

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.

ID	HLF Ref: LP-11-05906
Name	<i>Moor than meets the eye</i> – Landscape Partnership Scheme
Lead Org	Dartmoor National Park Authority
Lead Officer	Mark Allott – MTMTE Scheme Manager
Reporting Period	Y2Q3

General Reporting Information

Report completed by:	Mark Allott	Date:	2016/07/05
Report Frequency:	Quarterly, at least 1 week before LP Board meeting	Period Covered:	2016/03/01 to 2016/05/31

Key information and date summary

HLF Permission to Start	18 August 2014	HLF Completion Date	17 August 2019		
Scheme budget	£3,843,183	HLF grant	£1.9m (49% intervention)		
Spend to period end	£1,164,204	HLF Retention	£190,000 (@ 10%)		
Reporting dates	HLF Period	From (inc.)	To (inc.)	HLF Deadline	LP Board meeting
	Y2Q3	2016/03	2016/05	21 June 2016	13 July 2016
	Y2Q4	2016/06	2016/08	21 Sept 2016	12 October 2016
	Y3Q1	2016/09	2016/11	21 Dec 2016	TBC
	Y3Q2	2016/12	2017/02	21 Mar 2017	TBC
	Y3Q3	2017/03	2017/05	21 June 2017	TBC



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1. Project Status Summary

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

Measure	RAG	Direction of travel
Overall	Red	<p>Worse</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>On the whole, Projects are under control albeit still significantly behind in financial spend terms and slow in delivery.</p> <p>The Y2Q2 HLF Request for Payment (Claim) and Progress Report were submitted on-time on 18 and 21 March respectively for £54,884 (Y2Q2 expenditure totalled £113,922). There were no queries over the submissions and HLF payment was received on 10 May, approximately two weeks late.</p> <p>The Y2Q3 HLF Request for Payment (Claim) and Progress Report were submitted on 20 and 21 June respectively for £99,175 (Y2Q2 expenditure totalled £200,604) with payment due by 19 July. The forecast claim was £387k.</p> <p>Overall Scheme expenditure to 31 May 2016 is £1.164m (excluding ~£7k unbudgeted costs to date, captured under PE7 out of a forecasted £10k). This is £1.143m behind the £2.308m originally planned at bid stage (-50%), ie. half of what was originally set out in the bid to HLF.</p> <p>Having made a slight relative improvement in Y2Q1, the Scheme's expenditure continues to slip against the Y2 re-baseline and significantly against the quarter's forecast.</p> <p>Since January we have started hosting monthly 'Have your say' drop in sessions in some of the <i>MTMTE</i> communities, increasing our exposure and accessibility to the general public. This enables face to face engagement in an informal environment and opportunities for Project Leads to showcase work in their area and for the Scheme to highlight achievements and gather qualitative feedback on its performance. Recently, these have been combined with large, scheme-wide or themed events.</p> <p>Establishing the governance for, and recruiting members of, the new Community Stakeholders' Group was completed this quarter. Nine</p>



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Measure	RAG	Direction of travel
		<p>applications were received and represent various sectors and interest groups. All nine have been appointed and are due to meet in mid-August.</p> <p>This quarter saw the start of our summer events and activities programme with many individual projects also delivering training sessions and activities in the communities. Of particular note was the Festival of Dartmoor Wildlife which attracted some 500 attendees to see exhibits and activities from a range of Scheme partners and wider wildlife organisations. This was also used to combine our 'Have your Say' session with the <i>MTMTE</i> Scheme stall.</p> <p>We also organised and hosted an away-day for the HLF's Southwest Team on Tuesday 28 June to see some of the Scheme's Widecombe-based projects. This provided an opportunity for their team to see a Landscape Partnership Scheme "in-action" and for us to showcase our <i>PA9 – Hameldown Bomber Archaeology Survey</i>, <i>PA8 – Ancient Boundaries/Modern Farming</i>, <i>PB6 – Welcome to Widecombe</i> and <i>PB3 – Moor Medieval</i> projects, as well as discuss the Scheme generally.</p> <p>1,412 volunteer days have already been logged across the Scheme's Projects, equating to over £100k of 'effort'. This commitment has generated over £40k of HLF match-funding to help provide training and research opportunities and deliver projects.</p> <p>We have also received two enquiries from volunteers interested in our 'Communications & Press Volunteer' opportunity and will be following these up in the coming weeks.</p> <p>Our social media presence continues to grow across Twitter, You Tube and Facebook platforms (317 'Likes' and 1,124 people reached, up 80% in the last month); and our monthly newsletter now has 349 subscribers.</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 and previous quarter forecasting, and limited information provided by Project Leads.</p>
Schedule	Amber	<p>Worse</p> <p>Whilst most Projects are gathering momentum, there are six projects which made no/little progress against their Y2Q3 forecast expenditure (-£189k in total):</p> <ul style="list-style-type: none"> • <i>PA6 - Higher Uppacott</i> Outstanding technical reporting and additional works required outside the scope of the <i>MTMTE</i> funded project have impacted overall improvement delivery. • <i>PB1 - Bellever & Postbridge Trails</i>

Measure	RAG	Direction of travel
		<p>The Project Lead needs to focus on delivering the project.</p> <ul style="list-style-type: none"> • <i>PB3 - Moor Medieval</i> A new Project Lead is to be confirmed by DNPA. All activities have been put on hold until September. • <i>PB5 - Welcome to Widcombe</i> The scope of the project is still to be agreed by the community in order to develop a brief for an interpretation designer tender. • <i>PC1 - Discovering the Dartmoor Story</i> The Project Lead has meet with delivery partners and needs to reprofile to reflect planned delivery. • <i>PC5 - Wray Valley Trail</i> The Scheme Manager has met with the Project Lead to reprofile the project's delivery following contractor appointment and the start of the next phase of works. <p>Five other projects have also experienced delays or have rescheduled their delivery:</p> <ul style="list-style-type: none"> • <i>PA3 - Natural Connections</i> Delays in developing Land Management Plans. • <i>PA7 - Ponies, Pounds and Driftways</i> Works to the East Shallowford pound were put on hold while the farm's planning application was being determined. There is now an opportunity to complete this work as soon as possible. • <i>PB8 - Pony Herd Identification Project</i> See Section 6 F • <i>PD1 - Dartmoor Diploma</i> The Scheme Manager has experienced delays in publishing the Invitation to Tender due to workload commitments. • <i>PD3 - East Shallowford Trust</i> The Project Lead is re-scoping what skills/training opportunities the farm will be able to deliver in light of the reduced building infrastructure. <p>I think it's fair to say that whilst some Project Leads seem to acknowledge the need to focus on delivery, all must be more pro-active in actually 'doing'.</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. 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>

Measure	RAG	Direction of travel
Quality	Amber	<p data-bbox="416 136 592 170">Unchanged</p> <p data-bbox="416 170 1422 241">Generally, the envisaged quality of the Project Outputs, Outcomes and Benefits, and so the Scheme overall, remain unchanged.</p> <p data-bbox="416 282 1485 353">Care will need to be taken to ensure changes to the following projects align with HLF's outcomes and approved purposes:</p> <ul data-bbox="464 394 1050 555" style="list-style-type: none"> <li data-bbox="464 394 1050 472">• <i>PB8 - Pony Herd Identification project</i> See Section 6 F <li data-bbox="464 479 963 555">• <i>PC8 - Postbridge Visitor Centre</i> See Section 6 C. <p data-bbox="416 595 1453 701">The Scheme Manager has also developed an assessment framework for the <i>PA8 – Ancient Boundaries/Modern Farming</i> project to ensure applications are objectively and consistently assessed.</p>
Cost	Red	<p data-bbox="416 775 1445 880">Worse Having made a slight relative improvement in Y2Q1, the Scheme's expenditure continues to slip against the Y2 re-baseline and significantly against the quarter's forecast.</p> <p data-bbox="416 920 1485 1137">This reflects significant and ongoing inaccuracies in some project forecasts (five projects account for ~£185k underspend within the quarter) and lack of updates from Project Leads on the whole. This is highlighted in the variances of forecast and actual claimed spend on the first page of Appendix B. Project performance monitoring in Earned Value Management terms is shown on page 2 of Appendix B.</p> <p data-bbox="416 1178 1485 1323">Overall Scheme expenditure to 31 May 2016 is £1.164m (excluding ~£7k unbudgeted costs to date, captured under PE7 out of a forecasted £10k). This is £1.143m behind the £2.308m originally planned at bid stage (-50%), ie. half of what was originally set out in the bid to HLF.</p> <p data-bbox="416 1364 1477 1469">The Scheme's Earned Value is the estimated value of the work completed at period end and is a simple snapshot indicator of performance, assuming a linear spend, calculated by:</p> <ul data-bbox="464 1509 1422 1592" style="list-style-type: none"> <li data-bbox="464 1509 1422 1547">• Earned Value (EV) = Percent Complete * Budget At Completion <li data-bbox="464 1554 1043 1592">• $EV = 7/20 * £3,843,183 = £1,345,114$ <p data-bbox="416 1626 1430 1731">So, in simplistic terms, the Scheme is therefore currently 87% complete against the period, rather than 100%; and 3% better than last quarter in relative terms.</p> <p data-bbox="416 1771 1485 1877">Based on the Y2 re-baselined forecast, slippage within the year after 9 months is -£225k (-16%); a much more accurate picture reflecting the effort by Project Leads to update their forecasts in September 2015.</p>

Measure	RAG	Direction of travel
		<p>However, there is significant variance of -£187k within the quarter, with only £200k being claimed against a forecast £387k (-48%). Five projects accounted for the majority of this underspend. No response has been received from four of these projects despite the Scheme Manager's continued requests for these and offers of help. The Scheme Manager has arranged meetings to discuss this and get the projects re-forecast.</p> <p>Very few Project Leads have provided updated forecasts since the start of Y2 (September 2015) despite continued messages and requests to address this and to formally return these updates with their quarterly reporting. The Board will recall the ongoing requests for, and problems receiving, this information from previous Highlight Reports.</p> <p>Board are asked to discuss actions to address this ongoing problem – see Section 6 A.</p> <p>The vast majority of projects are either showing a forecast under or overspend, which the Scheme Manager is sure is not the case, particularly as there is little/no explanatory narrative in the projects' Highlight Reports. The current forecast discrepancies are summarised in Appendix C.</p> <p>While the Scheme overall is forecasting a £224k (5.8%) underspend, there are significant variances at the project level and the majority haven't been updated in nearly a year. Fifteen projects account for almost £300k alleged underspend, while ten projects total £74k alleged overspend. Projects needing most attention by financial value are:</p> <p>Overspend forecast:</p> <ul style="list-style-type: none"> • PA1 - Moorland Birds • PD2 - EcoSkills <p>The forecast overspend on PE1 - MTMTE Staff Team is a risk realised on their appointment at the start of the Scheme.</p> <p>The forecast £4k overspend on PE3 - Transport & Subsistence is currently suppressed by an outstanding coding correction being processed in Y2Q4. In reality, the £5k budget has already been spent, averaging at some £700 per quarter to date. This gives a £14k forecast outturn (ie. £9k overspend). This is predominantly driven by staff team mileage claims, partly a function of home base and the community support nature of the roles. The £5k budget equates to £250 per quarter and is wholly inadequate to service the operational needs of the Scheme. Forecast overspend outturn costs are also raised in Section 6 H.</p> <p>Underspend forecast:</p> <ul style="list-style-type: none"> • PA4 - Discovering the Nature of the Dartmoor Valley • PA6 - Higher Uppacott

Measure	RAG	Direction of travel
		<ul style="list-style-type: none"> • <i>PB1 - Bellever and Postbridge Trails</i> • <i>PB5 - Welcome to Widcombe</i> • <i>PC1 – Discovering the Dartmoor Story</i> • <i>PC7 - Fernworthy Reservoir Improved Access</i> <p>The Scheme Manager is meeting the PA6, PB1, PB5 and PC1 Project Leads to review progress and help update their forecasts. Similar meetings will be arranged for others if no updates are forthcoming.</p> <p>It is important to ensure accurate and robust updates in the next Y2Q4 reporting period so that the Scheme has an accurate baseline against which to monitor progress at the start of Y3.</p> <p>The £6,768 budget for PB8 – Pony Herd Identification Project looks like being unspent as the Project Lead is withdrawing from the Scheme (see Section 6 F).</p>
Scope	Amber	<p>Worse</p> <p>Generally, the envisaged quality of the Project Outputs, Outcomes and Benefits, and so the Scheme overall, remain unchanged.</p> <p>However, the impact of three fundamental Project-level changes continue:</p> <ul style="list-style-type: none"> • <i>PB8 - Pony Herd Identification Project</i> See Section 6 F. • <i>PC8 - Postbridge Visitor Centre</i> See Section 6 C. • <i>PD3 - East Shallowford</i> The Project Lead is re-scoping what skills/training opportunities the farm will be able to deliver in light of the reduced building infrastructure.
Benefits	Amber	<p>Worse</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	Amber	<p>Unchanged</p> <p>The Scheme’s top ten risks by notional monetary impact are shown in the Quantified Risk Register (QRR) in Appendix D.</p> <p>The QRR totals £265k (6.9% of the £3.843m Scheme budget). This is a £70k increase on the Y2Q2 estimate following the addition of new risks associated with project changes in the quarter. Some £114k cost has effectively been realised to date. This effectively brings the risk provision to £379k, which is unprovided for although the majority of this cost has</p>

Measure	RAG	Direction of travel
		<p>been absorbed by 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>

2. Planned Key Activities Delivered During This Period

A.	Host monthly 'Have your say' sessions
B.	DNPA (as Lead Partner) Leadership Team briefing
C.	HLF Monitoring Meeting on 27 April 2016
D.	Project Leaders' meeting on 22 June 2016
E.	Targeted liaison with Project Leads to improve the variable content and quality of Highlight Reports, output monitoring and forecast spend profile inaccuracies
F.	Communications Plan review – <i>partially complete</i>
G.	Collate and review Project forecast spend profiles to update Scheme forecast
H.	Issue Training Coordinator Invitation to Tender for <i>PD1 – Dartmoor Diploma</i>
I.	Dartmoor Access Forum briefing around Postbridge on 6 July
J.	CSG – develop recruitment pack, comms plan and confirm members

3. Unplanned Key Activities Delivered During This Period

A.	Plan and host HLF Southwest Team away-day
B.	Develop and advertise volunteering opportunities for a 'MTMTE Communications & Press Volunteer'
C.	Develop and run three DNPA staff training day workshops focussing on <i>MTMTE</i> volunteering projects
D.	Developing an assessment framework for <i>PA8 - Ancient Boundaries/Modern Farming</i>

4. Planned Key Activities Not Delivered During This Period

Activity:	Reason For Non-Delivery:	New Target Date: YYYY/MM/DD
A. Complete streamlining of claims submission forms to minimise work for Project Leads	Other Project and Scheme commitments	2016/08/19
B. <i>PA8 - Ancient Boundaries/Modern Farming</i> : confirm Project Lead with DNPA Hill Farm Project and complete handover	No Project Lead available	2016/07/15
C. Collate and review Project forecast spend profiles returned in Y2Q3 to update Scheme forecast	Limited updating able to be completed due to few returns from Project Leads	2016/09/21



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5. Key Activities Planned For Next Period

Activity		Target Date: YYYY/MM/DD
A.	Host monthly 'Have your say' sessions/combine with large-scale <i>MTMTE</i> events	Monthly
B.	Confirm next four Board meeting dates	2016/07/29
C.	<i>PA8 - Ancient Boundaries/Modern Farming</i> : confirm Project Lead with DNPA Hill Farm Project and complete handover	2016/07/15
D.	<i>PB3 - Moor Medieval</i> : confirm Project Lead with DNPA and complete handover	2016/07/15
E.	<i>PC8 - Postbridge Visitor Centre</i> : develop alternative scope and discuss with HLF at 4 August Monitoring Meeting	2016/08/04
F.	HLF Monitoring Meeting	2016/08/04
G.	Collate and review Project forecast spend profiles returned in Y2Q4 to update Scheme forecast	2016/09/21
H.	DNPA (as Lead Partner) Leadership Team briefing	2016/08/09
I.	Project Leaders' meeting	2016/09/14
J.	CSG – initial meeting	2016/08/17
K.	Targeted liaison with Project Leads to improve the variable content and quality of Highlight Reports, output monitoring and forecast spend profile inaccuracies	2016/08/19
L.	Complete preparations and host "Festival of Dartmoor through the Ages"	2016/07/23
M.	Plan Y2 Christmas celebration	2016/12/05
N.	Communications Plan review (inc. with Volunteer(s))	2016/06/03

6. Key Issues Arising This Period

	Issue Description:	Causing Risk Y/N?
A.	<p>Poor quarterly reporting The Scheme Manager is concerned over the ongoing lateness, inaccuracies and missing information from a large number of Project Leads and the general poor attitude to the quarterly reporting cycle.</p> <p>Very few forecast spend profile updates have been received since September 2015. These are due for formal return as part of the quarterly reporting cycle and the Scheme Manager has received little response to repeated requests for this information.</p> <p>Highlight Reports continue to be patchy in terms of quality and content to effectively explain progress in the last quarter and plans for the next.</p> <p>Delays receiving information after the 7th of the month deadline also continues to put unnecessary pressure on the <i>MTMTE</i> Finance & Admin Officer and Scheme Manager to hit their reporting deadlines. There should be no excuse for this if we have an engaged and pro-active partnership.</p>	Y



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6. Key Issues Arising This Period		
	Issue Description:	Causing Risk Y/N?
	<p>The ability to proactively manage budgets within projects, programmes and across the Scheme overall is severely impacted by these issues.</p> <p>Board are asked to approve withholding claims payment to Project Leads/Organisations which continue to report unsatisfactorily.</p>	
B.	<p>Partnership engagement and effectiveness</p> <p>The Scheme Manager is concerned over some Partners' engagement and resultant effectiveness of the Partnership – for example through:</p> <ul style="list-style-type: none"> • Board attendance (no response to invites, last minute cancellations, quoracy, some Board members have yet to attend a Board meeting and/or meet the <i>MTMTE</i> Team) • Board sign-off of the MoU and Constitution (nearly two years) • Communications (one Partner has refused to acknowledge <i>MTMTE</i> and HLF – a pre-requisite of the funding agreement) • Patchy Project Lead meeting attendance • Poor general approach to reporting • The Projects are not seen as a priority or the Partners' responsibility, are not part of the day-job, are not a priority and an ongoing perception that the <i>MTMTE</i> Team is here to manage the projects. 	Y
C.	<p>PB8 – Postbridge Visitor Centre Improvements</p> <p>It is clear that the scope of the original project is unachievable. Informal discussions with HLF show support for delivering the outcomes in a totally different way which won't prejudice any future centre redevelopment proposal which may be forthcoming outside of the <i>MTMTE</i> timeframe and/or budget. The Scheme Manager and Project Lead are developing ideas to try and achieve this. These, and proposals from the Duchy of Cornwall, will be discussed with HLF at the 4 August Monitoring Meeting.</p>	Y
D.	<p>PA8 – Ancient Boundaries/Modern Farming</p> <p>Progress agreeing successful applicants and issuing grant offers for Phase 2 of the project has stalled due to lack of resources in the DNPA HFP and <i>MTMTE</i> support team. The lack of an objective assessment framework against which to assess applications has been addressed by the Scheme Manager.</p>	Y
E.	<p>PB3 – Moor Medieval</p> <p>The project is still without a Project Lead. Delivery has been put on hold until September but the volunteer group have raised concern over lack of progress and continued momentum. Significant effort and assistance has been provided by the <i>MTMTE</i> Community Heritage Officer to date but this is an unsustainable position.</p>	Y
F.	<p>PB8 – Pony Herd Identification Project</p> <p>The Project Lead has unfortunately decided to withdraw from the Scheme,</p>	Y



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6. Key Issues Arising This Period		
	Issue Description:	Causing Risk Y/N?
	wanting to pursue the idea for the project independently. Board are asked to discuss this and consider alternative proposals under the existing “ <i>Programme B theme: Increasing community participation in local heritage</i> ”. Consultation with, and endorsement by, the Dartmoor Pony Action Group is recommended for any future proposal.	
G.	PD1 – Dartmoor Diploma Delays issuing the Invitation to Tender may delay the launch of the first tranche of modules to winter 2016.	Y
H.	Dealing with forecast outturn overspend Forecast outturn costs in <i>Programme E – Scheme Overheads</i> total some £37k overspend, consisting of: <ul style="list-style-type: none"> • PE1 - Staff Team remuneration: £20k • PE3 - Transport & Subsistence: £9k • PE7 - Unbudgeted items: £8k <p>The Constitution and MoU do not contain any terms for dealing with this issue and Board are asked to discuss how this will be paid for.</p>	Y
I.	Dealing with budget surplus on completed projects PA9 and PE5 have been completed under budget resulting in £471 and £736.57 surpluses respectively. Board are asked to consider how this may be used.	N



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Appendices:

Appendix A Project Status Summary (RAG)

Appendix B Cost and Earned Value Management (EVM) Summary

Appendix C Forecast spend profile discrepancies

Appendix D Quantified Risk Register - Scheme:

- Top 10

Appendix E 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)									07/07/2016	Lead Org	Lead Officer
Budget	Cost (£ to quarter end)	Overall	Schedule (Timescale)	Quality	Cost position	Scope	Benefits	Risk	UPDATED?				
PA1	Moorland Birds	£ 89,296.00	£ 19,231.09	G	G	G	G	A	G	G	09/06/2016	RSPB	Kevin Rylands
PA2	Haymeadows	£ 9,000.00	£ 6,589.34	G	A	G	A	G	G	G	07/06/2016	DNPA	Chrissy Mason
PA3	Natural Connections	£ 9,000.00	£ 7,052.65	A	A	G	A	G	G	A	07/06/2016	DNPA	Chrissy Mason
PA4	Discovering the Nature of the Bovey Valley	£ 266,445.00	£ 115,376.57	?	?	?	?	?	?	?	06/06/2016	NE / WT	Simon Lee/David Rickwood
PA5	Unveiling the heritage of the High Moor and Forests	£ 79,000.00	£ 14,835.98	G	G	G	G	G	G	G	07/06/2016	DNPA	Lee Bray
PA6	Higher Uppacott	£ 153,250.00	£ 64,610.00	A	A	A	A	A	A	A	14/06/2016	DNPA	Andy Watson
PA7	Ponies, Pounds and Driftways	£ 34,000.00	£ 4,650.00	A	A	G	G	G	G	A	07/06/2016	DNPA	Rob Steenson
PA8	Ancient Boundaries, Modern Farming	£ 100,000.00	£ 24,672.00	G	A	G	G	A	G	A	02/06/2016	DHFP	Sandra Dodd
PA9	Hameldown WWII Bomber Crash Archaeological Survey	£ 2,300.00	£ 1,829.00	COMPLETE								DNPA	Lee Bray
PROGRAMME A TOTAL:		£ 742,291.00	£ 258,846.63										
PB1	Bellever and Postbridge Trails	£ 124,400.00	£ 6,394.00	G	A	G	G	G	G	A	07/06/2016	DNPA	Andy Watson/Ian Durrant
PB2	Parishscapes	£ 175,386.25	£ 32,845.00	G	G	G	G	G	G	G	31/05/2016	DNPA	Emma Stockley
PB3	Moor Medieval	£ 25,000.00	£ 9,166.61	R	A	G	A	A	A	A	18/03/2016	DNPA	Nigel Pratt
PB4	Engaging with the Nature of the Bovey Valley	£ 156,003.00	£ 52,052.25	?	?	?	?	?	?	?	06/06/2016	NE / WT	Simon Lee/David Rickwood
PB5	Welcome to Widecombe	£ 49,429.88	£ -	A	A	G	G	G	G	A	07/06/2016	DNPA	Andy Bailey
PB6	Managing Volunteers	£ 20,000.00	£ 680.41	G	A	G	G	G	G	A	07/06/2016	DNPA	Andy Bailey
PB7	In the Footsteps of the Victorians	£ 102,087.00	£ 2,625.47	A	A	G	A	A	G	A	31/05/2016	DNPA	Emma Stockley
PB8	Pony Herd Identification Project	£ 6,768.00	£ -	R	R	R	R	R	R	R	07/06/2016	DNPA	Anne Came/Andy Bailey
PB9	Moor Boots	£ 20,000.00	£ 7,602.22	G	G	G	G	G	G	G	07/06/2016	DPA	Phil Hutt
PB10	Whitehorse Community Play	£ 14,350.00	£ 12,385.00	?	?	?	?	?	?	?	09/06/2016	MED Theatre	Mark Beeson
PROGRAMME B TOTAL:		£ 693,424.13	£ 123,750.96										
PC1	Discovering the Dartmoor Story	£ 177,986.00	£ 29,655.44	G	A	G	G	G	G	A	07/06/2016	DNPA	Andy Bailey
PC4	Brimpts Tin Trail	£ 12,300.00	£ 7,296.20	G	A	G	G	G	G	G	14/06/2016	DTRG	Anne Whitbourne
PC5	Wray Valley Trail	£ 845,000.00	£ 270,999.26	A	A	A	A	A	A	A	09/06/2016	Devon CC	Ian James
PC6	Heritage Trails	£ 9,900.00	£ 9,479.90	G	G	G	G	G	G	A	07/06/2016	DNPA	Ally Kohler
PC7	Fernworthy Reservoir Improved Access	£ 120,846.00	£ 104,250.00	A	A	G	G	G	G	G	09/06/2016	SWLT	James Platts
PC8	Postbridge Visitor Centre	£ 184,920.00	£ 6,160.00	R	R	R	R	A	A	R	07/06/2016	DNPA	Richard Drysdale
PROGRAMME C TOTAL:		£ 1,350,952.00	£ 427,840.80										
PD1	Dartmoor Diploma	£ 150,000.00	£ -	A	R	G	A	A	G	A	07/06/2016	DNPA	Mark Allott
PD2	EcoSkills	£ 199,500.00	£ 130,999.00	A	G	A	R	G	A	A	14/06/2016	NE	Simon Lee
PD3	East Shallowford Trust	£ 30,000.00	£ -	A	R	A	G	A	G	A	01/06/2016	EST Trustee	Debbie / Rev. Geoffrey Fento
PROGRAMME D TOTAL:		£ 379,500.00	£ 130,999.00										
PE1	Staff Team	£ 631,177.28	£ 197,738.85	G			A	G		A	05/07/2016	DNPA	Mark Allott
PE2	HERO and GI Staff for PC6	£ 11,338.00	£ 5,007.25	G			G	G		G	05/07/2016	DNPA	Ally Kohler
PE3	Transport and Subsistence	£ 5,000.00	£ 53.98	R			R	G		R	05/07/2016	DNPA	Mark Allott
PE4	Training	£ 3,000.00	£ 1,340.48	G	G	G	G	G	G	G	05/07/2016	DNPA	Mark Allott
PE5	Monitoring and Evaluation	£ 20,000.00	£ 2,862.90	G	G	G	G	G	G	G	05/07/2016	DNPA	Mark Allott
PE6	Moor than meets the eye Website	£ 6,500.00	£ 5,763.43	COMPLETE							05/07/2016	DNPA	Andy Bailey
PE7	Unbudgeted items	£ -	£ 6,934.88	R	R	R	R	R	R	R	05/07/2016	DNPA	Mark Allott
PROGRAMME E TOTAL:		£ 677,015.28	£ 212,766.89										

	Budget	Cost	% complete by value	% complete by time	Variance by time
PROGRAMME A TOTAL:	£ 742,291.00	£ 258,846.63	35%	£ 280,240.27	-£ 21,393.65
PROGRAMME B TOTAL:	£ 693,424.13	£ 123,750.96	18%	£ 261,791.36	-£ 138,040.40
PROGRAMME C TOTAL:	£ 1,350,952.00	£ 427,840.80	32%	£ 510,030.65	-£ 82,189.85
PROGRAMME D TOTAL:	£ 379,500.00	£ 130,999.00	35%	£ 143,274.25	-£ 12,275.25
PROGRAMME E TOTAL:	£ 677,015.28	£ 212,766.89	31%	£ 255,596.45	-£ 42,829.56
TOTAL:	£ 3,843,182.41	£ 1,154,204.27	30%	£ 1,450,932.98	-£ 296,728.70

Permission to start 18/08/2014
 Scheme end 17/08/2019
 Today = 07/07/2016
 Days elapsed 689 38% complete
 Scheme duration 1825

Appendix B

Cost and Earned Value Management (EVM) Summary



LOTTERY FUNDED

The scheme is supported by the National Lottery through the Heritage Lottery Fund

Moor than meets the eye

EVM summary

Project	Claimed spend														
	To date			Original forecast			Y2 re-baselined			Period (Quarter)					
	2. Summary of Invoices	3. Volunteer Timesheet	TOTAL	Original forecast	Variance £	Variance %	Forecast	Variance £	Variance %	Y2Q3 forecast	Y2Q3 actual (invoices)	Y2Q3 actual (Volunteers)	Y2Q3 actual total	Y2Q3 variance £	Y2Q3 variance %
PA1 - Moorland Birds	£ 14,031.09	£ 5,200.00	£ 19,231.09	£ 41,529.62	-£ 22,298.53	-53.7%	£ 33,424.53	-£ 14,193.44	-42.5%	£ 8,823.25	£ 9,825.18	£ 2,050.00	£ 11,875.18	£ 3,051.93	34.6%
PA2 - Haymeadows	£ 5,989.34	£ 600.00	£ 6,589.34	£ 4,150.00	£ 2,439.34	58.8%	£ 6,989.30	-£ 399.96	-5.7%	£ 1,452.57	£ 1,119.25	£ -	£ 1,119.25	-£ 333.32	-22.9%
PA3 - Natural Connections	£ 6,002.65	£ 1,050.00	£ 7,052.65	£ 4,150.00	£ 2,902.65	69.9%	£ 6,969.29	£ 83.36	1.2%	£ 1,452.57	£ 1,152.57	£ 1,050.00	£ 2,202.57	£ 750.00	51.6%
PA4 - Discovering the Nature of the Bovey Valley	£ 115,376.57	£ -	£ 115,376.57	£ 145,953.00	-£ 30,576.43	-20.9%	£ 136,682.34	-£ 21,305.77	-15.6%	£ 16,426.50	£ 14,805.16	£ -	£ 14,805.16	-£ 1,621.34	-9.9%
PA5 - Unveiling the heritage of the High Moor and Forests	£ 14,835.98	£ -	£ 14,835.98	£ 57,000.00	-£ 42,164.03	-74.0%	£ 13,705.00	£ 1,130.98	8.3%	£ 1,000.00	£ 1,077.02	£ -	£ 1,077.02	£ 77.02	7.7%
PA6 - Higher Uppacott	£ 64,610.00	£ -	£ 64,610.00	£ 115,350.00	-£ 50,740.00	-44.0%	£ 93,019.19	-£ 28,409.19	-30.5%	£ 36,850.00	£ 7,599.40	£ -	£ 7,599.40	-£ 29,250.60	-79.4%
PA7 - Ponies, Pounds and Driftways	£ 4,650.00	£ -	£ 4,650.00	£ 11,000.00	-£ 6,350.00	-57.7%	£ 11,000.00	-£ 6,350.00	-57.7%	£ 3,000.00	£ 3,660.00	£ -	£ 3,660.00	£ 660.00	22.0%
PA8 - Ancient Boundaries, Modern Farming	£ 24,672.00	£ -	£ 24,672.00	£ 20,000.00	£ 4,672.00	23.4%	£ 20,000.00	£ 4,672.00	23.4%	£ -	£ 5,000.00	£ -	£ 5,000.00	£ 5,000.00	#DIV/0!
PA9 - Hameldown WWII Bomber Crash Archaeological Survey	£ 1,829.00	£ -	£ 1,829.00	£ 2,300.00	-£ 471.00	-20.5%	£ 1,829.00	£ -	0.0%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PB1 - Believer and Postbridge Trails	£ 6,394.00	£ -	£ 6,394.00	£ 50,000.00	-£ 43,606.00	-87.2%	£ 27,237.90	-£ 20,843.90	-76.5%	£ 15,000.00	£ -	£ -	£ -	-£ 15,000.00	-100.0%
PB2 - Parishscapes	£ 25,245.00	£ 7,600.00	£ 32,845.00	£ 109,736.25	-£ 76,891.25	-70.1%	£ 54,767.90	-£ 21,922.90	-40.0%	£ 17,240.00	£ 11,471.36	£ -	£ 11,471.36	-£ 5,768.64	-33.5%
PB3 - Moor Medieval	£ 6,666.61	£ 2,500.00	£ 9,166.61	£ 13,200.00	-£ 4,033.39	-30.6%	£ 7,496.18	£ 1,670.43	22.3%	£ 5,250.00	£ 1,421.88	£ -	£ 1,421.88	-£ 3,828.12	-72.9%
PB4 - Engaging with the Nature of the Bovey Valley	£ 29,052.25	£ 23,000.00	£ 52,052.25	£ 53,122.00	-£ 1,069.75	-2.0%	£ 54,931.57	-£ 2,879.32	-5.2%	£ 11,785.79	£ 6,009.78	£ -	£ 6,009.78	-£ 5,776.01	-49.0%
PB5 - Welcome to Widecombe	£ -	£ -	£ -	£ 13,359.04	-£ 13,359.04	-100.0%	£ 22,489.68	-£ 22,489.68	-100.0%	£ 22,489.68	£ -	£ -	£ -	-£ 22,489.68	-100.0%
PB6 - Managing Volunteers	£ 680.41	£ -	£ 680.41	£ 7,000.00	-£ 6,319.59	-90.3%	£ 3,350.00	-£ 2,669.59	-79.7%	£ 1,080.00	£ 395.00	£ -	£ 395.00	-£ 685.00	-63.4%
PB7 - In the Footsteps of the Victorians	£ 1,225.47	£ 1,400.00	£ 2,625.47	£ 11,812.50	-£ 9,187.03	-77.8%	£ 1,429.07	£ 1,196.40	83.7%	£ -	£ 1,175.90	£ -	£ 1,175.90	£ 1,175.90	#DIV/0!
PB8 - Pony Herd Identification Project	£ -	£ -	£ -	£ 6,768.00	-£ 6,768.00	-100.0%	£ 1,450.00	-£ 1,450.00	-100.0%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PB9 - Moor Boots	£ 7,602.22	£ -	£ 7,602.22	£ 5,000.00	£ 2,602.22	52.0%	£ 7,844.66	-£ 242.44	-3.1%	£ 1,700.00	£ 3,282.56	£ -	£ 3,282.56	£ 1,582.56	93.1%
PB10 - Whitehorse Community Play	£ 12,085.00	£ 300.00	£ 12,385.00	£ 11,850.00	£ 535.00	4.5%	£ 12,058.00	£ 327.00	2.7%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PC1 - Discovering the Dartmoor Story	£ 29,655.44	£ -	£ 29,655.44	£ 126,853.00	-£ 97,197.56	-76.6%	£ 66,738.89	-£ 37,083.45	-55.6%	£ 69,419.20	£ 22,051.55	£ -	£ 22,051.55	-£ 47,367.65	-68.2%
PC4 - Brimpts Tin Trail	£ 7,296.20	£ -	£ 7,296.20	£ 5,300.00	£ 1,996.20	37.7%	£ 7,717.89	-£ 421.69	-5.5%	£ -	£ 121.20	£ -	£ 121.20	£ 121.20	#DIV/0!
PC5 - Wray Valley Trail	£ 270,999.26	£ -	£ 270,999.26	£ 831,000.00	-£ 560,000.74	-67.4%	£ 302,779.37	-£ 31,780.11	-10.5%	£ 100,000.00	£ 29,512.89	£ -	£ 29,512.89	-£ 70,487.11	-70.5%
PC6 - Heritage Trails	£ 9,479.90	£ -	£ 9,479.90	£ 9,400.00	£ 79.90	0.8%	£ 9,479.90	£ -	0.0%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PC7 - Fernworthy Reservoir Improved	£ 104,250.00	£ -	£ 104,250.00	£ 114,716.00	-£ 10,466.00	-9.1%	£ 106,908.84	-£ 2,658.84	-2.5%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PC8 - Postbridge Visitor Centre	£ 6,160.00	£ -	£ 6,160.00	£ 184,920.00	-£ 178,760.00	-96.7%	£ 2,850.00	£ 3,310.00	116.1%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PD1 - Dartmoor Diploma	£ -	£ -	£ -	£ 44,965.00	-£ 44,965.00	-100.0%	£ 7,825.00	-£ 7,825.00	-100.0%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PD2 - EcoSkills	£ 130,999.00	£ -	£ 130,999.00	£ 49,500.00	£ 81,499.00	164.6%	£ 114,421.17	£ 16,577.83	14.5%	£ 8,000.00	£ 7,776.38	£ -	£ 7,776.38	-£ 223.62	-2.8%
PD3 - East Shallowford Trust	£ -	£ -	£ -	£ 25,000.00	-£ 25,000.00	-100.0%	£ 25,000.00	-£ 25,000.00	-100.0%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PE1 - Staff team	£ 197,738.85	£ -	£ 197,738.85	£ 206,480.03	-£ 8,741.18	-4.2%	£ 194,710.68	£ 3,028.17	1.6%	£ 63,771.00	£ 67,963.63	£ -	£ 67,963.63	£ 4,192.63	6.6%
PE2 - HERO & GI Staff for PC6	£ 5,007.25	£ -	£ 5,007.25	£ 11,338.00	-£ 6,330.75	-55.8%	£ 17,883.88	-£ 12,876.63	-72.0%	£ 2,181.96	£ 1,040.25	£ -	£ 1,040.25	-£ 1,141.71	-52.3%
PE3 - Transport & Subsistence	£ 53.98	£ -	£ 53.98	£ 1,750.00	-£ 1,696.02	-96.9%	£ 9,433.27	-£ 9,379.29	-99.4%	£ 300.00	£ 403.10	£ -	£ 403.10	£ 103.10	34.4%
PE4 - Training	£ 1,340.48	£ -	£ 1,340.48	£ 1,050.00	£ 290.48	27.7%	£ 950.00	£ 390.48	41.1%	£ 150.00	£ 610.58	£ -	£ 610.58	£ 460.58	307.1%
PE5 - Monitoring & Evaluation	£ 2,862.90	£ -	£ 2,862.90	£ 6,000.00	-£ 3,137.10	-52.3%	£ -	£ 2,862.90	#DIV/0!	£ -	£ -	£ -	£ -	£ -	#DIV/0!
PE6 - MTMTE Website	£ 5,763.43	£ -	£ 5,763.43	£ 6,500.00	-£ 736.57	-11.3%	£ 5,763.43	£ -	0.0%	£ -	£ -	£ -	£ -	£ -	#DIV/0!
TOTAL	£ 1,112,554.27	£ 41,650.00	£ 1,154,204.27	£ 2,308,052.44	-£ 1,153,848.17	-50.0%	£ 1,389,135.93	-£ 234,931.66	-16.9%	£ 387,372.52	£ 197,474.64	£ 3,100.00	£ 200,574.64	-£ 186,797.89	-48.2%
Check=0	£ 1,094,817.15	£ -												-£ 48%	
PE7 - Unbudgeted items	£ 6,934.88	£ -	£ 6,934.88	£ -	£ 6,934.88	#DIV/0!	£ 9,285.01	-£ 9,285.01	-100.0%	£ 80.00	£ -	£ -	£ -	-£ 80.00	#DIV/0!

Moor than meets the eye

EVM summary

Project	Earned Value Management (EVM)										
	Budget at Completion (BAC)	Schedule % Complete	Planned Value (PV) = forecast to date	Earned Value (EV) = BAC*% complete	Actual Cost (AC) = £ claimed	Schedule Variance (SV) = (EV-PV)	Cost Variance (CV) = (EV-AC)	Schedule Performance Index (SPI) = (EV/PV)	Cost Performance Index (SPI) = (EV/AC)	Estimate to Complete (ETC) = (BAC-AC) = remaining budget	Forecast Cost at Completion (FCAC) = (PV+AC-EV) = over or underspend
PA1 - Moorland Birds	£ 89,296.00	10%	£ 33,424.53	£ 8,929.60	£ 19,231.09	-£ 24,494.93	-£ 10,301.49	27%	46%	£ 70,064.91	£ 43,726.02
PA2 - Haymeadows	£ 9,000.00	60%	£ 6,989.30	£ 5,400.00	£ 6,589.34	-£ 1,589.30	-£ 1,189.34	77%	82%	£ 2,410.66	£ 8,178.64
PA3 - Natural Connections	£ 9,000.00	60%	£ 6,969.29	£ 5,400.00	£ 7,052.65	-£ 1,569.29	-£ 1,652.65	77%	77%	£ 1,947.35	£ 8,621.94
PA4 - Discovering the Nature of the Bovey Va	£ 266,445.00	38%	£ 136,682.34	£ 100,592.11	£ 115,376.57	-£ 36,090.23	-£ 14,784.46	74%	87%	£ 151,068.43	£ 151,466.80
PA5 - Unveiling the heritage of the High Moor	£ 79,000.00	38%	£ 13,705.00	£ 29,825.21	£ 14,835.98	£ 16,120.21	£ 14,989.23	218%	201%	£ 64,164.03	-£ 1,284.23
PA6 - Higher Uppacott	£ 153,250.00	50%	£ 93,019.19	£ 76,625.00	£ 64,610.00	-£ 16,394.19	£ 12,015.00	82%	119%	£ 88,640.00	£ 81,004.19
PA7 - Ponies, Pounds and Driftways	£ 34,000.00	40%	£ 11,000.00	£ 13,600.00	£ 4,650.00	£ 2,600.00	£ 8,950.00	124%	292%	£ 29,350.00	£ 2,050.00
PA8 - Ancient Boundaries, Modern Farming	£ 100,000.00	25%	£ 20,000.00	£ 25,000.00	£ 24,672.00	£ 5,000.00	£ 328.00	125%	101%	£ 75,328.00	£ 19,672.00
PA9 - Hameldown WWII Bomber Crash Archa	£ 2,300.00	100%	£ 1,829.00	£ 2,300.00	£ 1,829.00	£ 471.00	£ 471.00	126%	126%	£ 471.00	£ 1,358.00
PB1 - Bellever and Postbridge Trails	£ 124,400.00	10%	£ 27,237.90	£ 12,440.00	£ 6,394.00	-£ 14,797.90	£ 6,046.00	46%	195%	£ 118,006.00	£ 21,191.90
PB2 - Parishscapes	£ 175,386.25	38%	£ 54,767.90	£ 66,214.32	£ 32,845.00	£ 11,446.42	£ 33,369.32	121%	202%	£ 142,541.25	£ 21,398.58
PB3 - Moor Medieval	£ 25,000.00	38%	£ 7,496.18	£ 9,438.36	£ 9,166.61	£ 1,942.18	£ 271.75	126%	103%	£ 15,833.39	£ 7,224.43
PB4 - Engaging with the Nature of the Bovey V	£ 156,003.00	38%	£ 54,931.57	£ 58,896.48	£ 52,052.25	£ 3,964.91	£ 6,844.23	107%	113%	£ 103,950.75	£ 48,087.34
PB5 - Welcome to Widecombe	£ 49,429.88	5%	£ 22,489.68	£ 2,471.49	£ -	-£ 20,018.19	£ 2,471.49	11%	#DIV/0!	£ 49,429.88	£ 20,018.19
PB6 - Managing Volunteers	£ 20,000.00	38%	£ 3,350.00	£ 7,550.68	£ 680.41	£ 4,200.68	£ 6,870.27	225%	1110%	£ 19,319.59	-£ 3,520.27
PB7 - In the Footsteps of the Victorians	£ 102,087.00	2%	£ 1,429.07	£ 2,041.74	£ 2,625.47	£ 612.67	-£ 583.73	143%	78%	£ 99,461.53	£ 2,012.80
PB8 - Pony Herd Identification Project	£ 6,768.00	0%	£ 1,450.00	£ -	£ -	-£ 1,450.00	£ -	0%	#DIV/0!	£ 6,768.00	£ 1,450.00
PB9 - Moor Boots	£ 20,000.00	38%	£ 7,844.66	£ 7,550.68	£ 7,602.22	-£ 293.98	-£ 51.54	96%	99%	£ 12,397.78	£ 7,896.20
PB10 - Whitehorse Community Play	£ 14,350.00	75%	£ 12,058.00	£ 10,762.50	£ 12,385.00	-£ 1,295.50	-£ 1,622.50	89%	87%	£ 1,965.00	£ 13,680.50
PC1 - Discovering the Dartmoor Story	£ 177,986.00	38%	£ 66,738.89	£ 67,195.81	£ 29,655.44	£ 456.92	£ 37,540.37	101%	227%	£ 148,330.56	£ 29,198.52
PC4 - Brimpts Tin Trail	£ 12,300.00	75%	£ 7,717.89	£ 9,225.00	£ 7,296.20	£ 1,507.11	£ 1,928.80	120%	126%	£ 5,003.80	£ 5,789.09
PC5 - Wray Valley Trail	£ 845,000.00	25%	£ 302,779.37	£ 211,250.00	£ 270,999.26	-£ 91,529.37	-£ 59,749.26	70%	78%	£ 574,000.74	£ 362,528.63
PC6 - Heritage Trails	£ 9,900.00	90%	£ 9,479.90	£ 8,910.00	£ 9,479.90	-£ 569.90	-£ 569.90	94%	94%	£ 420.10	£ 10,049.80
PC7 - Fernworthy Reservoir Improved Access	£ 120,846.00	95%	£ 106,908.84	£ 114,803.70	£ 104,250.00	£ 7,894.86	£ 10,553.70	107%	110%	£ 16,596.00	£ 96,355.14
PC8 - Postbridge Visitor Centre	£ 184,920.00	5%	£ 2,850.00	£ 9,246.00	£ 6,160.00	£ 6,396.00	£ 3,086.00	324%	150%	£ 178,760.00	-£ 236.00
PD1 - Dartmoor Diploma	£ 150,000.00	5%	£ 7,825.00	£ 7,500.00	£ -	-£ 325.00	£ 7,500.00	96%	#DIV/0!	£ 150,000.00	£ 325.00
PD2 - EcoSkills	£ 199,500.00	38%	£ 114,421.17	£ 75,318.08	£ 130,999.00	-£ 39,103.09	-£ 55,680.92	66%	57%	£ 68,501.00	£ 170,102.08
PD3 - East Shallowford Trust	£ 30,000.00	0%	£ 25,000.00	£ -	£ -	-£ 25,000.00	£ -	0%	#DIV/0!	£ 30,000.00	£ 25,000.00
PE1 - Staff team	£ 631,177.28	38%	£ 194,710.68	£ 238,291.04	£ 197,738.85	£ 43,580.36	£ 40,552.19	122%	121%	£ 433,438.43	£ 154,158.49
PE2 - HERO & GI Staff for PC6	£ 11,338.00	90%	£ 17,883.88	£ 10,204.20	£ 5,007.25	-£ 7,679.68	£ 5,196.95	57%	204%	£ 6,330.75	£ 12,686.93
PE3 - Transport & Subsistence	£ 5,000.00	38%	£ 9,433.27	£ 1,887.67	£ 53.98	-£ 7,545.60	£ 1,833.69	20%	3497%	£ 4,946.02	£ 7,599.58
PE4 - Training	£ 3,000.00	38%	£ 950.00	£ 1,132.60	£ 1,340.48	£ 182.60	-£ 207.88	119%	84%	£ 1,659.52	£ 1,157.88
PE5 - Monitoring & Evaluation	£ 20,000.00	15%	£ -	£ 3,000.00	£ 2,862.90	£ 3,000.00	£ 137.10	#DIV/0!	105%	£ 17,137.10	-£ 137.10
PE6 - MTMTE Website	£ 6,500.00	100%	£ 5,763.43	£ 6,500.00	£ 5,763.43	£ 736.57	£ 736.57	113%	113%	£ 736.57	£ 5,026.86
	£ 3,843,182.41					-£ 179,633.65	£ 55,298.00				£ 1,333,837.93
PE7 - Unbudgeted items	£ -	38%	£ 9,285.01	£ -	£ 6,934.88	-£ 9,285.01	-£ 6,934.88	0%	0%	-£ 6,934.88	£ 16,219.89

Appendix C

Forecast spend profile discrepancies



LOTTERY FUNDED

The scheme is supported by the National Lottery through the Heritage Lottery Fund

Landscape Partnership Scheme Budget - Forecast

	TOTAL:	Actuals	Budget	Balance	Variance	Last update:	
A1 Conserve or restore Moor than meets the eye's natural heritage, particularly its moorland, grassland and woodland flora and fauna							
PA1	Moorland Birds	£ 78,395.25	£ 19,231.09	£ 89,296.00	-£ 8,330.34	-9.3%	02/03/2016
PA2	Haymeadows	£ 2,010.70	£ 6,589.34	£ 9,000.00	£ 399.96	4.4%	06/10/2015
PA3	Natural Connections	£ 2,030.71	£ 7,052.65	£ 9,000.00	-£ 83.36	-0.9%	06/10/2015
PA4	Discovering the Nature of the Dartmoor Valley	£ 125,558.00	£ 115,376.57	£ 266,445.00	£ 25,510.43	9.6%	09/09/2015
A2 Conserve or restore the rich archaeological heritage of the landscape and other built heritage							
PA5	Unveiling the heritage of the High Moor and Forests	£ 62,295.00	£ 14,835.98	£ 79,000.00	£ 1,869.03	2.4%	09/05/2016
PA6	Higher Uppacott	£ 11,250.00	£ 64,610.00	£ 153,250.00	£ 77,390.00	50.5%	06/10/2015
PA7	Ponies, Pounds and Driftways	£ 29,500.00	£ 4,650.00	£ 34,000.00	-£ 150.00	-0.4%	02/03/2016
PA8	Ancient Boundaries, Modern Farming	£ 75,328.00	£ 24,672.00	£ 100,000.00	£ -	0.0%	07/07/2016
PA9	Hameldown WWII Bomber Crash Archaeological Survey	£ -	£ 1,829.00	£ 2,300.00	£ 471.00	20.5%	
PROGRAMME A TOTAL:		£ 386,367.66	Check				
B1 Increase participation in local heritage management, conservation and learning activities by those that live in and near, work in and visit the Moor than meets the eye are							
PB1	Believer and Postbridge Trails	£ 17,500.00	£ 6,394.00	£ 124,400.00	£ 100,506.00	80.8%	07/10/2015
PB2	Parishscapes	£ 145,872.90	£ 32,845.00	£ 175,386.25	-£ 3,331.65	-1.9%	11/05/2016
PB3	Moor Medieval	£ 16,000.00	£ 9,166.61	£ 25,000.00	-£ 166.61	-0.7%	06/08/2015
PB4	Engaging with the Nature of the Bovey Valley	£ 104,017.83	£ 52,052.25	£ 156,003.00	-£ 67.08	0.0%	03/03/2016
PB5	Welcome to Widecombe	£ 24,916.96	£ -	£ 49,429.88	£ 24,512.92	49.6%	13/10/2015
PB6	Managing Volunteers	£ 16,650.00	£ 680.41	£ 20,000.00	£ 2,669.59	13.3%	09/10/2015
PB7	In the Footsteps of the Victorians	£ 99,461.53	£ 2,625.47	£ 102,087.00	£ -	0.0%	05/07/2016
PB8	Pony Herd Identification Project	£ -	£ -	£ 6,768.00	£ 6,768.00	100.0%	00/01/1900
PB9	Moor Boots	£ 12,155.34	£ 7,602.22	£ 20,000.00	£ 242.44	1.2%	25/09/2015
PB10	Whitehorse Community Play	£ 2,500.00	£ 12,385.00	£ 14,350.00	-£ 535.00	-3.7%	06/08/2015
PROGRAMME B TOTAL:		£ 439,074.56	Check				
C1 Increase awareness of Moor than meets the eye's heritage especially for those that are less familiar with it							
PC1	Moor than meets the eye Interpretation	£ 110,074.00	£ 29,655.44	£ 177,986.00	£ 38,256.56	21.5%	09/10/2015
PC4	Brimpts Tin Trail	£ 4,245.00	£ 7,296.20	£ 12,300.00	£ 758.80	6.2%	23/02/2016
C2 Provide a diverse and wide-ranging suite of formal and informal opportunities for all ages and abilities that will increase understanding and appreciation of Moor than							
PC5	Wray Valley Trail	£ 574,000.74	£ 270,999.26	£ 845,000.00	£ -	0.0%	24/06/2016
PC6	Heritage Trails	£ 420.10	£ 9,479.90	£ 9,900.00	£ -	0.0%	04/09/2015
PC7	Fernworthy Reservoir Improved Access	£ 3,543.00	£ 104,250.00	£ 120,846.00	£ 13,053.00	10.8%	08/06/2015
PC8	Postbridge Visitor Centre	£ -	£ 6,160.00	£ 184,920.00		0.0%	06/10/2015
PROGRAMME C TOTAL:		£ 692,282.84	Check				
D1 Offer bespoke training opportunities that will ensure the relevant local heritage skills are sustained and used in the future							
PD1	Dartmoor Diploma	£ 150,000.00	£ -	£ 150,000.00	£ -	0.0%	05/07/2016
PD2	EcoSkills	£ 105,000.00	£ 130,999.00	£ 199,500.00	-£ 36,499.00	-18.3%	09/09/2015
PD3	East Shallowford Trust	£ 30,000.00	£ -	£ 30,000.00	£ -	0.0%	05/07/2016
PROGRAMME D TOTAL:		£ 285,000.00	Check				
PE1	Staff Team	£ 453,701.25	£ 197,738.85	£ 631,177.28	-£ 20,262.82	-3.2%	03/05/2016
PE2	HERO and GI Staff for PC6	£ 2,181.96	£ 5,007.25	£ 11,338.00	£ 4,148.79	36.6%	13/10/2015
PE3	Transport and Subsistence	£ 9,035.71	£ 53.98	£ 5,000.00	-£ 4,089.69	-81.8%	05/07/2016
PE4	Training	£ 1,659.52	£ 1,340.48	£ 3,000.00	£ -	0.0%	05/07/2016
PE5	Monitoring and Evaluation	£ 17,137.10	£ 2,862.90	£ 20,000.00	£ -	0.0%	05/07/2016
PE6	Moor than meets the eye Website	£ -	£ 5,763.43	£ 6,500.00	£ 736.57	11.3%	05/07/2016
PROGRAMME E TOTAL:		£ 483,715.54	Check				
Moor than meets the eye TOTAL:		£ 2,286,440.60	£ 1,154,204.27	£ 3,843,182.41	£ 223,777.53	5.8%	
Cumulative		£ -					
PE7	Unbudgeted Items	£ 1,070.00	£ 6,934.88	£ -	-£ 8,004.88	#DIV/0!	

Appendix D

Quantified Risk Register – Scheme:

- Top 10



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The scheme is supported by the National Lottery through the Heritage Lottery Fund

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	Funding: 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	Risk Management: 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 overrun 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	150	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	8	Mark Allott	23/01/2015	Scheme	Scheme	Finance	Budgeting: 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	150	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

Key:
 Change from previous QRR
 Queries/needs data

Total notional MCoV risk value	£	265,125
Scheme Budget	£	3,843,183
Quantified Risk Register		6.9%
Realised Risk value	£	113,745
Total Risk provision	£	378,870
Total Risk provision		9.9%

Appendix E

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



LOTTERY FUNDED

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