

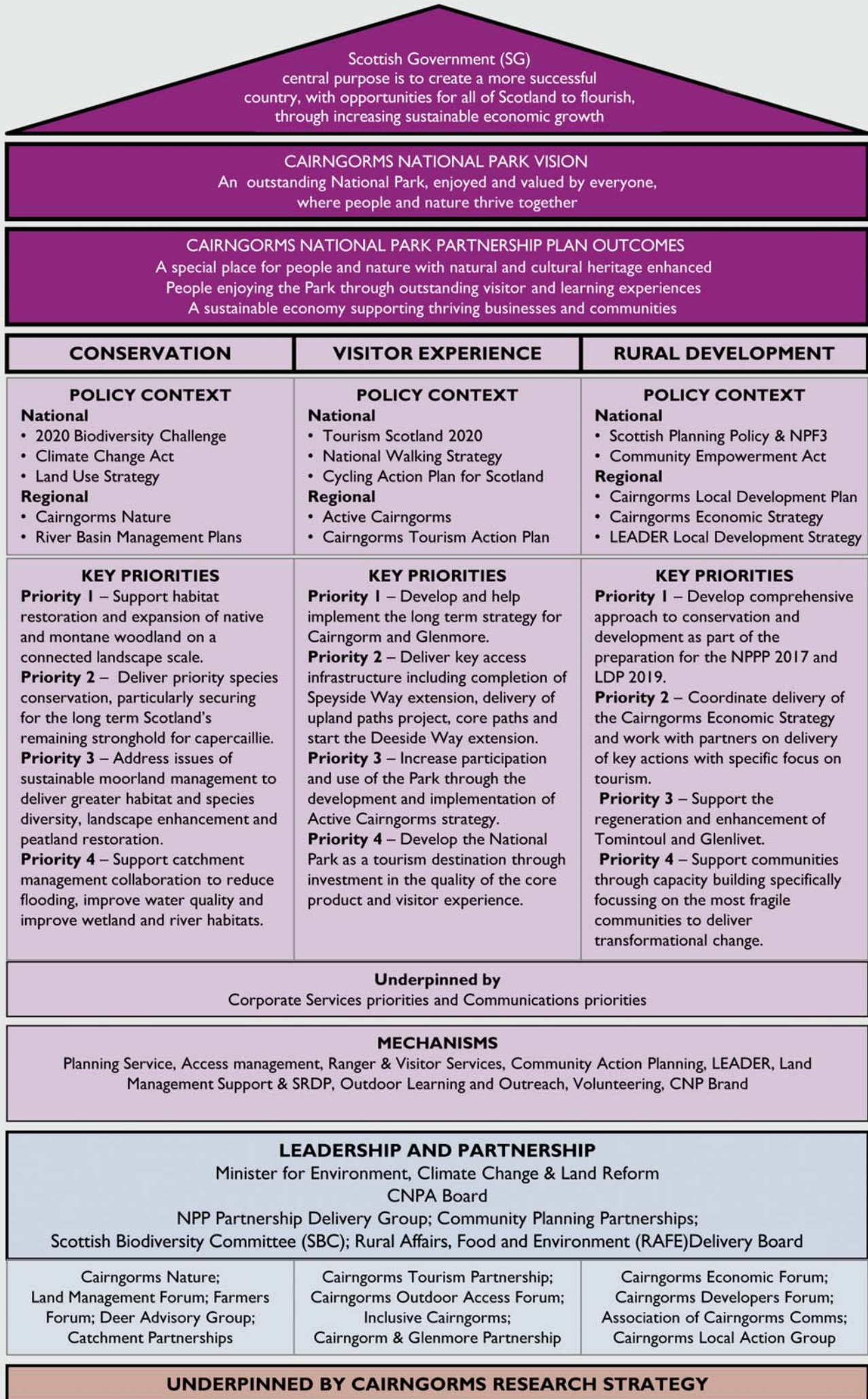
CAIRNGORMS
NATIONAL PARK AUTHORITY

ÙGH DARRAS PÀIRC NÀISEANTA A'
MHONÀIDH RUÀIDH

Cairngorms National Park Authority
Corporate Plan 2015-2018



Ùghdarras Pàirc Nàiseanta a' Mhonaìdh Ruaidh
Plana Corporra 2015 - 2018



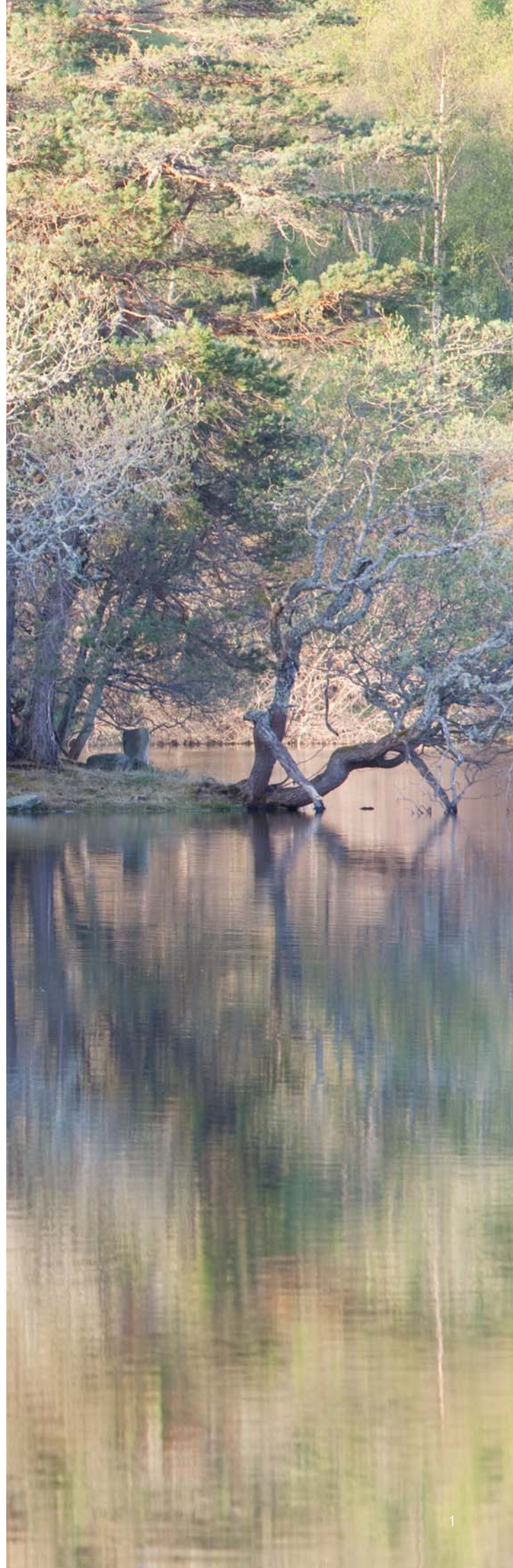
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INTRODUCTION

The Cairngorms National Park is an iconic landscape, home to 18,000 people and visited by millions of people every year.

It is our duty along with many others to look after and enhance this special place for the people of Scotland.

This Corporate Plan describes how the Cairngorms National Park Authority (CNPA) contributes to the delivery of the Cairngorms National Park Partnership Plan.

Our Corporate Plan also sets out how the CNPA will support the Government's central purpose: 'to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth' and delivery of the Programme for Government.

- **Creating more, better paid jobs in a strong, sustainable economy;**
- **Building a fairer Scotland and tackling inequality through passing power to people and communities; and**
- **Protecting and reforming public services.**

Our ambition is set out around three themes – Conservation, Visitor Experience and Rural Development. Each of these has four key priorities for delivery over the next three years.

Our intention in taking forward this Plan is to work in partnership with a range of organisations, communities, land managers, businesses and others to deliver real change on the ground. The CNPA has a good track record of using its funding to leverage significant support into the Cairngorms and we will continue to do this.

The Plan focuses on the big challenges in the Park and our role is to work with all to tackle the issues and come up with practical solutions.

STRATEGIC CONTEXT

Scotland's National Parks are set up as models of sustainable development; they have four aims set out by the Scottish Parliament.

- **To conserve and enhance the natural and cultural heritage of the area;**
- **To promote sustainable use of the natural resources of the area;**
- **To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public;**
- **To promote sustainable economic and social development of the area's communities.**

The purpose of a National Park Authority is also set out by the Scottish Parliament as being to ensure the four aims are collectively achieved in a coordinated way. If there is a conflict between the first aim and the other aims, the Authority must give greater weight to that aim.

The CNPA has a key role in leading the delivery of the Cairngorms National Park Partnership Plan. The Plan sets the context for close cooperation and partnership across public, private and voluntary organisations in the Park.

The National Park Partnership Plan sets out three long term outcomes for the Park. These have been used as the basis for developing the Corporate Plan.

A special place for people and nature with natural and cultural heritage enhanced;

People enjoying the Park through outstanding visitor and learning experiences;

A sustainable economy supporting thriving businesses and communities.

The Cairngorms National Park Partnership Plan 2012-2017 (CNPPP), which was approved by Ministers, provides the overall guide for strategic alignment between public agencies within the Park. This Corporate Plan period will cover the development of the next CNPPP for 2017-2022 in addition to the Authority's leadership of the conclusion of the existing CNPPP.

In the wider Scottish context, the CNPA will also work on ensuring greater strategic alignment to ensure delivery of key national strategies, such as, the 2020 Challenge for Scotland's Biodiversity, Scottish Climate Change Adaptation Programme, The Land Use Strategy for Scotland, Scotland's Economic Strategy, National Planning Framework 3, Scottish Planning Policy and the Tourism Scotland 2020 Strategy. This includes being an active member of the Rural Affairs, Food and Environment Delivery Board.



OUR COMMITMENT

The CNPA aims to provide leadership for the National Park and to tackle the big issues in the Park in a collaborative way based on the founding National Parks (Scotland) Act 2000.

The vision, mission and values are important statements of what the organisation wants to achieve and how it will go about achieving it.

National Park Vision

An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.

CNPA Mission

To lead the way in delivering for the Cairngorms National Park by:

- Bringing people together towards a common purpose
- Enhancing the Park for everyone
- Inspiring new generations to be Park champions

CNPA Values

The CNPA is an open, inclusive, innovative and professional organisation that behaves with integrity.

New Ways of Working

The CNPA will continue to look at new ways to operate as an Authority to deliver our commitments in this Plan period. This will include looking for opportunities for alternative funding streams including applications to funds, such as Heritage Lottery Fund (HLF), EU Life etc, sponsorship opportunities and merchandising. It will also include working collaboratively with partners to deliver improved services on the ground.

Performance Monitoring

We have set out indicators for each of our key themes against which we will measure and monitor our performance. By nature of the Park Authority's role in seeking to lead collaborative effort in tackling the big issues for the Cairngorms, these performance measures are rarely directly controllable by the Authority or by the Authority alone. Rather, they require the necessary collaboration and engagement of the Authority and our partners and therefore act as measures of the effectiveness of our leadership and influencing, combined with our own direct investment of finance and staff resources, in tackling these priorities.



CNPA BOARD AND INTERNAL GROUPS

The CNPA board provides strategic direction for the Park Authority.

There are 19 board members and the board carries out its functions through a process of formal public meetings and committee meetings. The board's formal committees are: Audit, Planning, Staff & Recruitment and Finance & Delivery.

The organisation also has a number of more informal groups, such as, the Organisational Development Strategy Groups, Staff Consultative Forum and Communications and Engagement Board Sub-Group. These groups provide valuable consultative and engagement channels through which we can access the wide range of skills and experience of our staff and board members in developing our ideas and delivery plans.

Themes

To deliver the long term outcomes set out in the Cairngorms National Park Partnership Plan, the Corporate Plan has three main themes – Conservation, Visitor Experience and Rural Development. These are supplemented by two other support themes – Corporate Services and Communications.

Each theme has a number of key priorities that the CNPA will be focussing upon delivery over the three years of the Plan.

Key partners are also identified under each of the priorities and a set of performance indicators are also included for each theme.



CONSERVATION

Key Indicators

- Area of new native woodland
- Number of capercaillie
- Status of designated features
- Ecological status of waterbodies



Our Role

The Cairngorms National Park is the premier area in the UK for nature conservation, with 50% of the area recognised as important on a European scale through Natura 2000 designation. Home to some of our most extensive and internationally important montane, woodland, river and wetland habitats, our role is to bring partners together to deliver conservation at a landscape scale.

Long term Outcome from the Cairngorms National Park Partnership Plan

A special place for people and nature with natural and cultural heritage enhanced.



Key Priorities

Priority 1 Support habitat restoration and expansion of native and montane woodland on a connected landscape scale.

Key Partners FCS, SNH, Estates, NGOs

Priority 2 Deliver priority species conservation, particularly securing for the long term Scotland's remaining stronghold for capercaillie.

Key Partners SNH, FCS, Estates, NGOs

Priority 3 Address issues of sustainable moorland management to deliver greater habitat diversity, landscape enhancement and peatland restoration.

Key Partners SNH, Estates, SL&E, NGOs, CDAG

Priority 4 Support catchment management collaboration to reduce flooding, improve water quality and improve wetland and river habitats.

Key Partners SEPA, Fisheries Boards, SNH, LAs, Scottish Water, Estates, NGOs

VISITOR EXPERIENCE

Key Indicators

- Visitor satisfaction
- Length of path upgraded or extended and numbers using key paths
- Completions of John Muir Awards through the Park
- Walking for Health participation



Our Role

The Cairngorms National Park is an internationally renowned visitor destination with an outstanding range of outdoor recreation opportunities. Our role is to ensure the quality of visitor experience matches the quality of environment by coordinating investment in the core infrastructure and to ensure people of all ages, backgrounds and abilities are able to experience and enjoy the National Park.

Long term Outcome from the Cairngorms National Park Partnership Plan

People enjoying the Park through outstanding visitor and learning experiences

Key Priorities

Priority 1 Develop and help implement the long term strategy for Cairngorm and Glenmore.

Key Partners FCS, HIE, THC, SNH, Natural Retreats

Priority 2 Deliver key access infrastructure, including completion of Speyside Way extension, delivery of upland paths project, core paths and start the Deeside Way extension.

Key Partners COAT, Sustrans, LAs, SE

Priority 3 Increase participation and use of the Park through the development and implementation of the Active Cairngorms strategy.

Key Partners Sustrans, SNH, LAs, JMA, Backbone, SportScotland, NHS

Priority 4 Develop the National Park as a tourism destination through investment in the quality of the core product and visitor experience.

Key Partners VisitScotland, CBP, VRD, HIE, SE, LAs



RURAL DEVELOPMENT

Key Indicators

- Determination time for major/local planning applications
- Number of visitors to Park, length of stay and average spend
- Business satisfaction with CNPA – Business Barometer
- Number of people involved and level of satisfaction with community development activity



Our Role

Delivery of our priorities within the Cairngorms National Park can only come through close joint working with the people who live and work in the communities of the Park. Our role is to promote investment in a diversified economy, help communities plan and achieve their own visions and deliver a Planning Service to guide the right development to the right place.

Long term Outcome from the Cairngorms National Park Partnership Plan

A sustainable economy supporting thriving businesses and communities.



Key Priorities

Priority 1 Develop comprehensive approach to conservation and development as part of the preparation for the Cairngorms National Park Partnership Plan 2017 and Local Development Plan 2019.

Key Partners SG, LAs, SNH, SEPA, HIE, AoCC, SL&E, NGOs, TS, Scottish Water

Priority 2 Coordinate delivery of the Cairngorms Economic Strategy and work with partners on delivery of key actions with specific focus on tourism.

Key Partners CBP, VRD, VisitScotland, LAs, HIE, SE, CLAG

Priority 3 Support the regeneration and enhancement of Tomintoul and Glenlivet.

Key Partners MC, HIE, Community Trust, Community Associations, The Crown Estate

Priority 4 Support communities through capacity-building specifically focussing on the most fragile communities to deliver transformational change.

Key Partners LAs, CLAG, Community Councils, Trusts & Associations, AoCC, HIE

CORPORATE SERVICES

Key Indicators

- Governance & Risk Management
- Financial Management
- Human Resource Management



Our Role

Delivering effective, efficient and sustainable services and promoting the highest standards of governance, to support delivery of the Corporate Plan and Cairngorms National Park Partnership Plan by the Authority and our community and charity partners. We will also play an active role in the development of the Rural Affairs, Food and Environment Delivery Board.



Key Priorities

Priority 1 Implement the Organisational Development Strategy and embed the organisational and cultural improvements within the Authority's standard operational practices.

Priority 2 Implement the facilities and accommodation review to deliver 'fit for purpose' accommodation for staff and board.

Priority 3 Deliver ongoing service improvement, including appropriate shared service development and operation, to the Authority and the community and charitable organisations we support.

Priority 4 Promote and support the highest standards of governance and management, including equalities actions, within the Authority and the community and charitable organisations we support.

Key Partners SG Sponsor Unit, LLTTNPA, Rural Affairs, Food and Environment Delivery Board (RAFE)

COMMUNICATIONS

Key Indicators

- Opinion Survey results
- Website & social media statistics
- Campaign specific indicators



Our Role

Communicating with visitors, communities and stakeholders is vital for the work of the Cairngorms National Park Authority. Our role is to raise the profile of the Park and create a connection and commitment to care for it with identified audiences so they actively support the Park and benefit from doing so.

Key Priorities

- Priority 1** Increase awareness of the Park, what makes it special and the contribution it makes to deliver the Scottish Government's strategic objectives.
- Priority 2** Develop a sense of 'closeness' (win hearts and minds) with identified audiences.
- Priority 3** Increase the sense of responsibility and ownership to get involved and make a contribution to the Park.
- Priority 4** Ensure high quality internal communications that help to deliver the key priorities of the Corporate Plan.
- Key Partners** Rural Affairs, Food and Environment Delivery Board (RAFE), LLTTNPA, SG, SNH, VisitScotland



PARTNERSHIPS AND KEY MECHANISMS

There are a number of partnerships and mechanisms that will help to deliver the key priorities for the CNPA over the next three years. All of these partnerships and mechanisms cut across the key priorities.

Key Partnerships

- Association of Cairngorms Communities
- Cairngorm and Glenmore Partnership
- Cairngorms Economic Forum
- Cairngorms Local Action Group (LEADER Programme)
- Cairngorms Local Outdoor Access Forum
- Cairngorms Nature Partnership
- Cairngorms Research Partnership
- Cairngorms Tourism Partnership
- Catchment Partnerships
- Inclusive Cairngorms (Equalities Consultative and Advisory Forum)
- Land Management Forum, Farmers Forum and Cairngorms Deer Advisory Group
- National Park Plan Partnership & Strategic Delivery Group
- Tomintoul and Glenlivet Landscape Partnership

Community Planning Partnerships in each of the five Local Authority areas

Community Planning Partnerships (CPPs) have been established as the key mechanism for strategic partnership working, based on local authority boundaries. The role of CPPs and the requirement for CNPA engagement in them will be enhanced when the Community Empowerment (Scotland) Act is agreed in mid-2015.



CPPs provide real opportunities for collaborative working in delivering the Cairngorms National Park Partnership Plan and respective Single Outcome Agreements, particularly where strategic priorities are shared. Good examples include the economic development, tourism and health agendas and a process for evidencing this activity and identifying additional opportunities for collaborative working has recently been established.

Key CNPA Mechanisms

- Preparation of National Park Partnership Plan – statutory function
- Planning Service – statutory function
- Outdoor access management – statutory function
- Ranger and Visitor Services
- Community Action Planning
- LEADER
- Land Management Support
- Outdoor Learning and Outreach
- Volunteering
- Communications and Engagement
- Promoting the use of the Cairngorms National Park Brand

OUTLINE BUDGET

The table below sets the overall budget context for the CNPA. Annual Operational Plans will direct financial and staff resources into the priority areas identified in the Corporate Plan and agreed by the board.



	2015/16 £'000	2016/17 (TBC) £'000	2017/18 (TBC) £'000
Income			
Grant-in-Aid	4,458	4,370	4,283
Planning Fees	80	80	80
Project Contributions and other income	170	179	188
Total Income	4,708	4,629	4,551
Core Expenditure			
Board Fees	163	165	167
Staff Salaries	2,861	2,774	2,719
Other Board and Staff Expenditure	215	215	215
Office Running Expenditure	214	254	299
IT and Professional Support	179	181	183
Total Core Expenditure	3,632	3,589	3,583
Operational Plan Provisions	1,076	1,040	968

The Operational Plan and staff costs are estimated as breaking down over the next three years as follows:

Conservation	20% Operational Plan and staff costs
Visitor Experience	20% Operational Plan and staff costs
Rural Development	33% Operational Plan and staff costs
Corporate Services	20% Operational Plan and staff costs
Communications	7% Operational Plan and staff costs

SCOTTISH GOVERNMENT OUTCOMES

The CNPA is committed to supporting the Government's central purpose: 'to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth'. The table below sets out the outcomes that the CNPA Corporate Plan will help support in particular.

No	Outcome	Conservation	Visitor Experience	Rural Development	Corporate Services
2	We realise our full economic potential with more and better employment opportunities for our people	■		■	
4	Our young people are successful learners, confident individuals, effective contributors, and responsible citizens	■	■		
6	We live longer, healthier lives	■	■		
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need			■	
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others			■	■
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations	■		■	
13	We take pride in a strong, fair and inclusive national identity		■		■
14	We reduce the local and global environmental impact of our consumption and production	■			■
16	Our public services are high quality, continually improving, efficient and responsive to local people's needs	■	■	■	■

GLOSSARY

AoCC	Association of Cairngorms Communities	NGOs	Non-Governmental Organisations, including Royal Society for the Protection of Birds (RSPB)
CBP	Cairngorms Business Partnership		National Trust for Scotland (NTS)
CDAG	Cairngorms Deer Advisory Group		John Muir Trust (JMT)
CLAG	Cairngorms Local Action Group		Scottish Wildlife Trust (SWT)
COAT	Cairngorms Outdoor Access Trust		Royal Zoological Society of Scotland (RZSS)
FCS	Forestry Commission Scotland	RAFE	Rural Affairs, Food and Environment Delivery Board
HIE	Highlands and Islands Enterprise	SBC	Scottish Biodiversity Committee
JMA	John Muir Award	SE	Scottish Enterprise
LAs	Local Authorities	SEPA	Scottish Environment Protection Agency
	The Highland Council (THC)	SG	Scottish Government
	Aberdeenshire Council (AC)	SL&E	Scottish Land & Estates
	Moray Council (MC)	SNH	Scottish Natural Heritage
	Perth & Kinross Council (PKC)	SRDP	Scottish Rural Development Programme
	Angus Council (AC)	TS	Transport Scotland
LLTTNPA	Loch Lomond and the Trossachs National Park Authority	VRD	Visit Royal Deeside



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