

Moor than meets the eye

Landscape Partnership

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

Scheme Highlight Report - 16

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	Moor than meets the eye – Landscape Partnership Scheme
Lead Org	Dartmoor National Park Authority
Lead Officer	Mark Allott – MTMTE Scheme Manager
Reporting Period	Y4Q4

General Reporting Information			
Report completed by:	Mark Allott	Date:	2018/09/25
Report Frequency:	Quarterly, at least 1 week before LP Board meeting	Period Covered:	2018/06/01 to 2018/08/31

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 (49.44% intervention)	
Spend to period end	£2.874m (75%)		HLF Retention	£190,000 (@ 10%)	
Reporting dates	HLF Period	From (inc.)	To (inc.)	HLF Deadline	LP Board meeting
	Y4Q4	2018/06	2018/08	21 Sept 2018	9 Oct 2018
	Y5Q1	2018/09	2018/11	21 Jan 2019	24 Jan 2019
	Y5Q2	2018/12	2019/02	21 March 2019	23 April 2019
	Y5Q3	2019/03	2019/05	21 June 2019	11 July 2019
	Y5Q4	2019/06	2019/08	21 Sept 2019	10 October 2019

**Funding raised by
The National Lottery**

and awarded by the Heritage Lottery Fund



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	Amber	<p>Worse</p> <p>A summary of the Projects' progress and Red/Amber/Green (RAG) status is in Appendix A.</p> <p>The Y4Q3 HLF Request for Payment (Claim) and Progress Report were submitted on 22 June for £60,337 (Y4Q3 expenditure totalled £122,046) with payment due by 21 July. Payment was received on 26 June for £62,357 as none of our adjustments requested in Y4Q2 and Y4Q3 had been processed by HLF.</p> <p>The Y4Q4 HLF Request for Payment (Claim) and Progress Report were submitted on 21 September for £65,730, including the previously requested adjustments, with payment due by 21 October (Y4Q4 claimable expenditure totalled £143,648). The forecast expenditure for the period from Project Leads totalled £221k (so we claimed -£78k, -36%).</p> <p>This is the fourth quarter in a row where we have had significant variance on Project Leads' forecasts (-£180k, -59%, -£165k, -58% -£105k, -54% and £-78k, -36% this quarter). This is obviously an unsustainable position, particularly given the final four quarters remaining until the Scheme ends. I expect this trend to improve in Y5Q1 following the recent project reviews with all our Project Leads, where the need for greater forecasting accuracy was stressed. Further detail and commentary on the main potential reasons for this is given in the 'Costs' section below.</p> <p>Overall Scheme expenditure to 31 Aug 2018 is £2.874m (excluding ~£8k unbudgeted costs to date, captured under PE7; the remaining costs original captured under this heading have been transferred back to their respective Project codes to capture their true outturn costs). This is £671k behind the £3.545m originally planned at bid stage (-19%), and slightly better than last quarter.</p> <p>There is continued pressure to complete our Projects and their spend over the remaining four quarters of the Scheme to ensure we utilise the entire grant available. Delivering the <i>PB1 – Bellever and Postbridge Trails</i> (slow progress and £104k remaining, with £15k forecast underspend), and <i>PC8 – Postbridge Visitor Centre</i> (slow progress, decreasing time, £178k remaining budget with £58k forecast underspend) projects will play key roles in this.</p> <p>HLF will be withholding the final 10% of our £1.9m grant until they are satisfied that all of their requirements have been fulfilled. This includes providing an evaluation report, acknowledgement of our funding and images as part of the final claim (due for submission on 21 September 2019). HLF will withhold the final 10% when our total eligible Scheme costs reach £3,458,865, currently forecast to be in Y5Q3 (Mar-May 2019).</p>

Measure	RAG	Direction of travel
		<p>This will leave the Scheme's Common Fund without income to pay the 14 projects with forecast costs currently in Y5Q4 or beyond (4 projects). More detail is provided on this in the Costs section and in Appendix B.</p> <p>29 events and activities were organised and delivered in the quarter across a range of audiences, themes and venues – attracting some 1,100 people. These included:</p> <ul style="list-style-type: none"> • John Muir Award workshops in schools • the North Hall Manor community excavation as part of the <i>PB5 - Welcome to Widecombe</i> project • a programme of Medieval walks and talks as part of the North Hall Manor community excavation, and • various Wildlife events around the Dart and Bovey rivers. <p>This quarter saw another excellent contribution from the volunteering sector having secured the equivalent of £29k contribution (£9k claimable) through the PA1, PB2, PB4, PB7 and PC4 projects.</p> <p>The Scheme has a £114k target for volunteering input (equivalent to 2,280 'unskilled' days). We exceeded this target in 2016 and our volunteers have already kindly given: 2,384 'Unskilled', 1,621 'Skilled' and 92 'Professional' days, equivalent to £395k in contributions.</p> <p>£104k of this has been earned on eligible Projects and we are well on our way to meet the Scheme's £114k claimable target. The <i>PA1 – Moorland Birds</i> project remains the key contributor to achieving this.</p> <p>We held a Legacy Working Group on 5 September to review progress on developing our Legacy Overview and detailed Plan. Our work pulling together the various sources of information and aspirations for the Scheme's Legacy has been hampered by few contributions from Partners to the review of their bid stage aspirations and future intentions/commitments. The updated draft Legacy Overview and Plan is shown in Appendix F.</p> <p>The Scheme's updated Communications Plan showing our collective planned communication opportunities and activities is in Appendix D. Overall the response still remains disappointing with 14 projects (47%) not identifying any opportunities through their remaining delivery. This continues to highlight the challenges we face in publicising the Scheme, the work of our Projects and Partners and ultimately HLF acknowledgement of their investment.</p> <p>More of our Projects' Outputs have either been completed this last quarter, or are progressing; reducing the number we are concerned about. A summary and supporting commentary is provided in Appendix E.</p> <p>The central Scheme Team's communications continue, mainly on social media this quarter and have seen significant growth on our main Twitter and Facebook channels. Our @Dartmoor MTMTE Twitter account has</p>

Measure	RAG	Direction of travel
		<p>740 followers (+5.7% since last quarter) with our tweets being seen over 85,000 times over the last three months, or 924 times/day (-4%). This is particularly encouraging, despite limited tweeting from the core staff team for a third of the quarter (due to staff leave over August) and some errors in the tweet handles and hashtags in partners' tweets (reducing potential exposure/publicity). To confirm, the Scheme's information to be used by all Partners' communications is:</p> <p>@Dartmoor_MTMTE #Dartmoor #DartmoorStory</p> <p>Facebook coverage continues in parallel with Twitter and we have grown to 1,030 followers (+10%) and 879 'likes' (+13%) over the quarter on @moorthanmeetstheeye.</p> <p>A selection of media coverage has been compiled and is shown in the folder in the Meeting Room, Parke and has included articles in the local and regional press, including Dartmoor Matters, Dartmoor News, Dartmoor Magazine, Princetown Times, Tavistock Times Gazette and on BBC Spotlight; although editors do not always acknowledge <i>MTMTE</i> or HLF.</p> <p>On balance, I have judged the overall direction of travel to be worse from last quarter, primarily reflecting the increased number of projects experiencing delays in their delivery (and the associated delay in costs being claimed) and confirmation of two major forecast project underspends.</p>
Schedule	Amber	<p>Worse</p> <p>Whilst the Scheme technically ends on 31 December 2019, our Projects have always been scheduled for delivery by the end of August 2019 (Y5Q4); 5 years since HLF's 'Permission to Start'. This aligns with the HLF reporting period and provides some 4 months to evaluate and close projects and the Scheme. It also reflects the skeletal core team that will still be in post at the end to administer and close the Scheme, securing the 10% retention from the HLF.</p> <p>The Scheme is 80% complete by time and a simple pro-rata spend indicator would suggest that we are slightly worse than last quarter and slightly behind schedule by £200k (~5%), in terms of Earned Value.</p> <p>Following our review meetings and Project Leads' revised forecasts submitted as part of their Y4Q4 reporting, 15 Projects are now expecting some of their costs to fall in the last quarter of the Scheme (Jun-Aug 2019), an increase from just three last quarter, totalling £109k. Not only does this increase the risk associated with ensuring these are completed by the end of the Scheme, but also delays the resultant benefits of their projects being realised, and minimises evidence on which to base their evaluation of their projects' (and the Scheme's) effectiveness overall.</p> <p>Four projects also have forecasted costs after the Scheme's final quarter in Y5Q4 (Jun-Aug 2019), suggesting slippage in their delivery. These are:</p>

Measure	RAG	Direction of travel
		<ul style="list-style-type: none"> • <i>PA4 – Discovering the nature of the Bovey Valley (£34k)</i> Final payment is not expected until Sep-Nov 2019 following delays procuring a contractor to design and install the reservoir habitat • <i>PA5 – Unveiling the heritage of the High Moor and Forests (£8k)</i> No quarterly report was received for this project so the forecast has not been updated since Y4Q3. I expect these costs will be allocated to completing archaeological reporting associated with the Holwell community excavation, to be confirmed by the Project Lead in Y5Q1 • <i>PD4 – Heritage Skills Training (£10k)</i> Related to later than expected Training Coordinator appointment and a plan of what to do with this underspend still needs to be established (probable extension of training opportunities, subject to capacity to organise these within the time remaining) • <i>PD5 – Conservation Apprentices (£8k)</i> Underspends appear to be related to lower than expected salary and mentoring costs for the Apprentices and Manager respectively. A plan of what to do with this underspend needs to be established (probable extension of training opportunities and/or equipment, subject to need and capacity to organise these within the time remaining). <p>The other £44k forecast costs after Scheme completion are associated with staff overheads in Programme E. These are not delays to the Schedule, just true costs of completing the Scheme's Final Monitoring & Evaluation and administration until final closure.</p> <p>Although it carries no outstanding financial commitment to securing the Scheme's HLF grant, completing the <i>PC5 – Wray Valley Trail</i> project remains critical in terms of Schedule to ensure that we deliver the outcomes and benefits of the investment.</p>
Quality	Amber	<p>Unchanged</p> <p>Generally, the envisaged quality of the Project Outputs, Outcomes and Benefits, and so the Scheme overall, remain unchanged.</p>
Cost	Amber	<p>Worse</p> <p>Following the significant variance from Project Leads' forecasts in the last three quarters, this trend continued again this quarter (-£78k, -36%), albeit to a slightly lower variance. This mainly stemmed from significant underspends on the following projects:</p> <ul style="list-style-type: none"> • <i>PA4 – Discovering the Nature of the Bovey Valley (-£13k, -81%)</i> I suspect this is due to the delayed contract award and hence start of the reservoir habitat works • <i>PA7 – Ponies, Pounds & Driftways (-£13k, -83%)</i>

Measure	RAG	Direction of travel
		<p>Works at the Venton driftway have been delayed and costs are now expected in Y5Q1</p> <ul style="list-style-type: none"> • <i>PA8 – Ancient Boundaries/Modern farming (-£23k, -75%)</i> Some of the walling improvements have not been completed in the expected timeframe. These are now expected in Y5Q1 • <i>PC1 – Discovering the Dartmoor Story (-£35k, 89%)</i> Approximately -£9k is associated with delayed video procurement by DNPA, which is now expected from Y5Q1. The remaining underspend is associated with delays delivering the Woodland Trust's interpretation and is now expected in Y5Q1 • <i>PC8 – Postbridge Visitor Centre Interpretation (-£5k, 100%)</i> The slightly delayed interpretation procurement has resulted in some early costs not being realised this quarter. <p>We are -£671k (-19%) behind our Scheme bid forecast in terms of spend to this quarter; although the comparison against the more recent Y4 forecast is worse at -£365k (-36%).</p> <p>Hopefully, Project Leads' updated forecasts in the Y4Q4 reporting, following the project reviews, will be more accurate and provide greater confidence over the final year. We will be able to see how accurate this has been when the Y5Q1 claim is processed in December.</p> <p>Two projects confirmed significant forecast underspends as part of the recent project reviews:</p> <ul style="list-style-type: none"> • <i>PC8 – Postbridge Visitor Centre Interpretation (-£58k, -31%)</i> A budget of £120 has been allocated to procuring an external designer to deliver the centre's interpretation. This has resulted in a confirmed £58k underspend which DNPA has no planned use for • <i>PC1 – Bellever & Postbridge Trails (-£15k, -12%)</i> The remaining works and interpretation currently being procured will result in a £15k underspend on the project which DNPA has no planned use for. <p>As a result, I currently forecast the Scheme to be ~£400k underspent at completion if the same quarterly 'under-claiming' trend continues and PC1 and PC8 budget cannot be reallocated. This would result in a loss of £198k HLF grant funding.</p> <p>Partners are asked to discuss potential reallocation of this funding and consider the options referred to in Item 60.</p> <p>A significant number of projects now have costs forecast slipping into the Scheme's final quarter. The 14 projects (excluding Programme E – Scheme Overheads) with forecast costs currently in Y5Q4 or beyond (5 projects) are shown in Appendix B. This further increases the risk of the Scheme not drawing down HLF grant funding should these projects be delayed further. Project Leads should do all in their power to accelerate</p>

Measure	RAG	Direction of travel
		their delivery wherever possible to minimise this risk.
Scope	Amber	<p>Better</p> <p>The scope of the <i>PC8 – Postbridge Visitor Centre (Interpretation)</i> project has now been confirmed through the issue of the Invitation to Tender. HLF has agreed to the deletion of roundhouse provision.</p> <p>The remaining scope of <i>PB1 Bellever & Postbridge Trails</i> has also been confirmed with a similar Invitation to Tender for the wider interpretation works.</p> <p>Both projects are expected to award their contracts in Y5Q1 and deliver by the end of the Scheme.</p>
Benefits	Green	<p>Unchanged</p> <p>The benefits of our Projects and the Scheme overall aligns with the expected outcomes and our Approved Purposes.</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 C. The QRR currently totals £348k (9% of the £3.843m Scheme budget) and is comparable to last quarter.</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.	Legacy Working Group meeting – 5 September 2018
B.	HLF Monitoring Meeting – 24 July 2018
C.	'Have your say' drop-in session – Ashburton, 29 June 2018
D.	Final Year Project Reviews with Project Leads – August/September 2018
E.	Update Scheme Communications Plan
F.	Update Scheme Outputs Tracker
G.	Update Scheme Legacy Plan & Overview and finalise drafts for Board
H.	Compile and submit Y4Q4 Claim and Progress Reports to HLF

3. Unplanned Key Activities Delivered During This Period

A.	Assisting Natural England with their second <i>PA4 – Discovering the nature of the Bovey Valley</i> reservoir habitat tender evaluation
B.	Assisting DNPA with their <i>PD6 – Dart Valley in Focus</i> film project tender evaluation

4. Planned Key Activities Not Delivered During This Period

Activity:		Reason For Non-Delivery:	New Target Date: YYYY/MM/DD
A.	Project Leads' meeting	Replaced with individual Project Reviews	Y5Q1

5. Key Activities Planned For Next Period

Activity		Target Date: YYYY/MM/DD
A.	'Have your say' drop-in session	Quarterly
B.	Project Leads' meeting	Y5Q1
C.	Report to DNPA (as Lead Partner) Audit & Governance Committee – 2 November 2018	
D.	Update Scheme Communications Plan	Quarterly
E.	Update Scheme Outputs Tracker	Quarterly
F.	Update Scheme Legacy Plan & Overview following feedback	2018/11/02
G.	Compile and submit Y5Q1 Claim and Progress Reports to HLF	2018/12/21

6. Key Issues Arising This Period

	Issue Description:	Causing Risk Y/N?
A.	Scheme: HLF claim adjustment We asked HLF to make an adjustment to our claims in both the Y4Q2 and Y4Q3 periods which unfortunately haven't been applied yet. We are therefore in credit with the grant secured to date. HLF will be resolving this as part of the Y4Q4 claim.	N
B.	Quarterly Reporting – late and missing reports Unfortunately some Projects were either late submitting their quarterly reports or haven't submitted one, putting more pressure on the Scheme Team and their HLF, and other, reporting requirements: <ul style="list-style-type: none"> • PA2 – Haymeadows • PA3 – Natural Connections • PA5 – Unveiling the heritage of the High Moor • PC1 – Dartmoor Story (DNPA elements) • PC4 – Brimpts Tin Trail • PD6 – Dart Valley in Focus 	Y
C.	Communications & Legacy Plan review contributions Little information has been forthcoming from Project Partners and Leads on their planned communications activities and legacy aspirations – as evidenced by the gaps in Appendix D and Appendix F respectively.	Y
D.	Outputs tracking – 'RED' status outputs Of the 236 outputs being tracked across the Scheme's Projects, 92% have been, or are expected to be achieved (as summarised in the chart in Appendix E); 4% better than last quarter. However, we are concerned over 25 (8%) and have rated these 'RED' for follow-up with the respective Project Leads. Reasons generally include	Y

6. Key Issues Arising This Period		
	Issue Description:	Causing Risk Y/N?
	<p>either:</p> <ul style="list-style-type: none"> No progress update from the Project Lead as part of their quarterly reporting Unclear information over progress against the individual target Clearly behind on progress pro-rata and unlikely to achieve the target given the remaining time left to Scheme end Confirmation that the output/target will not be achieved. <p>The Top 10 we are concerned about are listed in the summary in Appendix E and explanatory commentary has been provided for each Output's rating.</p>	
E.	<p>Confirmed project underspend reallocation</p> <p>DNPA has confirmed its forecast underspends on the <i>PB1 – Bellever & Postbridge Trails</i> (-£17k) and <i>PC8 – Postbridge Visitor Centre Interpretation</i> (-£58k).</p> <p>Partners are asked to discuss potential reallocation of these funds. Suggestions include (in preferred order):</p> <ol style="list-style-type: none"> Absorbing the impact of backfilling the <i>MTMTE Finance & Admin Officer</i> post above the post's currently budgeted overheads Offsetting the forecast £32k overspend on <i>PE1 – Staff Overheads</i> Extending the <i>MTMTE Community & Events Officer's</i> contract from 30 June 2019 in line with the other team members' core contracts which run to 31 December 2019. This will enable us to deliver the Scheme Celebration event (scheduled for July 2019), fully evaluate and help deliver legacy by developing a cross-partner '<i>Best Practice for delivering events/activities</i>' and '<i>Volunteer engagement</i>'. £13k would extend support to ~30 October 2019. Supporting additional scope and outcomes for <i>PB10 – Whitehorse Hill Community Play</i> (reported in Y4Q2) Offsetting WT's underwriting on its elements of <i>PA4 – Discovering the nature of the Bovey Valley</i> Offsetting WT's underwriting on its overspend on elements of <i>PC1 – Dartmoor Story</i> Offsetting NE's underwriting of its overspend on <i>PD2 – EcoSkills (Conservation Assistants)</i>. <i>NE's forecast outturn cost for delivering the project is ~£324k (£200k budget)</i>. Approximately £79k of this increase would be considered eligible for associated mentoring/supervision, training and subsistence costs Supporting additional scope for <i>PA8 – Ancient Boundaries, Modern Farming</i> (reported in Y4Q3) Increasing the quality of the surfacing on <i>PC5 – Wray Valley Trail</i> 	Y

Appendices:

Appendix A	Project Status Summary (RAG)
Appendix B	Projects with costs forecast in Y5Q4 and beyond
Appendix C	Quantified Risk Register – Scheme: Top 10
Appendix D	Scheme Communications Plan
Appendix E	Outputs summary and Top 10
Appendix F	Scheme Legacy Overview and Plan

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

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

Appendix B

Projects with costs forecast in Y5Q4 and beyond

Landscape Partnership Scheme Budget - Forecast					
		(2019/20)			
		Q4 (Jun-Aug)	(Sep-Nov)	(Dec-Feb)	FORECAST TOTAL:
PA1	Moorland Birds	£ 6,809.82	£ -	£ -	£ 6,809.82
PA4	Discovering the Nature of the Dartmoor Valley	£ 16,500.00	£ 34,200.00	£ -	£ 50,700.00
PA5	Unveiling the heritage of the High Moor and Forests	£ -	£ 8,000.00	£ -	£ 8,000.00
PA8	Ancient Boundaries, Modern Farming	£ 30,000.00	£ -	£ -	£ 30,000.00
PB1	Bellever and Postbridge Trails	£ 2,657.26	£ -	£ -	£ 2,657.26
PB3	Moor Medieval	£ 2,250.00	£ -	£ -	£ 2,250.00
PB6	Managing Volunteers	£ 4,377.41	£ -	£ -	£ 4,377.41
PB10	Whitehorse Community Play	£ 380.00	£ -	£ -	£ 380.00
PC1	<i>Moor than meets the eye</i> Interpretation	£ 5,000.00	£ -	£ -	£ 5,000.00
PC8	Postbridge Visitor Centre	£ 15,000.00	£ -	£ -	£ 15,000.00
PD2	EcoSkills	£ 8,000.00	£ -	£ -	£ 8,000.00
PD4	Heritage Skills Training	£ 7,987.95	£ 7,572.95	£ 2,524.32	£ 18,085.21
PD5	Conservation Apprentices	£ 5,700.00	£ 5,700.00	£ 1,900.00	£ 13,300.00
PD6	Dart Valley in Focus	£ 3,836.47	£ 5,888.84	£ -	£ 9,725.31
PE1	Staff Team	£ 28,653.92	£ 25,294.23	£ 8,431.41	£ 62,379.56
PE3	Transport and Subsistence	£ 825.54	£ 825.54	£ 825.54	£ 2,476.61
PE5	Monitoring and Evaluation	£ -	£ 8,841.25	£ -	£ 8,841.25
<i>Moor than meets the eye</i> TOTAL:		£ 137,978.37	£ 96,322.80	£ 13,681.26	£ 247,982.43

Rank	Risk ID No.	Risk Author	Date identified	Risk Level	Project ref	Risk Category	Risk Description (Cause, Event, Effect)	Probabi lity	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 Results in: Risk to Partners covering shortfall. Potential diversion of Landscaping Partnership staff time from specific project delivery Landscaping 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. Continued financial monitoring and management Be aware of high risk projects: eg. Wray Valley Trail (provides high percentage of cash match funding)	Active	£ 37,500
2	5	LP Board	01/08/2014	Scheme	_Scheme	Projects	Project delivery: Individual project risks. Loss of staff leaders, delivery. Results in: Delays in scheme delivery/inability to deliver specific projects	3	5	5	R	R	Short Term	T - Reduce	Mark Allott	Project Leads to continually assess individual projects' risk in on-going project management. Scheme Manager to discuss risk on quarterly basis with all Project leads.	Active	£ 12,500
2	214	Mark Allott	21/06/2018	Project	PC8	Delivery	Interpretation products not delivered in time for Scheme end/fit-out	3	5	3	R	A	Medium term	T - Reduce	Sam Hill	- establish key milestones - progress meetings and reporting	Active	£ 12,500
4	153	Mark Allott	07/06/2015	Project	PB9	Comms	Partner disengages from MTMTE/HLF publicity with potential wider concerns over MTMTE association	3	4	1	A	G	Short Term	T - Reduce	Phil Hutt	Understand apparent issues over MTMTE/HLF association and ensure all communications acknowledge MTMTE and HLF	Active	£ 6,250
5	207	Mark Allott	21/06/2018	Project	PC5	Delivery	Failure to open route by Scheme end	2	5	1	A	G	Medium term	T - Reduce	Ian James	- develop alternative routing if land cannot be acquired or delays delivering original route by Scheme end	Active	£ 5,000
5	162	Mark Allott	01/09/2016	Scheme	_Scheme	Projects	Staffing: 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'	4	3	5	A	R	Short Term	T - Accept	Ally Kohler	Ensure staff are fully engaged	Active	£ 5,000
5	57	Jane Marchand	18/08/2014	Project	PB1	Participation	Local community not engaged with the project	4	3	4	A	R	Short Term	T - Reduce	Ian Durrant	These projects have come from development of the scheme and are based on the Landscape and Access Plan which was produced in consultation with local people	Active	£ 5,000
5	189	Mark Allott	21/06/2018	Project	PB3	Outputs	Failure to deliver book	2	5	1	A	G	Medium term	T - Reduce	Nigel Pratt	- Appoint and fund lead researcher(s) - agree book scope and peer-review - plan delivery schedule	Active	£ 5,000
5	217	Mark Allott	21/06/2018	Project	PD5	Resources	Apprentice attitude/personalities/performance may lead to dismissal	2	5	5	A	A	Short Term	T - Reduce	Jon Stones	- Performance Management	Active	£ 5,000
5	27	Norman Baldock	18/08/2014	Project	PA2	Delivery	Machinery and stock sharing doesn't work as hoped	4	3	3	A	A	Short Term	T - Reduce	Chrissy Mason	Ensure thorough consideration of issues by all partners at initial stage. Community Ecologist can facilitate initially	Active	£ 5,000

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Project	Storyline	Date / frequency	Proposed media	Lead	Result / measure	
<i>Examples:</i>						
PA6 - Higher Uppacott	Apprentices learn cobbling skills and contribute to the restoration of grade 1 listed building	2018-03-01	TV - Spotlight and BBC radio Devon	Andy Watson	2018/01 BBC Spotlight filmed 2018/01/18 Tavistock/Princetown Times double-page feature spread	
PA6 - Higher Uppacott	New programme of guided walks launched to showcase the restoration of Higher Uppacott	2018-06-01	Press release DNPA website Twitter FACEBOOK	Andy Watson	Y4Q4 update	
Project	Storyline	Date / frequency	Proposed media	Lead	Result / measure	Current?
_Scheme	Project media plan to be developed by each project lead helped by their comms lead (or by the MTMTE Team if advised)	2018-03-07 Annual	As per Project Comms Plans	Project Lead	Specific actions to raise the profile of individual Projects	Y
_Scheme	Providing regular news stories to MTMTE Team as per project media plan	Monthly	By 20th of each month	Project Lead	No of stories produced by each project	Y
_Scheme	MTMTE website - news	2 articles per month	MTMTE website	MTMTE Team - AW	Count number of articles	Y
_Scheme	MTMTE website - events	Annual events programme	Dec 20th 17	MTMTE Team - AB	No of events per year	Y
_Scheme	MTMTE YouTube-part of the Dartmoor Story	5 per year	https://www.youtube.com/channel/UC2GTBy6VG_uIQa-6bw/NKg	MTMTE Team	No of videos and views	Y
_Scheme	Sharing social media stories	As required	Relevant media	All MTMTE stakeholders with social media accounts	No of shares, mentions	Y
_Scheme	Local parish magazines - provide local update for each issue	Article in each issue	Identify deadline for each copy	Project leads and MTMTE Team	No of published articles	Y
_Scheme	Annual Scheme summary	2018-09-01	Dartmoor Magazine	MTMTE Team	Scheme feature in Winter edition	Y
_Scheme	Scheme summary & Legacy advert	2019-03-01	Enjoy Dartmoor	MTMTE Team	Scheme feature in 2019 edition	Y
_Scheme	Scheme summary - 'access' stories	2019-05-01	Active Dartmoor	MTMTE Team	Scheme feature in 2019 edition	Y
PA1 - Moorland Birds	To share latest project news and photos.	Mar-18	Set up project Facebook page	TW/Fiona Freshney	increased awareness	Y
PA1 - Moorland Birds	Various: e.g. focus on a key returning migrant, drumming snipe at dawn, habitat management initiatives, success stories, volunteer activities	Spring 2018 onwards. Aim for two per year?	Short, moor-based, RSPB produced films for social media featuring a Moorland Bird Project related story and various individuals (e.g. Fiona Freshney, HB, individual SG members, farmers).	TW/Fiona Freshney	increased awareness	Y
PA1 - Moorland Birds	Various	As appropriate. One per year?	News for DNPA 'In Touch' newsletter	Fiona Freshney/Amanda Rowlings	increased awareness	Y
PA1 - Moorland Birds	Introducing the project and giving an example of work underway	Sometime in 2018?	Nature's Home magazine, RSPB	TW/Fiona Freshney	increased awareness	Y
PA1 - Moorland Birds	Interesting snippets relevant to the project and related MTMTE projects	Throughout	Tweeting/retweeting through @RSPBSouthWest	TW/Mall/Fiona Freshney	increased awareness	Y
PA1 - Moorland Birds	Working with landowners to manage habitat for waders and other birds in Dartmoor's central	2018-06-05	RSPB Nature's Home	Fiona Freshney and Morwenna Alldis	About to go live - report next quarter	Y

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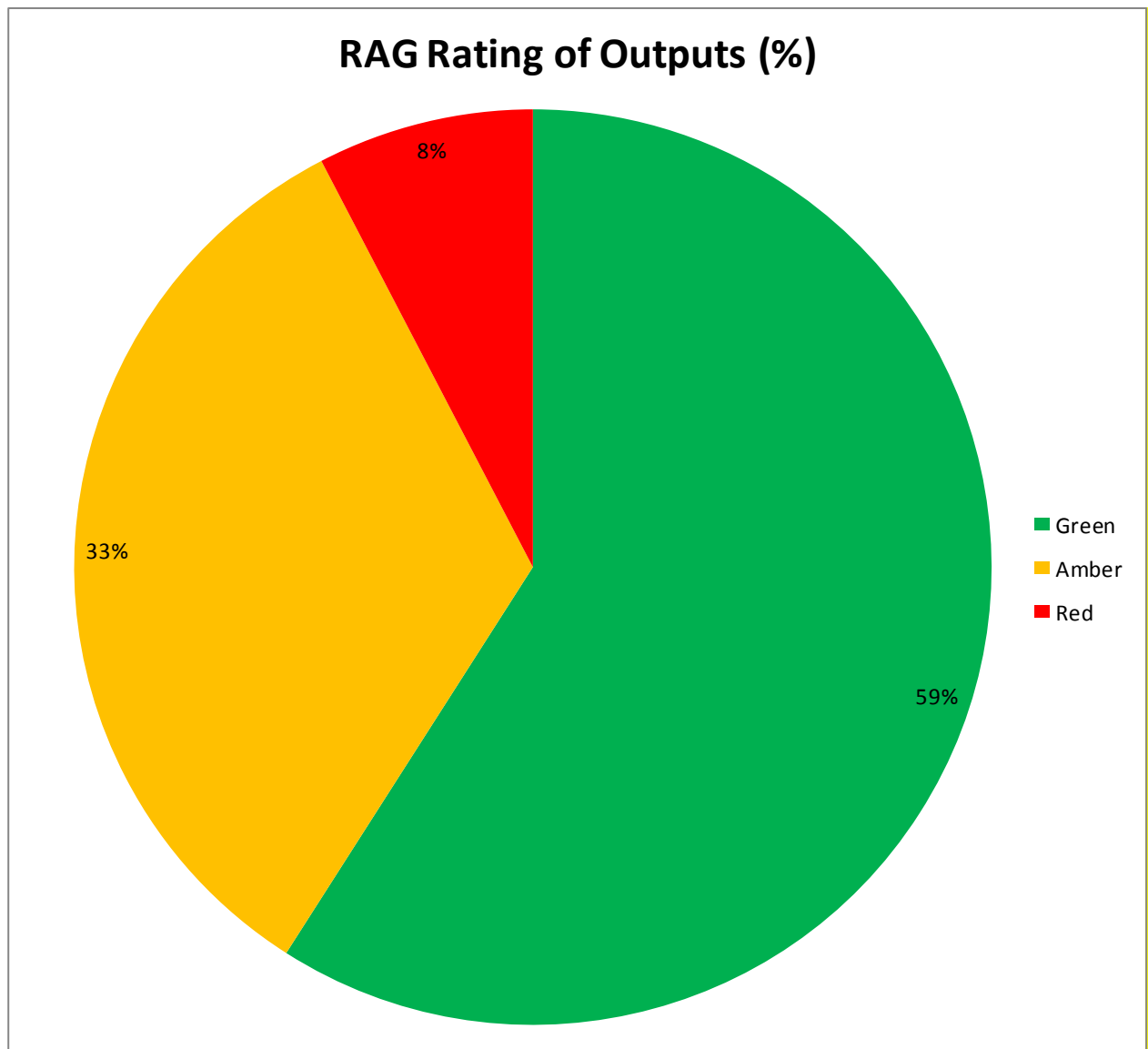
Project	Storyline	Date / frequency	Proposed media	Lead	Result / measure	Current?
PA1 - Moorland Birds	Working with landowners to manage habitat for waders and other birds in Dartmoor's central newtakes	2018-09-01	RSPB Nature's Home	HB, FF and Morwenna Alldis	Final proofs being agreed for very short piece in Nature's Home winter edition and longer piece in Fellow's News.	Y
PA2 - Haymeadows				Chris Giles		Y
PA3 - Natural Connections				Chris Giles		Y
PA4 - Discovering the Nature of the Bovey Valley				Fergus Mitchell		Y
PA5 - Unveiling the heritage of the High Moor and Forests				Lee Bray		Y
PA6 - Higher Uppacott				Andy Watson		Y
PA7 - Ponies, Pounds and Driftways				Rob Steemson		Y
PA8 - Ancient Boundaries, Modern Farming	Moor Skills apprentice helping out contractor to learn walling skills.	2018-04-01	Press release Twitter FACEBOOK	James Rogers	Y4Q2 update	Y
PB1 - Bellever and Postbridge Trails				Ian Durrant		Y
PB2 - Parishscapes	General updates as and when (PB2 projects are difficult to predict)	Throughout claim period	Any appropriate media	Emma Stockley	Various	Y
PB2 - Parishscapes	Updates as and when	Throughout claim period	FB, PRs	Emma Stockley	Various	Y
PB3 - Moor Medieval				Nigel Pratt		Y
PB4 - Engaging with the Nature of the Bovey Valley				David Rickwood		Y
PB5 - Welcome to Widecombe	Welcome to Widecombe launch of materials	Easter 2019	Across all media	Andy Bailey		Y
PB5 - Welcome to Widecombe	Provision of North Hal Ibooklet	Summer 2019	Across all media	Andy Bailey		Y
PB6 - Managing Volunteers	Volunteers tool trailer	Autumn 2018	Press release DNPA website Twitter FACEBOOK	Andy Bailey/ Mike Nendick		Y
PB6 - Managing Volunteers	Volunteers celebration event	2019-07-01	Across all media	Andy Bailey/ Mike Nendick		Y
PB7 - In the Footsteps of the Victorians	Promotion of new book	Throughout next claim period	FB, book reviews	Emma Stockley	FB posts and book publicity	Y
PB9 - Moor Boots				Phil Hutt		Y
PC1 - Dartmoor Story	Lantern Walk	2018-10-06	Facebook Newsletter Twitter Local Posters Local Schools	Andy Bailey	Broacast over the proposed media	Y

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Project	Storyline	Date / frequency	Proposed media	Lead	Result / measure	Current?
PC1 - Dartmoor Story	Completion of animated film	2019-04-01	DNPA press release Social media Newsletter Local posters Local news reports	Andy Bailey		Y
PC1 - Dartmoor Story	Completion of Character Films	2019-05-01	DNPA press release Social media Newsletter Local posters Local news reports	Andy Bailey		Y
PC1 - Dartmoor Story	Completion of Wray Valley Interpretation	2019-06-01	DNPA press release Social media Newsletter Local posters Local news reports	Andy Bailey		Y
PC1 - Dartmoor Story	Spring Woodland festival and Haytor Wildlife Boards Spring Migrant Birds	2019-05-01	DNPA press release Social media Newsletter Local posters Local news reports	Andy Bailey		Y
PC1 - Dartmoor Story	Finale Heritage Event Thank you to volunteers	2019-06-01	DNPA press release Social media Newsletter Local posters Local news reports	Andy		Y
PC1 - Dartmoor Story	Dartmoor Story Leaflet produced		hardcopy leaflet	Andy Bailey	1000 distributed	Y
PC4 - Brimpts Tin Trail				Anne Whitbourn		Y
PC5 - Wray Valley Trail				Ian James		Y
PC6 - Heritage Trails	leaflet and social medis activity during September and October	Autumn	Visit dartmoor	Ally Kohler and Savanna		Y
PC7 - Fernworthy Reservoir Improved Access				James Platts		Y
PC8 - Postbridge Visitor Centre	internal comms only			Sam Hill		Y
PD2 - EcoSkills	Uploads are made on this regularly covering NNR, MTMTE and trainee activities and events . Example: Granite Elements Parishscapes exhibition 2 Jan 2018	continuing	East Dartmoor NNR Facebook and Twitter	Kate Smith WT	Some of these are picked up by NE Twitter	Y
PD4 - Heritage Skills Training	We will issue press releases for some events linked to pre publicity	04.09.18	Via DNPA Comms team	David Attwell		Y
PD4 - Heritage Skills Training	We intend to tweet and use Facebook for positive images of the training events	on going	twitter, Facebook	via MTME, DNPA Comms		Y
PD4 - Heritage Skills Training	We are planning the second phase of the boundaries filming with Comms. Team	tbc	Film, video	Savannah Jones		Y
PD4 - Heritage Skills Training	We will cover events and courses in newsletters and HFP literature	Late Sept.	Newsletter, Email	David Attwell		Y
PD4 - Heritage Skills Training	We hope to produce temporary signage to highlight works undertaken by trainees on site	October	Temporary site signage	David Attwell		Y

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Project	Storyline	Date / frequency	Proposed media	Lead	Result / measure	Current?
PD5 - Conservation Apprentices				Jon Stones		Y
PD6 - Dart Valley in Focus	News about the project	2018-06-01	Press release Newsletter Public meeting	Jaz Atkinson		Y
PD6 - Dart Valley in Focus	Young film makers learning craft on Dartmoor	2018-10-01	Press release DNPA website Twitter FACEBOOK Instagram	Jaz Atkinson		Y
PD6 - Dart Valley in Focus	Young Film Makers Film Night	2019-04-01	Press release DNPA website Twitter FACEBOOK Instagram	Jaz Atkinson		Y
PD6 - Dart Valley in Focus	Love the Dart Campaign	2019-05-01	Press release DNPA website Twitter FACEBOOK Instagram	Jaz Atkinson		Y
PD6 - Dart Valley in Focus	Success of the scheme helping people learn about Dartmoors Wildlife through events and films	2019-09-01	Press release DNPA website Twitter FACEBOOK Instagram	Jaz Atkinson		Y



PARTNER	PROJECT	OUTPUTS	TARGET	QTY	TRACKING	PROGRESS	RAG	COMMENTARY FROM PROJECT LEAD [MTMTE project team comments in square brackets]	Reason for Red Rating
DNPA	PA2	Achieve improved condition in 75 ha of unimproved meadows	Hectares	75	48	<div><div></div></div> 64%	Red	Advice given for 48 ha to date	64% target achieved, with 18 months remaining in project: need details on how or if the remaining 36% will be achieved by the end of the project
DNPA	PA3	20 County Wildlife Sites landownership parcels monitored by the end of the Scheme with plans in place with landowners to improve management at 10	Sites monitored	20	11	<div><div></div></div> 55%	Red	no update	no information on how or if the output will be achieved
DNPA	PA5	Events and information for visitors - produce new DNPA guide to the archaeology of Fernworthy, Birch Tor, Golden Dagger area and Whitehorse Hill. Target 2000 copies of Whitehorse Hill cist excavation and Birch Tor/Golden dagger publications sold [for purpose of output evaluation, assumed target was 1000 each]	Copies of new Birch Tor/Golden dagger archaeological guides sold	1000	0	<div><div></div></div> 0%	red	Unable to progress Birch Tor interpretation due to time constraints although alternative means of achieving this under another MTMTE project (PB1) is underway.	Update suggests Birch Tor interpretation will not be achieved by this project.
WT	PB4	Public events: see annual events programme in schedule in proforma. 65 events over 5 years	Events	65	14	<div><div></div></div> 22%	Red	14 events with 964 attendees carried out to date. We anticipate that a total of 17 events will be carried out in total, with the number of attendees exceeding 1050. The number of events will be lower than originally planned as several events have been combined to make more effective use of resources.	This appears to be a rescoping of the output from 65 events over 5 years to fewer events "to make effective use of resources" - not clear whether this has been approved by HLF
WT	PB4	An engaging package of public events, activities and new interpretive media to strengthen understanding, interest and involvement in the NNR and Bovey Valley 65 events over 5 years. Number of people attending 6,650	Number of people attending events	6650	964	<div><div></div></div> 14%	Red	14 events with 964 attendees carried out to date. We anticipate that a total of 17 events will be carried out in total, with the number of attendees exceeding 1050. The number of events will be lower than originally planned as several events have been combined to make more effective use of resources.	This appears to be a rescoping of the output from 65 events over 5 years to fewer events "to make effective use of resources" - not clear whether this has been approved by HLF
MTMTE	PB6	10 heritage champions recruited and trained	Heritage Champions	10	4	<div><div></div></div> 40%	Red	2 trained. 1 new on started but left, 2 more interviewed	no information on how or if the output will be achieved
MTMTE	PC1	Hits on Dartmoor Story webpage grows steadily during the 5 years to 100,000 in year 5	Hits on webpage	100,000	0	<div><div></div></div> 0%	Red	no update	Original output was for 100,000 hits over the five years - unlikely to achieve this as the website will be launched late in the life of the Scheme
DNPA	PC8	Increased use of car park: 5% in footpath counter figures in 2016 in comparison to 2015	Footfall on footpath	5%	0%	<div><div></div></div> 0%	Red	no update	no information on how or if the output will be achieved

PARTNER	PROJECT	OUTPUTS	TARGET	QTY	TRACKING	PROGRESS	RAG	COMMENTARY FROM PROJECT LEAD [MTMTE project team comments in square brackets]	Reason for Red Rating
DNPA	PC8	Sales of Whitehorse Hill Guide: 10% increase in sales from 2014/15 figure	Sales baseline 20140401 to 20150331 = 63 copies	10%	0%	0%	Red	RD sent sales figures 20180705: POSTBRIDGE: Baseline 20140401 to 20150331 = 63 copies 20170401 to 20180331 = 65 copies PRINCETOWN: Baseline 20140401 to 20150331 = 63 copies 20170401 to 20180331 = 65 copies	
DNPA	PC8	Sales of Postbridge and Bellever Walks leaflet and/or download: 10% increase in sales from 2014/15 figure	Sales	10%	0%	0%	Red	no update	no information on how or if the output will be achieved

To follow at Board