

| Goal                                                                                   | Task                     | Activity                                                                                               | Task                                                                       | Group    | Q1 | Q2 | Q3 | Q4 | Commentary                                                                                      |                                                                                                                                                                                                        |
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| <b>1. Duties as the outdoor access authority effectively and efficiently delivered</b> |                          |                                                                                                        |                                                                            |          |    |    |    |    |                                                                                                 |                                                                                                                                                                                                        |
| 1                                                                                      | 1                        | Provide secretariat, prepare papers, implement LOAF communication strategy; Organise annual conference |                                                                            | VSR      |    |    |    |    | Five meetings of LOAF held. The Forum providing a useful advisory role. Annual report produced. | Green: Successful LOAF annual event held (Strathdon) and one meeting of the Forum held (Angus Glens)                                                                                                   |
| 1                                                                                      | 2                        | Develop systems to uphold access rights                                                                | Uphold of access rights; Report on progress to Scottish Executive          | VSR      |    |    |    |    | All access issues logged immediately and investigated within three months                       | Green: New logging system has been endorsed by LOAF and is in place. There are 42 live cases and 19 were closed / resolved within the quarter                                                          |
| 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      |    |    |    |    | Guidance leaflet for land managers produced. Golf course managers workshop held.                | Green: Code promoted at LOAF annual event                                                                                                                                                              |
| 1                                                                                      | 4                        | Develop Core Paths Plan by February 2008                                                               | Lead two rounds of public consultation                                     | VSR      |    |    |    |    | Initial consultation undertaken and analysed. Criteria agreed for selection of Core Paths       | Green: Board approved process for next two years. First meeting of steering group held.                                                                                                                |
| 1                                                                                      | 5                        | Electronic path management system through GIS                                                          | Populate and update the system; Maintain system                            | VSR      |    |    |    |    | Historical casework data all loaded.                                                            | Green: Staff now familiar with system and continuing to populate with data                                                                                                                             |
| Goal 1                                                                                 | Outdoor Access Authority |                                                                                                        |                                                                            |          | -  | -  | -  | -  |                                                                                                 |                                                                                                                                                                                                        |
| <b>2. National Park Plan in place by the end of 2006</b>                               |                          |                                                                                                        |                                                                            |          |    |    |    |    |                                                                                                 |                                                                                                                                                                                                        |
| 2                                                                                      | 1                        | Conduct a public consultation on the Park Plan.                                                        |                                                                            | SPP<br>M |    |    |    |    | Receive responses from 95% of partners listed in Annex 1 of Looking to 2030                     | Green - good involvement in the consultation from main stakeholders.                                                                                                                                   |
| 2                                                                                      | 2                        | Agree a finalised Park Plan in the light of comments                                                   |                                                                            | SPP<br>M |    |    |    |    | Board agrees finalised Park Plan for submission to Ministers in December 06.                    | Green - on track.                                                                                                                                                                                      |
| 2                                                                                      | 3                        | Agree performance indicators for the National Park.                                                    |                                                                            | SPP<br>M |    |    |    |    | Board and partner organisations agree "health indicators" by end of March 07.                   | Green - on track.                                                                                                                                                                                      |
| 2                                                                                      | 4                        | Print and distribute the final plan.                                                                   |                                                                            | SPP<br>M |    |    |    |    | Distribution by end of March 07.                                                                | Green - on track though dependent on Ministers.                                                                                                                                                        |
| Goal 2                                                                                 | National Park Plan       |                                                                                                        |                                                                            |          | -  | -  | -  | -  |                                                                                                 |                                                                                                                                                                                                        |
| <b>3. Local plan for Cairngorms National Park adopted by Spring 2007 (P1)</b>          |                          |                                                                                                        |                                                                            |          |    |    |    |    |                                                                                                 |                                                                                                                                                                                                        |
| 3                                                                                      | 1                        | Autumn 2006 - Finalised Draft of Local Plan placed on Deposit.                                         | Print, advertise, distribute plan.                                         | PDC      |    |    |    |    | Local Plan formally placed on deposit Oct/Nov 2006.                                             | Amber: Timetable currently under review, report to Board 11 August 2006 seeking deferral of deposit until late May/June 2007 to allow for Minister's response to Park Plan and to avoid May elections. |
| 3                                                                                      | 2                        | Community Consultation Autumn/Winter 2006                                                              | Organise with LP Co-ordinators                                             | PDC      |    |    |    |    | Successful round of community consultation events Oct/Nov 2006 to Feb 2007.                     | Amber: Community consultation has to run from date of formal deposit. If agreed by Board, this will now be deferred to late Spring/early summer 2007. Informal consultation still ongoing.             |

| Goal                                                                                                                                                 | Task | Activity                                                                                              | Task                                                                                | Group |    |    |    |    | Performance indicator                                                                                                                          | Commentary                                                                                                                                                                                                                                                    |
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|                                                                                                                                                      |      |                                                                                                       |                                                                                     |       | Q1 | Q2 | Q3 | Q4 |                                                                                                                                                |                                                                                                                                                                                                                                                               |
| 3                                                                                                                                                    | 3    | Summer 2007 - Local Plan Inquiry.                                                                     | Organise with SEIRU                                                                 | PDC   |    |    |    |    | LPI date set by SEIRU in summer 2007.                                                                                                          | Amber: Dependent on date of formal deposit and outcome of consultation. If Board agree timetable, then LPI now not likely until early 2008.                                                                                                                   |
| 3                                                                                                                                                    | 4    | Late 2007 - Reporters' Report.                                                                        | Receive, digest, secure agreement on any revisions                                  | PDC   |    |    |    |    | Receipt of Report by end 2007.                                                                                                                 | Amber: Date of receipt of Report dependent on date of LPI - if delayed until early 2008, then Report summer 2008 at earliest.                                                                                                                                 |
| 3                                                                                                                                                    | 5    | Spring/Summer 2008 - Adopt Local Plan                                                                 | Report to Committee & secure adoption.                                              | PDC   |    |    |    |    | Planning Committee/Board resolves to adopt CNP Local Plan by end summer 2008.                                                                  | Amber: Cannot take decision on adoption until LPI Report received, considered and revisions made. Earliest therefore end 2008, but could be early 2009.                                                                                                       |
| 3                                                                                                                                                    | 6    | Publish Adopted Version - Summer 2008                                                                 | Print, advertise, distribute plan.                                                  | PDC   |    |    |    |    | Plan printed, advertised and distributed by end summer 2008                                                                                    | Amber: Cannot publish until above process complete. Early 2009 most likely.                                                                                                                                                                                   |
| 3                                                                                                                                                    | 7    | Monitor Local Plan Implementation                                                                     | Joint LP/DC activity.                                                               | PDC   |    |    |    |    | Monitoring systems in place and being followed.                                                                                                | Amber: Difficult to devise systems until we know what is being monitored. That said, once Plan on deposit, it is material and its use in decisions can be monitored mid-2007 onwards.                                                                         |
| 3                                                                                                                                                    | 8    | Prepare, consult on & Publish Supplementary Planning guidance                                         | Develop with communities to build on local plan policies - design, hill tracks etc. | PDC   |    |    |    |    | SPG adopted following consultation.                                                                                                            | Amber: Main issue has been resources. Also linkage to local plan. Design Guidance commenced and achievable by Spring 2007, remainder by early 2008.                                                                                                           |
| <b>Goal 3 Local Plan</b>                                                                                                                             |      |                                                                                                       |                                                                                     |       | -  | -  | -  | -  |                                                                                                                                                |                                                                                                                                                                                                                                                               |
| <b>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)</b> |      |                                                                                                       |                                                                                     |       |    |    |    |    |                                                                                                                                                |                                                                                                                                                                                                                                                               |
| 4                                                                                                                                                    | 1    | Finalise housing policies for draft Local Plan (PDC)                                                  | PDC Input in line 21 above.                                                         | PDC   |    |    |    |    | Local Plan with housing policies formally placed on deposit Oct/Nov 2006.                                                                      | Amber: Timetable currently under review, report to Board 11 August 2006 seeking deferral of deposit until late May/June 2007 to allow for Minister's response to Park Plan and to avoid May elections. Report to Board in October 2006 on Residency Criteria. |
| 4                                                                                                                                                    | 2    | Update Cairngorms Housing Strategy                                                                    | Co-ordinate partner activity and share best practice                                | ESD   |    |    |    |    | Finalise 'Making Housing Affordable and Sustainable' priority for action in Park Plan.                                                         | Series of meetings held with key stakeholders to discuss draft actions.                                                                                                                                                                                       |
| 4                                                                                                                                                    | 3    | Work with SRPBA to investigate the potential for landowners to meet local housing needs               | Continue to develop/influence the strategic framework for housing                   | ESD   |    |    |    |    | Training and leaflets for landowners on grant and delivery mechanisms, possible contribution to Landlord Forum, Rural Landlord support service | Actions to be agreed in principle with SRPBA on 29th June 2006 and then to be finally agreed with CNPA officers. Linked to SRPBA action plan points 2.1, 2.4, 3.2, 3.3, 3.9                                                                                   |
| 4                                                                                                                                                    | 4    | Work with the Crofters Commission to investigate the potential for crofts to meet local housing needs | Continue to develop the evidence base through research and survey work              | ESD   |    |    |    |    | community needs assessments in Grantown on Spey, Cromdale and Dulhain Bridge                                                                   | This is part of an initiative with Albyn Housing Society with settlements prioritised in line with Highland Council's pressured areas. Need to engage with Highland Council on community planning issues. Dates not finalised yet.                            |
| 4                                                                                                                                                    | 5    | Work with Forestry Commission to pilot housing project                                                | Pilot new approaches in policy and practice                                         | ESD   |    |    |    |    | final feasibility study                                                                                                                        | Final feasibility study to be received from the Highlands Small Communities Housing Trust and future actions agreed once this has been received.                                                                                                              |

| Goal                                                                                                                                                     | Task | Activity                                                                                         | Task                                                                                                | Group    | Q1 | Q2 | Q3 | Q4 | Performance indicator                                                                                       | Commentary                                                                                                                                                                      |
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| 4                                                                                                                                                        | 6    |                                                                                                  | Local Lettings Initiative                                                                           | ESD      |    |    |    |    | see Housing Evidence base                                                                                   | This is linked with Community Needs assessment and setting up a rolling programme in agreement with Highland Council and Albyn Housing Society                                  |
| 4                                                                                                                                                        | 7    |                                                                                                  | Rural Housing Enabler                                                                               | ESD      |    |    |    |    | community assessments for Ballater and Braemar                                                              | Elaine Blane now in post and workload being finalised. These assessments have been flagged up as a priority for the Rural Housing Service by the CNPA and agreed with the group |
| Goal 4 Housing                                                                                                                                           |      |                                                                                                  |                                                                                                     |          | -  | -  | -  | -  |                                                                                                             |                                                                                                                                                                                 |
| <b>5. All plans, policies and actions developed through a transparent decision-making process that engages with stakeholders on a two-way basis (P1)</b> |      |                                                                                                  |                                                                                                     |          |    |    |    |    |                                                                                                             |                                                                                                                                                                                 |
| 5                                                                                                                                                        | 3    | Develop co-ordinated approach to consultations                                                   | develop relationships with community gatekeepers and support broadening of community representation | ESD      |    |    |    |    | range of relevant community gatekeepers supported increased networking                                      | Progress being made, including linking community engagement consultation into a wider community planning framework.                                                             |
| 5                                                                                                                                                        | 4    | Provide opportunities for public feedback                                                        |                                                                                                     | COM      |    |    |    |    | Community Engagement Standards in place by December 2006                                                    | Green: Community Engagement Standards developed and to be tested as part of the core paths consultation work in September 2006                                                  |
| 5                                                                                                                                                        | 5    | Put in place standards for public consultation.                                                  |                                                                                                     | COM      |    |    |    |    | Community Engagement Standards in place by December 2006                                                    | Green: Community Engagement Standards developed and to be tested as part of the core paths plan consultation work in September 2006                                             |
| 5                                                                                                                                                        | 6    | Put in place a guide to using Plain English in all communications, with appropriate training     |                                                                                                     | COM      |    |    |    |    | Include Plain English as part of CNPA core competency/induction training available to all staff by Dec 2006 | Green: Plain English Guide circulated to all staff in May 2006 and training to be included as a core training option for all staff via HR (timing tbc)                          |
| 5                                                                                                                                                        | 8    | Undertake research to develop a structured process for decision making in dealing with conflict. |                                                                                                     | SPP<br>M |    |    |    |    | currently on hold                                                                                           | currently on hold                                                                                                                                                               |
| Goal 5 Transparent decision making process                                                                                                               |      |                                                                                                  |                                                                                                     |          | -  | -  | -  | -  |                                                                                                             |                                                                                                                                                                                 |
| <b>6. Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective. (P1)</b>                                   |      |                                                                                                  |                                                                                                     |          |    |    |    |    |                                                                                                             |                                                                                                                                                                                 |
| 6                                                                                                                                                        | 1    | Establish benchmarks for responding to letters / email / information requests.                   | Review and revise service standards / benchmarks.                                                   | CS       |    |    |    |    | Service standards for responding to correspondence are agreed and understood by all staff by March 2007.    | Green: work on this area built into agreed activity plans for the year and scheduled for second and third quarters.                                                             |
| 6                                                                                                                                                        | 2    | Carry out opinion polling to measure stakeholder perceptions of our work.                        | Phase 2 opinion polling to take place during 2007/08                                                | COM      |    |    |    |    | Stakeholder opinion poll demonstrates a clear understanding of the role and contribution made by CNPA       | Green: Opinion polling of stakeholder perceptions will take place after the general elections in May 2007                                                                       |

| Goal                                                                                                                       | Task                                       | Activity                                                                                                                                | Task                                                                                   | Group | Q1 | Q2 | Q3 | Q4 | Performance indicator                                                                                                        | Commentary                                                                                                                                                                                                                                               |
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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    |    |    |    |    | The discharge of the Authorities FoI responsibilities is logged and reviewed, with all responses meeting target.             | Green: register of FoI requests in place and subject to ongoing review.                                                                                                                                                                                  |
| 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    |    |    |    |    | Outline Corporate Plan 2008 to 2011 is developed and submitted to Scottish Executive by end January 2007.                    | Green: a working group comprising Convener, Chief Executive and Heads of Strategic Policy, Communications and Corporate Services has initiated development work and agreed a timetable for delivery of a costed outline plan by end January 2007.        |
| 6                                                                                                                          | 7                                          | Establish and communicate operational plans.                                                                                            | Establish and communicate operational plans.                                           | CS    |    |    |    |    | Operational Plans are established, delivery of them monitored, with plans and progress communicated to Board and staff.      | Green: 2006/07 Operational Plan finalised by Board in March 2006, with revised monitoring arrangements developed over the course of the first quarter of the year.                                                                                       |
| 6                                                                                                                          | 8                                          | Internal Communications                                                                                                                 |                                                                                        | COM   |    |    |    |    | Staff survey demonstrates internal comms meets the needs of CNPA staff                                                       | Green: Staff survey complete and action plan agreed and being implemented.                                                                                                                                                                               |
| 6                                                                                                                          | 9                                          | Review effectiveness of CNPA accounting system and management reports                                                                   |                                                                                        | CS    |    |    |    |    | The Authority efficiently and effectively controls its finances and produces fit for purpose management reports.             | Green: format of financial reporting to Finance Committee being revised following feedback from members. No progress as yet on formal review of accounting system itself.                                                                                |
| 6                                                                                                                          | 10                                         | Undertake election for Board members.                                                                                                   |                                                                                        | CS    |    |    |    |    | Board elections undertaken in accordance with statutory requirements.                                                        | Green: CE has had an initial meeting with the Highland Council, who will be responsible for management of election process. Involvement of Authority staff likely to be minimal: maintain a watching brief to ensure there are no problems with process. |
| Goal 6                                                                                                                     | Open, accountable and trusted organisation |                                                                                                                                         |                                                                                        |       | -  | -  | -  | -  |                                                                                                                              |                                                                                                                                                                                                                                                          |
| <b>7. Effective and efficient development control service, seamlessly blending planning policy and the Park aims. (P1)</b> |                                            |                                                                                                                                         |                                                                                        |       |    |    |    |    |                                                                                                                              |                                                                                                                                                                                                                                                          |
| 7                                                                                                                          | 1                                          | Improve performance (quality & quantity) by ongoing monitoring and refining processes.                                                  | Improve performance (quality & quantity) by ongoing monitoring and refining processes. | PDC   |    |    |    |    | 100% of applications determined within 2 months from call in when all information is available to make an informed decision. | Green: Application backlog cleared, now down to caseload of around 30, all those > 2 months from call-in are awaiting information.                                                                                                                       |
| 7                                                                                                                          | 2                                          | Provision of landscape and conservation advice into planning control                                                                    |                                                                                        | NH    |    |    |    |    |                                                                                                                              |                                                                                                                                                                                                                                                          |
| Goal 7                                                                                                                     | Development control service                |                                                                                                                                         |                                                                                        |       | -  | -  | -  | -  |                                                                                                                              |                                                                                                                                                                                                                                                          |

| Goal                                                                   | Task | Activity                                                                                                                                                                                 | Task                                                                                                                   | Group |    |    |    |    | Performance indicator                                                                                       | Commentary                                                                                                                                                                                                                                                |
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|                                                                        |      |                                                                                                                                                                                          |                                                                                                                        |       | Q1 | Q2 | Q3 | Q4 |                                                                                                             |                                                                                                                                                                                                                                                           |
| <b>8. A professional, respected and motivated staffing complement.</b> |      |                                                                                                                                                                                          |                                                                                                                        |       |    |    |    |    |                                                                                                             |                                                                                                                                                                                                                                                           |
| 8                                                                      | 1    | 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    |    |    |    |    | Recruitment adheres to CNPA policy and provides effective, efficient recruitment of high calibre staff.     | Green: recruitment to seven posts completed or initiated in Q1 in accordance with procedures, plus recruitment of 2 temporary staff..                                                                                                                     |
| 8                                                                      | 2    |                                                                                                                                                                                          | Review all person specifications and job descriptions to ensure continued validity within a potentially changing role. | CS    |    |    |    |    | All staff are clear on their role in the organisation, with up to date job descriptions supporting clarity. | Amber: no proactive central coordination of this process undertaken in Q1 by Corporate Services. Staff survey results indicate only 8% of staff unclear on expectations of them and 12% unclear of their wider contribution to organisational objectives. |
| 8                                                                      | 3    | Negotiate annual pay remit and pay award                                                                                                                                                 |                                                                                                                        | CS    |    |    |    |    | Staff pay award agreed with staff through Staff Forum and Scottish Executive by end September.              | Green: pay remit submitted to Scottish Executive after initial consultation with staff, despite delay in issue of pay remit guidance by SE.                                                                                                               |
| 8                                                                      | 4    | Develop induction and training and development programmes                                                                                                                                | Review and where appropriate modify induction programme.                                                               | CS    |    |    |    |    | Appropriate induction programmes are in place to support staff coming into organisation.                    | Green: induction programme has been refined following input from staff Training and Induction User Group. Currently working up guidance on governance arrangements, to be supported by training.                                                          |
| 8                                                                      | 5    | Implement appraisal review system.                                                                                                                                                       | Review appraisal and PRP implementation                                                                                | CS    |    |    |    |    | Appraisal and PRP systems are implemented consistently across the organisation.                             | Green: review due in Q2, to inform guidance for mid-year appraisal reviews to be conducted in early Autumn.                                                                                                                                               |
| 8                                                                      | 6    | Develop staff development programmes and implement, within available resources                                                                                                           |                                                                                                                        | CS    |    |    |    |    | Training and development needs identified through appraisal are supported by the Authority.                 | Green: appraisal reviews have identified training and development requirements, supported within available resources. Work done on developing a central database of training opportunities, although limited by availability of CS staff resources.       |
| 8                                                                      | 7    | Support Staff Consultative Forum.                                                                                                                                                        |                                                                                                                        | CS    |    |    |    |    | The SCF operates as an effective forum for two-way communication and airing staff views.                    | Green: SCF meetings continuing, supported by CS and 5 staff representatives with consultations on pay and organisation restructure undertaken in Q1.                                                                                                      |
| 8                                                                      | 8    | Support "Building the Organisation" project                                                                                                                                              |                                                                                                                        | CS    |    |    |    |    | Delivery of support services over the year takes account of staff views and appropriate improvements made.  | Green: feedback from user groups, supplemented by SCF and staff survey, over Q1 has informed development of delivery plans for remainder of year.                                                                                                         |
| 8                                                                      | 9    | Review Staff Handbook                                                                                                                                                                    | Undertake annual review and identify any areas for additional development                                              | CS    |    |    |    |    | Staff Handbook is up to date, with changes and additions consolidated at least every 2 years.               | Green: a number of new policies and procedures have been introduced or developed over the course of Q1, with consolidation of all changes since December 2004 issue due by end of 2006.                                                                   |

| Goal                                                                         | Task | Activity                                                                    | Task                                                                              | Group |    |    |    |    | Performance indicator                                                                                                     | Commentary                                                                                                                                                                                                                                   |
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| 8                                                                            | 10   |                                                                             | Develop required revisions and additions to staff handbook.                       | CS    |    |    |    |    | Staff Handbook is up to date, with changes and additions consolidated at least every 2 years.                             | Green: a number of new policies and procedures have been introduced or developed over the course of Q1, with consolidation of all changes since December 2004 issue due by end of 2006.                                                      |
| 8                                                                            | 11   | Review equal opportunities policies                                         |                                                                                   | CS    |    |    |    |    | The Authority meets required equality standards in its activities.                                                        | Amber: while equality monitoring of HR activities continues to be undertaken, the intended initiation of organisation-wide consideration of equality standards and action required has slipped into Q2.                                      |
| 8                                                                            | 12   | Implement IT strategy                                                       | Take forward action plans identified within IT strategy for year                  | CS    |    |    |    |    | The Authority's IT services are delivered in line with approved strategy and support the organisation's wider activities. | Amber: while the staff survey indicates only 11% of staff feel they do not have the right hardware or software to support their role, there has been some slippage in the establishment of overarching IT strategy.                          |
| 8                                                                            | 13   | Fully develop Health and Safety policy.                                     | Implement appropriate Health and Safety schemes.                                  | CS    |    |    |    |    | All required Health and Safety procedures are in place, are clear to staff and are used appropriately.                    | Green: policies on Personal Protective Equipment, accident reporting, lone working and hazard reporting have been developed, for launch early in Q2.                                                                                         |
| 8                                                                            | 14   |                                                                             | Audit application of H&S policy and recording                                     | CS    |    |    |    |    | All required Health and Safety procedures are in place, are clear to staff and are used appropriately.                    | Green: independent audit of property-related risk assessment for Morlich House undertaken. Main work on this activity scheduled towards end of the year.                                                                                     |
| 8                                                                            | 15   | Take forward results of terms and conditions benchmarking and staff surveys | Identify and consult on proposals for terms / conditions / organisational changes | CS    |    |    |    |    | Pay remit negotiations with SE and through SCF are informed by analysis of terms and conditions in other public bodies.   | Green: benchmarking survey completed in Q4 of 2005/06. Consultation on pay remit for 2006/07 informed by this work.                                                                                                                          |
| 8                                                                            | 16   |                                                                             | Progress actions identified from work/life balance survey                         | CS    |    |    |    |    | Required actions are derived from the staff survey and implemented.                                                       | Green: the results of the staff survey have been considered by all Groups over Q1. Initial analysis of actions arising has been considered by MT.                                                                                            |
| 8                                                                            | 17   | Embed financial regulations and procedures                                  | Monitor implementation of procedures, assess and deliver training needs.          | CS    |    |    |    |    | All staff are clear on the use of the Authority's financial procedures and receive appropriate training on them.          | Amber: reflects recent issue of financial regulations and budget guidance (Feb and Mar 06) - therefore too early to say with any certainty that staff are clear. Training initially through attendance by Finance Manager at Group meetings. |
| 8                                                                            | 18   |                                                                             | Develop financial procedures and implement necessary guidance                     | CS    |    |    |    |    | Financial procedures and guidance remain up to date and relevant to the Authority's needs.                                | Green: financial regulations and guidance issued at end of 2005/06. Levels of delegation currently being reviewed.                                                                                                                           |
| Goal 8 Professional, respected and motivated staff                           |      |                                                                             |                                                                                   |       | -  | -  | -  | -  |                                                                                                                           |                                                                                                                                                                                                                                              |
| <b>9. Good quality outdoor access infrastructure in place and maintained</b> |      |                                                                             |                                                                                   |       |    |    |    |    |                                                                                                                           |                                                                                                                                                                                                                                              |

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| 9                                                                                                                                                                     | 1    | Determine role of Trust in delivery of Outdoor Access Strategy                                                        | Scope legal requirements for establishment                                                           | VSR   |    |    |    |    | Board decision by end of Q3                                                             | Green: Guidance received from legal advisers. Liason meeting held with UDAT Chair and Manager                                                                                                        |
| 9                                                                                                                                                                     | 3    | Interim funding for development of Trust in east of Park (including capital repair and ongoing maintenacnce projects) |                                                                                                      | VSR   |    |    |    |    | 6 path/infrastructure projects completed                                                | Green: In hand                                                                                                                                                                                       |
| 9                                                                                                                                                                     | 4    | Contribute to capital repair and ongoing maintenance projects in west of Park                                         |                                                                                                      | VSR   |    |    |    |    | Middle section of Glenmore off-road route complete                                      | Amber: Awaiting confirmation of partnership funding from Sustrans                                                                                                                                    |
| 9                                                                                                                                                                     | 5    | Small scale access infrastructure grant scheme                                                                        | IGP                                                                                                  | VSR   |    |    |    |    | Assist 6 community led projects                                                         | Green: One project complete and 5 others in discussion                                                                                                                                               |
| 9                                                                                                                                                                     | 6    | Contribute to management of Speyside Way to Aviemore                                                                  | Advise Management Group; Assess Development and Management Plan;                                     | VSR   |    |    |    |    | Grant offered by end Q2                                                                 | Green: In hand                                                                                                                                                                                       |
| 9                                                                                                                                                                     | 7    | Speyside Way Extension to Newtonmore                                                                                  | Scope implementation of extension                                                                    | VSR   |    |    |    |    | Board approval of route and passed to SNH by end of Q3                                  | Green: Various liaison meetings with owners/occupiers and community groups held. Plans in place for further limited consultation regarding Aviemore to Dalraddy section and come back to Board in Q3 |
| 9                                                                                                                                                                     | 8    | Develop Speyside Way for multi use                                                                                    | Undertake feasibility study                                                                          | VSR   |    |    |    |    | Study complete                                                                          | Amber: Awaiting confirmation of partnership funding from Sustrans                                                                                                                                    |
| 9                                                                                                                                                                     | 9    | River Spey Outdoor Access Initiative                                                                                  | Convene annual meeting; Contribute to projects                                                       | VSR   |    |    |    |    | Annual meeting held                                                                     | Green: In hand                                                                                                                                                                                       |
| 9                                                                                                                                                                     | 10   | Research into Trust                                                                                                   |                                                                                                      | CS    |    |    |    |    | Consideration of development of a Trust is informed by appropriate professional advice. | Green: initial financial and governance advice commissioned and received to support presentation of paper to Board on June 30.                                                                       |
| <b>Goal 9 Outdoor Access Infrastructure</b>                                                                                                                           |      |                                                                                                                       |                                                                                                      |       | -  | -  | -  | -  |                                                                                         |                                                                                                                                                                                                      |
| <b>10. Arrangements in place to meet needs of visitors, land managers and communities for information, management of access (i.e. equivalent of ranger functions)</b> |      |                                                                                                                       |                                                                                                      |       |    |    |    |    |                                                                                         |                                                                                                                                                                                                      |
| 10                                                                                                                                                                    | 1    | Review of management arrangements for ranger services                                                                 | Decide on recommendations arising from review; Implement changes with partners                       | VSR   |    |    |    |    | Board decision about management arrangements by end of Q3.                              | Green: Meetings held with SCRA and ranger managers. Informal discussion held with Board and decision paper expected in Q3                                                                            |
| 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   |    |    |    |    | Agreed programme of works delivered by each supported service                           | Green: Interim funding provided for one Service                                                                                                                                                      |

| Goal                                                                                                                               | Task | Activity                                                                                          | Task                                                                                                                       | Group | Q1 | Q2 | Q3 | Q4 | Performance indicator                                                          | Commentary                                                                                                                                                    |
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| 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   |    |    |    |    | Annual gathering held. Ranger contact details on CNPA website.                 | Green: Ranger contact details are now on website                                                                                                              |
| 10                                                                                                                                 | 4    | Raise quality standards                                                                           | Provide training based on needs and changing priorities                                                                    | VSR   |    |    |    |    | Training provided through Land Based Business Project                          | Green: In hand                                                                                                                                                |
| 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   |    |    |    |    | Successful elements of the conference and field trip relating to Cairngorms NP | Green: CNPA staff spoke at conference and funded the field trip to the Park.                                                                                  |
| <b>Goal 10 Visitor needs (Ranger equivalent)</b>                                                                                   |      |                                                                                                   |                                                                                                                            |       | -  | -  | -  | -  |                                                                                |                                                                                                                                                               |
| <b>11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all</b> |      |                                                                                                   |                                                                                                                            |       |    |    |    |    |                                                                                |                                                                                                                                                               |
| 11                                                                                                                                 | 1    | Improve visitor information at visitor attractions and centres                                    | Provide branded info and interpretation at 2 ranger bases and 6 visitor attractions.                                       | VSR   |    |    |    |    | Information/interpretation in place                                            | Green: Two ranger bases have panels in place and one visitor attraction in development                                                                        |
| 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   |    |    |    |    | Publications produced and distributed according to target audience             | Green overall (but discussions about future of Visitor Guide and Park I for 2007 have been protracted). 10 branded distribution racks have been manufactured. |
| 11                                                                                                                                 | 3    | Early actions programme arising from Interpretation Strategy                                      | Undertake an audit of interpretation sites/facilities in the Park.                                                         | VSR   |    |    |    |    | Audit and related work complete                                                | Green: In hand                                                                                                                                                |
| 11                                                                                                                                 | 4    | Provide support to interpretation projects run by others                                          | Support for interpretation projects through IGP applications that follow the interpretive framework                        | VSR   |    |    |    |    | 5 community projects supported                                                 | Green: More than five projects in development. Consultants are writing interpretation plan for Grantown                                                       |
| 11                                                                                                                                 | 5    | Interpretation/orientation facilities in communities and strategic locations within Park          | Provide branded information at 8 existing community information points.                                                    | VSR   |    |    |    |    | 8 community notice boards about the Park in place                              | Green: Discussions ongoing with various communities and locations/content have been agreed at pilot sites in with Nethybridge and Grantown                    |
| 11                                                                                                                                 | 6    | Entry point marker project                                                                        | Implement Phase 1 on 21 sites                                                                                              | VSR   |    |    |    |    | 21 entry point markers in place                                                | Green: Installation contractors appointed. Update paper presented to Board                                                                                    |
| 11                                                                                                                                 | 7    |                                                                                                   | Confirm Phase 2 with Board and SE; Implement on 4 trunk roads                                                              | VSR   |    |    |    |    | Clear programme for implementation of Phase 2 agreed by Board                  | Green: Meeting held with Scottish Executive. Board paper expected in December                                                                                 |
| 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   |    |    |    |    | Scoping report complete                                                        | Green: In hand                                                                                                                                                |



| Goal                                                                                                                                | Task | Activity                                                                     | Task                                                                                        | Group    |    |    |    |    | Performance indicator                                                                                  | Commentary                                                                                                                                    |
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|                                                                                                                                     |      |                                                                              |                                                                                             |          | Q1 | Q2 | Q3 | Q4 |                                                                                                        |                                                                                                                                               |
| 11                                                                                                                                  | 10   | Pan Park Visitor Survey                                                      | Develop methodology for second Pan Park Visitor Survey.                                     | VSR      |    |    |    |    | Liaise with Loch Lomond and Trosachs NPA                                                               | Green: In hand                                                                                                                                |
| 11                                                                                                                                  | 12   | Develop proposals for health walks initiative                                | Continue walk Deeside Project (to ensure pan-Park coverage of health walks delivery)        | VSR      |    |    |    |    | Health walks programme available for local people over most of the Park                                | Green: Discussions taken place about future of Deeside project                                                                                |
| 11                                                                                                                                  | 13   | John Muir Award Project                                                      | Implement project with partners; Run bursary scheme to promote participation by all sectors | VSR      |    |    |    |    | 1000 Awards made by end September 2006                                                                 | Green: 1032 Awards completed and 42 Award providers operating within the Park; 18 Explorer Awards completed; 2 Conserver Awards completed     |
| <b>Goal 11 Opportunities to experience the Park's special qualities</b>                                                             |      |                                                                              |                                                                                             |          | -  | -  | -  | -  |                                                                                                        |                                                                                                                                               |
| <b>12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.</b> |      |                                                                              |                                                                                             |          |    |    |    |    |                                                                                                        |                                                                                                                                               |
| 12                                                                                                                                  | 1    | Identify public benefits to be produced across CNPA and communicate this.    | Review and develop public benefits work done to date. Part of ILM PfA                       | NH       |    |    |    |    |                                                                                                        |                                                                                                                                               |
| 12                                                                                                                                  | 2    | Continue to deliver Cairngorms moorland project and review                   | Complete phase 2 Moorland Project                                                           | SPP<br>M |    |    |    |    | Complete final report to HLF satisfaction by Oct 06.                                                   | Green - the project manager has now left. Neil Sutherland has been contracted on a part-time basis to complete the project.                   |
| 12                                                                                                                                  | 3    |                                                                              | Continuation into Phase 3                                                                   | SPP<br>M |    |    |    |    | n/a                                                                                                    | Green - Board agreed not to enter into Phase 3. We are now looking at future monitoring arrangements.                                         |
| 12                                                                                                                                  | 4    |                                                                              | Phase 3                                                                                     | SPP<br>M |    |    |    |    | n/a                                                                                                    | Green - Board agreed not to enter into Phase 3.                                                                                               |
| 12                                                                                                                                  | 5    | Develop (and integrate) public support mechanisms to deliver public benefits | rolled up as part of ILM PfA                                                                | RDS      |    |    |    |    | ID level of current public sector mechanisms by Oct 06<br>ID key policies by Aug 06 and influence them | Green - RDR has had priority and working closely with SEERAD about its future                                                                 |
|                                                                                                                                     |      |                                                                              | Develop an upland scheme to support delivery of public benefits as a case study             | NH       |    |    |    |    | Project plan for delivery of public goods in upland areas through                                      | Amber - Deer and upland officer recruited and will start in August 2006                                                                       |
| 12                                                                                                                                  | 6    | Continue to deliver the LBBTP                                                |                                                                                             | ESD      |    |    |    |    | Beneficiary targets achieved.                                                                          | Delivery continuing well, with 50% of the section of the budgets allocated for training costs for both obj1 and 3 being committed by end June |
| 12                                                                                                                                  | 7    | Develop longterm plan for LBBTP                                              | Implement longterm plan for LBBTP                                                           | ESD      |    |    |    |    | Plan for 2007 agreed                                                                                   | Progress being made, including external project evaluation, and beneficiary survey, as well as partner business survey                        |
| 12                                                                                                                                  | 8    | Analyse current public support (schemes, advice, training) available         | Part of ILM PfA work                                                                        | NH       |    |    |    |    |                                                                                                        |                                                                                                                                               |

| Goal                                                                                                     | Task | Activity                                                          | Task                                                                                                       | Group |    |    |    |                                                                                                                            | Performance indicator                                                                                                                                                                             | Commentary |
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|                                                                                                          |      |                                                                   |                                                                                                            |       | Q1 | Q2 | Q3 | Q4                                                                                                                         |                                                                                                                                                                                                   |            |
| 12                                                                                                       | 9    | Develop policies to support ILM                                   | Rolled into ILM PFA work (see 12/5)                                                                        | NH    |    |    |    |                                                                                                                            |                                                                                                                                                                                                   |            |
| 12                                                                                                       | 10   | Develop pilots on several land management units                   | Public benefits pilot on Rothiemurchus                                                                     | RDS   |    |    |    | Complete review of current spend by End September 06<br>Plan and agree future public support Feb 07                        | Green - Draft report of current spend completed and to be discussed end July<br>Planning process for deciding future spend                                                                        |            |
| 12                                                                                                       | 11   | Develop agri-waste project                                        | continue to run agri-waste project and plan its future                                                     | NH    |    |    |    | Establish agricultural waste plastics collection and recycling.                                                            | Green: Project a re-run of last year's. The contract is being prepared for letting after approval of EJ.                                                                                          |            |
| 12                                                                                                       | 12   | Support development of catchment management plans                 | Support development of catchment management plans and plan integration into ILM as part of PFA             | NH    |    |    |    |                                                                                                                            |                                                                                                                                                                                                   |            |
| 12                                                                                                       | 13   | Support development of catchment management plans                 | Support Dee Catchment Management Plan incl support of project officer                                      | NH    |    |    |    | Contribute to the Management and Steering Groups and assist in drafting of consultation plan and revision for finalisation | Green: Project well underway with draft ready for consultation in the autumn.                                                                                                                     |            |
| 12                                                                                                       | 14   | Support Deer Strategic plan                                       | Also part of Deer PFA                                                                                      | NH    |    |    |    | This will be based upon the priorities for action                                                                          | Officer in post from 7 August. May not require the funds allocated as likely to be done in-house. Money could be re-allocated to new projects Planning to Succeed and Monitor Farm (see line 158) |            |
|                                                                                                          |      |                                                                   | Develop Deer Priority for Action                                                                           | NH    |    |    |    | Clear Actions for deer management across the park.                                                                         | Officer to be in post from 7 August, but work started via PP consultation and CDAG.                                                                                                               |            |
| 12                                                                                                       | 15   | Co-ordinate comments on Forest Design plans                       |                                                                                                            | NH    |    |    |    |                                                                                                                            |                                                                                                                                                                                                   |            |
| <b>Goal 12 Public benefits produced by land managers</b>                                                 |      |                                                                   |                                                                                                            |       | -  | -  | -  | -                                                                                                                          |                                                                                                                                                                                                   |            |
| <b>13. Good communication and consultation by land managers on objective setting for public benefits</b> |      |                                                                   |                                                                                                            |       |    |    |    |                                                                                                                            |                                                                                                                                                                                                   |            |
| 13                                                                                                       | 1    | Develop policies to support communication and consultation        | Communications strategy; prioritise policies; write policies in consultation; Provide guidance on policies | NH    |    |    |    |                                                                                                                            |                                                                                                                                                                                                   |            |
| 13                                                                                                       | 2    | Build support from land managers for the delivery of public goods | In addition to CDAG/ILMAF, time spent on land mgmt liaison                                                 | NH    |    |    |    |                                                                                                                            |                                                                                                                                                                                                   |            |
| 13                                                                                                       | 3    |                                                                   | Encourage and support land managers in communication of public benefits through grant scheme               | NH    |    |    |    | Grant scheme to be established and promoted                                                                                | Grant scheme launched April 2006. 3 projects supported at present. Further publicity to be given to encourage more take up.                                                                       |            |

| Goal                                                                                                                                                              | Task | Activity                                                                                                             | Task                                                                                                                | Group | Q1 | Q2 | Q3 | Q4 | Performance indicator                                                                                 | Commentary                                                                                                                                                                                                                           |
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| 13                                                                                                                                                                | 4    |                                                                                                                      | Develop communication and consultation mechanisms (as appropriate) as an integral part of public support mechanisms | NH    |    |    |    |    |                                                                                                       |                                                                                                                                                                                                                                      |
| 13                                                                                                                                                                | 5    | Support CDAG                                                                                                         |                                                                                                                     | NH    |    |    |    |    | Establish the Advisory Group to act as a forum for deer managers across the Park.                     | Green: Group is established and first 2 meetings held to consider the deer issues in the draft Park Plan.                                                                                                                            |
| <b>Goal 13 Communication and consultation by land managers for public benefits</b>                                                                                |      |                                                                                                                      |                                                                                                                     |       | -  | -  | -  | -  |                                                                                                       |                                                                                                                                                                                                                                      |
| <b>14. Residents, businesses, organisations and visitors contribute to the protection and enhancement of wildlife, landscapes cultural and natural resources.</b> |      |                                                                                                                      |                                                                                                                     |       |    |    |    |    |                                                                                                       |                                                                                                                                                                                                                                      |
| 14                                                                                                                                                                | 1    | 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    |    |    |    |    | Establish Service to receive, collate and manage habitat and species records for the whole Park.      | Amber: Despite repeated requests and having provided a spec of our requirements in January, NESBReC have still to come back with a firm proposal for an agreement. Will continue to chase.                                           |
| 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    |    |    |    |    | Employment and management of LBAP Officer in accordance with agreed Job Plan and priorities.          | Green: Board approval for continuation of CNPA support for period up to March 2010. Job share arrangements now in place with 2 part time officers in post.                                                                           |
| 14                                                                                                                                                                | 4    | Support projects                                                                                                     | Support IGP projects for the Park.                                                                                  | NH    |    |    |    |    | Promote the grants and ensure the LBAP MG are content with applications for projects.                 | Green: Budget almost completely allocated with good quality projects from a wide range of parties being supported.                                                                                                                   |
| 14                                                                                                                                                                | 5    | Support Projects                                                                                                     | CNPA contribution in kind for water vole project incl. line management and T&S                                      | NH    |    |    |    |    | Project officer in post and surveys to be started and mink rafts to be placed at strategic locations. | Green: Project officer has started surveys and placed some rafts with collaborating Estates. Work also underway to gain financial support from Tubney Trust to expand the project, and from NERC to run a parallel research project. |
| 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    |    |    |    |    | Contract to be let and work completed this F/Y                                                        | Amber: Awaiting completion of first stage of SNH pilot work in another part of Scotland in order to be able to finalise the spec. This is anticipated within the next month but we are in the hands of SNH.                          |
| 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    |    |    |    |    | Contract to be let and completed this F/Y                                                             | Contract spec now finalised and methodology agreed. EJ to be written in early August for approval to commit.                                                                                                                         |
| 14                                                                                                                                                                | 8    | Contribute to View from the Road study for the Cairngorms to identify key view points.                               |                                                                                                                     | NH    |    |    |    |    |                                                                                                       |                                                                                                                                                                                                                                      |

| Goal                                                                             | Task | Activity                                                                                                                 | Task                                                                                                                                                               | Group | Q1 | Q2 | Q3 | Q4 | Performance indicator                                                                                                                         | Commentary                                                                                                                                                                                                                                                   |
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| 14                                                                               | 9    | Develop landscape strategy to plan delivery of Park Plan objectives                                                      |                                                                                                                                                                    | NH    |    |    |    |    | Will be done in house.                                                                                                                        | Deferred to next year to allow new landscape advisor to get properly established in post.                                                                                                                                                                    |
| 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    |    |    |    |    | Recruit project officer, hold meeting for interested parties, and recruit EStates to participate. Attend Wildlife Crime Partnership meetings. | Green: RaptorWatch project officer in post and 10 Estates recruited to the project with field survey and advice given on hen harrier conservation. * other Estates contacted and in varying stages of negotiation. Wildlife Partnership successfully establi |
| 14                                                                               | 13   |                                                                                                                          | Carry out targeted habitat surveys to help to identify actions to safeguard special qualities. Will identify location and condition.                               | NH    |    |    |    |    | Contract to be let by end of July/early August and completed by early October.                                                                | Green: EJ now approved and tender completed. Final stages of letting the contract being processed. Cost to CNPA agreed at £15k.                                                                                                                              |
| 14                                                                               | 14   |                                                                                                                          | Capercaillie disturbance research.                                                                                                                                 | NH    |    |    |    |    |                                                                                                                                               | Project not able to proceed this year with CNPA funding, although the work is being done at the researcher's own expense.                                                                                                                                    |
| 14                                                                               | 15   |                                                                                                                          | IGP Cultural Heritage Scheme                                                                                                                                       | ESD   |    |    |    |    | Range of CH projects supported                                                                                                                | Oral History training 8/6/06, Glen Feshie Dig NOSA scheduled 7/06. Laggan Heritage-Stells, Stools, Stroopachd. Pipeline projects being considered                                                                                                            |
| 14                                                                               | 16   |                                                                                                                          | Cultural heritage research                                                                                                                                         | ESD   |    |    |    |    | Outputs and financial package to be confirmed end June 06                                                                                     | AOC Archaeology group commissioned to undertake Audit. Steering group established to guide audit. Outputs and Inception report received and agreed, work now in progress. Interim Report due 18/7/06. Final draft due 23/8/06. presentation scheduled 1 Sep  |
| 14                                                                               | 18   |                                                                                                                          | Cultural heritage advisory forum & annual conference                                                                                                               | ESD   |    |    |    |    | ESD Forum scheduled for 1/9/06. CH group to be established                                                                                    | cultural heritage stakeholders consulted on establishment of CH Group at Park Plan consultation 30/5/06. Paper to be produced. CH 'group' and IGP supported projects to be invited to ESD Forum 1/9/06 - focus of meeting Audit of HE.                       |
| <b>Goal 14 Wildlife, landscapes,cultural and natural resources</b>               |      |                                                                                                                          |                                                                                                                                                                    |       | -  | -  | -  | -  |                                                                                                                                               |                                                                                                                                                                                                                                                              |
| <b>15. Stronger and more diverse economic opportunities within the CNP area.</b> |      |                                                                                                                          |                                                                                                                                                                    |       |    |    |    |    |                                                                                                                                               |                                                                                                                                                                                                                                                              |
| 15                                                                               | 1    | Work with partners to develop Green Jobs Action Plan for the Park                                                        | Implement actions arising from Green Jobs Action Plan                                                                                                              | ESD   |    |    |    |    | Range of relevant projects supported.                                                                                                         | Expansion of Cairngorms Farmers Market supported.                                                                                                                                                                                                            |
| 15                                                                               | 2    | Develop market opportunities for land managers, including new and existing businesses;                                   | Develop market opportunities for land managers;                                                                                                                    | NH    |    |    |    |    |                                                                                                                                               |                                                                                                                                                                                                                                                              |

| Goal                                                                                                        | Task | Activity                                                                                          | Task                                                                                                                        | Group | Q1 | Q2 | Q3 | Q4 | Performance indicator                                                                                                                                                                                                | Commentary                                                                                                                                                                                                                                                 |
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| 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 | ESD   |    |    |    |    |                                                                                                                                                                                                                      | Green: delivery ongoing through LBBTP and Integrated Grants Programme                                                                                                                                                                                      |
| <b>Goal 15 Economic opportunities</b>                                                                       |      |                                                                                                   |                                                                                                                             |       | -  | -  | -  | -  |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                            |
| <b>16. An increase in the value of sustainable tourism spend consistent with 'Park for All' objectives.</b> |      |                                                                                                   |                                                                                                                             |       |    |    |    |    |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                            |
| 16                                                                                                          | 1    | Obtain European Charter for Sustainable Tourism in Protected Areas                                | Attend Charter Park conferences & related meetings                                                                          | ESD   |    |    |    |    | Attendance at key meetings.                                                                                                                                                                                          | Attended and participated in Europarc Network Meeting in Strasbourg in June 2006.                                                                                                                                                                          |
| 16                                                                                                          | 2    |                                                                                                   | Host Charter Park conference/produce report                                                                                 | ESD   |    |    |    |    |                                                                                                                                                                                                                      | Offer to host Charter park meeting in 2007 made at Strasbourg meeting.                                                                                                                                                                                     |
| 16                                                                                                          | 3    |                                                                                                   | Develop part 2 of Charter                                                                                                   | ESD   |    |    |    |    |                                                                                                                                                                                                                      | Principles of Part II of the Charter being finalised by Europarc (June 2006)                                                                                                                                                                               |
| 16                                                                                                          | 5    | Implement CNPA actions within Sustainable Tourism Development Strategy & Action Plan              | Strengthen uptake of GTBS                                                                                                   | ESD   |    |    |    |    | 25% of QA'd businesses to be GTBS accredited (approx 100 businesses)                                                                                                                                                 | 2 events held. Additional support will go towards green business clubs                                                                                                                                                                                     |
| 16                                                                                                          | 6    |                                                                                                   | Develop visitor payback schemes                                                                                             | ESD   |    |    |    |    | Visitor payback options identified.                                                                                                                                                                                  | Scheme to be piloted by DMO in Aviemore - see 16/14                                                                                                                                                                                                        |
| 16                                                                                                          | 7    |                                                                                                   | Involvement of stakeholders                                                                                                 | ESD   |    |    |    |    | Production of Sustainable Tourism Action Update booklet to inform all businesses in the Cairngorms. Annual Tourism Conference to be held in November 2006.                                                           | Booklet was produced in May 2006 and sent out to all businesses in May. Conference scheduled to take place on Nov 1st.                                                                                                                                     |
| 16                                                                                                          | 8    |                                                                                                   | Support projects to strengthen awareness of Cairngorms                                                                      | ESD   |    |    |    |    | Continue to develop the use and awareness of the Cairngorms brand. Support a minimum of two projects which aim to raise awareness of the Cairngorms through marketing activity which can be evaluated and monitored. | Meet brand performance and indicator targets including number of businesses using the brand and feedback from businesses on use of the brand. Potentially support the evolution of two marketing (destination) type Groups in the western area of the Park |
| 16                                                                                                          | 9    |                                                                                                   | Support projects in connection with distinctiveness of Park area                                                            | ESD   |    |    |    |    | Use of Cairngorms brand to encourage distinctiveness of businesses who meet quality and environmental standards.                                                                                                     | Measurement of marketing activity using branded businesses and feedback from businesses on use of the Cairngorms brand. Support production of a pan Cairngorm shinty leaflet (distinct to the cultural heritage of the area) through IGS programme.        |
| 16                                                                                                          | 10   |                                                                                                   | IGS marketing and events scheme                                                                                             | ESD   |    |    |    |    | Support a minimum of 7 new projects and year 2 of 2 continuing projects.                                                                                                                                             |                                                                                                                                                                                                                                                            |

| Goal                                                                                                            | Task | Activity                                                                                                                        | Task                                                       | Group |    |    |    |    | Performance indicator                                                                                          | Commentary                                                                                                      |
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|                                                                                                                 |      |                                                                                                                                 |                                                            |       | Q1 | Q2 | Q3 | Q4 |                                                                                                                |                                                                                                                 |
| 16                                                                                                              | 11   |                                                                                                                                 | Training for tourism stakeholders                          | ESD   |    |    |    |    | Development of on-line course by Jan 2007                                                                      | 2 courses held (56 delegates) and 1 fam trip (13 delegates). On-line version currently in development           |
| 16                                                                                                              | 12   |                                                                                                                                 | Development of monitoring framework                        | ESD   |    |    |    |    | Production of STEAM report                                                                                     | £5k committed to STEAM tourism report. Further monitoring work planned Autumn pending park plan outcomes.       |
| 16                                                                                                              | 14   |                                                                                                                                 | Support for Aviemore & Cairngorms DMO                      | ESD   |    |    |    |    | Support for ACDM Ltd to be agreed by August.                                                                   | Outputs and financial package to be confirmed end June 06                                                       |
| <b>Goal 16 Sustainable tourism spend</b>                                                                        |      |                                                                                                                                 |                                                            |       | -  | -  | -  | -  |                                                                                                                |                                                                                                                 |
| <b>17. Improved community capacity to deliver 4 aims of the Park.</b>                                           |      |                                                                                                                                 |                                                            |       |    |    |    |    |                                                                                                                |                                                                                                                 |
| 17                                                                                                              | 1    | Develop and launch Community Investment Programme                                                                               | IGS communities scheme                                     | ESD   |    |    |    |    | Funding to be fully comitted and spent.                                                                        |                                                                                                                 |
| 17                                                                                                              | 2    |                                                                                                                                 | Implement actions identified in Park Plan                  | ESD   |    |    |    |    | Range of learning and inclusion projects                                                                       | Programme of projects to be confirmed by the end of August                                                      |
| 17                                                                                                              | 3    | Continue to deliver Cairngorms LEADER+ Programme                                                                                | Continue to deliver Cairngorms LEADER+ Programme           | SPP M |    |    |    |    | Meet n+2 target for 2006 by Nov 06.                                                                            | Green - we have almost committed all the funds for the Programme and are on track to meet spending obligations. |
| 17                                                                                                              | 4    | Support and develop relationship with the ACCC                                                                                  | Continue to support and develop relationship with the ACCC | ESD   |    |    |    |    | Project review on effectiveness of AofCCC against stated objectives                                            | Proposal on further support from the CNPA for this project to be confirmed on receipt of the review (mid July)  |
| <b>Goal 17 Community capacity to deliver the Park's 4 aims</b>                                                  |      |                                                                                                                                 |                                                            |       | -  | -  | -  | -  |                                                                                                                |                                                                                                                 |
| <b>18. High levels of understanding and appreciation of the Park, and of the role of the CNPA and partners.</b> |      |                                                                                                                                 |                                                            |       |    |    |    |    |                                                                                                                |                                                                                                                 |
| 18                                                                                                              | 1    | Develop and refine our core messages and ensure these are widely understood and communicated throughout our activity.           |                                                            | COM   |    |    |    |    | All staff and Board members are aware of our core messages and are able to communicate them at any opportunity | Green: Staff away-day and Board corporate communications session planned for Autumn 2006.                       |
| 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   |    |    |    |    | Media coverage achieved is 80% positive and exceeds last year's coverage by 10%                                | Green: Media plan in place and being delivered.                                                                 |
| 18                                                                                                              | 3    | Target specialist publications with feature articles about the Park                                                             | Commission features for specialist publications            | COM   |    |    |    |    | see above                                                                                                      | see above                                                                                                       |
| 18                                                                                                              | 4    | Improve communication skills within the CNPA through regular media training.                                                    | Continue programme of media training                       | COM   |    |    |    |    | CNPA Board and staff members are available to deliver effective media interviews when required.                | Green: Media training is planned for the Q4                                                                     |

| Goal                                                                                         | Task | Activity                                                                                                                     | Task                                                                                                                                | Group |    |    |    |    | Performance indicator                                                                                                | Commentary                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------|----|----|----|----|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              |      |                                                                                                                              |                                                                                                                                     |       | Q1 | Q2 | Q3 | Q4 |                                                                                                                      |                                                                                                                                                                                                                                                     |
| 18                                                                                           | 5    | Develop and refine our website.                                                                                              | Continue content development, and develop e-planning and education uses                                                             | COM   |    |    |    |    | CNPA website delivers our core messages and provides an effective mechanism for public feedback (links to lines 4&7) | Green: e-planning, learning zone and outdoor access elements will be complete by August 2006 and the website will provide a feedback mechanism to support the NPP, LP, Outdoor Access and core paths consultation exercises.                        |
| 18                                                                                           | 6    | Produce and issue Park Life two times a year to every local household and to stakeholders                                    | Regular issue of Park Life                                                                                                          | COM   |    |    |    |    | Residents and businesses within the Park are kept informed of CNPA activities                                        | Green: Park Life has been prepared and will be distributed to all residents and businesses in the Park during August 2006. Viewpoint was also prepared and distributed during April 2006.                                                           |
| 18                                                                                           | 7    | Publications, including photography.                                                                                         | Development and issue of corporate publications                                                                                     | COM   |    |    |    |    | CNPA corporate publications are available and distributed to identified target audiences                             | Green: Landmark press provide storage and distribution services for all CNPA corporate, visitor and conservation publications. CNPA annual report 2005/06 will be produced ready for distribution by December 2006 subject to ministerial approval. |
| 18                                                                                           | 8    | Put in place a monthly email news bulletin.                                                                                  |                                                                                                                                     | COM   |    |    |    |    | Provide an electronic news bulletin service to keep interested parties informed of CNPA activities                   | Green: monthly e-news bulletin launched in April 2006 and is being actively promoted.                                                                                                                                                               |
| 18                                                                                           | 9    | Participate fully in National Parks Week 2005.                                                                               |                                                                                                                                     | COM   |    |    |    |    | Raise the profile of the Park and its special qualities during National Park's Week                                  | Green: Ministerial visit held 18th July and media coverage to promote NPW and the John Muir Award                                                                                                                                                   |
| 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   |    |    |    |    | Raise the profile of the Park and its special qualities and the role and activities of the CNPA                      | Green: Attendance at the Braemar Gathering/Lonach Show are planned for August/September 2006.                                                                                                                                                       |
| 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   |    |    |    |    | Raise the profile of the Park and its special qualities and the role and activities of the CNPA                      | Green: Attended all party political conferences during Spring 2006.                                                                                                                                                                                 |
| 18                                                                                           | 13   | Sponsorship or support for appropriate events and initiatives outside the Park                                               |                                                                                                                                     | COM   |    |    |    |    | Raise the profile of the Park and its special qualities and the role and activities of the CNPA                      | Green: CNPA is sponsoring the Sustainable Communities Conference in Autumn 2006 and Scottish Environment Week in Spring 2007                                                                                                                        |
| 18                                                                                           | 14   | Develop a programme Educational Work                                                                                         | Hold 'Park for All' conference                                                                                                      | ESD   |    |    |    |    | Hold Park for All Conference                                                                                         | Launch of Reformed 'All Abilities Network' to cover wider membership on social inclusion issues                                                                                                                                                     |
| <b>Goal 18 Understanding and appreciation of the Park</b>                                    |      |                                                                                                                              |                                                                                                                                     |       | -  | -  | -  | -  |                                                                                                                      |                                                                                                                                                                                                                                                     |
| <b>19. Improved accessibility and quality of public transport provision within the Park.</b> |      |                                                                                                                              |                                                                                                                                     |       |    |    |    |    |                                                                                                                      |                                                                                                                                                                                                                                                     |
| 19                                                                                           | 1    | 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   |    |    |    |    | Audit of Park resident and visitor needs.                                                                            | Commissioned and due to report in mid-October, after which a series of actions will be drawn up.                                                                                                                                                    |

| Goal                                                                                                          | Task | Activity                                                                                               | Task                                                                        | Group |    |    |    |    | Performance indicator                          | Commentary                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------|------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------|----|----|----|----|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                               |      |                                                                                                        |                                                                             |       | Q1 | Q2 | Q3 | Q4 |                                                |                                                                                                                                                                                    |
| 19                                                                                                            | 2    |                                                                                                        | Initiate cross-Park 'Heather Hopper' bus service                            | ESD   |    |    |    |    | Re-establishment of Heather Hopper bus service | The heather Hopper launches on July 3rd 2006.                                                                                                                                      |
| 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   |    |    |    |    | CE2 (2006) production                          | CE2 has been produced and distributed to 340 locations in and around the Park area. It will be reviewed and CE3 will be planned from October 2006.                                 |
| Goal 19 Accessibility and public transport provision                                                          |      |                                                                                                        |                                                                             |       | -  | -  | -  | -  |                                                |                                                                                                                                                                                    |
| <b>20. Good understanding and appreciation by young people of the CNP, and appreciation of its importance</b> |      |                                                                                                        |                                                                             |       |    |    |    |    |                                                |                                                                                                                                                                                    |
| 20                                                                                                            | 1    | Develop Youth Apprenticeship Scheme                                                                    | Implement Youth Apprenticeship Scheme                                       | ESD   |    |    |    |    | Board Paper due on 11 August                   | A series of options has been drawn up in the Board paper to provide support to young people seeking training, businesses and learning centres, due for implementation in late 2006 |
| 20                                                                                                            | 2    | Continue work on Youth Communication Initiative                                                        | Continue work on Youth Communication Initiative                             | ESD   |    |    |    |    | Youth seminar targetting 16 to 24 yrs          | Strengthen links with youth workers across the NP to make the links with young people                                                                                              |
| 20                                                                                                            | 3    | Develop Youth Strategy and Action Plan.                                                                | Implement Youth & Education Action Plan                                     | ESD   |    |    |    |    | programme of social inclusion activities       | Action plan to be confirmed after the Learning and inclusion board paper (11th of August)                                                                                          |
| Goal 20 Young people's understanding of the CNP                                                               |      |                                                                                                        |                                                                             |       | -  | -  | -  | -  |                                                |                                                                                                                                                                                    |