

BUSINESS PLAN 2020 - 2023

Summary: To invite discussion and comment on the first draft of the 2020-23 business plan.

Recommendations:

- (a) That comments on the 2020-23 business plan be invited;**
- (b) that the production schedule for the 2020-23 business plan be noted.**

Officer Ref: Simon Smith, Project Development and Business Planning Officer

Background

Progress to date

1. Work on the next business plan has already started. In May the Executive Committee agreed a new format for the presentation of budgets and a new treatment of the Board's reserves was confirmed by the Board in June. A new budgeting spreadsheet has been built in accordance with these decisions. The 2020-23 detailed work programme spreadsheet has also been built and officers are currently using it to consider their 3 year work programmes. All the elements are now in place to continue developing the 2020-23 business plan.
2. The draft business plan (**Appendix 'A'**) is based on this work to date though it is still very early in the process. The financial figures in particular are tentative and require more work. Also Annex 2 which outlines the Board's operating context will need significant redrafting once the final report of Designated Landscapes Review led by Julian Glover is published. For now the interim findings published in July 2019 have been included. This will be the Board's first business plan following the publication of the full report and the Board will need to consider its recommendations carefully.
3. The business plan covers a three year period and a note is included where actions are not scheduled to be delivered within the first year.
4. Both the work programme and budget are organised under the management plan's outcomes. This is based on a detailed analysis of the alignment between the precise wording of the management plan's policies and the actions in the detailed work programme. Consequently the sequence of actions and associated budget lines cannot be changed without breaking the alignment with the management plan.

A Single Business Planning Process

5. There are several concurrent pieces of work that will create changes to what we intend to deliver. Three are covered in papers being considered by the Executive Committee at this meeting: a funding plan, a project proposal framework and an update of the communications strategy. Care will be taken to ensure that changes resulting from this work will be captured and included in the business plan.

Next Steps

6. The timetable for producing the 2019-22 business plan is outlined below.

Date	Stakeholder	Action
17 th Sept	Executive Committee	Considers production schedule and an early draft (D1).
5 th November	Executive Committee	Considers the pre consultation draft (D2).
17 th December	Board	Consider consultation draft (D3)
January	Funding Partners	Consider consultation draft (D3)
25 th February	Executive Committee	Considers the post consultation draft (D4)
24 th March	Board	Approves final draft (D5)

7. Officers are simultaneously continuing to work on the detailed work programme and corresponding detailed budget in conjunction with working and task and finish groups as appropriate. The results of this work will be fed into the plan through its various drafts.

Supporting Paper(s):**Appendix 'A' - Business Plan 2020-23 Draft 1**