
CAIRNGORMS NATIONAL PARK AUTHORITY

FOR DISCUSSION

Title: STRATEGIC RISK MANAGEMENT AND MONITORING CORPORATE PERFORMANCE

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Purpose

This paper presents an update on the Authority's performance to date in working towards delivery of strategic objectives established in the 2018 to 2022 Corporate Plan.

The paper focuses on delivery against the Key Performance Indicators adopted as measures of performance in delivery of our Corporate Plan, while highlighting by exception any significant constraints, risks or shortcomings on planned delivery.

The paper also presents the latest version of the Strategic Risk Register, following ongoing review and mitigation action by the Management Team and review by the Audit and Risk Committee.

Information is presented on delivery against the Corporate Plan only in this paper. Updates on delivery of the National Park Partnership Plan for 2017 to 2022 are presented separately at different points of the year.

Recommendations

The Board is asked to

- a) **Review the update on corporate performance and strategic risk management set out in this paper.**
- b) **Highlight any achievements or exceptions which, from a strategic leadership perspective, Board members believe are of particular significance to the delivery of the Authority's strategic objectives.**
- c) **Review and comment on the risk register for completeness in coverage of current strategic risks and adequacy of mitigation actions.**

STRATEGIC RISK MANAGEMENT AND MONITORING CORPORATE PERFORMANCE – FOR DISCUSSION

Strategic Context

1. The Authority's Corporate Plan, <http://cairngorms.co.uk/wp-content/uploads/2018/07/CNPACorporatePlan2018-2022.pdf> describes how we will contribute to the delivery of the Cairngorms National Park Partnership Plan (NPPP).
2. The Corporate Plan also sets out how the CNPA will support the Government's central purpose: to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increased wellbeing and sustainable and inclusive economic growth and delivery of the Programme for Government. To this end, the plan highlights (page 13) that the work of the Authority makes a contribution to 6 of the Scottish Government's 11 National Outcomes agreed within the National Performance Framework.
3. A corporate performance framework is required to measure the extent to which we succeed in delivering the priorities agreed in the corporate plan and make the desired contributions to wider national government strategies. The Board agreed the Authority's corporate performance framework as an integral part of the Corporate Plan. The information presented with this paper follows those agreed Key Performance Indicators (KPIs).

Strategic Policy Considerations

4. The Authority's Corporate Plan makes reference to our contribution to National Outcomes. While in most cases the corporate performance indicators do not present a direct measure of contribution to the specific outcomes, they are agreed to represent an appropriate "proxy" indicator, whereby our demonstration of achievement in a specific area of the Authority's operations is accepted as a reasonable measure of our contribution to wider national or portfolio objectives.

Strategic Risk Management

5. The Board considered and approved the new strategic risk register supporting delivery of the 2018 to 2022 Corporate Plan at its meeting in June 2018. The Board also endorsed the Authority's Strategic Risk Management Strategy at the same meeting.

6. The strategic risk register is regularly reviewed and updated by both the Audit and Risk Committee and the Management Team with the Board considering the position on strategic risk management at the same time as it considers these Corporate Performance reports. The Strategic Risk Register is a dynamic document. Risks will be removed when their likelihood of occurrence and / or their potential impact is assessed to have declined sufficiently through management and implementation of mitigation or circumstances change in the Authority's wider operating environment. The current version of the strategic risk register is set out for consideration as an Annex to this paper.
7. The Board are invited at this point to review the current version of the Strategic Risk Register; identify any potential strategic risks not currently included; comment on the draft assessment of significance of risks identified and adequacy of proposed mitigation.

Implications

8. Both the Corporate Performance Monitoring Framework and Strategic Risk Register have been developed with a view to managing and limiting the staff time resource required to support the administration of these processes, while ensuring that the processes themselves are fit for purpose in managing risk to which the Authority is exposed and measuring our success in achieving agreed corporate priorities. We are aiming to make best use of data already collected by ourselves and our partners and hence tap into existing work rather than create new, often costly, data collection processes. Some indicators have data collected annually or over longer periods. Therefore not all indicators will change over the period since these monitoring reports were last presented to the Board.
9. Our strategic risk management process and practices build on existing methods already reviewed and approved by Audit & Risk Committee and evaluated by internal and external audit. Our strategic planning and corporate performance monitoring reporting will also be subject to internal audit review as part of the 2018/19 internal audit programme.
10. Our risk management processes require staff to reference the agreed strategic risks in developing specific strategies and policies and tailor their plans accordingly, to both ensure these policies and strategies are not impacted by the recognised risks and also help manage these risks.
11. In taking forward actions and projects to help deliver Corporate Plan priorities, Directors and their Heads of Service are expected to ensure that operational plans

and / or project plans where required are covered by more specific risk registers and risk management practices.

Success Measures

12. Implementation of an effective Corporate Performance Monitoring System is an essential component of enabling identification of success in delivery of the Board's agreed Corporate Plan.
 13. Effective risk management processes ensure that risks that may impact on success are identified, managed and / or monitored appropriately to support delivery of Corporate objectives. Risk management processes also assist in evaluating opportunities for action and in determining the Authority's approaches to most effectively realising those opportunities.
 14. The work in bringing these processes together therefore forms a key aspect of the Authority's strategic management processes.
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Supporting Information:

Update on Corporate Plan Monitoring

1. A summary of the Authority's Corporate Plan monitoring information is presented in Annex I. More information on the highlights and issues arising over the course of 2018/19 to date is presented in the following sections of this paper.

Conservation and Land Management

2. At this relatively early stage of the Corporate Plan delivery, work is progressing relatively well across all priorities within the Conservation and Land Management elements of the Plan.
3. *Exception Reporting* – The update on peatland restoration and woodland expansion highlights that contractor capacity is one of the constraints on delivery of objectives in this aspect of our work. This is not a factor in the Authority's direct control. We will need to consider contract phasing and also potential to procure more widely in mitigation of this risk factor. Contractor capacity combined with weather delays have resulted in some delays in the planned programme of activity.

Visitor Experience

4. Work continues to progress well on priority mountain path repair and instatement through The Mountains and The People project led by the Outdoor Access Trust for Scotland (OATS) with 63% of works now complete in a project that will run until 2020.
5. The Cairngorms Local Action Group Trust Manager (Cairngorms Trust) was appointed in the summer and is now taking forward work on the charitable activities of this Scottish Charitable Incorporated Organisation (SCIO) which has until now been focused primarily on management and delivery of the Cairngorms LEADER Programme. We are now working with the Cairngorms Trust on taking forward ideas for charitable giving by visitors to the Cairngorms in time for implementation over the course of the coming year.
6. The Volunteer Ranger project continues to be successful, meeting all of its LEADER funding targets having trained 14 volunteers to date with 12 more volunteers scheduled for training in 2019.

Visitor Experience – Exception Reporting

7. The current interruption to service at Cairngorm Mountain represents a key issue for the Cairngorms visitor infrastructure and tourism economy. We are working as closely as possible with Highlands and Island Enterprise (HIE) and other stakeholders on this matter, and reviewing the wider impacts of this on the Cairngorm and Glenmore Strategy.

Rural Development

8. All work on the Local Development Plan development, supporting the priority of housing for local needs, remains on target within the scope of the Development Plan Scheme. Five communities are now actively looking to develop community led housing projects.
9. A wide range of community development work is progressing very successfully. The Tomintoul and Glenlivet Landscape Partnership is running well with a number of projects now in delivery. The Badenoch Great Places project is also now well established with the project Board and the team in place and meeting regularly.
10. The Cairngorms LEADER Programme is nearing full commitment, and showing one of the highest levels of cash expenditure to date of all 21 Scottish LEADER action group areas. Currently, with £2.23 million of funding available to support projects, the Cairngorms Trust has committed £1.94 million in LEADER funding toward projects with a total investment value of £3.21 million. This includes funding of £0.38 million of enterprise funding supporting projects of £0.98 million in total investment value targeting economic development actions within the Cairngorms.
11. Objections have now been submitted to Transport Scotland on two sections of the A9 dualling and contact will be maintained with Transport Scotland and stakeholders in monitoring progress with these objections.

Rural Development – Exception Reporting

12. There are no exceptions to report on Rural Development at this point.

Communications

13. The EUROPARC Conference in Aviemore in September 2018 attracted over 600 delegates from 39 countries, with two Scottish Ministers attending the event. The number of delegates registering to attend the conference was at the very top end of

the range set out in our business plans for conference delivery. Feedback received both informally and from a survey issued to delegates after the conference confirm the success of the event for those attending. The EUROPARC Federation has also expressed their great thanks to the Authority for its work in designing and hosting their largest ever conference.

14. Our Annual Review 2017/18 has now been published on our website and annual accounts for 2017/18 laid in Parliament.

Corporate Services - Organisational Development

15. The office extension project has been brought to a successful conclusion in 2018.
16. Work on completing a Cyber Security Plus review, which had fallen behind schedule, has now also been delivered with a draft report received and implementation of actions highlighted now progressing in tandem with previous recommendations for improvement highlighted by internal audit.

Organisational Development – Exception Report

17. The implementation of GIS Strategy and service provision has made slower than planned progress during the current year, with a number of interruptions caused by capacity constraints within the Authority while other key projects are progressed, and also some interruption in communications with consultants. This area of work will be given greater priority from the final quarter of 2018/19.

Corporate Services – Service Improvement

18. We have commenced delivery of Human Resource support services to the Scottish Land Commission (SLC) in 2018, with a positive relationship established between our organisations. We are also taking on responsibility for pay remit development and submission for SLC in 2019, with discussions also opened on the potential to support financial accounting and audit. This delivery is taking place from within the Authority's existing resources.

Corporate Services – Governance and Management

19. Our internal and external audit processes over the course of the last year continue to give assurance on the effectiveness and efficiency of the Authority's management and internal control system design and implementation.

Corporate KPIs and Cross-cutting Indicators

20. Corporate KPIs complementing the qualitative updates on performance are set out in Annex 2 presented with this paper. A commentary on the current status of these KPIs is also presented.
21. As a first, and part year, update on these KPIs we have not graded them in risk terms at this stage. Subsequent reports will highlight whether staff believe KPIs to represent exceeded, as expected, at risk or behind schedule status.

Strategic Risk Management

22. The Strategic Risk Register is presented at Annex 3 to this paper. This sets out the most recent appraisal of the Authority's strategic risk management by the Management Team in November 2018, following review by the Audit and Risk Committee in August 2018.

David Cameron, on behalf of Management Team and Operational Management Group

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