

Loch Lomond and the Trossachs National Park Authority

Annual report on the 2010/11 audit



Prepared for Loch Lomond and The Trossachs National Park Authority and the
Auditor General for Scotland
September 2011

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

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Key messages

2010/11

The following are the key messages from our 2010/11 audit of Loch Lomond and the Trossachs National Park Authority (the Park Authority).

Financial Statements

We have given an unqualified opinion that the financial statements of Loch Lomond and the Trossachs National Park Authority for 2010/11 give a true and fair view of the state of the body's affairs and of its net operating cost for the year. We have also concluded that, in all material respects, the expenditure and receipts shown in the financial statements were incurred or applied in accordance with applicable enactments and relevant guidance issued by Scottish Ministers.

The financial statements show a deficit of £0.052 million in total expenditure, £0.044 million of which relates to the reporting of the leave accrual which is an accounting requirement of the International Financial Reporting Standards and the remaining £0.008 million relating to capital expenditure.

Financial Position

The Park Authority has taken positive steps to address the ongoing cuts in funding. The Park Authority is actively taking steps to address the reductions in funding. Efficiencies have been secured through joint working with Cairngorms National Park Authority in areas such as staffing, procurement and IT systems. The Park Authority continues to implement budget management measures to meet the significant financial constraints while ensuring the continued operation of the authority. The risk register of the Park Authority identifies the risk of a reduction in funding and reductions in other income as high. The register is reviewed at each of the quarterly audit committee meetings.

Governance and Accountability

The Park Authority has a sound internal control environment. Our review of controls carried out in 2010/11 did not identify any areas of weakness and as reported in the Statement on Internal Control the corporate governance and control arrangements operated satisfactorily throughout the financial year.

Use of resources and performance management

The Park Authority has a well established framework for management and reporting of performance and its use of resources. Monitoring reports are regularly reviewed and reported to the Board. The priorities and objectives from the strategic plans have been translated into performance measures which should enable the progress against agreed targets to be closely monitored. Going forward a more strategic approach to monitoring progress against key

priorities and objectives will be possible from the agreement of the more focused 2011/12 Corporate Plan.

Outlook

The Park Authority, in line with other public sector organisations, is facing a period of continued funding reductions as well as pressure on resources. There has been a 4.4% reduction in grant in aid funding in 2011/12, and the efficiency target to be delivered will be 3%. A longer term financial plan has been prepared which establishes a budget with an excess of planned expenditure over income of £0.098 million for 2011/12 at the outset of the year. The Authority expects to manage that position back to a balanced outturn position as a result of the high expectation of slippage in some project delivery plans and managed efficiencies and /or income generation over the course of the year. Based on an estimated 5% reduction in core funding over the next three years, a potential shortfall of £0.668 million in 2014/15 has been identified. The Park Authority recognises these challenges and has set in place a number of budget management measures aimed at reducing costs and maximising efficiencies. It is essential that the Park Authority monitors the impact of these measures and continues to focus on the key processes of risk and performance management.

Introduction

1. This report is the summary of our findings arising from the 2010/11 audit of Loch Lomond and the Trossachs National Park Authority. The purpose of the annual audit report is to set out concisely the scope, nature and extent of the audit, and to summarise the auditor's opinions (i.e. on the financial statements) and conclusions and any significant issues arising. The report is divided into sections which reflect the extent of our public sector audit model.
2. A number of reports have been issued in the course of the year (Appendix A). In this report we focus on the financial statements audit and our wider review of internal controls.
3. Appendix B is an action plan setting out the high level risks we have identified from the audit. Officers have considered the issues and agreed to take the specific steps in the column headed "planned management action". We do not expect all risks to be eliminated or even minimised. What we expect is that the Park Authority understands its risks and has arrangements in place to manage these risks. The Board and Accountable Officer should ensure that they are satisfied with the proposed management action and have a mechanism in place to assess progress.
4. This report is addressed to the Park Authority and the Auditor General and should form a key part of discussions with audit committees, either prior to or as soon as possible after the formal completion of the audit of the financial statements. Reports should be made available to stakeholders and the public, where appropriate. Audit is an essential element of accountability and the process of public reporting.
5. This report will be published on our website after consideration by the Park Authority.
6. The management of the audited body is responsible for preparing financial statements that show a true and fair view and for implementing appropriate internal control systems. Weaknesses or risks identified by auditors are only those which have come to our attention during their normal audit work, and may not be all that exist. Communication by auditors of matters arising from the audit of the financial statements or of risks or weaknesses does not absolve management from its responsibility to address the issues raised and to maintain an adequate system of control.

Financial statements

7. Audited bodies' financial statements are an essential part of accounting for their stewardship of the resources made available to them and their performance in the use of those resources.
8. Auditors are required to audit financial statements in accordance with the timescales set by Audit Scotland, which may be shorter than statutory requirements, and give an opinion on:
 - whether they give a true and fair view of the financial position of audited bodies and their expenditure and income
 - whether they have been properly prepared in accordance with relevant legislation, the applicable accounting framework and other reporting requirements
 - the regularity of the expenditure and income (except for local government bodies).
9. Auditors review and report on, as appropriate, other information published with the financial statements, including the management commentary, statement on internal control and the remuneration report. Where required, auditors also review and report on the Whole of Government Accounts return. This section summarises the results of our audit on the financial statements.

Audit opinion

10. We have given an unqualified opinion that the financial statements of the Park Authority for 2010/11 give a true and fair view of the state of the body's affairs and of its net operating cost for the year.
11. The Park Authority is required to follow the 2010/11 Government Financial Reporting Manual (the FReM) and we confirm that financial statements have been properly prepared in accordance with the FReM.

Remuneration report and statement on internal control

12. In our opinion, the audited part of the remuneration report has been properly prepared and the remaining elements of the remuneration report and management commentary are consistent with the financial statements.
13. We also confirm that we have no issues to report to you on the statement of internal control and its compliance with Scottish Government guidance.

Regularity

14. We have also provided an opinion, that in all material respects, the expenditure and receipts in the financial statements were incurred or applied in accordance with applicable enactment and guidance.

Accounting issues

Accounts submission

15. The financial statements were submitted for audit on 16 May, one week before the site visit and in accordance with a pre-agreed timetable. The statements originally submitted were complete and supported by appropriate working papers. The audit fieldwork was completed on 27 May and matters arising from this work were reported to senior management on 8th June.

Presentational adjustments to the unaudited accounts

16. Overall the standard of the working papers to support the audit of the accounts was good and there were no material changes required as a result of the audit process other than some revised disclosures related to the pension fund to ensure fuller compliance with the relevant accounting standard.

Prior year adjustments

17. All central government bodies have been affected by the removal of the cost of capital in the 2010/11 FReM. This change has been identified in the notes to the accounts as a change in accounting policy and appropriate amendments have been made to the prior year statements.
18. Due to the revisions made to the disclosures of the pension fund balances as referred to in paragraph 16 above, it was also necessary to change the presentation of these balances in the 2009/10 comparative figures in the accounts.

Pension costs

19. The Park Authority is an admitted body to the Strathclyde Pension Fund which is administered by Glasgow City Council. This is a Local Government Pension Scheme which is a funded defined benefit final salary scheme which operates through both the Park Authority and employees paying contributions into the fund. Contribution rates are set at a level intended to balance pension liabilities against investment assets. Under the accounting standard IAS 19, the cost of providing employee benefits should be recognised in the period in which the benefit is earned by the employee rather than when it is paid or payable.
20. The actuarially assessed estimate of the value of the pension liability of the Park Authority at 31 March 2011 was £ 0.497 million compared with a liability of £ 3.080 million at 31 March 2010. The reduction in the closing liability at the year end reflects both an increase in the valuation of the fund assets at 31 March 2011 as well as a fall in the present value of the funded obligation. It is important to stress however that this was a snapshot picture at the year end and due to the long term nature of the pension liabilities, small changes to assumptions can make a large difference to the liability on the scheme balance sheet.
21. On 22 June 2010 the Chancellor of the Exchequer announced a change in policy for the calculation of future pension increases from the Retail Price Index (RPI) to the Consumer

Price Index (CPI). The actuary has estimated the impact of this change as being a past service gain of £ 1.154 million. It is assumed that the CPI will increase at a slower rate than the RPI and as such pension increases and therefore the IAS 19 liabilities are likely to be lower.

Whole of government accounts/ consolidation packs

22. The whole of government accounts (WGA) is the consolidated financial statements for all branches of government in the UK. The Park Authority is not required to submit a consolidation pack, as its gross income/ expenditure and assets/ liabilities are below the threshold for completion.

Outlook

23. The main change in the financial reporting framework (FReM) next year (2011/12) is that grants and donated assets should be recognised immediately, unless there is a condition that the recipient has not satisfied that would lead to repayment. Most grants and donated assets should be recognised as income, but grants from a sponsoring department to an NDPB should be credited to general reserves. As a consequence, the government grant reserve and donated asset reserve will no longer exist.
24. Looking further ahead, from 1 January 2013 changes to international financial reporting standards (IFRSs) will become effective. This includes the introduction of:
 - IFRS 9 - financial instruments (replacing IAS39)
 - IFRS 10 - consolidated financial statements (replacing IAS27)
 - IFRS11 - joint arrangements (replacing IAS31)
 - IFRS12 - disclosure of interest in other entities (replacing IFRS12)
 - IFRS 13 - fair value.
25. Revisions to the FReM for 2013/14 are included in the Financial Reporting Advisory Board (FRAB) forward work programme for 1 December 2011.

Audit appointment for 2011/12

26. Audit appointments are made by the Auditor General, either to Audit Scotland staff or to private firms of accountants for a five year term. 2010/11 is the last year of the current audit appointment. The procurement process for the next five years was completed in May 2011 and from next year (2011/12) the auditor for the Park Authority will be Audit Scotland. We look forward to continuing the good working relationship that exists and thank officers and members of the board and committees for their assistance during the last five years.

Financial position

27. Audited bodies are responsible for conducting their affairs and for putting in place proper arrangements to ensure that their financial position is soundly based.
28. Auditors consider whether audited bodies have established adequate arrangements and examine:
 - financial performance in the period under audit
 - compliance with any statutory financial requirements and financial targets
 - ability to meet known or contingent, statutory and other financial obligations
 - responses to developments which may have an impact on the financial position
 - financial plans for future periods.
29. These are key areas in the current economic circumstances. This section summarises the financial position and outlook for the organisation.

Financial results 2010/11

30. The Park Authority's expenditure for the year was £8.034m and income received, including Grant In Aid from the Scottish Government was £7.982m resulting in net expenditure of £0.052 m. This deficit in Operating Expenditure is mainly due to the inclusion of holiday pay liability for the year of £0.048 m, which is an accounting requirement of International Financial Reporting Standards.
31. The 2010/11 budget was agreed by the Board in February 2010. The original budget predicted a shortfall of £0.140 m. The financial position was reported quarterly to the Board throughout the year and cost savings during the year has seen the final outturn being more in line with a breakeven position. The Park Authority exceeded its 2% efficiency target of £0.104 m generating savings of £0.263m in year.
32. The Park Authority's statement of financial position at 31 March 2011 shows net assets of £6.797 million (2009/10 net assets of £ 4.730 million). This movement is mainly due the fall in the pension liability at the year end.
33. The Park Authority received £0.664m in capital funding from the Scottish Government in the year. The main area of capital spend in the year was on the purchase of vehicles and marine vessels.

Financial planning to support priority setting and cost reductions

34. The Park Authority continues to develop measures to address the predicted cuts in future funding levels. These include a formal consultation process on changes to staff terms and conditions. Proposed changes include an increase in core working hours and the buy out of one day public holiday entitlement.

35. The Park Authority has been proactive in securing efficiencies and making best use of its asset portfolio. During 2010/11 it delivered services via more focused but fewer locations and has generated additional income by leasing properties through the open market.

Procurement

36. In July 2009, the Scottish Government approved a new assessment tool, the Procurement Capability Assessment (PCA). The main aim of the assessment was to identify areas of best practice which could be shared as well as identifying those areas requiring further development. The Park Authority took part in the assessment in November 2010. There are four procurement status categories within which a body can be placed after an assessment. In ascending order of performance these are: developing, conformance, improved performance and superior performance. The overall procurement status score for the Park Authority was 46%, which falls within the 'conformance' range of performance. As shown in the table below performance did however vary across each of areas of the assessment.

Table 1: Results of the Procurement Capability Assessment

Sections	Score	Developing	Conformance	Improved Performance	Superior Performance
Procurement Leadership and Governance	72%			X	
Procurement Strategy and Objectives	61%			X	
Defining the supply need	50%			X	
Procurement Commodity/Project Strategies & Collaborative Procurement	36%		X		
Contract and Supplier Management	27%		X		
Key Purchasing Processes and Systems	33%		X		

Sections	Score	Developing	Conformance	Improved Performance	Superior Performance
People	83%				X
Performance Measurement	33%		X		
Overall Procurement Status for the Organisation.	46%		X		

37. While the PCA results show an improving trend in performance with the Park Authority scoring 28% in 2009 and 46% in 2010, there is still some scope for improvement in the Authority's approaches to procurement. The Authority has been proactive in ensuring a more efficient approach to procurement and has taken the positive steps of combining this activity with the Cairngorms and Loch Lomond National Parks. A Procurement Strategy was approved in September 2010 and is currently subject to annual review. This includes an action plan which has target dates for improvement on the PCA scores. We will continue to monitor progress in this area

Partnership working

38. The Park Authority recognises the importance of partnership working to achieving its strategic priorities and plays an enabling role in supporting and facilitating joint partnership working which is essential to the delivery of the National Park Plan. Both the National Park Plan and the Corporate Plan clearly identify against each planned outcome and target those partner organisations which have joint responsibility for delivery.
39. The Park Authority has continued to work jointly and support a variety of partner organisations throughout 2010/11 including Learning and Teaching Scotland, Central Scotland Police, the Forestry Commission Scotland as well as participating in the Community Planning Partnerships with those Local Authorities falling within the area of the park boundary. In addition, progress continues to be made in taking forward a number of shared services initiatives with the Cairngorms National Park Authority. This has included the implementation of a joint e-planning system, the commissioning of joint contracts for legal services and the internal audit function and a joint Director of Corporate Services now supports both Park Authorities. The sharing of services will continue to be a priority objective for the Park Authority as a means of both securing savings and the sharing of information and expertise.

Outlook

2011/12 budget

40. Grant in aid for the Park Authority for 2011/12 will be £6.835 m made up from £6.768m operational and £0.067m capital funding . This is a 4.4% reduction from 2010/11. In addition,

efficiency savings for the Park Authority have been increased from 2% in 2010/11 to 3% in 2011/12.

41. The 2011/12 Business Plan presented to the Board in March 2011, establishes a budget with an excess of planned expenditure over income of £0.098 million for 2011/12 at the outset of the year. The Authority expects to manage that position back to a balanced outturn position as a result of the high expectation of slippage in some project delivery plans and managed efficiencies and /or income generation over the course of the year.

Financial forecasts and financial risks

42. As is the case across the public sector, the Park Authority is facing a period of future financial pressures and cuts in funding. As well as the detailed budget for 2011/12 the Park Authority has prepared longer term financial estimates and is projecting a 5% reduction in core funding from 2012/13 to 2014/15. Budget management measures are being developed to meet these financial constraints. These include: reducing operating costs by transferring some facilities to commercial operators; vacancy management and recruitment freeze for all but business critical posts; joint procurement of core contracts; shared working and additional income where joint posts have been established and increasing other income.
43. The proposed reduction in grant in aid, which is the Park Authority's main income source, may lead to increasing annual shortfalls for the Authority. This has been recognised in the Park Authority's risk register and is being managed through regular financial monitoring and reporting to senior management and the Board.

Risk Area 1

Governance and accountability

44. The three fundamental principles of corporate governance – openness, integrity and accountability – apply to all audited bodies, whether their members are elected or appointed, or whether they comprise groups of people or an individual accountable officer.
45. Through its chief executive or accountable officer, each body is responsible for establishing arrangements for ensuring the proper conduct of its affairs including the legality of activities and transactions, and for monitoring the adequacy and effectiveness of these arrangements. Audited bodies usually involve those charged with governance (including audit committees or similar groups) in monitoring these arrangements.
46. Consistent with the wider scope of public audit, auditors have a responsibility to review and report on audited bodies' corporate governance arrangements as they relate to:
 - corporate governance and systems of internal control
 - the prevention and detection of fraud and irregularity
 - standards of conduct and arrangements for the prevention and detection of corruption
47. In this part of the report we comment on key areas of governance.

Corporate governance

Processes and committees

48. The Board of the Park Authority now has 17 members as a result of a recommendation of the review of National Parks. Six members are appointed by Scottish Ministers directly with a further six appointed following nominations by Local Authorities within the boundaries of the Park. The remaining five members are elected locally. A new convenor was elected in March 2011.
49. The Audit Committee has the direct responsibility of overseeing the Authority's arrangements for corporate governance and provides the Accountable Officer with assurance as to the Authority's compliance. The committee considers all internal and external audit reports and ensures any issues raised are addressed.

Internal control

50. While auditors concentrate on significant systems and key controls in support of the opinion on the financial statements, our wider responsibilities require them to consider the financial systems and controls of audited bodies as a whole. However, the extent of this work should also be informed by their assessment of risk and the activities of internal audit.

51. The internal audit service for the Authority in 2010/11 was provided by Wylie and Bissett. Every year we carry out an assessment of the adequacy, strengths and weaknesses of the internal audit function to identify those areas of internal audit work on which we can place assurance. Our review concluded that internal audit had appropriate documentation, standards and reporting procedures. This satisfactory evaluation allowed us to take assurance from the work of internal audit in 2010/11 in the following areas for the financial statements audit: budgetary controls, payroll and income collection.

Prevention and detection of fraud and irregularities and Standards of Conduct

52. Audited bodies are responsible for establishing arrangements to prevent and detect fraud and other irregularity. Auditors review and report on these arrangements.
53. The Park Authority has appropriate processes in place to prevent and detect fraud and irregularities, including policies and codes of conduct for staff and Board members.

ICT

54. In 2009/10 we carried out a review of ICT arrangements, and recommendations were provided to management. In their 2010/11 plan, internal audit had noted a review of IT Systems to take place in year, and we were able to place reliance on their review.
55. Internal audit completed the work and reported their findings in November 2010. The report concluded that the Park Authority has strong systems and procedures appropriate to its operations in the areas tested.

Best Value, use of resources and performance

56. Accountable officers have a specific responsibility to ensure that arrangements have been made to secure Best Value. .
57. The Auditor General may require that auditors consider whether accountable officers have put in place appropriate arrangements to satisfy their corresponding duty of Best Value. Where no requirements are specified for auditors in a period they may, in conjunction with their audited bodies, agree to undertake local work in this area.
58. As part of their statutory responsibilities, the Auditor General and the Accounts Commission may procure, through Audit Scotland, examinations of the use of resources by audited bodies and publish reports or guidance. Auditors may be requested from time to time to participate in:
 - a performance audit which may result in the publication of a national report
 - an examination of the implications of a particular topic or performance audit for an audited body at local level
 - a review of a body's response to national recommendations.
59. This section includes a commentary on the Best Value/performance management arrangements within the Park Authority. We also note any headline performance outcomes/measures used by the Park Authority and any comment on any relevant national reports and the body's response to these.

Performance management and overview of performance in 2010/11

60. The Park Authority operates within a well established hierarchy of strategic plans. Its overarching purpose is to fulfil in conjunction with partners, the aims of the National Parks (Scotland) Act 2000. This is supported by the Loch Lomond and the Trossachs National Park Plan and the Corporate Plan.
61. The current National Park Plan covers the period to 2012 and the Park Authority is working jointly with partners and the wider community in the development of the new plan for 2012-2017. Workshops have already been held to consult and collect views on the new Plan and a full public consultation exercise will take place in the Autumn of 2011.
62. The Corporate Plan describes the following strategic goals which reflect those key strategic priorities highlighted by the mid term review of the National Park Plan: conservation, visitor experience and rural development. The term of the Corporate Plan has been extended by one year to align it with the time frame of the existing National Park Plan 2007-2012. The Corporate Plan identifies the planned outcomes and related performance indicators and targets relating to each strategic priority and business services.

63. A Delivery Group of six Board members meets with officers regularly throughout the year to review performance against agreed plans and business objectives. Summary reports from the Group are put to every meeting of the Board.
64. As reported to the Board in June 2011, the vast majority of planned projects within the 2010/11 Business Plan were delivered by the year end and no project areas were highlighted as causing significant concern. In addition the Park Authority's 2010/11 Annual Report identifies a number of examples of achievements and performance indicators which demonstrate progress against some of the Scottish Government's strategic outcomes.
65. While regular performance reports are prepared by the Delivery Group these have to date not focused on the Park Authority's wider strategic priorities. The clearer performance framework set out in the 2011-12 Plan should however allow for more targeted monitoring and reporting by the Delivery Group.

Risk area 2

66. The Park Authority also took part during the year in the Scottish Government's corporate benchmarking exercise which compares across participating NDPBs, performance indicators for the operation of corporate services such as finance, information technology and human resources. As reported to the Board, the draft results from this exercise shows that in the majority of those activities reviewed, the Park Authority remains efficient in its operation of its corporate services.

Community/user engagement

67. The Park Authority continues to actively engage with communities as part of its work. The level of stakeholder engagement through the media and other communication channels is measured and monitored. Compared to the baseline set in June 2009, there has been a considerable increase in the total items of media coverage and number of hits on the website.

National performance reports

68. Audit Scotland carries out a national performance audit programme on behalf of the Accounts Commission and the Auditor General for Scotland. Reports in the last year of direct interest are set out in Table 2.

Table 2: A selection of National performance reports 2010/11

- | | |
|---|--|
| <ul style="list-style-type: none">• Improving energy efficiency: a follow-up report• Scotland's public finances: responding to the challenges• The role of boards | <ul style="list-style-type: none">• Role of boards: a summary for non-executive board members• The cost of public sector pensions in Scotland• Modernising the Planning System |
|---|--|

Source: www.audit-scotland.gov.uk

Improving energy efficiency: a follow-up report

69. The report was discussed by the Environmental Management Systems Group. The Park Authority already takes actions in response to the items raised in the report. In 2008 the organisation moved into new office facilities which are well insulated, heated by biomass, and have lights that, as well as being low energy, are also motion sensitive so switch off automatically when not required. A policy has been put in place for procuring low emission and more economical vehicles to reduce energy use in its transport activities.

The role of boards

70. The role of boards report was discussed by the senior management team. An extensive programme of board member training has taken place over the last year as membership of the board changed as a result of the review of National Parks carried out in 2008. This training will continue for a further 6 months to include Audit Committee training. Thereafter, Skills and expertise of board members will be subject to regular review and assessment.

Modernising the planning system

71. The Park Authority was included in the review of planning during 2010/11. The report, which is to be published in September 2011, highlighted the following case studies relating particularly to the Park Authority:

- Joint working with SEPA, who have a planner based within the Park Authority 1 day per week to work with planning teams and provide support and advice.
- The appointment of a dedicated project manager to lead the project on e-planning. This included the provision of training to elected members and staff.

72. Findings and recommendations made in the review will be of direct relevance to the Park Authority and should be considered by Senior Management.

Outlook

73. While the Park Authority is currently making good progress against set objectives and priorities, future years will see continuing reductions in central funding across public sector organisations. There will be increased pressure on resources and potential risks to future performance and delivery of strategic objectives and plans. However, the Park Authority have considered future funding shortfalls and with a well established risk management process and a refocused performance management and reporting framework, should be well placed to manage this.

Appendix A: audit reports

External audit reports and audit opinions issued for 2010/11

Title of report or opinion	Date of issue
Review of Internal Audit	February 2011
Annual Audit Plan	March 2011
Review of Internal Control Systems	May 2011
Report on financial statements to those charged with governance	May 2011
Audit opinion on the 2010/11 financial statements	June 2011

Appendix B: action plan

Key Risk Areas and Planned Management Action

Action Point	Refer Para No	Risk Identified	Planned Management Action	Responsible Officer	Target Date
1	43	<p>Efficiencies and future funding</p> <p>As is the case across the public sector, the Park Authority is facing a period of continuing reductions in funding and cost pressures. While budgets have been agreed for the 2011/12 financial year along with longer term projections, there will be considerable pressures on the future delivery of priorities and objectives.</p> <p>Risk</p> <p>There is a risk that any further reductions in funding will limit the Authority's capability to achieve its strategic objectives.</p>	<p>Review and implementation of options to deliver strategic financial management objectives ongoing. These include consultation with staff on terms and conditions changes, income generation, staff and other efficiencies.</p> <p>The development of a new Corporate Plan to cover the period from April 2012 will provide opportunities to rebuild Business Plan budgets from a near zero base, and allow Executive Team and Board to set plans and budgets delivering priority contributions to the new National Park Plan while accommodating changes in funding levels.</p>	Director of Corporate services with Head of Business Services	Ongoing with March 2012 as target for Board agreement of 2012/13 budget.
2	65	<p>Performance Reporting</p> <p>To date the performance monitoring reports have focused on the more operational aspects of the</p>	Reporting has been refocused on 2011/12 Corporate Plan strategic objectives, in conjunction with Board	Head of Business Services	Actioned

Action Point	Refer Para No	Risk Identified	Planned Management Action	Responsible Officer	Target Date
		<p>Park Authority's business plan rather than the wider strategic objectives of the Corporate Plan.</p> <p>Risk</p> <p>Performance management does not effectively monitor progress against the key priorities and strategic objectives of the Park Authority.</p>	<p>Delivery Group.</p> <p>Monitoring systems will also be revised in development of new Corporate Plan.</p>		<p>June 2012 for new system focused on new12 Corporate Plan</p>