

CNPA 2006/07 Operational Plan					
Ref	Ref	Goal per Corporate Plan	Action	Group Tasks	Lead
1	1	1. Duties as the outdoor access authority effectively and efficiently delivered (P1)	Run successful Local Outdoor Access Forum	Provide secretariat, prepare papers , implement LOAF communication strategy; Organise annual conference	VSR
1	2		Develop systems to uphold access rights	Uphold of access rights; Report on progress to Scottish Executive	VSR
1	3		Publicise the Scottish Outdoor Access Code and promote responsible behaviour	Publicise the Code; Provide training for target groups as agreed with SNH;	VSR
1	4		Develop Core Paths Plan by February 2008	Lead two rounds of public consultation	VSR
1	5		Electronic path management system through GIS	Populate and update the system; Maintain system	VSR
		Sub-total: 1. Duties as the outdoor access authority effectively and efficiently delivered (P1)			
2	1	2. National Park Plan in place by the end of 2006 (P1)	Issue a draft Park Plan for consultation.	Conduct a public consultation on the Park Plan.	SPPM
2	2		Agree list of draft actions.		SPPM
2	3		Agree performance indicators for the National Park.	Agree a finalised Park Plan in the light of comments	SPPM
2	4			Print and distribute the final plan.	SPPM
2	5		Report progress on the Park Plan.		SPPM
2	6		Commission research to fill gaps in our knowledge of the Park		SPPM
		Sub-total: 2. National Park Plan in place by the end of 2006 (P1)			
3	1	3. Local plan for Cairngorms National Park adopted by Spring 2007 (P1)	Autumn 2006 – Finalised Draft of Local Plan placed on Deposit.	Print, advertise, distribute plan.	PDC
3	2		Community Consultation Autumn/Winter 2006	Organise with LP Co-ordinators	PDC
3	3		Summer 2007 – Local Plan Inquiry.	Organise with SEIRU	PDC
3	4		Late 2007 – Reporters' Report.	Receive, digest, secure agreement on any revisions	PDC
3	5		Spring/Summer 2008 – Adopt Local Plan	Report to Committee & secure adoption.	PDC
3	6		Publish Adopted Version - Summer 2008	Print, advertise, distribute plan.	PDC
3	7		Monitor Local Plan Implementation	Joint LP/DC activity.	PDC
3	8		Prepare, consult on & Publish Supplementary Planning guidance	Develop with communities to build on local plan policies - design, hill tracks etc.	PDC
		Sub-total: 3. Local plan for Cairngorms National Park adopted by Spring 2007 (P1)			
4	1	4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park (P1)	Finalise housing policies for draft Local Plan	PDC Input in line 21 above.	PDC
4	2		Co-ordinate partner activity and share best practice	Co-ordinate and service Cairngorms Housing Group	ESD

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4	3		Continue to develop/influence the strategic framework for housing	Further develop and finalise the 'Making Housing Affordable and Sustainable' priority for action in the Park Plan	ESD
4	4		Continue to develop the evidence base through research and survey work	Establish programme of local community needs surveys	ESD
4	5		Pilot new approaches in policy and practice	Progress Forestry Commission housing project	ESD
4	6			Investigate potential for Cairngorms Local Lettings initiative	ESD
4	7			Identify and progress actions arising from SRPBA research study	ESD
4	8			Support Aberdeenshire Rural Housing Enabler project	ESD
		Sub-total: 4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park (P1)			
5	1	5. All plans, policies and actions developed through a transparent decision-making process that engages with stakeholders on a two-way basis (P1)	Develop a Sustainability Appraisal Methodology to that exceeds SEA requirements. Use CNPA staff & consultants.	Publish methodology & SEA on local/park plans	PDC
5	2			Monitor & Review Implementation & Effectiveness of SA Methodology	PDC
5	3		Develop co-ordinated approach to consultations		ESD
5	4		Provide opportunities for public feedback		COM
5	5		Put in place standards for public consultation.	Revise and update standards	ESD
5	6		Put in place a guide to using Plain English in all communications, with appropriate training		COM
5	7		Provide more opportunities for general public feedback on the work of the CNPA		COM
5	8		Undertake research to develop a structured process for decision making in dealing with conflict.		SPPM
		Sub-total: 5. All plans, policies and actions developed through a transparent decision-making process that engages with stakeholders on a two-way basis (P1)			
6	1	6. Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective. (P1)	Establish benchmarks for responding to letters / email / information requests.	Review and revise service standards / benchmarks.	CS
6	2		Carry out opinion polling to measure stakeholder perceptions of our work.	Phase 2 opinion polling	COM

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6	3		Develop standards for clear, robust, non-bureaucratic decision-making processes which allow transparent, evidence-based decision-making	Review policy and procedures against decision-making standards	COM
6	4		Monitor implementation of freedom of information legislation.	Monitor implementation of freedom of information legislation.	CS
6	5		Set up Programme Information Management System		SPPM
6	6		Review and Develop Corporate Plan for 2007/08 to 2009/10	Review 2005 to 2008 Plan and develop 2007 to 2010 Plan.	CS
6	7		Establish and communicate operational plans.	Establish and communicate operational plans.	CS
6	8		Internal Communications		COM
6	9		Review effectiveness of CNPA accounting system and management reports		CS
6	10		Undertake election for Board members.		CS
		Sub-total: 6. Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective. (P1)			
7	1	7. Effective and efficient development control service, seamlessly blending planning policy and the Park aims. (P1)	Improve performance (quality & quantity) by ongoing monitoring and refining processes.		PDC
7	2		Provision of landscape and conservation advice into planning control		NH
		Sub-total: 7. Effective and efficient development control service, seamlessly blending planning policy and the Park aims. (P1)			
8	1	8. A professional, respected and motivated staffing complement.	Implement recruitment policies which ensure appropriate job descriptions and person specifications are developed and that recruitment is transparent, open and conducted with integrity.	Support and advise on recruitment processes.	CS
8	2			Review all person specifications and job descriptions to ensure continued validity within a potentially changing role.	CS
8	3		Negotiate annual pay remit and pay award		CS
8	4		Develop induction and training and development programmes	Review and where appropriate modify induction programme.	CS
8	5		Implement appraisal review system.	Review appraisal and PRP implementation	CS
8	6		Develop staff development programmes and implement, within available resources		CS
8	7		Support Staff Consultative Forum.		CS

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8	8		Support "Building the Organisation" project	Acting on advice received from Internal Communications, Support Services (inc Greening Group), Training and Information Technology User Groups.	CS
8	9		Review Staff Handbook	Undertake annual review and identify any areas for additional development	CS
8	10			Develop required revisions and additions to staff handbook.	CS
8	11		Review equal opportunities policies		CS
8	12		Implement IT strategy	Take forward action plans identified within IT strategy for year	CS
8	13		Fully develop Health and Safety policy.	Implement appropriate Health and Safety schemes.	CS
8	14			Audit application of H&S policy and recording	CS
8	15		Take forward results of terms and conditions benchmarking and staff surveys	Identify and consult on proposals for terms / conditions / organisational changes	CS
8	16			Progress actions identified from work/life balance survey	CS
8	17		Embed financial regulations and procedures	Monitor implementation of procedures, assess and deliver training needs.	CS
8	18			Develop financial procedures and implement necessary guidance	CS
		Sub-total: 8. A professional, respected and motivated staffing complement.			
9	1	9. Good quality outdoor access infrastructure in place and maintained	Determine role of Trust in delivery of Outdoor Access Strategy	Scope legal requirements for establishment	VSR
9	2		Hold stakeholder workshop and undertake reconnaissance survey to assess upland paths repair priorities		VSR
9	3		Interim funding for development of Trust in east of Park (including capital repair and ongoing maintenance projects)		VSR
9	4		Contribute to capital repair and ongoing maintenance projects in west of Park		VSR
9	5		Small scale access infrastructure grant scheme		VSR
9	6		Contribute to management of Speyside Way to Aviemore	Advise Management Group; Assess Development and Management Plan;	VSR
9	7		Speyside Way Extension to Newtonmore	Scope implementation of extension	VSR
9	8		Develop Speyside Way for multi use	Undertake feasibility study	VSR
9	9		River Spey Outdoor Access Initiative	Convene annual meeting; Contribute to projects	VSR
		Sub-total: 9. Good quality outdoor access infrastructure in place and maintained			

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Ref	Ref	Goal per Corporate Plan	Action	Group Tasks	Lead
10	1	10. Arrangements in place to meet needs of visitors, land managers and communities for information, management of access (i.e. equivalent of ranger functions)	Review of management arrangements for ranger services	Decide on recommendations arising from review; Implement changes with partners	VSR
10	2		Put in place Interim funding measures for rangers	Provide financial support for those services that can demonstrate a reduction in external grant aid.	VSR
10	3		Provide pan-Park coordination and support function	Organise annual event; Promote communication and information sharing; Develop guidelines for non-funded ranger services	VSR
10	4		Raise quality standards	Provide training based on needs and changing priorities	VSR
10	5		Contribute to International Ranger federation event	Assist in the organisation of the associated field trip to the Cairngorms and provide display material for the conference.	VSR
		Sub-total: 10. Arrangements in place to meet needs of visitors, land managers and communities for information, management of access (i.e. equivalent of ranger functions)			
11	1	11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all	Improve visitor information at visitor attractions and centres	Provide branded info and interpretation at 2 ranger bases and 6 visitor attractions.	VSR
11	2		Develop range of publications for visitors about recreational opportunities and special qualities	Visitor Guide 2007; Countryside events leaflet 2007; Bedroom folder 2007;	VSR
11	3		Early actions programme arising from Interpretation Strategy	Undertake an audit of interpretation sites/facilities in the Park.	VSR
11	4		Provide support to interpretation projects run by others	Support for interpretation projects through IGP applications that follow the interpretive framework	VSR
11	5		Interpretation/orientation facilities in communities and strategic locations within Park	Provide branded information at 8 existing community information points.	VSR
11	6		Entry point marker project	Implement Phase 1 on 21 sites	VSR
11	7			Confirm Phase 2 with Board and SE; Implement on 4 trunk roads	VSR
11	8		Develop plans for and implement road signage both to and within the Park	Complete feasibility study and install signs 'to the Park' according to priorities identified.	VSR
11	9		Collect and make available to others information about visitors - their expectations, distribution and behaviour - to allow us to make better provision.	Support relevant surveys from students and other organisations about visitor expectations and behaviour. Disseminate results.	VSR

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Ref	Ref	Goal per Corporate Plan	Action	Group Tasks	Lead
11	10		Pan Park Visitor Survey	Develop methodology for second Pan Park Visitor Survey.	VSR
11	11		Misc. visitor surveys	Misc. visitor surveys tbc	VSR
11	12		Develop proposals for health walks initiative	Continue walk Deeside Project (to ensure pan-Park coverage of health walks delivery)	VSR
11	13		John Muir Award Project	Implement project with partners; Run bursary scheme to promote participation by all sectors	VSR
		Sub-total: 11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all			
12	1	12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.	Identify public benefits to be produced across CNPA and communicate this.	Review and develop public benefits work done to date. Part of ILM PfA	LM
12	2		Continue to deliver Cairngorms moorland project and review	Complete phase 2 Moorland Project	SPPM
12	3			Continuation into Phase 3	SPPM
12	4			Phase 3	SPPM
12	5		Develop (and integrate) public support mechanisms to deliver public benefits	rolled up as part of ILM PfA	LM
				Develop an upland scheme to support delivery of public benefits as a case study	LM
12	6		Continue to deliver the LBBTP		LM
12	7		Develop longterm plan for LBBTP	Implement longterm plan for LBBTP	LM
12	8		Analyse current public support (schemes, advice, training) available	Part of ILM PfA work	LM
12	9		Develop policies to support ILM	Rolled into ILM PfA work (see 12/5)	LM
12	10		Develop pilots on several land management units	Public benefits pilot on Rothiemurchus	LM
12	11		Develop agri-waste project	continue to run agri-waste project and plan its future	LM
12	12		Support development of catchment management plans	Support development of catchment management plans and plan integration into ILM as part of PfA	LM
12	13		Support development of catchment management plans	Support Dee Catchment Management Plan incl support of project officer	NH
12	14		Support Deer Strategic plan	Also part of Deer PfA	LM
			Develop Deer Priority for Action		LM
12	15		Co-ordinate comments on Forest Design plans		LM
		Sub-total: 12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.			

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Ref	Ref	Goal per Corporate Plan	Action	Group Tasks	Lead
13	1	13. Good communication and consultation by land managers on objective setting for public benefits	Develop policies to support communication and consultation	Comminocations strategy; prioritise policies; write policies in consultation; Provide guidance on policies	LM
13	2		Build support from land managers for the delivery of public goods	In addition to CDAG/ILMAF, time spent on land mgmt liaison	LM
13	3			Encourage and support land managers in communication of public benefits through grant scheme	LM
13	4			Develop communication and consultation mechanisms (as appropriate) as an integral part of public support mechanisms	LM
13	5		Support CDAG		LM
		Sub-total: 13. Good communication and consultation by land managers on objective setting for public benefits			
14	1	14. Residents, businesses, organisations and visitors contribute to the protection and enhancement of wildlife, landscapes cultural and natural resources.	Development of a Cairngorms Biological Records Centre, which people are encouraged to contribute to	Extend coverage of NESBReC to cover the whole Park, in partnership with SNH, FCS etc.	NH
14	2		Continue to deliver the Cairngorms LBAP project	Develop longer-term plan for LBAP	NH
14	3			Continue to deliver the Cairngorms LBAP project	NH
14	4		Support projects	Support IGP projects for the Park.	NH
14	5		Support Projects	CNPA contribution in kind for water vole project incl. line management and T&S	NH
14	6		Identify key special landscape qualities in the NSAs and across the Park as a whole.	Contribute to and extend SNH research into Scotland's NSAs to include the whole of the Park	NH
14	7		Identify key landscape qualities of the Park, the levels of appreciation to them and people's sensitivity to change.	Contribute to SNH Scenarios research project	NH
14	8		Contribute to View from the Road study for the Cairngorms to identify key view points.		NH
14	9		Develop landscape strategy to plan delivery of Park Plan objectives		NH
14	10			Consider actions to reduce the use of natural resources in the Park to acceptable levels	NH
14	12		Provide advice, support and opportunities to communities and organisations across the CNP to deliver wildlife priorities	Provide advice, support and opportunities to communities and organisations across the CNP to deliver wildlife priorities incl. Partnership Against Wildlife Crime.	NH

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Ref	Ref	Goal per Corporate Plan	Action	Group Tasks	Lead
14	13			Carry out targeted habitat surveys to help to identify actions to safeguard special qualities. Will identify location and condition.	NH
14	14			Capercaillie disturbance research.	NH
14	15		Protect and enhance the cultural heritage of the Park	IGP Cultural Heritage Scheme	ESD
14	16			Cultural heritage research	ESD
14	18			Cultural heritage advisory group and conference	ESD
		Sub-total: 14. Residents, businesses, organisations and visitors contribute to the protection and enhancement of wildlife, landscapes cultural and natural resources.			
		15. Stronger and more diverse economic opportunities within the CNP area.			
15	1		Work with partners to develop a Green Jobs Action Plan for the Park;	Further develop and finalise the 'Making Business and Tourism Sustainable' priority for action in the Park Plan	ESD
15	2		Develop market opportunities for land managers, including new and existing businesses;	Develop market opportunities for land managers (NRG);	LM
15	3		Promote good practice, training and demonstration to aid land managers achieve private objectives	Promote good practice, training and demonstration to aid land managers achieve private objectives to be delivered via LBBTP	LM
		Sub-total: 15. Stronger and more diverse economic opportunities within the CNP area.			
16	1	16. An increase in the value of sustainable tourism spend consistent with 'Park for All' objectives.	Obtain European Charter for Sustainable Tourism in Protected Areas	Attend Charter Park conferences & related meetings	ESD
16	5		Implement CNPA actions within Sustainable Tourism Development Strategy & Action Plan	Strengthen uptake of GTBS	ESD
16	6			Develop visitor payback schemes	ESD
16	7			Involvement of stakeholders	ESD
16	8			Support projects to strengthen awareness of Cairngorms	ESD
16	9			Support projects in connection with distinctiveness of Park area	ESD
16	10			IGS marketing and events scheme	ESD
16	11			Training for tourism stakeholders	ESD
16	12			Development of monitoring framework	ESD
		Sub-total: 16. An increase in the value of sustainable tourism spend consistent with 'Park for All' objectives.			

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Ref	Ref	Goal per Corporate Plan	Action	Group Tasks	Lead
17	1	17. Improved community capacity to deliver 4 aims of the Park.	Develop and launch Community Investment Programme);	IGS communities scheme	ESD
17	2			Implement actions identified in Park Plan	ESD
17	3		Continue to deliver Cairngorms LEADER+ Programme	Continue to deliver Cairngorms LEADER+ Programme	SPPM
17	4		Support and develop relationship with the ACCC	Continue to support and develop relationship with the ACCC	ESD
		Sub-total: 17. Improved community capacity to deliver 4 aims of the Park.			
18	1	18. High levels of understanding and appreciation of the Park, and of the role of the CNPA and partners.	Develop and refine our core messages and ensure these are widely understood and communicated throughout our activity.		COM
18	2		Ensure a high local and national media profile for our work through regular press releases, media interviews, and media events.	Regular press releases and press visits	COM
18	3		Target specialist publications with feature articles about the Park	Commission features for specialist publications	COM
18	4		Improve communication skills within the CNPA through regular media training.	Continue programme of media training	COM
18	5		Develop and refine our website.	Continue content development, and develop e-planning and education uses	COM
18	6		Produce and issue Park Life three times a year to every local household and to stakeholders	Regular issue of Park Life	COM
18	7		Publications, including photography.	Development and issue of corporate publications	COM
18	8		Put in place a monthly email news bulletin.		COM
18	9		Participate fully in National Parks Week 2005.		COM
18	10		Hold a Cairngorms Annual Lecture.		COM
18	11		Have a presence at agricultural shows and summer events in communities across the Park.	Develop visibility of Park; and required display material	COM
18	12		Take a stand at each of the major party conferences and hold one event for political opinion formers in Edinburgh each year.		COM
18	13		Sponsorship or support for appropriate events and initiatives outside the Park		COM
18	14		Develop a programme Educational Work	Hold 'Park for All' conference	ESD
		Sub-total: 18. High levels of understanding and appreciation of the Park, and of the role of the CNPA and partners.			

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19	1	19. Improved accessibility and quality of public transport provision within the Park.	Audit transport provision and need within the Park and linkages to the Park;	Complete transport audit (including Heather Hopper feasibility work) and influence developing Local & Regional Transport Strategies	ESD
19	2			Initiate cross-Park 'Heather Hopper' bus service	ESD
19	3		Produce a Park-wide transport map and timetable both separately and integrated with Park Visitor Guide;	Continue to produce 'Cairngorms Explorer' transport timetable & information	ESD
		Sub-total: 19. Improved accessibility and quality of public transport provision within the Park.			
20	1	20. Good understanding and appreciation by young people of the CNP, and appreciation of its importance	Develop Youth Apprenticeship Scheme	Implement Youth Apprenticeship Scheme ;	ESD
20	2		Continue work on Youth Communication Initiative;	Continue work on Youth Communication Initiative;	ESD
20	3		Develop Youth Strategy and Action Plan.	Implement Youth & Education Action Plan	ESD
20	4			Continue and review Youth Apprenticeship Scheme (ESD);	ESD
		Sub-total: 20. Good understanding and appreciation by young people of the CNP, and appreciation of its importance			