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# CAIRNGORMS NATIONAL PARK AUTHORITY

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## FOR INFORMATION

**Title:** CORPORATE PLAN MONITORING

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### **Purpose**

To present the results of the latest update on progress against organisational objectives on the basis of the corporate plan monitoring framework.

### **Recommendations**

- a) The Board is asked to note the report, and to raise any questions on the update provided.

### **Executive Summary**

#### ***Update on Progress toward Delivery of Corporate Plan Achievements***

1. The Board agreed the extension of the Corporate Plan, with some modifications, at its meeting of 3 September 2010. (See <http://www.cairngorms.co.uk/resource/docs/boardpapers/03092010/CNPA.Paper.3762.Board.Paper.1.Corp.Pl.pdf> ).
2. The latest update of performance against these revised corporate objectives and associated milestones is presented at Annex I to this paper. The updates reflect progress made to the end of July 2011.
3. There are no exceptions to report to the Board at this point in terms of specific outcomes which are assessed to be at significant risk of non-delivery. None of the 48 achievements are currently assessed as red, which would indicate significant risk of not being delivered within the remaining Corporate Plan period.
4. All Corporate Plan achievements are assessed either as “green” – and should be achieved with existing levels of forecast resource and time allocation – or “amber”, where progress against the outcome has fallen behind expectation to date.
5. For those achievements rated amber, there has been some progress made toward all or part of the corporate plan objective. Given that the progress assessment is based on status at the end of July 2012, it is now unlikely that those outcomes rated as amber will be achieved in full by the end of the current Corporate Plan period of March 2012. However, they remain rated as amber rather than red to reflect the partial progress made in delivering the objectives set.

6. Currently only 5 of the 48 Corporate Plan outcomes are assessed as amber, as set out in Annex 1.
7. Three of the five outcomes rated “amber” fall within the priority for action on providing high quality opportunities for outdoor access. These outcomes relate to the adoption of the Core Paths Plan and establishment of 90% of 932km of paths as fit for purpose; construction of the Speyside Way extension; and promoting active referrals to walking groups by health professionals.
8. While the Core Path Plan has been adopted, and this element of the corporate objective has been completed in full, we now assess that the target proportion of paths that will be fit for purpose by the end of the corporate plan period will not be achieved. This outcome is therefore rated amber on the basis of this partial achievement.
9. Our key performance indicator measuring participation in Healthy Walking Groups shows very strong growth in numbers over the course of 2010/11. Therefore, it is not actual participation but rather the increase in referrals through health professionals rather than self-referral that is required to achieve the outcome. On the basis of available information regarding referrals, we have continued to rate achievement of this outcome as amber.
10. On the outcome regarding the Speyside Way, there is some delay pending resolution of the final line of the extension.
11. The remaining 3 outcomes within the providing high quality opportunities for outdoor access remain rated as “green” – generally on track to deliver intended contribution to outcomes by the end of the Corporate Plan period.

### ***“Balanced Scorecard” Key Performance Indicators***

12. The latest review of the Authority’s performance against a range of Key Performance Indicators (KPIs) is summarised in the balanced scorecard in Annex 2. The assessment now presented represents performance to end July 2011.
13. In general, analysis of performance against KPIs reflects a very strong performance by the Authority on these adopted key indicators.

### ***Financial Management***

14. One exception to highlight on financial monitoring at end of July is a shortfall in Operational Plan expenditure against budget of around 30% at the end of July. While a significant variation at this point in time and therefore highlight as a “red” risk in the balanced scorecard at this time, we remain assured on the basis of discussion with budget holders that plans are in place to bring expenditure back into line with budget expectations by the end of the year. A sizeable variation between budget profile and actual on Operational Plan expenditure is relatively common over the early part of a financial year. The wider financial monitoring position therefore reflects that we continue to expect another near break-even position, in line with financial targets, by the end of the year. A full mid-year budget review is currently underway to update this position, detail of which will be reported to the Finance Committee.

15. In order to present the Board with appropriate, up to date figures, the balanced scorecard also reflects the forward year funding position as now published in September 2011 in the Scottish Government's budget proposals for 2011/12 rather than reflecting a strict July 2011 position throughout this report. The proposed reduction in future grant funding from Scottish Government of around 2% is a substantial improvement on some expectations on which we had prepared forward financial scenarios. Therefore the future funding position is currently classified as "green" despite this reflecting a funding reduction.

#### ***Human Resource (HR) Management***

16. As reported in August, a slight area of concern highlighted by key performance indicators related to the Authority's staff is around turnover and potential disruption caused. Staff turnover in the last 12 month period was exacerbated by the voluntary severance scheme run by the Authority to support the long term financial strategy. This effect remains in the statistics at present and there are no new causes of concern in this regard at this point in time.
17. The HR manager is also monitoring a very small number of cases where there is some potential work related causes of absence. Again, there are no significant causes of concern in this regard and the Staffing and Recruitment Committee has been briefed on the situation. As the Authority's KPIs have set a zero tolerance for work related causes of absence, even a single case can therefore highlight this KPI at amber.
18. Other than these two areas, all HR indicators are in line with target measures.

#### ***Governance and Risk Management***

19. The level of complaints received by the Authority has returned to a low level after the upturn seen in the previous 6. This aspect of activity is now again graded "green" and on target.
20. Other governance and risk management indicators remain at target levels.

#### ***Corporate Plan Delivery and Contribution to Scottish Government Outcomes***

21. Key Performance Indicators (KPIs) monitoring overall corporate plan delivery remain as reported to the Board in August. These indicators are such that movements in data are typically only expected on an annual or 6 monthly basis.
22. Only the KPI on positive action for priority species is flagged as amber at this point, with the number of species with positive action underway remaining static at 17 of 32 species included in the Cairngorms Local Biodiversity Action Plan.
23. A fuller report on the movement of these KPIs over the last 4 years of monitoring forms a separate item on the Board's agenda.

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