

CAIRNGORMS NATIONAL PARK AUTHORITY

CORPORATE PLAN 2005-2008

FIRST DRAFT (1 Feb 05)

EXECUTIVE SUMMARY

The Cairngorms National Park Authority's (CNPA's) budget over the three years from 2005/06 is as follows:

	2005/06	2006/07	2007/08
Total Grant in Aid	£4.3m	4.3m	4.5m

National Parks were introduced in Scotland to ensure a more integrated approach to the management of areas of outstanding heritage value, in support of sustainable development objectives. The role of the CNPA is to secure the long-term interests of the Cairngorms National Park by, in the words of the founding legislation, ensuring "the coordinated and collective achievement of the 4 aims of the Park". This second corporate plan of the CNPA sets out how its resources will be directed towards this purpose.

Nineteen goals are identified, to deliver 5 strategic aims:

- To enable current and future generations to understand and enjoy the special qualities of the Park in a way which fosters those qualities and supports the activities of others.
- To promote sustainable resource, land and water management; and to protect and enhance our wildlife and landscapes;
- To support and stimulate economic and social development within the Park that sustains and is sustained by its special natural and cultural qualities;
- To ensure our commitment to future generations we will look beyond the horizon and put in place plans to guide and co-ordinate the long term integrated management of the Park; and
- To be an open, innovative and professional organisation that engages effectively with the public and behaves with integrity.

SETTING THE SCENE

The Cairngorms National Park Authority (CNPA) was established to deliver this in the area designated as the Cairngorms National Park in 2003.

This is the Authority's second Corporate Plan, covering the second, third and fourth full years of operation. This corporate plan is significant in that it spans the period over which the process of getting the CNPA fully established, with its infrastructure in place and its role clarified and understood, will be completed. Over the same period, the organisation will be developing its policies and strategies, and laying the foundation for how everyone, private, voluntary and public sector, will pull in the same direction to nurture this special place called the Cairngorms National Park.

Most importantly, by the end of the period covered by this corporate plan:

- The first Cairngorms National Park Plan will be approved and in place. This will be the Park's long-term management plan and a focus for all public sector activity in the area;
- The first Local Plan for the Cairngorms National Park will be adopted and in place to guide development and other activities covered by the planning system;
- The new Access legislation will be in force, and the Cairngorms Local Outdoor Access Forum will have been operating for a number of years, and the Core Path Plan will have been set up;
- CAP reform measures announced in 2003 will have begun to impact, and Land Management Contracts implemented;
- New measures following the outcome of the review of Tourist Boards in Scotland will have taken effect; and
- Freedom of Information legislation will have taken full effect, as will the Efficient Government initiative.

So this corporate plan covers a critically important period for the CNPA and for the whole of the Cairngorms National Park, during which the strategic policies and plans for managing the area over the long term will be developed and agreed. These processes will entail a high level of engagement and consultation with all stakeholders, will be resource intensive and time consuming, and will make demands on all organisations and communities active in the Park.

The Corporate Plan is a strategic plan covering three years, although many of the goals and activities will continue beyond that timescale and will be reflected in future Plans. In each of the three years an operational plan will set out in more detail how the Corporate Plan will be delivered in that year.

There are three important drivers to this corporate plan:

- Clarifying the role of the CNPA;
- Setting priorities; and
- The interaction with the NP Plan

The Role of the CNPA

National Parks were introduced in Scotland to ensure a more integrated approach to the management of areas of outstanding heritage value, in support of sustainable development objectives. The role of the CNPA is to secure the long-term interests of the Cairngorms National Park by, in the words of the founding legislation, ensuring “the coordinated and collective achievement of the 4 aims of the Park”.

A complex mosaic of public sector bodies already exists operating within the National Park, each with a specific and relatively narrow remit (whether in geographical, policy or operational terms). By contrast the CNPA has a very broad policy remit, covering the whole area of the National Park. The CNPA is not set up to duplicate the functions already being delivered by these other statutory bodies; its role is to add value and leadership by “joining up” the activities of the range of other organisations, bringing a degree of synergy by coordinating the overlapping responsibilities of other bodies, and delivering the objectives of sustainability.

The CNPA will fulfil this role of integration by:

- Providing for long term planning in cooperation with others, to ensure integration of, and synergy between, the activities of stakeholders;
- Adding value in situations where our remit enables us to bring a broad perspective and overview;
- Working with and through others, enabling and facilitating the activities of others who are better placed to deliver agreed outcomes; and
- Providing leadership in situations which require coordination of others with diverse and differing interests

Setting Priorities

The CNPA’s broad remit described above means that the organisation could potentially become involved in a very wide range of activities. Indeed this often appears to be the expectation. However, it is clear from the CNPA’s relatively small budget, and the founding legislation that this was not the intention of the Scottish Ministers or the Scottish Parliament. One of the early challenging tasks for the CNPA Board and staff is to decide which areas of work it should become involved in, how it can best add value to the work of the many other organisations already delivering public policy in the Cairngorms area, without duplicating or substituting for them.

This corporate plan reflects the Board’s decision on what will be the priority areas of work for the CNPA over the next 3 years, reflecting its role and its limited resources.

The National Park Plan

A key statutory duty of the CNPA is to produce a National Park Plan – a plan which sets out a strategic policy for managing the National Park, and co-ordinating the exercise of the functions of all public bodies which affect the National Park, with a view to securing a coordinated and collective approach to the Park aims. While the CNPA’s role is to ensure

preparation of the plan, it will also have a role in helping to deliver it. Preparing the CNPA's corporate Plan in advance of the National Park Plan having been agreed inevitably means that the Corporate plan is an expression of the Board's current aspirations for and views on the role of the CNPA, but recognising these may be modified in light of the completion of the National Park Plan.

One way of viewing the National Park Plan is that it is in effect a corporate plan for the whole Park – each public body will have a role to play in delivering the Park Plan, and that role will be reflected in each organisation's corporate plan.

The Format of the Corporate Plan

The Corporate Plan is structured as follows:

- Strategic Themes – What do we want to achieve?
- Goals and Actions – How are we going to deliver the strategic themes?
- Performance Measures – How will we measure success? What difference will this corporate plan make in practice?

Strategic Themes - What Do We Want to Achieve?

The plan sets out 5 strategic themes, addressing the question “what do we want to achieve?” Three of these reflect areas of policy – understanding and enjoyment; natural resources; social and economic development – while the other two support delivery of policy: one reflects the role of the CNPA in setting long term strategic policy, and the other reflects the need to develop the CNPA itself as an effective organisation.

Theme 1: To enable current and future generations to understand and enjoy the special qualities of the Park in a way that fosters those qualities and supports the activities of others.

Theme 2: To promote sustainable resource, land and water management; and to protect and enhance our wildlife and landscapes.

Theme 3: To support and stimulate economic and social development within the Park that sustains and is sustained by its special natural and cultural qualities.

Theme 4: To ensure our commitment to future generations we will look beyond the horizon and put in place plans to guide and co-ordinate the long-term integrated management of the Park.

Theme 5: To be an open, innovative, and professional organisation that engages effectively with the public and behaves with integrity.

In addition to the 5 main themes, **Three Cross Cutting themes** have been identified that will run through all our activities. They are not shown as separate themes with associated actions; instead, projects and plans will be proofed against these themes as the work of the CNPA is taken forward.

Sustainability: ensuring that our actions do not compromise those of future generations.

A Park for all: creating a Park which is accessible to everyone, not just the fit and the few.

Delivering the 3 Es: ensuring economy, effectiveness, efficiency in our use of resources.

Goals and Actions

This plan sets out 19 goals – these are the outcomes to which the CNPA will direct its resources over the next three years:

1. Duties as the outdoor access authority effectively and efficiently delivered.
2. National Park Plan in place by end of 2006, agreed by stakeholders, setting out achievable targets and indicators of measuring progress over next 10 years.
3. Local Plan for CNP adopted by spring 2007
4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park
5. Plans, policies and actions developed through transparent and robust processes that engage with stakeholders.
6. Justly perceived as an open, accountable and trusted organisation
7. Effective and efficient development control service, blending planning policy and Park aims
8. A professional, respected and motivated staffing complement
9. Good quality outdoor access infrastructure in place and maintained.
10. Arrangements in place to meet needs of visitors, land managers and communities for information and management of access (equivalent of ranger svc)
11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all
12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes, advice and training.
13. Communication and consultation by land managers on objective setting for public benefits
14. Residents, businesses, organisations and visitors contribute to protection and enhancement of wildlife, landscapes, cultural heritage and natural resources.
15. Stronger and more diverse economic opportunities within the CNP area (including for land managers)
16. An increase in value of sustainable tourism spend.
17. Improved Community capacity to help deliver 4 aims of the Park
18. High levels of understanding and appreciation of the Park, and of the role, of the CNPA and partners.
19. Improved accessibility and quality of public transport within the Park

Not all of these can be completed in the three years of this corporate plan; progress will be made on all, and further progress will be determined by the National Park Plan. The first 7 of these goals (shaded in grey) are regarded as priorities for this corporate plan period, given that they are statutory duties and /or in most cases will provide the strategic framework which will guide activities within the Park for the next 10 years or so. Once the key priorities have

been delivered, the local plan, national park plan and core path plan will provide direction on how resources should be focused towards the end of this planning period, and into the next corporate planning period.

The main actions which will be undertaken to deliver these goals over the corporate plan period are set out in Table 2. While some of these actions will be undertaken by the CNPA alone, many will be undertaken in partnership with others, and some will take the form of delivery through third parties – in other words, by the giving of grants or other assistance. More detail on these action will be set out in the operational plan for each year. But embedded in this corporate plan is the philosophy that the NPA will achieve its effects by working with and through others, maximising the effect of its relatively small limited resources by acting as a catalyst, a co-ordinator, and enabler.

Performance Measures

It is important to be able to relate the goals and actions in the corporate plan to what difference they are intended to make in the short and the long term, particularly as many goals will not be delivered in the relatively short lifetime of this corporate plan. **Table 1** sets this out for reach goal, together with a performance measures – an assessment of how we will know if our goals have been successfully delivered.

Expenditure

Table 3 sets out the total budget, and **Table 4** sets out the planned expenditure against each goal, showing how total resources (fixed overheads as well as variable programme costs) are allocated to the delivery of each goal.

Table 1 – Goals, Milestones and Performance Measures

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	SUCCESS MEASURES – HOW WE WILL KNOW WE HAVE GOT THERE
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.	Everyone exercising their access rights and duties and responsibly	High levels of public awareness of rights and responsibilities; low number of disputes.
National Park Plan in place by end of 2006.	National Park Plan agreed by stakeholders and approved by Scottish Ministers.	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.	Indicators show that the 4 aims of the Park are being achieved. Every public agency reflects in its Corporate plan its commitments in the NP Plan.
Local Plan for CNP adopted by spring 2007	Local Plan adopted.	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.	All development control decisions in the Park based on policies in the Local Plan.
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.	Everyone clear how decisions have been reached/ policies made, and able to contribute to the process.	High levels of understanding of and satisfaction with the process of reaching decisions.
A professional, respected and motivated staffing complement	Systems in place for performance appraisal and pay, effective training programme, internal communication and consultation.	Well developed range of skills across the organisation, enabling it to deal professionally with difficult issues, and changing priorities over the long term.	Internal/external perception surveys
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.	Public confidence that queries will be dealt with properly, and that public money is being used properly.	Clean bill of health from external auditor (Audit Scotland); favourable responses to opinion polls.

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	SUCCESS MEASURES – HOW WE WILL KNOW WE HAVE GOT THERE
Effective and efficient development control service, blending planning policy and Park aims	Set of performance targets agreed with Scottish Executive, and met.	Public confidence that planning applications will be dealt with in a fair and timely fashion, in line with the local plan.	Demonstration in quarterly statistical returns and in opinion polls.
Good quality outdoor access infrastructure in place and maintained.	Effective partnership mechanisms in place for developing and managing the path network.	Public can easily find and use network of paths to enjoy accessing the outdoors.	Opinion polls and feedback from the public. Independent review at appropriate intervals. Targets set in NP Plan.
Arrangements in place to meet needs of visitors, land mngrs 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.	Effective partnership of private and public resources to deliver range of needs of Park such as habitat management, path maintenance, interpretation, etc.	Support given as appropriate to ensure integration of services. Monitoring of effectiveness of support given. Targets set in NP Plan.
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.	Consistent and joined-up approach by all interpretation providers which enhances enjoyment of the area and ensures appreciation of the Park's special qualities.	Opinion polls, feedback and independent reviews at intervals to monitor public's view. Monitoring of effectiveness of support given to projects. Targets set in NP Plan.
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.	Public support for land management more focused on needs of Park, and less confusing and complex.	Monitoring of support given, and assessment of total cost/benefit. Targets set in NP Plan.
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	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.	Surveys of opinions. Targets set in NP Plan. Publicly funded schemes will include consultation mechanisms
Residents, businesses,	Support in place range of projects for	Everyone has a stake in the natural and	High levels of involvement and

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	SUCCESS MEASURES – HOW WE WILL KNOW WE HAVE GOT THERE
organisations and visitors contribute to protection and enhancement of wildlife, landscapes, cultural and natural resources.	enhancing and protecting natural and cultural resources through communities and other organisations. Developed policy on landscape protection.	cultural heritage, and takes some responsibility for it.	commitment by communities and others in care of natural and cultural heritage. Targets set in NP Plan.
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.	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.	Good uptake of opportunities and schemes, leading to permanent jobs. High levels of recognition of Cairngorms Brand. Targets set in NP Plan.
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.	Tourism industry which with reputation for environmental quality, operating on sustainable principles, based on special qualities of the Park.	High levels of operators with “green” quality marque; increased levels of visitor spend. Targets set in NP Plan.
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.	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.	Low numbers of people unable to find a house they can afford to live in. Targets to be set in NP Plan.
Improved Community capacity to deliver the 4 Park aims.	Community investment programme in place.	Communities helping to deliver significant number of Park Plan objectives of environmental, social and economic development.	Targets set in NP Plan.
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. Youth strategy and programme of educational work in place.	Residents and visitors are aware of the Park and the role of the CNPA. High levels of involvement and understanding of the Park as a special place by young people.	Effective website (as judged by level of usage, and feedback). Incorporation of National Park into school curriculum; many visits to Park by schools and universities.

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	SUCCESS MEASURES – HOW WE WILL KNOW WE HAVE GOT THERE
Ecological footprint of CNP reduced to sustainable levels in line with international targets	Sustainable resource use strategy developed and implemented Research project designed to look at how use of natural resources in Park could be reduced.	Practices embedded across Park on more sustainable use of resources (recycling, etc)	Targets set in NP Plan.
Improved accessibility and quality of public transport within the Park	Audit completed of transport provision across Park, and how this could be better integrated.	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.	Integrated timetable in place. Targets set in NP Plan.

Table 2– Actions for delivering each Goal

GOALS	ACTIONS 2005-2008
Duties as the outdoor access authority effectively and efficiently delivered.	<ul style="list-style-type: none"> • Establish and run successful Local Outdoor Access Forum for the Cairngorms (VSR) • Uphold access rights, and monitor success. (VSR) • Publicise the Scottish Outdoor Access Code (VSR) • Promote responsible outdoor access (VSR) • Implement and manage a Core Path Plan (VSR) • Complete an Outdoor access Strategy (VSR) • Manage transition from local authorities (VSR)
National Park Plan in place by end 2006,	<ul style="list-style-type: none"> • Agree draft strategic objectives, actions and performance indicators for Plan; (SPP) • Conduct consultation on draft plan (SPP) • Agree final plan in light of consultation and submit to Scottish Ministers for approval; (SPP) • Put in place monitoring and review arrangements; (SPP) • Commission research to fill gaps in our knowledge of the Park (SPP)
Local Plan for Cairngorms National Park adopted by spring 2007	<ul style="list-style-type: none"> • Public consultation draft 2005 (PDC); • Finalised draft on deposit spring 2006 (PDC) • Public Inquiry possible autumn 2006 (PDC) • Publish adopted plan (PDC) • Monitor implementation (PDC) • Prepare supplementary planning guidance (PDC)
All plans, policies and actions developed through a transparent decision-making process that engages with all stakeholders on a two-way basis.	<ul style="list-style-type: none"> • Develop Sustainability appraisal methodology that encompasses SEA requirements (SPP) • Develop with stakeholders a coordinated, efficient approach to all consultations, based on a shared resource in keeping with Efficient Government strategy (CS) • Provide opportunities for public feedback (website, newsletter) (COM) • Develop structured process for dealing with decisions in areas of conflict (SPP) • Develop thinking and understanding of special qualities and characteristics of the Park (SPP)
A professional, respected and motivated staffing complement.	<ul style="list-style-type: none"> • Implement recruitment and retention policy (CS) • Implement training and development plan each year which ensures skills base matches organisation's needs and helps individuals to develop; (CS) • Develop Organisational Code of Standards to guide conduct of all staff. (CS)

GOALS	ACTIONS 2005-2008
	<ul style="list-style-type: none"> • Implement and monitor performance appraisal system, (CS); • Implement performance related pay arrangements (CS) • Set up joint staff consultative forum, and other effective and efficient internal communications systems (COM) • Refine and implement health and safety policy, including recording systems. (CS)
<p>Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective.</p>	<ul style="list-style-type: none"> • Establish internal standards for dealing with correspondence, queries, complaints etc, and continuously monitor for compliance with FOI legislation and good practice (CS); • Embed internal control systems to ensure effectiveness, efficiency and economy CS) • Develop a “green” office policy and practices (CS) • Develop and implement guidance on use of plain English in all communications. (COM) • Opinion polling to assess stakeholder perceptions (COM) • Develop and monitor risk register (CS)
<p>Effective and efficient development control service, seamlessly blending planning policy and Park aims.</p>	<ul style="list-style-type: none"> • Develop and agree performance measures to monitor and improve performance (PDC)
<p>Improved outdoor access infrastructure</p>	<ul style="list-style-type: none"> • Develop partnership mechanisms for developing and managing the path network. (VSR) • Contribute to major outdoor access infrastructure projects and initiatives as appropriate
<p>Arrangements in place to meet needs of visitors, land mngrs and communities for information and management of access (i.e. equivalent of ranger functions)</p>	<ul style="list-style-type: none"> • Complete review of management arrangements for existing Ranger services (VSR) • Develop strategy for delivery of ranger services • Provide pan-Park co-ordination and support function (VSR)
<p>Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all</p>	<ul style="list-style-type: none"> • Develop and implement an interpretation strategy to promote Park as a destination, enhance visitor experiences, protect resources, promote responsible outdoor access, and promote public support for Park. (VSR) • Develop effective delivery mechanisms arising from strategy (VSR) • Provide support to interpretation projects run by others (VSR) • Complete placement of entry point markers • Coordinate development of policy on Park signage • Develop knowledge of visitor expectations and behaviour to inform policies and actions within Park. (VSR)
<p>Public benefits which can be produced by land managers defined and supported through publicly</p>	<ul style="list-style-type: none"> • Identify public benefits produced in Park (NRG) • Analyse current public support available, and develop integrated public support mechanisms, advice and training (NRG)

GOALS	ACTIONS 2005-2008
funded integrated schemes.	<ul style="list-style-type: none"> • Continue to support and host Land Based Business Training project (NRG) • Develop policies to support Integrated land management (NRG) • Develop pilot projects (NRG) • Develop agri-waste project (NRG) • Support development of catchment management plans (NRG) • Continue to deliver the MP and consider options for its future (NRG/SPP)
Good communication and consultation by land managers on objective setting for public benefits	<ul style="list-style-type: none"> • Develop initiatives to support communication and consultation (NRG/COM) • Build support from land managers for the delivery of public goods (NRG) • Develop communication and consultation mechanisms as integral part of public support mechanisms (NRG/COM) • Promote good practice in communication and consultation on the delivery of public benefits (NRG/COM)
Residents, businesses, organisations and visitors contribute to protection and enhancement of wildlife, landscape, cultural and natural resources.	<ul style="list-style-type: none"> • Develop Cairngorms Biological records centre (NRG) • Support projects (NRG) • Provide support and opportunities to communities and organisations across Park to deliver - wildlife (including LBAP), landscape and resources priorities (NRG) • Develop information on landscape characterisation, and develop policy based on this (NRG, PDC) • Support the Highland Year of Culture 2007 (ESD) • Develop a sustainable resource use strategy (e.g. recycling) (NRG)
Stronger and more diverse economic opportunities within the CNP area	<ul style="list-style-type: none"> • Develop and implement a Youth Apprenticeship scheme related to maintaining the special qualities of the Park (ESD) • Develop with LECs a sustainable Business development strategy for the Park (ESD) • Develop market opportunities of land managers (NRG) • Promote good practice, training and demonstration to aid land managers deliver public and private benefits (NRG)
An increase in value of sustainable tourism spend consistent with Park for All objectives	<ul style="list-style-type: none"> • Implement actions for CNPA in Sustainable Tourism Development Strategy and Action Plan. (ESD) • Secure European Charter for Sustainable Tourism in Protected Areas. (ESD)
Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park	<ul style="list-style-type: none"> • Finalise housing policies for draft Local Plan (PDC) • Update Cairngorms Housing strategy (ESD) • Work with Estates on potential for landowners to meet local housing needs (ESD) • Work with Crofters Commission on potential for crofts to meet local housing needs (ESD) • Work with Forestry Commission to pilot Housing project (ESD)

GOALS	ACTIONS 2005-2008
Improved Community capacity to deliver 4 aims of the Park	<ul style="list-style-type: none"> • Develop and launch Community Investment programme (ESD) • Support and develop relationship with ACCC (ESD) • Continue to support and host LEADER + project (SPP)
High levels of understanding and appreciation of the Park and of the role, of the CNPA and partners.	<ul style="list-style-type: none"> • Ensure appropriate level of media coverage (COM) • Produce range of publications about the CNPA, including regular newsletter, and an easy-read summary of the organisation's activities; (COM) • Monitor and refine the effectiveness of the CNPA website; (COM) • Develop a programme of events and activities each year for raising awareness and understanding of the Park and the CNPA. (COM) • Support and host John Muir Award for the Park (VSR) • Continue work on Youth Communication initiative (ESD) • Develop Youth strategy and action plan (ESD) • Develop programme of educational work (COM)
Improved accessibility and quality of public transport provision within the Park	<ul style="list-style-type: none"> • Audit transport provision and need within the Park, and linkages to the Park (ESD) • Produce Park-wide transport map and timetable both separately and integrated with Park visitor guide. (ESD) • Link promotion of walking routes to public transport provision. (ESD, VSR)

Table 3 Budget

		2005/06	2006/07	2007/08
		£'000s	£'000s	£'000s
Grant-in-aid		4,300	4,300	4,500
Board costs		261	272	282
Staff salaries - Core only		1,957	2,092	2088
(n/o staff)		(53)	(53)	(53)
Other staff costs		190	165	165
Office running		347	372	390
Capital expenditure		60	65	70
<i>Total Cash Expenditure</i>		<i>2,815</i>	<i>2,965</i>	<i>2,995</i>
Notional costs		15	20	25
Depreciation		75	80	85
Total overhead expenditure		2,905	3,065	3,105
Programme expenditure		1,395	1,235	1,395
TOTAL BUDGET		4,300	4,300	4,500

Table 4 – Total Expenditure Allocated to Goals**Total costs £'000**

GOAL	05/06	06/07	07/08	TOTAL
Duties as the outdoor access authority effectively and efficiently delivered.	190	291	304	720
National Park Plan in place by end of 2006, agreed by stakeholders, setting out achievable targets and indicators of measuring progress over next 10 years.	347	205	150	701
Local Plan for CNP adopted by spring 2007	455	558	406	1418
Plans, policies and actions developed through transparent and robust process that engages with stakeholders.	164	105	107	376
A professional, respected and motivated staffing complement	202	50	37	289
Justly perceived as an open, accountable and trusted organisation	80	87	133	300
Effective and efficient development control service, blending planning policy and Park aims	243	303	311	857
Good quality outdoor access infrastructure in place and maintained.	238	229	350	817
Arrangements in place to meet needs of visitors, land mngrs and communities for information and management of access (equivalent of ranger svc)	83	97	219	399
Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all.	377	523	292	900
Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.	376	326	346	1048
Good communication and consultation by land managers on objective setting for public benefits	34	23	28	85
Residents, businesses, organisations and visitors contribute to protection and enhancement of wildlife, landscapes, cultural and natural resources.	187	213	241	874
Stronger and more diverse economic opportunities within the CNP area	234	65	86	386
An increase in value of sustainable tourism spend.	352	363	422	1137
Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park	102	107	132	341
Improved Community capacity to deliver 4 aims of Park	157	142	198	497
High levels of understanding and appreciation of the Park, and the role of the CNPA and partners.	419	520	615	1553
Improved accessibility and quality of public transport within the Park	44	46	57	146
TOTAL BUDGET '000	4,284	4,253	4,434	12,971

Appendix 1

The National Park

The Cairngorms National Park, created as the second national Park in Scotland in 2003, has 4 aims as set out in its founding statute (The National Parks (Scotland) Act 2000):

- 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 Cairngorms National Park Authority (CNPA) is charged with the statutory purpose of ensuring that these National Park aims are collectively achieved in relation to the National Park in a co-ordinated way. This integrated approach to the four aims is fundamental to the way in which the CNPA sets its priorities and how it goes about its work. It means working closely with partners, making sure that the many different policies and funding streams being deployed by public agencies in the area are properly “joined up” to maximise their effectiveness and efficiency in delivering the Park's aims. This is explained further below.

The Board of the National Park Authority

The CNPA comprises a board of 25 members, as set out in the National Parks (Scotland) Act and the relevant designation order which provides for the establishment of the Cairngorms National Park (The Cairngorms National Park designation, Transition and Consequential Provisions (Scotland) Order 2003, No.1). Of the 25, 5 are directly elected, 10 are appointed on the nomination of the four relevant local Councils, and 10 are directly appointed by Scottish Ministers. As required by the legislation, at least 10 members are local; in fact, 18 members live within the Park. The Convener (Andrew Thin) and Deputy Convener (Eric Baird) are chosen from among the membership by the Members of the Board.

Funding and the Corporate Plan

As a statutory Non Departmental Public Body, the CNPA is directly funded by the Scottish Ministers and is accountable to them. It is therefore required each year to prepare an annual report on its activities (which Ministers must then lay before the Scottish Parliament). In addition to the core funding received from Scottish Ministers, the CNPA expects to maximise funding as appropriate from other sources in delivering its objectives. This could entail the CNPA securing funding from other partners in a joint project; acting as the lead organisation to secure funding for a project from outside sources (European funding, for example), or assisting another organisation or body to secure such funding.

The CNPA is required by Ministers to prepare a corporate plan for 3 years ahead setting out its aims, how it plans to deliver these.