

Corporate Plan 2005-08: Goals, Milestones and Performance Measures

GOAL	3 YEAR MILESTONE	KEY OUTPUTS/ACTIVITIES IN 06/07	DIFFERENCE IN THE LONG TERM
1. Duties as the outdoor access authority effectively and efficiently delivered.	Cairngorms LOAF up and running; Core path plan identified; and outdoor access strategy in place.	<ul style="list-style-type: none"> • <i>Successful working relationship with LOAF is reinforced – 5 meetings</i> • <i>One conference on Outdoor Access</i> • <i>Targeted programme of promotion of SOAC delivered</i> • <i>First informal round of consultation held on Core Path Plan</i> • <i>All outdoor access issues logged, investigated, and where possible, resolved</i> <i>Electronic path management system working effectively</i>	Everyone exercising their access rights and duties and responsibly
2. National Park Plan in place by end of 2006.	National Park Plan agreed by stakeholders and approved by Scottish Ministers.	<i>Final Plan submitted to Scottish Ministers, following full public consultation.</i>	All those active in managing the Park will have an agreed long-term strategy in place to guide their actions. With an agreed strategic plan in place, public money directed more effectively and efficiently to caring for the special qualities of the area.
3. Local Plan for CNP adopted by spring 2007	Local Plan adopted.	<i>Finalised draft put on deposit late Autumn 06.</i> <i>Public inquiry spring 07.</i>	Consistent approach to development which delivers aims of the Park, including key objectives of affordable housing, and protecting and enhancing special qualities of the area.
4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park	Policies in Local Plan which address need for affordable housing and supporting actions agreed within refreshed Cairngorms Housing strategy.	<i>Finalised housing policies for draft Local Plan.</i> <i>Consider actions arising from SRPBA research into potential for landowners to meet local housing needs.</i> <i>Pilot project to provide affordable housing on Forestry Commission land.</i> <i>Pilot Rural Housing Enabler in Aberdeenshire part of Park and commission settlement level housing needs studies across Park.</i>	Thriving local communities in which everyone, especially young people who wish to stay in the area, and those who have a job in the area, are able to secure a house to live in.

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		<i>Continue to support Cairngorms Housing Group and co-ordinate delivery of housing strategy and action plan.</i>	
5. Plans, policies and actions developed through transparent and robust process that engages with stakeholders.	Methodology in place for decision-making, incorporating SEA and s9 duty. Permanent infrastructure and operating principles in place for consultation.	<i>SEA methodology embedded in policy and programme development following test run through National Park Plan, Local Plan and Forest and Woodland Framework. Standards on public consultation developed. Community facilitators role broadened beyond Local Plan focus.</i>	Everyone clear how decisions have been reached/ policies made, and able to contribute to the process.
6. Justly perceived as an open, accountable and trusted organisation	Internal control systems in place to ensure we are meeting FOI requirements; dealing with risk; communicating effectively with public; and general efficiency, effectiveness and economy.	<i>Review standards on enquiry response; Develop new outline corporate plan for 2008/11; Progress efficiency improvements as part of On the Ground and Efficient Government Initiatives NP Elections March 2007 Review internal communications processes and implement internal comms plan that meets both staff & MT needs</i>	Public confidence that queries will be dealt with properly, and that public money is being used properly. Opinion former survey shows CNPA is seen as an open, trusted and respected organisation. Staff survey shows staff are well informed and committed to the organisational values.
7. Effective and efficient development control service, blending planning policy and Park aims	Set of performance targets agreed with Scottish Executive, and met.	<i>Keep active caseload at 30. Target determination time of 3m from call-in</i>	Public confidence that planning applications will be dealt with in a fair and timely fashion, in line with the local plan.
8. A professional, respected and motivated staffing complement	Systems in place for performance appraisal and pay, effective training programme, internal communication and consultation.	<i>Work with Staff Consultative Forum in agreeing pay settlement for 2006/07, and reviewing terms and conditions; Develop organisation's internal operations, working with staff representatives on Building the Organisation User Groups; Revised / updated staff handbook; Action plans developed and implemented from IT strategy;</i>	Well developed range of skills across the organisation, enabling it to deal professionally with difficult issues, and changing priorities over the long term.

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		<p><i>Embed and monitor financial regs; Review Health & Safety policy and implementation; Initial consideration of Investor in People award.</i></p>	
9. Good quality outdoor access infrastructure in place and maintained.	Effective partnership mechanisms in place for developing and managing the path network.	<ul style="list-style-type: none"> • <i>Outdoor Access Strategy approved by Board</i> • <i>Programme of path repair and improvements delivered by UDAT in and around Deeside</i> • <i>Construction of middle section Glenmore off road route completed</i> • <i>Integrated Grant Scheme funding for 8 paths maintenance/infrastructure projects</i> 	Public can easily find and use network of paths to enjoy accessing the outdoors.
10. Arrangements in place to meet needs of visitors, land managers and communities for information and management of access (equivalent of ranger svc)	Agreed management arrangements in place for use of existing ranger services to deliver agreed elements of Park aims as well as private objectives.	<ul style="list-style-type: none"> • <i>Position paper agreed by Board on future management arrangements for ranger services in the Park.</i> • <i>Annual workshop for Cairngorms ranger services</i> 	Effective partnership of private and public resources to deliver range of needs of Park such as habitat management, path maintenance, interpretation, etc.
11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all	Interpretation strategy in place for whole Park as a basis for signage, information provision, etc. Park signage in place.	<ul style="list-style-type: none"> • <i>21 permanent entry point markers installed on non-trunk roads</i> • <i>Comprehensive audit of interpretation facilities in the National Par</i> • <i>Park branded images and information in 8 ranger bases/visitor attractions and 8 community notice boards</i> • <i>Publish and distribute Cairngorms Visitor Guide, Cairngorms Countryside Events Programme and Cairngorms information in bedroom folders.</i> • <i>Assist 1000 participants to compete the John Muir Award aiming for 25% from social inclusion group</i> • <i>Provide support for 5 interpretation</i> 	Consistent and joined-up approach by all interpretation providers which enhances enjoyment of the area and ensures appreciation of the Park's special qualities.

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		<i>projects through the Integrated Grants Programme</i>	
12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.	Range of public benefits which are/can be provided by land managers is agreed and more integrated ways of supporting these through publicly funded schemes, advice and training have been developed and piloted.	<p><i>A list of prioritised public benefits that we wish to be delivered by land managers</i></p> <p><i>An action plan that sets out how the benefits will be delivered through integrated public sector activity</i></p> <p><i>A Scottish rural development programme which supports the delivery of the public benefits</i></p> <p><i>Continuation arrangements for the Moorland Project in place;</i></p> <p><i>The continuation and development of the Land Based Business Training Project</i></p> <p><i>Proposals for developing an upland scheme</i></p> <p><i>An action plan for the longterm sustainability of deer in the CNP</i></p>	Public support for land management more focused on needs of Park, and less confusing and complex.
13. Good communication and consultation by land managers on objective setting for public benefits	Awareness by all of benefits of effective communication; support given to projects to develop this. Objective setting a part of land management schemes	<p><i>A communication and consultation strategy</i></p> <p><i>A communication and consultation grant scheme</i></p> <p><i>Changes to grant schemes to encourage more communication and consultation</i></p> <p><i>The establishment and operation of CDAG</i></p>	Public input into objective setting for public benefits. Confidence in stewardship of land in the Park, and acceptance of need to balance public interests with private objectives.
14. Residents, businesses, organisations and visitors contribute to protection and enhancement of wildlife, landscapes, cultural and natural resources.	Support in place range of projects for enhancing and protecting natural and cultural resources through communities and other organisations. Developed policy on landscape protection.	<p><i>Extend coverage of NESBREC to cover whole Park;</i></p> <p><i>Review long term plan for LBAP and use to identify priorities for action to help deliver Park Plan; Establish the water vole conservation project and Raptor initiative, to increase raptor population and diversity to meet the carrying capacity of the Park's habitats.</i></p> <p><i>Support IGP projects; <input type="checkbox"/> Collaborate with</i></p>	Everyone has a stake in the natural and cultural heritage, and takes some responsibility for it.

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		<i>SNH work on NSAs and other landscape research; □ Conduct targeted habitat surveys to increase knowledge of the special qualities and to inform land management; □ Support Cultural heritage IGP scheme; □ Cultural heritage conference</i>	
15. Stronger and more diverse economic opportunities within the CNP area	Sustainable business development strategy for the Park in place. New market opportunities, training and demonstration projects trialled and developed appropriate to the Park. Park Brand in place.	<i>Promote commercial opportunities associated with the Park Brand; Support establishment of Arts & Crafts Association. The Park Brand applied to food products The development of markets for wood</i>	Youth Apprenticeship Scheme, and other training opportunities which are related to special qualities of Park are available. Range of new marketing opportunities developed (e.g. food) based on special qualities of the Park.
16. An increase in value of sustainable tourism spend	European Charter for Sustainable Tourism awarded for the Park. Visitor marketing and information delivered on a pan-Park basis.	<i>(European Charter secured last year) Strengthen update GBTS; Develop visitor payback schemes; Liaison across stakeholders (ViSIT forum) Projects to strengthen awareness of Cairngorms; IGS for marketing and events; Continue Cairngorms Connections product knowledge training course; Develop monitoring framework for tourism action plan</i>	Tourism industry which with reputation for environmental quality, operating on sustainable principles, based on special qualities of the Park.
17. Improved Community capacity to deliver the 4 Park aims.	Community investment programme in place.	<i>IGS communities scheme; Implement actions in NP Plan; LEADER + funds fully committed; Support ACCC</i>	Communities helping to deliver significant number of Park Plan objectives of environmental, social and economic development
18. High levels of understanding and appreciation of the Park, and the role of the CNPA and partners.	Range of publications about the Park and CNPA available; effective website; and range of events and activities completed each year for raising awareness.	<i>Positive media coverage and feature articles on the CNPA and the Park achieved; CNPA website maintained, e-planning, outdoor access and education sites launched; Two issues of Parklife and regular e-newsletters distributed; Produce/update CNPA corporate publications; Attend 3</i>	Residents and visitors survey shows high levels of awareness and understanding of the Park and its special qualities.

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		<i>events within the Park (Kirriemuir, Braemar & Grantown)</i>	
19. Improved accessibility and quality of public transport within the Park	Audit completed of transport provision across Park, and how this could be better integrated.	<i>Complete transport audit; Influence developing local and regional transport strategies; Continue Cairngorms Explorer timetable</i>	Park-wide timetable and better integration, mean visitors able to easily move around Park by public transport and visit attractions. Visitors and residents not dependent on cars for getting around the Park.
20 .Good understanding and appreciation by young people of the CNP, and its importance	Youth strategy and programme of educational work in place.	<i>Develop and implement Youth Apprenticeship scheme; Continue work on Youth Communication initiative; Implement learning and inclusion action plan.</i>	High levels of involvement and understanding of the Park as a special place by young people.