1. Purpose of Report

This report presents Members of the Authority with the Draft Operational Plan 2019-20, informs members of the implementation and monitoring of the National Park Management Plan 2016-2021, and provides an update on the Strategic Risk Register 2018-2021.

2. Recommendations

a. The Authority is recommended to:
   1) Endorse the Operational Plan 2019-20 as set out at Appendix 1 to this report
   2) Endorse the Management Plan Annual Action Plan 2019-20 as set out at Appendix 2 to this report; and
   3) Note and endorse the updates to the Strategic Risk Register 2018 – 2021 as stated within this report.

3. Implications

a. Financial
   The financial implications of delivering the objectives of the Operational Plan 2019-20 and Management Plan Annual Action Plan 2019-20 have largely been included for in the Medium-Term Budget Plan, however it has been brought to members attention previously that stretching targets within the 5 Year Business Plan may require additional resources or reallocation of resources to enable the delivery of these programmes within the period of the Business Plan. There are no proposals regarding this within this report. Delivering the wider actions in the Management Plan Action Plan also relies on the use of partner resources.

b. Equalities
   There are no equality implications of this report. Both the Management Plan and Operational Plan aim to promote the principles of equality.

4. Operational Plan 2019/20

a. The Operational Plan sets the Authority’s work programme for the coming year and is acknowledged to be ambitions given the available resources and the ability to deliver within the 12-month period. All actions in the Plan are cascaded into team and individual staff programmes of work for 2019/20.

b. In presenting the Authority’s Forward Work Programme for 2019/20, clear targets have been set against the objectives of the Business Plan (2017-2021). In developing these targets, there is a focus on the Authority’s three priorities for the Business Plan period, with associated key deliverables that will demonstrate progress throughout 2019/20.

c. The Authority has considered the resource constraints as established in the Strategic Priorities paper, December 2017, and intends to continue to progress projects which have been outlined as ambitious. Aims 1, 2, 3 and 4 were highlighted as having targets which may not be achievable without additional resources. Stretch targets for Aims 1 and 2 continue to be pursued as they remain a priority for the Business Plan.

d. Aims of the Business Plan are outlined in Table 1 below. There is a positive skew towards Aim 1 and 6 with 50% of objectives falling in these two categories. Monitoring of the Operational Plan will be undertaken against 298 detailed delivery
targets that will be incorporated into the 110 items reported quarterly. For further detail please see Appendix 1 to this report.

**Table 1 – Forward Work Programme 2019/20 Summary**

<table>
<thead>
<tr>
<th>Business Plan Aim</th>
<th>No. Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A Welcoming Park</td>
<td>27</td>
</tr>
<tr>
<td>2. A Distinctive Place</td>
<td>21</td>
</tr>
<tr>
<td>3. A Living, Working Landscape for Now and the Future</td>
<td>5</td>
</tr>
<tr>
<td>4. Thriving Communities</td>
<td>16</td>
</tr>
<tr>
<td>5. A Valued Asset</td>
<td>14</td>
</tr>
<tr>
<td>6. Maintaining an Excellent Organisation that is fit for the future</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>

*Percentages do not add up to 100% due to rounding error.*

e. The number of reporting actions has decreased by 42 from 152 in 2018-19 and this reflects the capacity constraints outlined in the 2018-21 Strategic Risk Register.

f. In the coming year time is being allocated to the creation of a Strategic Plan for the Authority’s actions. The aim is to identify operational bottle necks and the impact that multi-year programs have on workloads across departments. This process should be completed by the end of 2019/20.


a. The Management Plan Annual Action Plan 2019/20 provides a monitoring framework for the objectives of the Management Plan (2016-2021). The 2019/20 Action Plan gives partners the opportunity to demonstrate the work that they are doing which contributes to the 5 aims of the Management Plan. The Action Plan continues the ‘theme’ based approach that was implemented last year. This is less prescriptive in approach than in previous years and has 9 operational ‘Themes’. These have been developed following Partner contributions to the 2016-17 to 2018-19 Action Plans.

b. The revised format for the Action Plan reflects Partnership discussions where it was agreed that actions should be place based, linked to other plans, and, wherever possible, allocated under broad themes, such as: Business & Enterprise Support, Preserve and enhance biodiversity or Revitalising Redesdale. The inclusion of these new elements in the Annual Action Plan provides a greater deal of flexibility and guides partners in their reporting. This in turn should prevent partners from being unable to report.

c. The 2019/20 Annual Action Plan will be collated by the Authority’s Performance & Intelligence Officer and then mapped to the 5 aims and 16 outcomes recorded in the Management Plan. This reflects the level of detail reported in the ‘State of the Park’ report and Gap Analysis. A reporting template for partners is in Appendix 2 to this report.

d. Table 2 gives an outline of the Action Plan 2019/20 and how the themes relate to Management Plan outcomes. The Matrix illustrates there are 62 overlapping areas of work. Changes have been made this year to better take account of the broad range of overlapping work areas which are captured in Aim 5 of the Management Plan. This includes updates from Partners regarding future reporting requirements and the potential significance that climate change reporting may have on future iterations of the Management Plan.
e. The next partnership meeting is being scheduled for Autumn 2019. This will provide an opportunity for partners to identify and discuss shared working and to map areas of overlap and common interest. It is intended that the Partnership will discuss upcoming changes to land management, particularly within designated landscapes, in preparation of the drafting of the Management Plan 2021-2026.

6. Strategic Risk Register

a. The Authority manages risk through the Strategic Risk Register, which identifies areas of highest strategic risk over the period of the Business Plan. The current Risk Register was adopted in July 2018 and covers the period to the end of 2021.

b. The document is not static, as risks may arise or dissipate during the course of the year and therefore a review have been undertaken and some updates have been made to the document for 2019.

c. There are no items that have been removed from the Strategic Risk Register and no additional areas of risk have been identified. All previously identified risks and impacts remain extant, however, following review by the Finance and Audit Group, a further review of the content and risk rating of established risks, in particular Risk 2 (An organisation fit for the future) and Risk 4 (Capacity), has been undertaken. As a result, three additional impacts on the Authority have been identified as detailed in table 3.
Table 3 – Additional Impacts within the Risk Register.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Area</th>
<th>Impact</th>
<th>Mitigating Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Skills Shortage</td>
<td>The authority lacks the skills / knowledge to take forward all areas of the Business Plan.</td>
<td>Continue to implement change plans and the Organisational Development Plan, including recruitment of necessary skills.</td>
</tr>
<tr>
<td>4</td>
<td>Competing Demands</td>
<td>The Authority sets over ambitious Operational Plans each year and fails to consistently deliver on them.</td>
<td>Ensure a robust process is in place for preparing the annual operational plan, in order to effectively map business as usual, new or expanding work and to match the work programme realistically to staff and volunteer capacity.</td>
</tr>
<tr>
<td>5</td>
<td>Lack of Awareness</td>
<td>The Authority and the National Park become less visible to future audiences resulting in a loss of social and economic support.</td>
<td>Continue to engage with the Glover (Designated Landscapes) Review to identify opportunities to enhance national parks and their standing with the public.</td>
</tr>
</tbody>
</table>

7. Conclusions

a. The Operational Plan, Management Plan Annual Action Plan and the Strategic Risk Register represent a significant body of work which together enable the progression of the National Park Management Plan. Members are therefore asked to endorse the Operational Plan, as the work programme for the Authority in 2019-20, The Management Plan Action Plan as the Partnership reporting methodology in 2019-20, and note the update to the Strategic Risk Register 2018-21 which provides the risk framework for the Authority up to the end of the current Business Plan.

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Background papers:
Appendix 1 Operational Plan 2019-20
Appendix 2 Management Plan Annual Action Plan 2019-20
Appendix 3 Strategic Risk Register - 2018-21