

## CAIRNGORMS NATIONAL PARK AUTHORITY

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### FOR DISCUSSION

**Title: STRATEGIC RISK MANAGEMENT AND  
MONITORING CORPORATE PERFORMANCE**

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SERVICES**

#### **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:**

- i. Review the update on corporate performance and strategic risk management set out in this paper.**
- ii. 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.**
- iii. 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. In most cases the corporate performance indicators do not present a direct measure of contribution to the specific outcomes. Rather, 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 was also subject to internal audit review as part of the 2018/19 internal audit programme and received a "clear" internal audit report. The internal auditors, BDO, gave a "substantial" (highest) rating to both the design and operational effectiveness of these performance monitoring processes.
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 1. 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. More information on the highlights and issues arising over the course of Corporate Plan delivery to date is presented in the following sections of this paper.

### ***Conservation and Land Management - Highlights***

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. Peatland Action awarded £1.3 million covering 10 projects in 2018/19 working on peatland restoration covering 1,052 hectares.
4. Cairngorms Uplands Advisory group met for the first time in March 2019. It was an initial set up meeting to set out remit and 'ground rules'. It was well attended and already has stimulated some useful suggestions for CNPA playing a lead role in developing policies of National interest.

### ***Conservation and Land Management – Exception Reporting***

5. The incidence of wildlife crime incidents continuing in the Cairngorms is highlighted as an exception in this round of performance reporting, with several incidences of raptor and pearl mussel crime being notified in 2018/19. Special constables have now been deployed in the Cairngorms National Park. The raptor trackers developed jointly with a commercial partner are now close to being rolled out.

### ***Visitor Experience - Highlights***

6. Funding and planning consents have now been secured to complete construction of the Speyside Way extension in Autumn 2019.
7. The Mountains and The People Project, led by the Outdoor Access Trust for Scotland, have now completed around 67% of planned path upgrades in the Cairngorms part of the project.
8. 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 May and June 2019 as compared with an annual target of 8 trained volunteer rangers.

***Visitor Experience – Exception Reporting***

9. The current interruption to service at Cairngorm Mountain remains 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, while recognising that HIE are very much in the lead in planning for the future of Cairngorm Mountain.

***Rural Development - Highlights***

10. Consultation on the proposed Local Development Plan was completed in April 2019 and response are now being compiled into the ‘Schedule 4’ documents for examination. Work is on target with the Development Plan Scheme and will be formally reported to the Board in August 2019, prior to submission to the DPEAs.
11. The Cairngorms LEADER Programme has now achieved full commitment of its programme funds allocation, and includes funding of almost £1.5 million of economic development and farm diversification project value supporting projects targeting economic development actions within the Cairngorms. The LEADER programme has also delivered one of the Authority’s corporate KPIs of numbers of people entering community development activities for the first time, with monitoring statistics showing 157 people getting involved in such voluntary community activities for the first time.
12. Objections have now been resolved with Transport Scotland on the Killiecranke section A9 upgrade and contact will be maintained with Transport Scotland and stakeholders in monitoring progress with the remaining objection about non-motorised transport between Aviemore and Carrbridge.

***Rural Development – Exception Reporting***

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

***Communications***

14. Following consultation the Cairngorms Nature Action Plan 2019-2024 was launched alongside the Forest Strategy with delivery partners and interested parties on 1 March. The consultation on the proposed Local Development Plan was completed in early April and a final plan will be submitted to Ministers in September 2019.
15. Bòrd na Gàidhlig approved the second iteration of the CNPA’s Gaelic Language Plan which has been published on our website in both Gaelic and English.

***Communications – Exception Reporting***

16. There are no exceptions to report on Communications at this point.

***Corporate Services - Organisational Development***

17. The office extension project is nominated for a Royal Incorporation of Architects in Scotland design award, one of 19 projects shortlisted from over 80 applicants. The Architects leading on design, Moxon Architects, also commissioned a carbon emission assessment for the project development which highlights that the use of Cross Laminated Timber in construction rather than reinforced concrete for a building of similar size gives a saving in carbon emissions of 166 tonnes of CO<sub>2</sub> equivalent – equivalent to a car journey of 20,746km. This carbon savings also equates to operational carbon emissions from use of the building for equivalent of 47 years.
18. In working toward our Corporate Plan aspiration of becoming the best small public sector organisation in Scotland, we have achieved an “above and beyond” award from Family Friendly Working Scotland for the great extent we have gone to in developing work-life balance and flexible working policies.
19. Our Customer Relationship Management (CRM) system procurement was completed in early 2019 and is now in final design and training stages prior to being rolled out.

***Organisational Development – Exception Report***

20. The implementation of GIS Strategy and service provision continues to make 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 driven forward in 2019/20.
21. Staff turnover continues to be higher than the levels established in our Corporate KPIs. While this may create some short-term disruption to work plans and service provision, there is no underlying evidence of the turnover levels causing significant delivery problems other than as noted elsewhere in this performance monitoring report. It should also be noted that the budget has been established on the basis of some assumed vacancy management savings.
22. The Authority’s HR service is managing two cases of absence with the cause of absence at least in part linked to work factors. Both of these cases are being progressed and neither case pose significant issues or wider consequences for the Authority.

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**Formal Board Paper 3 14<sup>th</sup> June 2019**

23. The Authority has had a RIDDOR reportable injury during this reporting period – a case of tendonitis. Again, this case is being managed through the HR function.

***Corporate KPIs and Cross-cutting Indicators***

24. 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.
25. The update on KPIs has been graded on this occasion in risk terms.

***Strategic Risk Management***

26. 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 April 2019, and thereafter by the Audit and Risk Committee in May 2019.

**David Cameron,**  
**on behalf of Management Team and Operational Management Group**  
**23 May 2019**  
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