

CAIRNGORMS NATIONAL PARK AUTHORITY

FOR DISCUSSION

Title: DEVELOPMENT OF 2023 TO 2027 CORPORATE PLAN

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Purpose

This paper seeks Board members views on the potential structure and content of the Cairngorms NPA Corporate Plan for 2023 to 2027.

Recommendations

It is recommended that the Board considers the outline of the proposed 2023 to 2027 Corporate Plan structure and provide any feedback to support the ongoing development of this document.

Background

1. The board agreed a timetable for the development of the Cairngorms NPAs next Corporate Plan in December 2021. This included the establishment of a transitional plan for 2022/23 which provides for the delivery of ongoing strategic outcomes over the current financial year. This transitional plan was considered and approved by the board in March 2022 in line with anticipated schedule.
2. The timetable forecast the consideration of potential key themes for inclusion in the Corporate Plan and consideration of the details of the Corporate Plan in June and September 2022. Progress has slipped slightly behind that intended schedule as we worked to finalise the National Park Partnership Plan (NPPP) and delivered against other immediate priorities. This paper now commences the discussion on the development of the Corporate Plan for 2023 to 2027, with further and more detailed consideration to come to the board in November 2022 prior to an aim to complete and approve the Corporate Plan at the board's meeting in March 2023.

Initial Draft Corporate Plan Structure

3. An initial draft structure for the 2023 to 2027 Corporate Plan is presented at Annex I to this paper. This Annex is clearly and deliberately incomplete in order to reinforce the early draft nature of this document. The purpose of the skeleton document set out at Annex I is to present the Park Authority board with an indication of the planned structure and format of the Corporate Plan at an early stage, in order that

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper 2 9th September 2022

any feedback from members may be incorporated into design and development of the plan over the coming months.

4. The Management Team propose to take a clear and consistent focus from the NPPP in development of the Corporate Plan, taking the agreed NPPP objectives and actions as a start point. An illustration of this process is provided in the table in Annex I showing the development of Corporate Objectives for the Nature theme.
5. From those consistent NPPP based start points, the Corporate Plan will seek to establish the key direct actions and indirect influencing, partnership working and coordinating activities that we will undertake over the coming four year period. In this way, we propose to make more explicit the range of direct and indirect action required by the Cairngorms NPA, through its board and staff group, in making the Park Authority's contribution to delivering the NPPP.
6. The Annex sets out a small number of illustrative examples of the type of direct and indirect actions that the corporate plan may show, to give a sense of this proposed approach.
7. The Corporate Plan will also summarise the key organisational development and communications activities planned over the course of the period in a similar fashion to the establishment of our strategic outcomes for People and Place, in the same way as illustrated for the Nature theme.

Performance Management

8. Internal audit have reviewed our performance management systems earlier this year, with the report due to be considered by the Audit and Risk Committee at its next meeting. Within a generally positive report, a small number of recommendations for improvement are suggested in our systems.
9. Internal audit recommend that the Corporate Plan is supported by a sufficient mix of qualitative and quantitative measures and indicators that clearly define the proposed outcome of the activities being undertaken. In addition, management should look to increase the links to the National Park Partnership Plan, hence streamlining previous measurement and reporting processes. The proposed corporate plan structure begins the process of designing this recommendation into our future performance management system through establishing a clear and consistent link from the NPPP objectives and actions into our corporate objectives and priority actions. We will also seek to draw wherever possible on outcome measures and key performance indicators established in the NPPP in establishing our own organisational performance management framework.
10. Overall, our aim is to design a single performance management framework and reporting system which will allow for single, integrated reports to be produced on the overall achievements against NPPP objectives, together with our own corporate performance in directly contributing to and indirectly supporting NPPP delivery.

Vision, Mission and Culture

11. There are no major changes proposed in the mission, vision and culture of the organisation from that established in the 2018 to 2022 corporate plan. On review, the Senior Management Team believe that these elements of the Cairngorms NPA corporate plan remain current and valid.
12. The draft corporate plan for 2023 to 2027 also proposes to retain the organisational development objective to be the best small public body in Scotland.

Future Steps

13. The Senior Management Team will continue development of a draft corporate plan subject to the thoughts of the board on the draft structure presented with this paper.
14. The board, in due course, will be asked to consider a full detailed draft of the corporate plan as a next step in the evolution of a final proposal. The board will also be asked to consider the establishment of a new strategic risk and opportunity register to complement the development and subsequent delivery of the new corporate plan, and to consider its risk appetite around elements of corporate plan delivery.
15. In parallel with this process, internal audit are undertaking a process of assurance mapping. This will establish the key elements of governance, management and operations across which the board and senior managers must have assurance and the sources and strength of that assurance. This process will help analyse the methods through which board and management exercise control and scrutiny of delivery of our strategic outcomes and help embed the wider work on governance undertaken by board and management over the last years. The Audit and Risk Committee will be undertaking an initial consideration of the process and structure of this exercise at its next meeting.
16. The financial plans to underpin the corporate plan will be developed from December onwards, once the 2023/24 budget is published by Scottish Government. This point in December presents the most appropriate platform on which to build the detailed budget for 2023/24 and forward budgets for the remainder of this corporate plan period. The board and its committees will interact in this process between December 2022 and March 2023.

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