchy funding or other sponsorship. Complete draft of PROW Asset Management Plan Actual progress: Asset Management Plan drafted - due to go to LT in December. Ivy bridge hub works progressing again with works due to be completed in Q3.	Milestone: Improvement works completed Actual progress: Asset Management Plan completed and scoping delivery model on area basis (parish clusters or ranger sectors). Ivybridge pathways project access improvements delayed due to Covid, now underway ,and aim to to be completed by 31 March 2021.	Milestone: Identify priorities and areas for 2021 Actual progress:
18	Junior and Youth Rangers <i>Outcome sought:</i> An expanded programme that provides a range of young people from all backgrounds with an enjoyable experience and a better understanding of the National Park; nurturing the skills and passion and building a long term relationship between the young people, Dartmoor and the Authority. Future ambassadors.	OR	Milestone: Original target: Launch Junior & Youth Rangers 2020 following a recruitment campaign in Q4 of 2019-20 to attract new young people from a range of diverse backgrounds. Actual progress: Launch and delivery in Q1 halted by Coronavirus lockdown and subsequent restrictions. Junior and Youth Rangers receive 12 podcasts over the most restrictive 6 week period to maintain contact - with Dartmoor and with the natural world.	Milestone: Original target: Delivery of meaningful, authentic and immersive learning and conservation skills experiences. New target: explore opportunities for a 'compressed' programme - if social distancing allows. Actual progress: Opportunities for a compressed programme in August were explored - but the social distancing and 'bubble' guidance meant that this was not feasible: bringing together 15-20 young people from different households or school bubbles would have been at best questionable and at worst irresponsible. Reputation risk as well as potential for local spread of C-19.	Milestone: Original target: Delivery of meaningful, authentic and immersive learning and conservation skills experiences together with a concluding celebratory event. New target - consider value of share and celebration event if a compressed programme is feasible. Actual progress: Current delivery suspended....however the success of the Generation Green GCRF bid as part of 'Access Unlimited' will provide additional staff and resource to be able to not only delivery but to grow and develop this programme in summer-autumn-winter of 2021 - specifically reaching out to communities with coastal deprivation indices, BAME and other under-represented groups.	Milestone: Evaluation of programme 2020 - recruitment for Junior and Youth Rangers 2021 Actual progress:
19	Outreach and Engagement Strategy <i>Outcome sought:</i> A funded strategy delivering a significant increase in the range and number of people who visit or engage with the National Park and develop a long lasting connection with the place.	OR	Milestone: Report to LT - summarising progress in Q4 with staff / stakeholder away day. Actual progress: Options report produced for LT . Instruction for next steps provided.	Milestone: Draft Outreach & Engagement Strategy for LT. Actual progress: LT receives draft in June 2020. Comments and revisions incorporated to produce a short form 'strategy' document together with supporting evidence document. For discussion by Members at Park Management Working Panel October 2020 and full Authority November 2020.	Milestone: Agreed Outreach & Engagement Strategy to full Authority. Where possible funding bids starting to be worked up/submitted. Actual progress: Outreach & Engagement Strategy discussed at Park Management Working Panel in October and formally adopted at November Authority. Use as a 'position statement of intent' has already proved useful background for the successful Clarion Housing Youth Social Action bid.	Milestone: Start delivery of new Outreach & Engagement Strategy. Continued funding bids. Actual progress:
20	A healthy future for local produce <i>Outcome sought:</i> Agreed programme of activity to further develop and help promote local produce; reducing food miles and supply chains	DJ	Milestone: Develop Dartmoor Producers Directory of food outlets as part of Covid Response Actual progress: HFP delivered directory with DNPA support.	Milestone: Build and review Directory (including through business survey). Identify opportunities with business for collaboration and opportunities for local food security/supply, and shop local campaigns. Actual progress: Directory complete. Opportunities for expansion and review identified through Business Survey and google analytics. Limited resources not progressed further in this quarter. Shop local campaign progressed (#WeAreDartmoor) with opportunities for alignment with directory.	Milestone: Identify opportunities for expansion (subject to success) of Producers Directory and consider development of online store or closer business links. Identify project funding if needed. Develop opportunities around local food with winter shop local campaign. Actual progress: PCF bid submitted and succesful which will include project thread for directory/campaign around buy local. Additional resource identified through Community Engagement Officer.	Milestone: Develop/deliver agreed options around expanded Food Directory. Deliver support around business networking. Actual progress:

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
21	Moor Otters 2 <i>Outcome sought:</i> A public Arts trail that raises income for National Park projects, supports local businesses, helps engage new audiences and raises the profile of the National Park.	SJ	Milestone: Launch of Trail with all Otter sculpture hosts and majority of sponsors secured. Publicity materials and campaigns launched. Retail stocked and priced. Actual progress: The Moor Otters project has been postponed to 2021 to ensure maximum benefit as a recovery tool for Dartmoor businesses, leisure and tourism.	Milestone: Restart project Actual progress: Project restarted, some host businesses lost but majority still on board with the project. Contingency plans and adaptations in development.	Milestone: Clarified hosts that will be a part of 2021. All hosts confirmed have paid. Actual progress: Three hosts remain to be found. Sponsorship looking highly unlikely to be increased. Project to be reviewed and updated due to further Covid restrictions and the feasibility reward v effort/risk. Next few weeks will prove critical in decision making process.	Milestone: Planning ahead... Actual progress:
22	Contribute to Government review and policy <i>Outcome sought:</i> Glover, CSR, Brexit A policy framework that supports National Parks and the work of the Authorities and provides for the future enhancement of the place and further improvements to the work of the authorities.	KB	Milestone: Agree DNPA position on recommendations in the Landscapes Review and input as required to NPE work on Landscapes Review. Input to CSR via NPE Actual progress: DNPA position on Landscapes Review agreed (12 June 2020) and approval to establish informal task and Finish Group on governance. Inputted to NPE proposals for a National Landscapes Panel which were submitted to Ministers. Briefed MPs on our position regarding Landscapes Review. Chair of NPE has written to SoFS highlighting concern that the Government's response is focused on National Landscape Service proposal and other, potentially, more significant opportunities are being missed.	Milestone: Conclude initial work on DNPA governance and input to Spending Review and Glover Review considerations Actual progress: Internal working group on governance has developed proposals for reform of DNPAs governance which have been submitted to Defra Minister for feedback. DNPA position on Glover proposals agreed and used as input to Defra and NPE work. Chair has written to Secretary of State outlining our 'ask' concerning Spending Review. We have also inputted to NPE work on Spending Review. Government response to Glover due by end of 2020. Spending Review announcement due November 2020.	Milestone: TBD dependent on timing of Government's response to Landscapes Review and CSR Actual progress: Formal Government response to Glover is delayed and we anticipate a Ministerial statement early 2021. Lord Gardiner has responded to the letter the Chair submitting outlining our proposals for governance reforms. The response indicates that officials have been asked to contact us to discuss our ideas; this has not yet happened.	Milestone: TBD dependent on timing of Government's response to Landscapes Review and CSR Actual progress:
23	Moorscapes <i>Outcome sought:</i> A community grant scheme for projects that enhance the environment, respond to climate change and/or help a wider range of people understand or enjoy it.	ES	Milestone: Funding bid submitted in April Actual progress: Project development has resumed after the period of lockdown and contact has been re-established with organisations who expressed interest in being involved at the beginning of the year. Contact has been made with potential new partners including Devon in Sight, the Plymouth and Devon Racial Equality Council and British Red Cross (Asylum seekers and refugees) as well as CCSG fund recipients. These partnerships are in their infancy and will be developed over the coming months.	Milestone: Funding bid submitted in September. Pilot projects developed. Plymouth and Devon Racial Equality Council engaged. Develop JDs. Actual progress: Project development was underway until late September, when the NLHF announced a further delay to re-opening the Our Heritage grant programme - now scheduled for 2021 (possibly Spring). NLHF will contact ES in December 2020 to inform of committee decision regarding re-opening of grant programmes. In the meantime, engagement with partners has paused but project is well-placed to make opportunistic funding bid if the chance presents. New partners engaged include Devon in Sight and PDREC. JDs complete. Application drafted although key stats likely to be out-of-date by date of submission (ES). NLHF to re-open Spring. Project on hold. Bid to Green Recovery Challenge Fund progressed instead	Milestone: Known re-opening date of grant scheme from NLHF. Develop activity plan once re-opening timeframe known. Actual progress: NLHF announced grant scheme guidance due to be published in late February. Development work on Moorscapes paused until guidance and application dates are released. Lead Officer used spare capacity to work with DJ and develop and apply for funding from the Prince's Countryside Fund. This application was successful. (ES)	Milestone: Prepare bid once new NHLF guidelines published Actual progress:
24	Develop a green transport and behaviour change strategy <i>Outcome sought:</i> Carbon emissions from traffic in the National Park are reduced as visitors and local communities have options for, and choose, greener travel.	AW	Milestone: Actual progress: No progress due to Covid.	Milestone: Initial scoping work on a green transport strategy Actual progress: Scoping delayed due to Covid. Links to A38 corridor scoping work. First EV charger installed at Haytor VC	Milestone: Meeting with partners to scope Actual progress: Not progressed further.	Milestone: Strategy agreed and produced Actual progress:
25	Deliver the revised Dartmoor Recreation Strategy <i>Outcome sought:</i> Projected increase in visitor numbers are positively managed to help people enjoy the National Park whilst supporting nature recovery and providing positive benefit to local businesses and communities.	AW	Milestone: Recreation Strategy reviewed as part of management Plan work Actual progress:	Milestone: Responses to consultation that relate to recreation, access and visitor management considered and taken into account, revisions to Man Plan as necessary. Actual progress: Recreation Strategy sits within Better for People section of the new National Park Management Plan. Due to go to Authority December 2020. A38 corridor work identified as a priority area to progress and initial scoping work completed.	Milestone: Develop action plan for A38 corridor to share with community groups on agreed priorities. Review Bovey to Ashburton section. Actual progress: Initial scoping work for A38 corridor completed and project ideas developed. Limited engagement with communities due to Covid. Sector rangers involved to seek access improvement ideas.	Milestone: Identify funding and resources required to deliver action plan through 2021 against agreed priorities. Actual progress:
26	Deliver a new partnership project to deliver Management Plan priorities and apply for National Heritage Lottery Funding to deliver. <i>Outcome sought:</i> An external funding package to help deliver key priorities in the National Park Management Plan review including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the National Park.	AK	Milestone: Actual progress:	Milestone: Awaiting revised guidance from NHLF which closed to new applications due to Covid-19 Actual progress:	Milestone: Submit application to GRFC Actual progress: Application submitted but not successful. Starting vision work for a larger more integrated bid.	Milestone: Develop vision for new bid with partners building on ambitions in NPMP Actual progress:

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
27	Developing a strong evidence base Outcome sought: Strong partnerships with local universities to develop, deliver and share research and/or expert knowledge to support decision making	AK	Milestone: Progress meeting with South West Econmnc and Environment - Woodlands to moorland Quantitative habitat Mapping . Ground truthing.	Milestone: Progress meeting with South West Econmnc and Environment - Woodlands to moorland Quantitative habitat Mapping . Ground truthing. Contact local universities re study into Visitor Motivations	Milestone: Progres meeting re SWEEP habitat mapping . Brief for Motivations Study completed and tender released subject to funding through GRCF	Milestone: Habitat Mapping Completed . Consider new project for Erosion monitoring. Consider alternate funding for Motivations Study.
			Actual progress: Virtual meeting took place . Ground truthing may be delayed due to Covid-19	Actual progress: SWEEP Some ground truthing taken place and programme progressing but behind sechedule . Consultant advising on how to progress brief for Motivations Study	Actual progress: Work on SWEEP is continuing although slightly delayed. Motivations brief is completed subject to final discussion but funding for implementation is not available as we were not successful with GRCF application. New project looking at monitoring erosion is being scoped	Actual progress:

Priorities:

Adapting to and mitigating against climate change - particularly peatland restoration;
 Conservation and enhancement of the natural and historic environment;
 Work to support sustainable farming systems;
 Managing future visitors, to provide a quality experience and protect the National Park;
 Engaging with wider audiences (visitors and local residents), particularly young people;
 Work towards ensuring Dartmoor has a thriving local economy;
 Improve support to and engagement with local communities;
 Be an excellent organisation and, particularly, working to a carbon neutral Authority, seeking external funding and promoting the work we do.



NPA/AG/21/003

Dartmoor National Park Authority Audit and Governance Committee

12 February 2021

Performance Indicators 2020/21

Report of the Head of Organisational Development

Recommendations: **That Members:**

- (i) **note the content of the report;**
- (ii) **analyse the performance for 2020/21 to date, noting the ongoing impact of the coronavirus pandemic, and consider any action which may be taken to maintain and/or improve good performance or to address under performance; and**

1 Purpose of the Report

- 1.1 This report informs Members of performance at Quarter 3 against the Authority's agreed performance indicator targets for 2020/21 and provides an opportunity to discuss, query and challenge performance against each indicator.

2 Performance Indicators

- 2.1 The current performance indicator framework comprises a set of 37 indicators. The Authority's current set of performance indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e. required by Central Government or agreed with other National Park Authorities).
- 2.2 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are monitored and reported to the Audit & Governance Committee during the year.

3 Performance to the end of Quarter 3

- 3.1 Attached at Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance to Q3 this year is shown as well as the previous two years (2018/19 & 2019/20) for comparison purposes.
- 3.2 The coronavirus pandemic has had a direct impact on key areas of our work, including volunteering, outreach events and our Visitor Centres which is reflected in

the performance data. As reported elsewhere, the Authority's capacity to generate income has been significantly affected, demonstrated by the reduction in the figures for Donate for Dartmoor (P14).

- 3.3 Significantly reduced sickness absence levels (S12) remain an unexpected trend during a pandemic and one that is shared with other National Park Authorities and our constituent local authorities.
- 3.4 Member attendance at Authority meetings (S14) continues to exceed the target and had been maintained throughout the year since moving to remote meetings.
- 3.5 Improved performance data for Development Management in Q3 is indicative of a positive direction of travel with the percentage of applications being determined within 8 weeks improving in each quarter (P1c now exceeding the 85% target). In addition, Leadership Team have recently prioritised recruitment to increase capacity to support our planning team during these demanding times.
- 3.6 We continue to see significant interest in digital engagement via our social media channels and our website. We have continued the successful delivery of online events, talks and Facebook workshops to support public engagement (E11).

4 Equality and Sustainability Impact

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

5 Financial Implications

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

6 Conclusion

- 6.1 Members will note from this report the impact that the coronavirus pandemic has had on the work of the Authority and recognise how the Authority has responded during this business year to date.
- 6.2 'Team Dartmoor' – staff, Members, and volunteers have shown remarkable dedication, flexibility, and adaptability to meet the challenge of working differently and in doing so remaining positive and looking out for each other.

NEIL WHITE

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2018/19	Outturn 2019/20	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
					2020/21					
SUSTAIN - Conservation of the Natural and Historic Environment										
S1(a)	% of SSSI land in the National Park as a whole in:	a) favourable condition	CG	19%	19%	Data supplied by Natural England on 6 year rolling programme	Reported Annually			
		b) unfavourable recovering	CG	79%	79%	Data supplied by NE	Reported Annually			
		c) unfavourable declining	CG	2%	2%	Data supplied by NE	Reported Annually			
S1(b)	% of SSSI land in NPA management in:	a) favourable condition	CG	20%	17%	Data supplied by Natural England on 6 year rolling programme	Reported Annually			
		b) unfavourable recovering	CG	80%	83%	Data supplied by NE	Reported Annually			
		c) unfavourable declining	CG	0%	0%	Data supplied by NE	Reported Annually			
S2	Number of Listed Buildings 'at risk' conserved during the last 3 years	SC	1		1	Reported Annually				
S3	Number of scheduled monuments 'at high or medium risk' conserved during the last 3 years	AC	18	20	17	Reported Annually				
S4	% length of water courses with:	a) 'high' or 'good' ecological status	CG	34%	34%	Data supplied by Environment Agency	Reported Annually			
		b) 'moderate' ecological status	CG	56%	56%	Data supplied by Environment Agency	Reported Annually			
S5	Populations of (i) Vigur's Eyebright, (ii) Southern Damselfly and (iii) Marsh Fritillary which have remained stable or have increased on Dartmoor, when assessed over the previous 5 years	CG	All stable			Stable or increasing populations for all 3 species	Reported Annually			
S6	% of County Wildlife Sites in good condition	CG			90%	Reported Annually				
S7	Erosion sites	a) Number of known erosion sites	RS	220	295	220	Reported Annually			
		b) % of known erosion sites stable or improving	RS	68%	surveys not undertaken therefore no data available	75%	Reported Annually			

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2018/19	Outturn 2019/20	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
					2020/21						
S8	% of utilisable agricultural land in National Park under agri-environment schemes (2013/14 baseline year)	AK (MT)			60,000ha by 2020	Reported Annually					
S10	% of income derived from sources other than National Park Grant	DH	29%		30%	Reported Annually					
S11	% change in CO ₂ e from DNPA operations ** (NB: Higher Uppacott was excluded in previous years)	DH	Buildings: 130,974kg -5.6% Transport: 97,839kg -4.1%	Buildings: 132,685kg +1.3% Transport: 93,457kg -4.4%	Buildings: 0% Transport: 0%	Reported annually at year end					
			Overall: 228,813kg -4.66%	Overall: 226,142kg -1.16%	0%						
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	NW	a) including long term absence	12.17	7.16	7	0.6	2.06	1.96		
			b) excluding long term absence	3.52	3.94	3.5	0.6	1.2	1.12		
S13	% of enforcement cases resolved without the need for formal action	JA/NS	96%	92.70%	90%	82.4%	97.4%	100%			
S14	% of Membership attending Authority meetings	PB	Authority: 83% Development Mgt: 83% Audit & Gov'nce: 63% Overall attendance: 82%	Authority: 88% Development Mgt: 88% Audit & Gov'nce: 73% Overall attendance: 87%	85%	Authority: 83% Development Mgt: 94% Audit & Gov'nce: No Meeting Held (Covid-19) Overall attendance: 91%	Authority: 89% Development Mgt: 86.5% Audit & Gov'nce: No Meeting Held (Covid-19) Overall attendance: 87.5%	Authority: 89% Development Mgt: 89% Audit & Gov'nce: 70% Overall attendance: 87.5%			
S15	% of invoices paid on time	CAR	100%	100%	100%	100%	100%	99.76%			
S16	% of planning applicants satisfied with quality of the service received	CH/JA	Ongoing survey of service users - analysis to follow		Ongoing survey of service users - analysis to follow	Reported Annually					
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	37%	27.27%	33%	Nil	Nil	50%			

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2018/19	Outturn 2019/20	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
					2020/21						
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors											
E1	Number of visitors to Visitor Centres at:	a) Haytor	RM	42,603	43,216	52,000	0	7,298	2,793		
		b) Postbridge	RM	53,527	37,286	58,000	0	4,945	2,209		
		c) Princetown	RM	74,749	70,551	80,000	0	8,815	2,670		
		TOTAL:	RM	170,879	151,053	190,000	0	21,058	8,931		
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	88%	Reported annually combining May and November results from random survey	90%	No data this year due to Covid-19		No data this year due to COVID-19 (not been able to undertake path surveys)			
E3	Number of visitors to the National Park	RM	2.5m (reported June 2019)		2.5m	Reported Annually					
E4	Number of litter bags collected by DNPA staff or volunteers	SL	650	307	no target set	55	93	49			
E6	Residents' satisfaction survey	LT	Not undertaken in 2018/19	Reported when undertaken - date of next survey not yet confirmed	Not undertaken in 2019/20	Reported when undertaken - date of next survey not yet confirmed					
E7	Visitor Satisfaction	(a) survey	RM	No survey 2018; now biennial		To be confirmed	Reported Annually				
		(b) Trip Advisor (stars achieved)	RM	4.7 stars average	4.6	4.6	0	4.6	4		
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW		304.5 (21.4%)	400	0 due to Covid-19	6 (2.6%)	14 (1.1%)			
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets) [to be revised - see below]	AW	54	63	no target - record of trends	3 event notifications received, 0 events held due to Covid-19	0 events held due to Covid-19	0 Events due to Covid-19			
	number of people participating	AW	12,775	15,500	reduce number of very large events	0	0	0			
E11*	Public engagement events	CP	108 events	75 (3212 people)	135 events	0	18 online events (22,443) 6 x talks 153, 12 x Facebook workshops 22,280	5 x talks 340 participants, 3 x FB activities 1650 views			

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2018/19	Outturn 2019/20	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
					2020/21						
PROSPER - Work towards ensuring Dartmoor has a thriving economy											
P1		a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	0%	Nil	50%	Nil (*1)	Nil (*3)	100.00%		
		b) minor applications determined within 8 weeks	CH (TJ)	53.30%	67.20%	65%	46.20%	48.60%	56.80%		
		c) other applications determined within 8 weeks	CH (TJ)	81%	72.70%	85%	60.70%	72.50%	86.30%		
P2	% of planning applications dealt with in a timely manner:	a) % of all planning applications determined which have been approved	CH (TJ)	87%	86.90%	no target - success is positive decisions for Dartmoor	88.70%	86.00%	83.60%		
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	72%	62.20%	90%	78.00%	62.30%	75.00%		
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	0%	66.90%	70%	Nil	50.00%	100.00%		
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW		1486	9000 (including volunteer conservation groups grant aided by DNPA)	0 due to Covid-19	252	1,238		
				£75/volunteer day							
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£672,000	£111,450	£675,000	£0	£25,200	£123,800		
P4	Visitor spend in Dartmoor National Park (STEAM)	RM	£160m - reported June 2019		£165m	Reported Annually					
P5	Number of affordable housing units approved	DJ (AT)	2 A further 19 units approved subject to S106s which has not yet been signed (15 at M'hampstead in outline, 4 at South Zeal).	7 (82 affordable units approved subject to S.106 Agreements)	25	44	31	1			
P9	Number of:	a) Followers on Social Media	SH	38,100	47,216	60,000	53,494	59,200	61,073		
		b) Subscribers to e-communications (running total)	SH	1,490	1,939	2,500	2,101	2,410	2,661		
		c) % opened	SH	34%		45%	55%	41%	40%		
P10	Number of unique visitors to website & page views	SH	337,120 / 1,607,246	359,252 / 1,522,993	350,000 / 2,000,000	141,260/413,747	212,654/678,064	85,822/323,242			

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2018/19	Outturn 2019/20	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
					2020/21						
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB	78%	87%	80%	Reported Annually				
		a) Number of Parish meetings attended by Rangers / Officers	PB	43	36	53	7		4		
		b) Number of Parish meetings attended by Members	PB	47	79	30	30	11	45		
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	17	16	18	0	0	0	0	0
		b) Number of contacts made	CP	2,200	2427	2,500	0	0	0	0	0
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	Forward Planning		10	10	To be confirmed	No longer reported on - only reactive support now provided and via links with Districts.				
P14	Donate for Dartmoor:	LT	£22,084	£26,734	Overall target: £30,000	£1,130	£1,788 (Cumulative £2,918)	£602 (Cumulative £3,520)			

P12 Family Performance Indicators