

# Moor than meets the eye

## Landscape Partnership

*The story of the people and landscape over 4,000 years on Dartmoor.*

## Scheme Highlight Report

*The Scheme Highlight Report is used to keep the Landscape Partnership (LP) Board (and all other interested parties) informed and involved. It provides summary information about the status of the stage and Scheme at the frequency defined by the LP Board and is used to advise the LP Board of any potential problems or areas where the LP Board could help.*

<b>ID</b>	HLF Ref: LP-11-05906
<b>Name</b>	<i>Moor than meets the eye</i> – Landscape Partnership Scheme
<b>Lead Org</b>	Dartmoor National Park Authority
<b>Lead Officer</b>	Mark Allott – MTMTE Scheme Manager
<b>Reporting Period</b>	Y2Q4

### General Reporting Information

<b>Report completed by:</b>	Mark Allott	<b>Date:</b>	2016/09/26
<b>Report Frequency:</b>	Quarterly, at least 1 week before LP Board meeting	<b>Period Covered:</b>	2016/06/01 to 2016/08/31

### Key information and date summary

<b>HLF Permission to Start</b>	18 August 2014	<b>HLF Completion Date</b>	17 August 2019		
<b>Scheme budget</b>	£3,843,183	<b>HLF grant</b>	£1.9m (49% intervention)		
<b>Spend to period end</b>	£1,390,607	<b>HLF Retention</b>	£190,000 (@ 10%)		
<b>Reporting dates</b>	<b>HLF Period</b>	<b>From (inc.)</b>	<b>To (inc.)</b>	<b>HLF Deadline</b>	<b>LP Board meeting</b>
	Y2Q4	2016/06	2016/08	21 Sept 2016	12 October 2016
	Y3Q1	2016/09	2016/11	21 Dec 2016	25 January 2017
	Y3Q2	2016/12	2017/02	21 Mar 2017	26 April 2017
	Y3Q3	2017/03	2017/05	21 June 2017	12 July 2017
	Y3Q4	2017/06	2017/08	21 Sept 2017	TBC



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## 1. Project Status Summary

<b>Green</b>	Under control and within tolerance
<b>Amber</b>	Out of tolerance and with a plan in place to bring back under control
<b>Red</b>	Out of tolerance with no current approved plan

Measure	RAG	Direction of travel
<b>Overall</b>	<b>Red</b>	<p><b>Worse</b></p> <p>Financial figures relate to the quarter but the opportunity has been taken to update Board on general progress to the time of writing.</p> <p>All our Projects are underway and two have been completed (<i>PA9 - Hameldown WWII Bomber Crash Archaeological Survey</i> and <i>PE6 - MTMTE Website</i>). <i>PC7 – Fernworthy Reservoir Improved Access</i> nears completion with only interpretation to be delivered. A summary of the Projects' progress and Red/Amber/Green (RAG) status is in Appendix A.</p> <p>The Y2Q3 HLF Request for Payment (Claim) and Progress Report were submitted on-time on 20 and 21 June respectively for £99,175 (Y2Q3 expenditure totalled £200,604). There were no queries over the submissions and HLF payment was received on 15 August, approximately four weeks late.</p> <p>The Y2Q4 HLF Request for Payment (Claim) and Progress Report were submitted on 21 and 20 September respectively for £110,557 (Y2Q4 expenditure totalled £223,626) with payment due by 19 October. The forecast claim from Project Leads totalled £246,729.</p> <p>Overall Scheme expenditure to 31 August 2016 is £1.391m (excluding ~£10.5k unbudgeted costs to date, captured under PE7 out of a forecasted £14.5k outturn). This is £1.131m behind the £2.522m originally planned at bid stage (-45%), and still approximately half of what was originally set out in the bid to HLF.</p> <p>The Scheme's expenditure continues to slip against the Y2 re-baseline (-£522k) and against the quarter's forecast (-£23k).</p> <p>Two projects have been formally withdrawn from delivery: <i>PB8 – Pony Herd Identification</i> and <i>PD3 – East Shallowford Trust</i> and resources need to be identified to develop and lead replacement projects.</p> <p>Our new Community Stakeholders' Group was formally constituted this quarter and members have been receiving weekly updates from the Scheme Manager to help raise their awareness of Project progress and the Scheme overall. A training day has also been organised for 28 September to help brief them on some of our projects and see what's being achieved in the communities.</p> <p>This quarter saw our main 'summer of wildlife' events programme delivered. Whilst predominantly based around East Dartmoor Nature</p>



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Measure	RAG	Direction of travel
		<p>Reserve at Yarner Wood, a wider outreach programme included the National Park visitor centres and Okehampton by supporting the Meldon Wildlife Festival.</p> <p>1,631 volunteer days have been logged across the Scheme's Projects and our LiDAR and QGIS groups go from strength to strength using their skills across our Projects, including research on PB2 – Parishscapes, PB3 – Moor Medieval and PB7 – In the footsteps of the Victorians. An extended training programme is being developed with a 6 week palaeography course starting in October.</p> <p>Communicating the work of the Partnership and it's Projects continues to be a challenge and we were thrilled to have had some success with volunteering support over the summer. Lucy Alford joined us throughout the summer in response to our 'Communications &amp; Press Volunteer' opportunity and fully immersed herself in our events and provided coverage on social media channels. We hope she'll return during future holiday periods from her University studies.</p> <p>In the meantime, we're expecting Kirsten Netley to join us in a permanent volunteering role, helping the team out when she's available Thursday to Sunday. Kirsten has a law degree, experience working in land management in New Zealand and is looking to develop a conservation focused role and undertake an Ecology qualification.</p> <p>We have also recently developed a Digital Communications Apprentice with, and to be hosted by, Dartmoor National Park Authority. DNPA will provide supervision, mentoring, line management and core work with <i>MTMTE</i> identifying opportunities for practical experience working with Partners, Project Leads and communities.</p> <p>Our social media presence continues to grow slowly as more and more projects, events and activities are happening. Our Twitter has 317 followers with our tweets being seen over 7,000 times/month on average over the last three months. One of the challenges we face is getting our message out there and increasing our exposure and recognition of projects in the community – hopefully this will be helped with our comms, CSG and Project Leads' proactive support.</p> <p>Unfortunately, Tom Stratton has decided to resign from his role as Chair of the Scheme. We thank Tom for guiding the Scheme's development and delivery so far, and wish him well for the future.</p> <p>On balance, I have judged the overall direction of travel to be worse than last quarter, primarily reflecting the ongoing slippage against Y2 forecast spend, no/limited information provided by some Project Leads over their forecast spend and the need to develop replacement projects.</p>

Measure	RAG	Direction of travel
Schedule	Amber	<p data-bbox="411 136 517 165"><b>Worse</b></p> <p data-bbox="411 170 1418 241">The following projects made little progress against their Y2Q4 forecast expenditure (-£95k in total):</p> <ul data-bbox="461 282 1489 1554" style="list-style-type: none"> <li data-bbox="461 282 1489 398">• <i>PA4 – Discovering the nature of the Bovey Valley</i> The Project Lead needs to reprofile this £21k to reflect slower progress</li> <li data-bbox="461 412 1489 528">• <i>PA5 – Unveiling the heritage of the High Moor</i> The Project Lead needs to reprofile this £31k to reflect slower progress</li> <li data-bbox="461 542 1489 743">• <i>PA6 – Higher Uppacott</i> Reporting was significantly late and contained no forecast spend profile (-£83k). Further issues have been found on site likely to incur additional cost and a key technical report informing the works is outstanding</li> <li data-bbox="461 757 1489 913">• <i>PA8 – Ancient Boundaries/Modern Farming</i> The Phase 2 works and resultant grants are due for payment in the next 12 months after a delay administering the offers. The Project Lead needs to reprofile this spend to reflect progress</li> <li data-bbox="461 927 1489 1043">• <i>PB1 – Bellever &amp; Postbridge Trails</i> The Project Lead needs to reprofile this £8.5k to reflect slower progress</li> <li data-bbox="461 1057 1489 1214">• <i>PB8 – Pony Herd Identification</i> This project has been aborted and a new ‘website’ has been suggested by the Pony Action Group (PAG). The project needs a leader to develop the idea</li> <li data-bbox="461 1227 1489 1384">• <i>PC1 – Discovering the Dartmoor Story</i> Getting the community to develop and agree a design brief is ongoing and needs completing before tendering for an interpretation designer in the new year</li> <li data-bbox="461 1397 1489 1554">• <i>PC8 – Postbridge Visitor Centre</i> Following the last HLF Monitoring meeting, DNPA and Duchy of Cornwall are working together to explore options for the Visitor Centre and home for the Whitehorse Hill Cist artefacts and story.</li> </ul> <p data-bbox="411 1585 1418 1657">RSPB’s proposals for re-scoping the <i>PA1 – Moorland Birds</i> project are expected at the next Board meeting.</p> <p data-bbox="411 1697 1489 1910">Our Community Ecologist is focussing on completing Integrated Land Management Plans for <i>PA3 – Natural Connections</i> to catch up on delays to date. Drafts are due for approval at the end of September. Similarly, progress on <i>PA2 – Haymeadows</i> has been slower than expected. These two projects are the priority workload, particularly in preparation for next June’s haymeadow season and the end of the Community Ecologist post.</p>

Measure	RAG	Direction of travel
		<p>MED Theatre is on-schedule starting preparations for their next performance of <i>PB10 – Whitehorse Hill Community Play</i> in September 2017.</p> <p>After lengthy delays and rescheduling, the next phase of the <i>PC5 – Wray Valley Trail</i> is progressing well with the multi-use path complete and bridge being lifted in. Progress in the quarter was better than expected and significantly offset the underspend elsewhere.</p> <p>Unfortunately no tenders were received for the Training Coordinator service provider to deliver the <i>PD1 – Dartmoor Diploma</i>, so planned delivery is now two months behind schedule. The Tender is being re-advertised and a contingency plan is being drawn up looking at potential links to the Moorskills initiative and a bid to the Princes Countryside Fund.</p> <p>The withdrawal of East Shallowford Trust from delivering <i>PD3</i> has further weakened Programme D delivery as a whole; the smallest of the Programmes already.</p> <p>Whilst there are some delays in delivery, none of the Projects are expected to extend beyond the 17 August 2019 HLF Completion Date (subject to the scope of <i>PC8 – Postbridge Visitor Centre</i>). The main impact will be on the spend profile forecast, HLF funding drawdown and resultant cashflow potentially affecting project delivery. This further highlights the need to accurately update these so that the Scheme's cashflow position is clear.</p>
Quality	Amber	<p><b>Worse</b></p> <p>Generally, the envisaged quality of the Project Outputs, Outcomes and Benefits, and so the Scheme overall, remain unchanged, although another project has been aborted this quarter.</p> <p>Care will need to be taken to ensure changes to the following projects align with HLF's outcomes and approved purposes:</p> <ul style="list-style-type: none"> <li>• <i>PA1 – Moorland Birds</i></li> <li>• <i>PB8 – Pony Herd Identification project</i></li> <li>• <i>PC8 – Postbridge Visitor Centre</i></li> <li>• <i>PD3 – East Shallowford Trust</i></li> </ul>
Cost	Red	<p><b>Worse</b></p> <p>The Scheme's expenditure continues to slip against the Y2 re-baseline (-£522k) and against the quarter's forecast (-£23k). This would have been -£91k (-37%) had it not been for a significant higher than forecast spend on <i>PC5 – Wray Valley Trail</i>.</p> <p>The impact of this is that we have £45k less funding from HLF in the next</p>



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Measure	RAG	Direction of travel
		<p>quarter and £560k less to date. This quarter will see a net loss of £32k from the common fund to bankroll projects.</p> <p>The Scheme is currently 86% complete against the period, rather than 100%; and 1% worse than last quarter in relative terms.</p> <p>Overall, projects forecast a total £535k underspend (14 projects) and £73k overspend (12 projects) at completion between them. If this is accurate then the Scheme outturn will be £462k lower than budget, resulting in £229k funding returned to HLF. However, I am confident this is not the case as many project forecasts have either not been updated in over a year, or have errors/oversights – see Section 6 Issue A.</p> <p>Seven projects account for ~£101k underspend within the quarter:</p> <ul style="list-style-type: none"> <li>• <i>PA4 – Discovering the nature of the Bovey Valley (-£22k)</i> and currently shows a forecast £47k underspend at completion</li> <li>• <i>PA5 – Unveiling the heritage of the High Moor (-£31k)</i></li> <li>• <i>PA6 – Higher Uppacott (-£6k)</i> No forecast updates have been received in the past year and currently shows a £83k underspend at completion</li> <li>• <i>PA8 – Ancient Boundaries/Modern Farming (-£10k)</i> The Phase 2 works and resultant grants are due for payment in the next 12 months after a delay administering the offers. The Project Lead needs to reprofile this spend to reflect progress</li> <li>• <i>PB1 – Bellever &amp; Postbridge Trails (-£9k)</i> No forecast updates have been received in the past year, currently shows a £109k underspend at completion and progress is significantly behind</li> <li>• <i>PB4 – Engaging with the nature of the Bovey Valley (-£6k)</i> and currently shows a forecast £21k underspend at completion</li> <li>• <i>PC1 – Discovering the Dartmoor Story (-£17k)</i></li> </ul> <p><i>PB6 – Managing Volunteers</i> also reports a forecast underspend of £16k at completion.</p> <p>The Scheme Manager has also highlighted a significant overspend on three key elements of the <i>PD2 – EcoSkills</i> project which could result in a request for ~£32k budget transfer across programmes, from <i>PA4 – Discovering the nature of the Bovey Valley</i> to <i>PD2</i>. The Scheme Manager has asked for some commentary around this and a plan to absorb this cost without affecting the outcomes of <i>PA4</i>. The project also appears to be missing £5k of funding due to an error on the Project Proforma at bid stage. The extent of the impact on the overall Common Fund is not clear yet but there will be some, as both projects receive differing HLF funding intervention rates.</p>

Measure	RAG	Direction of travel
		Given the lack of updates and accuracy of some projects' forecasting I am unable to establish an accurate baseline against which to monitor progress at the start of Y3.
Scope	<b>Amber</b>	<p><b>Worse</b></p> <p>Four fundamental Project-level changes continue and will change the Scheme's scope:</p> <ul style="list-style-type: none"> <li>• <i>PA1 – Moorland Birds</i> RSPB is developing a new project with Devon Birds and the Duchy of Cornwall which could be combined with <i>MTMTE</i> – see separate paper to Board to follow</li> <li>• <i>PB8 – Pony Herd Identification Project</i> An initial project idea has been received but needs fully working through once a Project Lead has been established</li> <li>• <i>PC8 – Postbridge Visitor Centre</i> Scope to be confirmed by DNPA and the Duchy of Cornwall – probably around December 2016</li> <li>• <i>PD3 – East Shallowford</i> Project withdrawn.</li> </ul>
Benefits	<b>Amber</b>	<p><b>Worse</b></p> <p>Assuming the change in scope and quality of the Projects listed above still aligns with the outcomes and approved purposes as set out in the bid, there should be no impact on benefits of the Scheme overall.</p>
Risk	<b>Amber</b>	<p><b>Unchanged</b></p> <p>The Scheme's top ten risks by notional monetary impact are shown in the Quantified Risk Register (QRR) in Appendix B.</p> <p>The QRR totals £270k (7% of the £3.843m Scheme budget). This is a £5k increase on the Y2Q3 estimate following the addition of new risks associated with project changes in the quarter. Some £129k cost has effectively been realised to date. This effectively brings the risk provision to £399k, which is unprovided for although the majority of this cost has been absorbed by DNPA as Lead Partner or the projects descopeing their task delivery.</p> <p>The QRR is a live document throughout the course of the Scheme and will be influenced by the Projects' individual risks as they change.</p>



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## 2. Planned Key Activities Delivered During This Period

A.	Host monthly 'Have your say' sessions
B.	HLF Monitoring Meeting on 4 August 2016
C.	Targeted liaison with Project Leads to improve the variable content and quality of Highlight Reports, output monitoring and forecast spend profile inaccuracies. Met Project Leads to discuss: <ul style="list-style-type: none"> <li>• PA1 – Moorland Birds</li> <li>• PA4 – Discovering the nature of the Bovey Valley</li> <li>• PA6 – Higher Uppacott</li> <li>• PA8 – Ancient Boundaries/Modern Farming</li> <li>• PB1 – Bellever &amp; Postbridge Trails</li> <li>• PB3 – Moor Medieval</li> <li>• PB4 – Engaging with the nature of the Bovey Valley</li> <li>• PB5 – Welcome to Widecombe</li> <li>• PB6 – Managing Volunteers</li> <li>• PC1 – Discovering the Dartmoor Story</li> <li>• PC5 – Wray Valley Trail</li> <li>• PC8 – Postbridge Visitor Centre</li> <li>• PD3 – East Shallowford Trust</li> </ul>
D.	PA8 - Ancient Boundaries/Modern Farming: confirm Project Lead with DNPA Hill Farm Project and complete handover
E.	PB3 - Moor Medieval: confirm Project Lead with DNPA and complete handover
F.	PC8 - Postbridge Visitor Centre: develop alternative scope and discuss with HLF at 4 August Monitoring Meeting
G.	CSG – arrange first meeting and complete governance/admin
H.	Complete preparations and host “Festival of Dartmoor through the Ages”
I.	Host monthly 'Have your say' sessions/combine with large-scale MTMTE events (Festival of Dartmoor through the Ages / Wildlife Wednesday at Haytor)
J.	Confirm next four Board meeting dates
K.	Collate and review Project forecast spend profiles returned in Y2Q4 to update Scheme forecast
L.	Plan Y2 Christmas celebration

## 3. Unplanned Key Activities Delivered During This Period

A.	Organise a one-day training event for our new Community Stakeholders' Group – 28 Sept
B.	Issue a weekly 'Scheme/Projects highlights' email briefing to CSG members

## 4. Planned Key Activities Not Delivered During This Period

Activity:	Reason For Non-Delivery:	New Target Date: YYYY/MM/DD
A. DNPA (as Lead Partner) Leadership Team briefing	DNPA postponed meeting in lieu of recent Board meeting	2016/10/18



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4. Planned Key Activities Not Delivered During This Period			
B.	Project Leaders' meeting on 14 September 2016	Postponed until 20 Oct	2016/10/20
C.	Communications Plan review (inc. with Volunteer(s))	Part complete. Input from Comms Volunteers, DNPA Digital Comms Assistant and CSG forthcoming	2016/10/21

5. Key Activities Planned For Next Period		
Activity	Target Date: YYYY/MM/DD	
A.	DNPA (as Lead Partner) Leadership Team briefing	2016/10/18
B.	Communications Plan review (inc. with Volunteer(s))	2016/10/21
C.	Host monthly 'Have your say' sessions	Monthly
D.	HLF Monitoring Meeting on 4 August 2016	2016/10/21
E.	Re-issue Training Coordinator Invitation to Tender for <i>PD1 – Dartmoor Diploma</i>	2016/09/27
F.	Collate and review Project forecast spend profiles returned in Y3Q1 to update Scheme forecast	2016/12/07
G.	Y2 review and newsletter summary	2016/11/30
H.	Planning meeting with 'Resources 4 Change' to discuss mid-term Monitoring & Evaluation	2016/10/10
I.	Project Leads' meeting on 20 October 2016 to discuss mid-term Monitoring & Evaluation	2016/10/20

6. Key Issues Arising This Period		
	Issue Description:	Causing Risk Y/N?
A.	<p><b>Poor quarterly reporting</b></p> <p>In the last quarter, we listened to feedback from some Project Leads and tried to simplify and streamline the quarterly reporting forms. The limited feedback received has been positive.</p> <p>The Scheme Manager has also continued to meet Project Leads (see Section 2C), focussing on projects with the biggest concerns either in terms of general progress, schedule, and/or spend. Despite these 1:1 meetings and offers of help and requests for updates over the past year, many are still inaccurate or missing updates.</p> <p>One project's report was two weeks late and one has not been received. These issues continue to strain <i>MTMTE</i> team resourcing and our ability to meet HLF reporting deadline, and hamper timely and effective Scheme control.</p>	Y
B.	<b>Capacity to develop new projects</b>	Y

6. Key Issues Arising This Period		
	Issue Description:	Causing Risk Y/N?
	The <i>MTMTE</i> team has no capacity to re-scope, develop and/or lead completely new projects required in response to the growing number of projects either being aborted or requiring re-scoping. Board are asked to discuss how these issues should be resourced.	
C.	<p><b>Potential quarterly reporting deadline change</b></p> <p>At the last Board meeting, some concern was raised over the difficulty for some Project Leads to collate and submit information in time for the existing 7<sup>th</sup> of the month deadline (falling December, March, June, and September). Board are asked to review the potential calendar date change summary and decide whether to retain the 7<sup>th</sup> of the month date or extend to 14<sup>th</sup> of the month – see Agenda: Decisions.</p>	Y
D.	<p><b>Capturing true Scheme costs</b></p> <p>The contribution of Board members (In-Kind, expenses) is not formally recorded or reimbursed and subsequently not captured as a true Scheme cost. Board are asked to consider whether this should be collated in future and an estimate made of this input retrospectively.</p>	N

## Appendices:

Appendix A Project Status Summary (RAG)

Appendix B Quantified Risk Register - Scheme: Top 10

Appendix C Scheme and Project Outputs summary – to follow on screen at Board



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## Appendix A

### Project Status Summary (RAG)



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# MTMTE - Landscape Partnership Scheme

## Project Status and Staff Links

				Project Performance - Status (RAG)							23/09/2016	
		Budget	Cost (£ to quarter end)	Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	UPDATED?	
PA1	Moorland Birds	£ 89,296.00	£ 33,767.70	R	R	R	R	R	R	R	14/09/2016	
PA2	Haymeadows	£ 9,000.00	£ 8,158.59	A	R	G	A	G	G	A	07/09/2016	
PA3	Natural Connections	£ 9,000.00	£ 8,471.90	A	R	G	A	G	G	A	07/09/2016	
PA4	Discovering the Nature of the Bovey Valley	£ 266,445.00	£ 122,489.48	G	G	G	R	G	G	G	01/09/2016	
PA5	Unveiling the heritage of the High Moor and Forests	£ 79,000.00	£ 17,695.51	G	G	G	A	G	G	G	08/09/2016	
PA6	Higher Uppacott	£ 153,250.00	£ 69,974.00	A	R	R	R	A	G	A	19/09/2016	
PA7	Ponies, Pounds and Driftways	£ 34,000.00	£ 4,650.00	A	A	G	G	G	G	G	01/09/2016	
PA8	Ancient Boundaries, Modern Farming	£ 100,000.00	£ 24,672.00	G	A	G	G	A	G	A	02/06/2016	
PA9	Hameldown WWII Bomber Crash Archaeological Survey	£ 2,300.00	£ 1,829.00	COMPLETE								
<b>PROGRAMME A TOTAL:</b>		<b>£ 742,291.00</b>	<b>£ 291,708.18</b>									
PB1	Bellever and Postbridge Trails	£ 124,400.00	£ 7,872.00	R	R	G	R	A	G	A	06/09/2016	
PB2	Parishscapes	£ 175,386.25	£ 43,695.99	G	G	G	G	G	G	G	01/09/2016	
PB3	Moor Medieval	£ 25,000.00	£ 9,666.55	A	A	G	A	A	A	A	18/03/2016	
PB4	Engaging with the Nature of the Bovey Valley	£ 156,003.00	£ 56,212.18	G	G	G	R	G	G	G	01/09/2016	
PB5	Welcome to Widecombe	£ 49,429.88	£ -	G	A	G	G	G	G	A	06/09/2016	
PB6	Managing Volunteers	£ 20,000.00	£ 1,135.43	A	A	G	R	A	G	G	05/09/2016	
PB7	In the Footsteps of the Victorians	£ 102,087.00	£ 6,557.48	G	G	G	A	G	G	G	07/09/2016	
PB8	Pony Herd Identification Project	£ 6,768.00	£ -	R	R	R	R	R	R	R	05/09/2016	
PB9	Moor Boots	£ 20,000.00	£ 7,677.22	G	G	G	G	G	G	G	06/09/2016	
PB10	Whitehorse Community Play	£ 14,350.00	£ 12,385.00	G	G	G	G	G	G	G	07/09/2016	
<b>PROGRAMME B TOTAL:</b>		<b>£ 693,424.13</b>	<b>£ 145,201.85</b>									
PC1	Discovering the Dartmoor Story	£ 177,986.00	£ 35,554.04	G	A	G	G	G	G	G	06/09/2016	
PC4	Brimpts Tin Trail	£ 12,300.00	£ 7,636.20	G	A	G	G	G	G	A	14/09/2016	
PC5	Wray Valley Trail	£ 845,000.00	£ 388,583.13	A	G	G	A	G	G	A	06/09/2016	
PC6	Heritage Trails	£ 9,900.00	£ 9,479.90	A	A	G	G	G	G	A	26/08/2016	
PC7	Fernworthy Reservoir Improved Access	£ 120,846.00	£ 120,846.00	A	A	G	R	G	G	G	08/09/2016	
PC8	Postbridge Visitor Centre	£ 184,920.00	£ 6,160.00	R	A	A	R	R	A	A	06/09/2016	
<b>PROGRAMME C TOTAL:</b>		<b>£ 1,350,952.00</b>	<b>£ 568,259.27</b>									
PD1	Dartmoor Diploma	£ 150,000.00	£ -	A	R	G	A	A	G	A	07/09/2016	
PD2	EcoSkills	£ 199,500.00	£ 142,479.33	A	G	G	R	G	G	G	07/09/2016	
PD3	East Shallowford Trust	£ 30,000.00	£ -	R	R	R	R	R	R	R	07/09/2016	
<b>PROGRAMME D TOTAL:</b>		<b>£ 379,500.00</b>	<b>£ 142,479.33</b>									
PE1	Staff Team	£ 631,177.28	£ 231,006.06	G			A	G		A	07/09/2016	
PE2	HERO and GI Staff for PC6	£ 11,338.00	£ 6,307.02	G			G	G		G	07/09/2016	
PE3	Transport and Subsistence	£ 5,000.00	£ 5,038.46	R			R	G		R	07/09/2016	
PE4	Training	£ 3,000.00	£ 1,122.95	G	G	G	G	G	G	G	07/09/2016	
PE5	Monitoring and Evaluation	£ 20,000.00	£ 2,862.90	G	G	G	G	G	G	G	07/09/2016	
PE6	Moor than meets the eye Website	£ 6,500.00	£ 5,721.37	COMPLETE								07/09/2016
PE7	Unbudgeted items	£ -	£ 18,613.45	R	R	R	R	R	R	R	07/09/2016	
<b>PROGRAMME E TOTAL:</b>		<b>£ 677,015.28</b>	<b>£ 252,058.76</b>									

	Budget	Cost	% complete by value	% complete by time	Variance by time
<b>PROGRAMME A TOTAL:</b>	£ 742,291.00	£ 291,708.18	39%	£ 311,965.59	-£ 20,257.41
<b>PROGRAMME B TOTAL:</b>	£ 693,424.13	£ 145,201.85	21%	£ 291,428.11	-£ 146,226.26
<b>PROGRAMME C TOTAL:</b>	£ 1,350,952.00	£ 568,259.27	42%	£ 567,769.96	£ 489.31
<b>PROGRAMME D TOTAL:</b>	£ 379,500.00	£ 142,479.33	38%	£ 159,493.97	-£ 17,014.64
<b>PROGRAMME E TOTAL:</b>	£ 677,015.28	£ 252,058.76	37%	£ 284,531.90	-£ 32,473.14
<b>TOTAL:</b>	<b>£ 3,843,182.41</b>	<b>£ 1,399,707.38</b>	<b>36%</b>	<b>£ 1,615,189.54</b>	<b>-£ 215,482.16</b>

Permission to start 18/08/2014  
 Scheme end 17/08/2019  
 Today = 23/09/2016  
 Days elapsed 767 42% complete  
 Scheme duration 1825

## Appendix B

### Quantified Risk Register – Scheme: Top 10



**LOTTERY FUNDED**

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Rank	Risk ID No.	Risk Author	Date identified	Risk Level	Project ref	Risk Category	Risk Description (Cause, Event, Effect)	Probability	Cost Impact	Time Impact	Risk: Cost	Risk: Time	Proximity	Response Category	Risk Owner	Response/Mitigation/Actions	Status	Manual calculation of value of individual risks to establish notional cost
1	4	LP Board	01/08/2014	Scheme	Scheme	Finance	<b>Funding:</b> Funding shortfall due to increased costs or withdrawal of funding.  Over-reliance on one funding partner, lack of match funding for grant schemes and Dartmoor Diploma,  Results in: Potential diversion of Landscape Partnership staff time from specific project delivery	5	5	1	R	A	Long term	T - Reduce	Ally Kohler	A large percentage of match funding has been secured and is built into partners' medium term financial plans and/or are earmarked commitments in reserves.  Need for continued financial monitoring and management  Be aware of high risk projects: Wray Valley Trail ( provides high percentage of cash match funding) Dartmoor Diploma – a large amount of unsecured match funding	Active	£ 37,500
1	13	Mark Allott	05/01/2015	Scheme	Scheme	Risk	<b>Risk Management:</b> No provision appears to have been made in either the budget or schedule (in terms of cost and time) to deal with risks if they are realised.	5	5	2	R	A	Short Term	T - Accept	Ally Kohler	- Scheme Manager to develop Quantified Risk Register (QRR) and estimate cost/time impact to inform likely outturn Project and hence Scheme costs - LP Board to acknowledge this and identify means to fund any budget overrun due to unprovided risk realisation - All foreseen Scheme and Project risks to be identified on the QRR and filtered lists supplied to Project Leads for review - Project Leads to review baseline QRR and monitor/action/report as part of the monthly Highlight Reports - Scheme Manager to arrange Project Risk	Active	£ 37,500
1	158	Mark Allott	07/06/2015	Project	PC8	Delivery	Lack of clarity over proposed re-scoping leads to MTMTE monies being unspent	5	5	4	R	R	Short Term	T - Reduce	Richard Drysdale	DNPA and DoC to appraise options and agree a proposal for HLF if a project is deliverable within MTMTE timeframe (by Aug 2019)	Active	£ 37,500
4	16	Mark Allott	07/06/2016	Project	PA8	Governance	No objective assessment scoring framework for applications may lead to bias/audit/governance concerns and reputational risk	5	4	2	R	A	Short Term	T - Reduce	Sandra Dodd	Develop an objective assessment scoring framework against which to evaluate applications on the four themes: Visibility, Heritage, Modernity, Youth/News Skills	Active	£ 18,750
5	162	Mark Allott	01/09/2016	Scheme	Scheme	Projects	<b>Staffing:</b> Loss of MTMTE team staff will reduce capacity, technical support, community links & exposure and result in some Projects being leaderless affecting delivery. This has consequent delays in both time and cost to recruit new members and get them 'up to speed'	5	3	5	R	R	Short Term	T - Accept	Ally Kohler	Ensure staff are fully engaged	Active	£ 7,500
5	8	Mark Allott	23/01/2015	Scheme	Scheme	Finance	<b>Budgeting:</b> Inconsistencies between Project Proforma details and Scheme Budget.  Results in: Under/Over budget and problematic monitoring	5	3	4	R	R	Short Term	T - Fallback	Mark Allott	- Scheme Manager to review Project Proformas 'v' Scheme Budget and identify discrepancies - Scheme Manager to re-profile forecast spend - Scheme Manager to work with Project Leads to identify/secure cost saving s on other project elements to potentially offset budget variance	Part-realised	£ 7,500
5	42	Jane Marchand	18/08/2014	Project	PA5	Participation	Lack of uptake of ES schemes	5	3	3	R	R	Short Term	T - Reduce	Lee Bray	Ensure that MMS Conservation work completed by 2015	Active	£ 7,500
5	43	Jane Marchand	18/08/2014	Project	PA5	3rd party Regulations/ Processes	Post 2015 - Lack of HE management options in new schemes	5	3	3	R	R	Medium term	T - Reduce	Lee Bray	Further promotion of the adopt a monument scheme	Active	£ 7,500
5	53	Sandra Dodd	18/08/2014	Project	PA8	Construction	Poor weather delays delivery	5	3	5	R	R	Medium term	T - Reduce	Sandra Dodd	Increase timescale for delivery in first four years.	Active	£ 7,500
5	143	Chrissy Mason	13/01/2016	Project	PA2	Finance	There is no specific budget allocation for interpretation/setting up the green hay/seed marketing co-operative.	5	3	1	R	A	Medium term	T - Reduce	Chrissy Mason	Agreed with scheme manager to prioritise land management during Yr2 and consider allocating unspent budget for Yr 3 to non land-management outputs of the project	Active	£ 7,500
5	18	Chrissy Mason	07/09/2016	Project	PA2	Participation	Underspend in volunteer hours – proforma based on 5 years	5	3	1	R	A	Short Term	T - Avoid	Chrissy Mason	Re-evaluate likely volunteer contribution through the project and agree a transfer of non-claimed volunteer time from other projects with the Scheme Manager/HLF	Active	£ 7,500

## Appendix C

Scheme and Project Outputs summary – **TO FOLLOW ON SCREEN AT BOARD**



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