
CAIRNGORMS NATIONAL PARK AUTHORITY

FOR DISCUSSION

**Title: DELIVERY PROGRESS REPORTS:
a) NATIONAL PARK PARTNERSHIP PLAN
b) CORPORATE PLAN**

Prepared by: Management Team and Heads of Service

Purpose

To present a 6 monthly overview of the progress with delivery of the National Park Partnership Plan, and the CNPA's role in this through our own Corporate Plan; and take stock of the implications for future work

Recommendations

That the Board:

- a) Note progress with delivery of the National Park Partnership and Corporate Plans over the course of 2012/13;

Executive Summary

This paper sets out an overview of delivery against the National Park Partnership Plan and CNPA's Corporate Plan over the second half of 2013/14 and reports by highlights and exceptions delivery of these strategic plans.

The Annex to the paper sets out a more detailed commentary on the delivery against National Park Partnership and Corporate Plan outcomes over the 6 months since the previous performance management report to the Board in September 2013.

DELIVERY PROGRESS REPORTS - FOR INFORMATION

National Park Partnership Plan Delivery (Annex 1)

1. The annual National Park Partnership meeting was chaired by the Minister for Environment in October 2013 (Annex 4). This meeting brought together all partners involved in delivery to review progress, celebrate success and address challenges.
2. The meeting highlighted in particular:
 - a) The significant contribution that conservation in the National Park can make to Scotland's 2020 Biodiversity Challenge;
 - b) The importance of active partnerships with private sector businesses, and the forthcoming Economic Strategy, to realise the economic and tourism potential of the National Park for Scotland;
 - c) The significant national value of the National Park an outdoor learning and recreation resource to deliver education, health and wellbeing benefits;
 - d) The challenges in terms of governance and delivery in alignment of the National Park Partnership with Community Planning Partnerships.
3. The Strategic Delivery Group has focused largely on developing the capital investment plan for the National Park, as well as ensuring monitoring and reporting among partners is well aligned. This group meets twice a year with the next meeting scheduled for 1 May 2014.
4. Significant delivery highlights over the last six months include:
 - a) Development of capital investment plan with partners
 - b) Progress with masterplanning for Glenmore and Cairngorm
 - c) Local Development Plan including revised Core Paths Plan submitted to DPEA on time
 - d) Development to consultation stage of the Cairngorms Economic Development Strategy and the LEADER Local Development Strategy
 - e) Ongoing delivery of shovel-ready capital projects on time
 - f) Completion of land owners survey
 - g) Funding secured for Cairngorms peatland restoration project
 - h) 'Make it Yours' campaign launched by Cairngorms Business Partnership

Corporate Plan Delivery (Annex 2)

5. Delivery completing the mid-year of our current corporate plan has continued strongly through the second half of 2013/14. In addition to CNPA's core role in delivering the NPPP progress highlights above, other significant progress over the last six months includes:
 - a) Completion of organisation restructure
 - b) Staff consultation on Organisational Development Strategy
 - c) Delivery of Planning Service improvements
 - d) Development of communications campaigns
 - e) Delivery of shovel-ready capital projects
 - f) Progress in Cairngorms Nature Delivery
 - g) Implementation of Speyside Way extension underway

- h) Invitation to tender for merchandising partner issued

The “Balanced Scorecard” of Key Performance Indicators (Annex 3)

6. The latest review of the Authority’s performance against a range of Key Performance Indicators (KPIs) is summarised in the balanced scorecard in Annex 3. It collates a few key performance indicators across the CNPA’s remit and uses a traffic light colour coding of green, amber and red to give a sense of performance. The balanced scorecard highlights effectiveness of organisational performance to the Board and senior staff over four key areas:
- a) **Financial Management**
This highlights the area of responsibility of the Finance Committee with 6 performance indicators chosen to cover income & expenditure to date and into the future.
 - b) **Governance and Risk Management**
This highlights the area of responsibility of the Audit Committee with 5 performance indicators chosen to cover audit recommendations and areas of standards and external communication,
 - c) **Human Resource Management**
This area is the responsibility of the Staffing and Recruitment Committee with 5 performance indicators chosen to cover staff movements, attendance and HR caseload.
 - d) **Corporate Plan Delivery**
This area is the responsibility of the full CNPA Board/ Planning Committee. 16 possible performance indicators have been chosen to reflect key areas of delivery across the 8 Corporate Plan Programmes, with indicators also contributing to 9 of the 16 Scottish Government National Outcomes.
7. Exceptions to the KPI indicators set out in the balanced scorecard are commented on in the following sections.

Financial Management

8. At the end of December, the financial performance against the Operational Plan planned investment levels was projecting around a 3% shortfall (£73k). However, since that period some project expenditure has accelerated and management plans are in place to make use of any potential shortfall in bringing some potential 2014/15 expenditure forward. We therefore still expect a close to break-even position on the Operational Plan.

Governance and Risk Management

9. Health and safety arrangements are flagged at amber at the end of the year as we are aware that there has been some delay in arranging the regular health and safety audit of our policies and procedures. This is in part due to other organisational pressures and also a result of staff absences. There are no underlying issues in terms of any health and safety incidents causing this exception at this point in time – the exception relates to a procedural risk. The Head of Organisation Development has been in discussion with Loch Lomond and the Trossachs National Park Authority,

who provide health and safety support through a shared service arrangement, to ensure that these audits are undertaken as a matter of urgency.

Human Resource (HR) Management

10. There are a number of exceptions to highlight in the HR and people management aspect of our operations as at the end of December 2013, resulting in the overall assessment of this aspect of operations to be graded at amber at present.
11. Staff turnover has increased from levels reported to Board in September and stands at 19% at the end of December. With the organisational restructure now complete and recruitment almost fully in place, we do expect this KPI to begin to fall back to much lower levels over the course of 2014.
12. Other KPIs currently highlighted in this area are:
 - a) A failure to recruit to one vacant post, which was previously reported to Board in September and will remain in the stats until June 2014.
 - b) A single potential case of work related absence, although in this instance it is by no means clear that the absence was entirely due to work related issues.

Operational Plan KPIs

13. Currently, all KPIs for delivery of operational plans are meeting or exceeding targets. Information is now available on the number of projects being actively supported under the Cairngorms Nature partnership which was not previously available when the balanced scorecard was last presented to the Board in September, and this indicates 6 active projects against a minimum target of 5.
14. All other Operational Plan KPIs are at the same levels as reported to Board in September as these statistics are typically updated annually with the next full update being undertaken at the end of the current operational year: after the end of March 2014.

Management Team and Heads of Service March 2014