

## CORPORATE PLAN REPORTING

<b>Conservation and Land Management</b>	
<b>Priority 1 – Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management</b>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Deliver peatland restoration and woodland expansion targets</li> </ul>	<p>We were only able to deliver 450 hectares of the planned restoration management work in 2019 much less than the 1052ha we had funding for. The critical issue is a lack of experienced contractors who have the right machinery and are big enough for the projects. Six projects were unable to appoint contractors in 2019 and with some of our other projects contractors had taken on too many jobs and could not deliver what was promised.</p> <p>COVID19 is delaying the delivery of projects in 2020 and our focus is on completing 11 projects that had grant funding offers from NatureScot in 2019 but were not started or completed due to the lack of contractors and winter weather. Several of these projects are about to start and this should deliver 428ha of restoration management if contractors can be found and they can be completed before this winter.</p> <p>Our peatland intern finished in April and mapped about 40% of the CNP, so further work is needed. We also require GIS expertise to help with using the imagery and data we will start collecting with our drone (Both Emma and Stephen are now licensed drone operators).</p> <p>Funding for Peatland ACTION is changing following discussions with Scottish Government. CNPA will be directly funded to deliver restoration work from 2021 (COVID19 delayed this by a year). This will enable quicker processing of project funding and the ability to offer multi-year grants for work. Procedures will need to be developed to enable CNPA to offer Peatland ACTION grants and additional staff resources are required to manage the process and enable increased delivery.</p> <p>Project delivery in 2021 is likely to be only in the region of 500ha due the impact of COVID19. Work ongoing with SG to look at project finance and governance for 2021 onwards.</p>

	<p>From 2017 until the last update given in December 2019, 2948 ha of woodland has been created through the Forestry Grant Scheme (FGS). Since then at least 342 ha of woodland has been approved by Scottish Forestry for planting, including a 275 ha native woodland scheme at Balavil. However, further woodland expansion continues to progress in key areas through managing deer populations, with an encouraging 1451 ha of natural regeneration in the Highland conservancy approved since the last update. We are also in discussion with nine other private estates that are each looking to create at least 100 ha of new woodland, in some cases much more than this. Two of these are part of the East Cairngorms Moorland Partnership. Uptake of the Woodland Challenge Fund in its first year (2019/20) was low, with two successful applications from Glen Banchor and Corriechullie. Since April, however, there has been noticeably greater interest, with two applications received to date and, following discussions with landowners and agents, several more likely during the current financial year.</p>
<ul style="list-style-type: none"> <li>• Develop and deliver Cairngorms Nature Strategy with wider partnership</li> </ul>	<p>The current Cairngorms Nature Action Plan (2019 – 2024) was launched at a Holyrood reception and in Boat of Garten in February 2019. The Strategy Group continues to meet quarterly to monitor and oversee delivery of the three main aims of landscape-scale conservation, action for priority species and involving people. The current plan maintains commitments to the conservation of rare and endangered species, woodland expansion, peatland restoration and freshwater restoration and highlights the importance of advocating the socio-economic benefits of nature and the contributions made to biodiversity by all types of land management in the Park.</p> <p>The partnership has been successful in drawing down over £100,000 of funding in 2019-2020 for habitat and species restoration from the Biodiversity Challenge Fund and Clif Bar sponsorship. Projects underway this year include GIS mapping of species rich grassland, planting and protection of aspen stands, fresh water pearl mussel translocation and restoration of upper Spey tributaries. The Rare Invertebrates in the Cairngorms and the Cairngorms Wild Plants Project have both entered into new phases of delivery following successful funding bids for new 3 yr projects to build on previous work training volunteers and working with land managers. The Strathspey Wetlands and Waders Initiative officer, employed by CNPA, has funding from Working for Waders for a further year to work with farmers in Badenoch and Strathspey to create wader habitat, ensure a legacy for the Tomintoul &amp; Glenlivet Peesie Project and coordinate the five year wader survey postponed from 2020 due to COVID restrictions. The Cairngorms Nature BIG weekend was cancelled and replaced with an on-line version, Cairngorms Nature BIG 10 Days. The virtual programme of over 80</p>

	<p>events ran from 15<sup>th</sup> – 24<sup>th</sup> May 2020 attracting 4,226 visitors to the CNBW website. Cairngorms Nature Young Ambassador was a prominent advocate for conservation in the Cairngorms on Springwatch and Countryfile.</p> <p>During COVID restrictions, many staff from partner agencies and partnerships were furloughed and field work was unable to take place. However, any habitat work that was scheduled for March 2020 will be rescheduled for delivery in Autumn/ Winter 2020; the survey work was able to be completed once restrictions had lifted slightly to allow lone working outdoors. More resource has been expended capitalising on the re-engagement with nature that lockdown offered, as figures for the virtual BIG weekend showed. The focus for conservation work going forwards will be the opportunities for investment into land based businesses and the role of conservation in the green recovery.</p>
<ul style="list-style-type: none"> <li>• Deliver Capercaillie Framework</li> </ul>	<p>The Cairngorms Capercaillie Project was awarded a further grant from National Lottery Heritage Fund to deliver the findings of the development phase, completed in March 2020. The total project funds of £2.9million, including financial contributions from CNPA, NatureScot, Forestry and Land Scotland (FLS), Royal Society for the Protection of Birds (RSPB), Seafield Estates, Developing Mountain Biking in Scotland and in-kind contributions from volunteers and supporting partners, will be invested into local communities, woodland management, employing gamekeepers, ecologists and project staff delivering capercaillie conservation across the National Park from July 2020 until July 2023.</p> <p>Capercaillie habitats are hybrid spaces where people and nature coexist. Involving people to secure wider ownership of solutions and treating conservation as a socio-economic issue as well as an ecological one is now critical to prevent extinction in Scotland. The project complements the ongoing, ecologically focussed work being done by agencies and organisations with a people focussed approach, empowering communities of place and interest to develop and take ownership for their own ideas as to how they can play their part in capercaillie conservation. The project will encompass five main strands of activity across the National Park:</p> <ul style="list-style-type: none"> <li>• improve and create 10,000ha of capercaillie habitat;</li> <li>• raise awareness and understanding of the plight of capercaillie and the ways people can get involved;</li> <li>• help five further communities of place and interest create and deliver their own capercaillie action plans;</li> <li>• research the genetic diversity of capercaillie in the National Park to help inform action;</li> <li>• strengthen and co-ordinate current monitoring and research</li> </ul>

	Full details of the work to date and future plans are on the project website <a href="https://www.cairngormscapercaillie.scot">https://www.cairngormscapercaillie.scot</a>
<b>Priority 2 - Ensure deer management is focused on delivering public interest priorities specifically the expansion of native woodlands and peatland restoration</b>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Support population modelling and herbivore impact assessments</li> </ul>	<p>Comprehensive Habitats Impacts Assessments (HIA) implemented for Dwarf Shrub Heath habitats across CNP. Initiated improved cover of HIA for Blanket Bog habitats across all Deer Management groups (DMGs) within CNP, leading to comprehensive coverage by Spring 2020. Data will also advise priorities for Peatland Action projects. Comprehensive HIA for Blanket Bog habitats implemented across DMGs</p> <p>Supporting population model development, based on regular counts, across West Grampian DMG and South Deeside North Angus DMG. Cairngorms Speyside DMG population management based on habitat performance. Upper Deeside and Donside DMG initiating annual counts to advise ongoing population modelling. South Grampian DMG focused on population management to address issues on Caenlochan SAC in partnership with NatureScot. Working with DMGs to ensure cull plans for 2020/21 are delivered despite challenges associated with severe downturn in venison market due to COVID19/</p> <p>Facilitating ongoing review and discussion of culling regimes to meet different land use policies between Wildland, Atholl, Dalnacardoch. Facilitation efforts continue but significant tensions resulting from culling regimes proving problematic.</p> <p>Developing proposal for deer population/habitat project within West Gramps DMG (incl. Atholl/ Dalnacardoch) which would improve focus and ease tensions due to conflicting land use policies.</p> <p>Report on deer numbers and associated habitat impacts across CNP working with Strath Caulaidh Ltd expected in Autumn 2020</p>
<ul style="list-style-type: none"> <li>Work closely with Deer Management Groups (DMGs) to deliver public interest priorities</li> </ul>	<p>NatureScot report on performance of DMGs in delivering public interest as defined in deer management plans submitted to and awaiting response from Scottish Government (SG). General feeling is that private sector has responded well.</p> <p>Deer Working Group report submitted to SG. Awaiting response from SG with possible policy changes.</p> <p>Working with NatureScot, South Deeside North Angus DMG and South Grampian DMG regarding cull planning to address Caenlochan SAC impacts.</p>
<b>Priority 3 - Support sustainable moorland management to deliver greater habitat diversity and good management practice</b>	

Key Work Areas	Update
<ul style="list-style-type: none"> <li>Deliver with estates the work programme of the East Cairngorms Moorland Partnership (ECMP)</li> </ul>	<p>Work Programme agreed covering potential for 9 individual ECMP project topics.</p> <p># Final phase of Wader breeding productivity project (in partnership with the British Trust for Ornithology (BTO) completed during 2019. Transect monitoring continued for a third year in 2020.</p> <p># Peatland Restoration projects planned for completion during autumn 2020 on Balmoral, Invercauld, Mar. Projects planned for 2021 on Mar Lodge with additional potential projects identified on Glenlivet &amp; Mar. New projects being developed for Glenavon &amp; Delnadamph.</p> <p># GIS mapping from aerial images of low density woodland and lone trees, representing areas of potential woodland expansion. Scrub expansion plans drawn-up for Delndamph and Mar Lodge. Riparian planting in spring 2020 on Balmoral, Invercauld &amp; Mar.</p> <p># Collaborative raptor monitoring involving estate staff, Raptor Study Groups and consultants continued for the second year in 2020 (but scaled down due to COVID19 restrictions).</p> <p># Muirburn maps completed for all six estates indicating areas of 'no burn'. Discussions around interpretation and implementation of maps is on-going.</p> <p># Game &amp; Wildlife Conservation Trust (GWCT) training in Mountain Hare monitoring completed by all #ECMP estates. Implementation of monitoring continues with results contributed to GWCT national dataset.</p> <p># Engaging People: displays for Ballater-based interpretation facility being produced.</p>
<ul style="list-style-type: none"> <li>Establish a Cairngorms Upland Advisory Group</li> </ul>	<p>Cairngorms Uplands Advisory group (CUAG) met for the first time in March 2019 and again in the beginning of October. Both meetings were well attended and already have stimulated some useful suggestions for CNPA playing a lead role in developing policies of National interest. The draft Best Practice Guidance for all terrain vehicles (ATV) use discussed in October has attracted a lot of interest from National Bodies interested in promoting best practice management. One CUAG meeting has been held during lockdown but the most recent meeting was cancelled.</p>
<ul style="list-style-type: none"> <li>Eliminate raptor persecution and develop wildlife tourism project around raptors</li> </ul>	<p>Raptor crime continues to be a serious problem in the Park, including the recent poisoning of a sea eagle in Strathdon, which was one of the few sea eagles fledged in the Park since the early 1800s. CNPA continues to work with Police Scotland and other partners to try and eliminate this criminal activity. The raptor tracker development has been slowed due to software issues but we hope to deploy it on golden eagle chicks in 2021. The Scottish Government response to the Werritty review is expected by the end of 2021</p>

<b>Visitor Experience</b>	
<b>Priority 1 - Continue to ensure visitor infrastructure meets the expectations of visitors to the National Park and help deliver a sustainable tourism economy</b>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Finish Speyside Way extension, the Mountains and the People Programme and start Deeside Way extension</li> </ul>	<p><b>Speyside Way Extension</b> – The Speyside Way extension has been constructed and is being well used. Further work on signage, interpretation and Newtonmore ‘sculpture’ start/finish location is ongoing and we are aiming for a formal opening in Spring 2021. Funding has been secured from Nature Scotland for improvements in 2020 to the ‘old’ existing route within the National Park. It will be officially opened this autumn/winter.</p> <p><b>Deeside Way</b> – Braemar to Invercauld Bridge planning consent approved with funding being investigated.</p> <p><b>Mountains &amp; People</b> - The 5 year project was due to complete in June 2020 but due to Covid-19 it has secured an extension so that all 53 km of mountain path in the Cairngorms will be improved. Further work with Outdoor Access Trust for Scotland (OATS) is required to agree how we best support the maintenance of these paths and the volunteers that the project trained in path maintenance.</p>
<ul style="list-style-type: none"> <li>Deliver Tourism Action Plan and develop and deliver with partners a Visitor Giving scheme</li> </ul>	<p><b>Tourism Action Plan</b> – Cairngorms Tourism Partnership (CTP) twice yearly. Programme was on target with the exception of delays in VS Total Quality Destination Programme. However, with COVID19 the focus has been on creating a Tourism Emergency Response Group to plan for easing of Lockdown &amp; reopening the review of CTP is therefore 'on hold' and delivery of last two years work to be agreed</p> <p><b>Visitor Giving</b> – CNPA Board agreed this work June 2018 &amp; Cairngorms Trust launched in May 2019.</p> <p><b>Rural Tourism Infrastructure Fund (RTIF)</b> - CNPA successfully secured funding for two projects on National Nature Reserves at Glenmore (multiuse tarmac path) and Muir of Dinnet (car parking, toilet upgrade and sewage disposal) with work on Muir of Dinnet completed and Glenmore now scheduled for Autumn 2020. Scottish Government are currently revising plans for 2020/21 bids.</p>
<ul style="list-style-type: none"> <li>Progress with delivery of Cairngorm/Glenmore Strategy</li> </ul>	<p>The CNPA has secured funding through RTIF for the Glenmore multi-use path. Highland Council has approved construction and Forestry and Land Scotland are leading on the installation of this path but delays with COVID19 mean that it is now scheduled for Autumn 2019.</p>

	<p>The CNPA has also recently replied to the consultation on the Cairngorm Mountain masterplan.</p> <p>The greater number of visitors using of Glenmore and Cairngorm post COVID19 lockdown indicates the need for partners to review the current Cairngorm and Glenmore Strategy and agree a clear partnership action plan for 2021-22.</p>
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**Priority 2 - Increase physical activity in both residents and visitors and support delivery of Scotland's Natural Health Service**

<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Develop and deliver Active Cairngorms with Active Aviemore and Health Walks as flagship projects</li> </ul>	<p><b>Active Aviemore</b> – Highland Council, Hitrans, Sustrans, NHS Highland are developing an active travel link to the new Aviemore Hospital and Transport Scotland are designing a Non-Motorised User (NMU) link from Aviemore to Carrbridge. The main multi use infrastructure in Aviemore will form part of the Heritage Horizons bid.</p> <p>Dalnain Bridge &amp; Kingussie communities have secured Sustrans funding to improve active travel - the former for detailed designs for an NMU link to Grantown-on-Spey. Laggan community has secured funds for stage one design.</p> <p><b>16 Health Walk</b> groups within the National Park are slowly starting to re-open Health Walks as we come out of Lockdown</p>
<ul style="list-style-type: none"> <li>Expand and deliver volunteering programme and specifically Volunteer Rangers</li> </ul>	<p><b>38 Volunteer Rangers</b> have now been trained and are supporting the work of partners cross CNP as part of our ongoing project supported by Cairngorms LEADER. However, this work is currently on hold due to COVID19.</p>

**Priority 3 - Create a 'Park for All' by encouraging people from all backgrounds to come and recreate, learn in or visit the National Park**

<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Continue to support and promote the John Muir Award and Junior Ranger programme</li> </ul>	<p>Some <b>2684</b> people completed a <b>John Muir Award</b> in and around Cairngorms by Oct 2019. This is on target but some 880 fewer than the same exceptional period last year.</p> <p><b>80</b> young people trained as <b>Junior Rangers</b> in 2019 which is 14 more young people than 2018. Eight Junior Rangers attended a winter exchange in Bavaria, 15 attended a summer camp on Balmoral Estate, and 15 went to a UK National</p>

	Parks gathering in Peak District. COVID19 has placed the Junior Ranger programme on hold.
<ul style="list-style-type: none"> <li>Work with Inclusive Cairngorms and partners to reduce barriers and encourage participation.</li> </ul>	<p>CNPA has now appointed 15 members to the revamped Equality Advisory Forum, with the induction meeting due to be held in September</p> <p>The forum will meet again in October to help consider the Equality Outcomes for 2021 - 2024</p> <p>Backbone are being supported to work with some 100 Syrian refugees based in and around Inverness encouraging them to visit and enjoy the National Park while learning how to repeat and share these experiences with others but this work is now on hold with COVID19.</p>

<b>Rural Development</b>	
<b>Priority 1 - Support delivery of housing for local needs through an efficient and effective planning service</b>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Develop and implement Local Development Plan 2020</li> </ul>	The Examiners Report on the Cairngorms Local Development Plan has now been received, marking a significant milestone on this significant piece of work for the Authority.
<ul style="list-style-type: none"> <li>Support community-led housing in the National Park</li> </ul>	<p>5 communities are actively looking to develop community led housing projects.</p> <p><b>Dulnain Bridge</b> – Have secured funding through Highland Council to assess the feasibility of project and develop associated business plan as well as funding from the Scottish Rural Housing Fund and the support of Seafield Estate . Consultancy work to be undertaken by Highlands Small Communities Housing Trust (HSCHT)</p> <p><b>Braemar</b> –Project to build 15 affordable houses for rent has progressed significantly. Main application to the Rural Housing Fund was submitted in February 2020. Braemar Community Limited has also secured loan funding from CAF Venturesome which now enables the project to go out to tender for the design stage. Land acquisition is also progressing with Heads of Terms for option agreed.</p> <p><b>Ballater</b> – Working group established and were planning to update housing needs demands survey while investigating potential sites and options available. Work has been delayed by COVID19.</p> <p><b>Boat of Garten</b> – Have identified a site for 2 x 2 bed bungalows and HSCHT undertaken feasibility study. Work has been delayed by COVID19.</p> <p><b>Tomintoul</b> – Funding has been secured by Tomintoul &amp; Glenlivet Development Trust (TGDT) from Scottish Land Fund</p>



	<p>to buy the Old School site. Main application to the Rural Housing Fund for construction of 12 properties has been submitted. A study into low carbon options for the development is in its final phase. The tendering process for a Design and Build contract is nearing completion. Once complete TGDT will be able to determine viability or otherwise of the project.</p>
<p><b>Priority 2 - Support communities, specifically focussing on the most fragile, to deliver their agendas for change</b></p>	
<p><b>Key Work Areas</b></p>	<p style="text-align: center;"><b>Update</b></p>
<ul style="list-style-type: none"> <li>• Conclude Tomintoul/Glenlivet Landscape Partnership, develop new focus area in Badenoch and help deliver Great Place Scheme</li> </ul>	<p>The <b>Tomintoul and Glenlivet Landscape Partnership</b> has been given a 3 month extension by National Lottery Heritage Fund (NHLF) with the aim of completing all projects by the end of 2020. There is still a lot of work to do, which has been hampered by lockdown restrictions, but we are on target for completing all of the most significant tasks on time and within budget. Major project work being completed includes woodland creation near the Lecht mine, sediment management on the River Avon, finalising the digital archive in the Discovery Centre and installation of all the interpretation and signage across the landscape partnership. We have recently contracted out assistance with drafting a marketing plan/toolkit and agreeing management and maintenance plans with all the partners. Both of these contracts are critical for the legacy of the programme in ensuring all the investment that has been put in place is properly maintained and generates further benefits into the future.</p> <p><b>Badenoch Great Place Scheme.</b> 2 major studies have now been completed (Cultural Heritage and Marketing Strategy and Heritage Highway Route) which will now guide the development of other strands of the project including the development of the “Badenoch the Storylands” brand. The Gaelic language of the area has been researched and is being used in new interpretation for the area. A website is being developed which will launch in December. The inaugural Badenoch Heritage Festival took place in Sep, offering over 40 events over 2 weeks. This was hugely successful, celebrating the culture of the area and also raising the profile of the project.</p>
<ul style="list-style-type: none"> <li>• Support community organisations to deliver projects that help deliver NPPP</li> </ul>	<p><b>Voluntary Action Badenoch &amp; Strathspey (VABS)</b> - Have been at the forefront of the community response to COVID in Badenoch and Strathspey, supported by the CNPA’s Community Support Manager. They set up Community Response groups in every Badenoch and Strathspey community, secured and are administering a £100k support fund for area and are providing significant support to a myriad of community-led groups and organisations. VABS continue to be a key partner in the Badenoch Great Places Project, sitting on the Board, Team and running the recruitment process for the new Project Officer.</p>

	<p><b>Marr Area Partnership (MAP)</b> – Has provided a vital COVID community support network on Deeside working closely with Aberdeenshire council to meet local needs. They are managing an Aberdeenshire Council support fund for the Marr area communities. The Partnership has seen a complete change of development officer staff over the last 9 months and all new staff are now settled into their roles.</p> <p>.</p> <p><b>Tomintoul and Glenlivet Development Trust</b> – Has taken the lead as the COVID community response focal point in the area, setting up a community response line, operating a community larder and supporting those in need. COVID forced the Trust to close both its income generating businesses (hostel and Discovery Centre) as well as cancel all its events for 2020. However they have been very successful at accessing COVID support grants to give them some financial stability for the remainder of the year. They continue to progress the Old school site affordable housing project and aspirations for a campsite in the area.</p>
<ul style="list-style-type: none"> <li>• Successfully conclude LEADER programme and consider future funding for Community Led Local Development</li> </ul>	<p>The Cairngorms Trust now has approved 39 projects in the programme to date, with a total value of over £3.8 million. Twelve of these projects cover Park-wide operations; two cover all of the Aberdeenshire area of the Cairngorms NP; with remaining applications coming from 13 different communities within the Cairngorms. Almost £1.5 million of the project value supports Economic Development and Farm Diversification projects.</p> <p>The Trust has now fully committed all project funding allocations, with £67,000 additional funding allocation secured through competitive bids into residual allocations recovered centrally by Scottish Government from other LAG areas across Scotland.</p> <p>The Trust and staff team is supporting remaining live projects adapt their delivery plans and timetables to accommodate the impacts of COVID19. To date, the Trust is not aware of any projects which have closed their projects as being undeliverable.</p> <p>The Trust is now delivering the Rural Transport In Cairngorms and Kilkenny (TICK) project, which in Cairngorms involves the procurement of electric bikes provide under social prescription to support an update in active travel and the provision of an electric minibus for community transport.</p>

**Priority 3 - Work closely with the business community and partners to support a sustainable Park economy**

<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review and help deliver Economic Strategy for the Park with partners</li> </ul>	The CNPA approved Economic Action Plan for the National Park in December 2019 and approved a Green Recovery Plan for the National Park in response to the impacts of COVID19 on the economy in June 2020.
<ul style="list-style-type: none"> <li>Ensure impacts of A9 dualling are understood and addressed where appropriate by the Park Authority</li> </ul>	The CNPA withdrew an objection to the A9 Dalraddy to Slochd section in March 2020, following a commitment from Transport Scotland to fund the development of an alternative non-motorised user route to link Aviemore and Carrbridge. Planning for that project is being led by Transport Scotland with the support of CNPA and Highland Council.

**Corporate Services**

**Priority 1 - Implement the Organisational Development Strategy and embed the organisational and cultural improvements to make the CNPA the best small public body in Scotland**

<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Implement, review and refresh Organisational Development Strategy as part of continual improvement work.</li> </ul>	<p>Following comprehensive consultation and engagement with staff, the Organisational Development Strategy (ODS3) has now been drafted and approved, and the 5 themes of the ODS3 are: - Leadership; Working Environment; Culture and Behaviour; Efficient and Agile Workforce; Informed and Engaged Staff. Working groups have met to identify action plans for the delivery of the strategy over the next 18 – 24 months. The Best Companies as well as the NHS Healthy Working Lives survey results have all fed in to the evolving ODS3</p> <p>Work toward the objective of the “Best Small Public Body in Scotland” was marked by the Authority being awarded an “Above and Beyond” award by Family Friendly Working Scotland for going far beyond the levels that may be expected of an organisation our size in our range of policies to support work-life balance and flexible working.</p>
<ul style="list-style-type: none"> <li>Support effective staff consultation processes</li> </ul>	Staff Consultative Forum (SCF) continues to work effectively, with support of 2 board members and good engagement with the trade union. Policies consulted with staff and adopted in the last 6 months include the new Domestic Abuse Policy, Volunteering Policy; review and revisions to the Lone Working Procedures; as well as engagement with staff around: - the Business Continuity Plan and guidance around staff accessing the office, Lockdown Survey results and future working

**Priority 2 - Ensure that the office extension, existing accommodation and ICT facilities are ‘fit for purpose’ and help to deliver the ODS**

<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Complete extension project</li> </ul>	Extension completed on budget in August 2018, and staff have now settled well in the building. Rental for the extension has now commenced on basis of expected values
<ul style="list-style-type: none"> <li>Implement GIS Strategy</li> </ul>	The implementation of GIS Strategy and service provision continues to make slower than planned progress during the current year, with a number of interruptions caused by capacity restraints within the Authority while other key projects are progressed, now exacerbated by our business continuity responses to COVID. We will take GIS considerations forward as part of a wider development of an IT and Data Management Strategy through the second half of the 2020/21 operational year.
<ul style="list-style-type: none"> <li>Implement cyber security framework and wider IT development</li> </ul>	Cyber Security Plus Accreditation has now been achieved following completion of work on 3 medium and 3 low recommendations, many of which correlate with actions highlighted from a recent internal audit report. Procurement for implementation of Customer Relationship Management (CRM) and enhanced Document and Records Management System (DRMS) was completed in the prior reporting period. Staff changes and work prioritisation, together with COVID19 business continuity implementation has led to further delay in our original roll-out plans for the CRM. The Corporate team have picked up CRM implementation work during the course of recent months with a view to implementation over the second half of the 2020/21 operational year.
<p><b>Priority 3 - Deliver ongoing service improvement, including appropriate shared service development and operation, to the Authority, other public bodies and the community and charitable organisations we support</b></p>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Deliver corporate support to Scottish Land Commission, and charitable and community organisations.</li> </ul>	HR support (policy development, caseload and payroll) for Scottish Land Commission (SLC) commenced in January 2018, and is ongoing. Ad hoc HR support provided as required to local charitable trusts. The Authority continues to act as the accountable body for Cairngorms LEADER and support the administration of the LEADER Programme. The Authority provides support to the Cairngorms Local Action Group Trust (“Cairngorms Trust”) as the charity develops and rolls out its approach to developing voluntary donations mechanisms, through supporting the costs of the Trust Manager post and providing a small administration budget. The Authority’s support means that currently 100% of all donations raised by the Trust go towards project investments in the National Park.
<ul style="list-style-type: none"> <li>Provide accommodation</li> </ul>	Grantown Archive Project using Grantown office temporarily for archiving work. The Grantown office has also been

and facilities support to NPPP delivery partners	used for occasional hot-desking by partner staff. The Ballater office hub continues to accommodate a range of partners, with VisitScotland now seeking to accommodate a member of staff within the hub on a part time basis.
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**Priority 4 - Promote and support the highest standards of governance and management, including equalities actions, within the Authority, other public bodies and the community and charitable organisations we support**

Key Work Areas	Update
<ul style="list-style-type: none"> <li>Design and implement effective and efficient management and control systems.</li> </ul>	<p>Our internal and external audit review processes continue to confirm the effectiveness and efficiency of our management and control systems. Further information on the work of audit over the course of the year can be found in the Audit and Risk Committee’s annual report. Overall, there is positive feedback on design and implementation of our management and control systems.</p> <p><a href="http://cairngorms.co.uk/resource/docs/boardpapers/23112018/181123AuCtteePaper5AA1718AuditCtteeAnnualReport.pdf">http://cairngorms.co.uk/resource/docs/boardpapers/23112018/181123AuCtteePaper5AA1718AuditCtteeAnnualReport.pdf</a></p>
<ul style="list-style-type: none"> <li>Implement Greening Strategy and deliver Youth Development Strategy</li> </ul>	<p>Greening Policy adopted during Climate change week in October 2018. Youth Development Strategy adopted winter 2017, and implemented on an on-going basis: - IT apprentice joined in August 2018, and progressed exceptionally well. The IT Apprentice left at the end of August to pursue a degree course in IT at Aberdeen University, and a new 2-year IT Apprentice has been recruited, joining the Authority on 14<sup>th</sup> September. We have a Foundation Apprentice joining us in September for a one day/week for the next year (during term-time), supporting our Business Administration Services. In addition, we have supported 3 Internships 2020 (Woodland mapping; Digital Mapping and Gaelic Internships) on a minimum of 4-month contracts; two work shadowing opportunities supported in partnership with UHI, and one young person from the local secondary school supported on a work experience placement.</p>

**Communications**

**Priority 1 - Deliver the Communication and Engagement Strategy and increase awareness, engagement and involvement with the Park**

Key Work Areas	Update
<ul style="list-style-type: none"> <li>Digital Communications &amp; Social Media</li> </ul>	<p>A Digital Communications strategy is being implemented to support the Communications &amp; Engagement Strategy which has set targets to increase awareness through digital communications by achieving 400,000 website sessions and 50,000 social media followers by 2022. At the end of 2019 we achieved over 300,000 website sessions, a 25% increase over the</p>

	<p>previous year and a 20% increase in new website users. During 2019 our social media channels had 40,428 followers, a 22% increase on the previous year with a combined reach of over 6.5 million, a 60% increase over 2018. An overview of our digital performance during 2019 was presented to the Communications &amp; Brand Board Group in January 2020.</p>
<ul style="list-style-type: none"> <li>• Campaigns: Cairngorms Nature, Active Cairngorms &amp; 'Make it Yours'</li> </ul>	<p><b>Cairngorms Nature:</b> Due COVID19 the Cairngorms Nature BIG Weekend 2020 has been rolled over to 14-16 May 2021. Instead a 10 day programme of over 80 virtual events took place from 15-24 May 2020 which attracted over 4,000 website visitors. TV nature presenter Nigel Marven, and his pet owl Digger, opened the 10 days with a video from his home in lockdown. Each day was themed, with topics ranging from 'Massive Conservation' and the climate emergency through to endangered species, nature inspired art and nature friendly farming. Events included videos, music, quizzes, blogs and even a live song writing workshop from Jenny Sturgeon, inspired by Nan Shepherd's Living Mountain. The event reached people who may be unable to physically join in with the BIG Weekend, giving them the opportunity to immerse themselves in our fantastic wildlife here in the Cairngorms. It was such a success that we will definitely be including online events as part of the BIG Weekend in 2021. All the events are still online to be enjoyed at <a href="http://www.cairngormsnaturebigweekend.com">www.cairngormsnaturebigweekend.com</a>. Cairngorms Nature continues to share nature experiences through a regular blog and column in the local paper and through social media activity. To date Cairngorms Nature has 20,900 social media followers.</p> <p><b>Active Cairngorms:</b> Due to the Coronavirus pandemic ranger led events and our health walks have been cancelled during the COVID lockdown and the <a href="#">Wee Walks Week</a> planned for September has been postponed until September 2021. During lockdown CNPA promoted Scottish Government health messages and actively encourage people to take their daily exercise. Since restrictions were lifted in July the focus has been on promoting responsible access through our media relations, social media and the production of educational videos. We have also promoted our 17 community path leaflets to encourage residents to use the resources on their doorstep and encourage visitors to support local businesses in the communities. <a href="#">Information and advice on COVID19</a> including up to date information on car parks, toilets and camping services have been provided via the CNPA website. To promote access, Tread Lightly and Active Cairngorms messages we use 12 core web pages which in 2019 received 104,186 page views compared to 84,493 page views in 2018, a 19% increase. In addition, there were 15,664 page views of the community paths and trails page in 2019 - a 9% increase on 2018. To date Active Cairngorms has 5,000 social media followers.</p> <p><b>'Make it Yours' (MIY):</b> At the start of the COVID19 lockdown the CNPA set up a <a href="#">Cairngorms Tourism Emergency</a></p>

	<p><a href="#">Response Group</a> chaired by Janet Hunter. The group’s purpose is to provide consistent and comprehensive analysis of the implications of COVID19 for tourism, to coordinate communications with the tourism industry, ensure close working between key agencies and the private sector, to gather, share, facilitate, interpret and disseminate information and agree relevant actions and delivery plans. Membership consists of; CNPA, Cairngorms Business Partnership, VisitAberdeenshire, MoraySpeyside, VisitScotland, Aberdeenshire Council, Highland Council, Highlands and Islands Enterprise. Updates have been sent to businesses and Local Information Centres in and around the Park to provide advice on the latest Scottish Government Guidelines through the MIY network of 180 Brand Charter Holders. <a href="#">Results of the five-yearly Visitor Survey</a> (pre-COVID19) were announced in July and show the Cairngorms National Park is a top destination with visitor satisfaction at an all-time high and 96% of visitors agreeing that they ‘love this place’. Work is ongoing to collate post COVID19 research results to inform how we can best prepare for tourism during 2021. CNPA is also supporting a GrowBiz initiative to develop 3 Smart Village projects in the National Park - in Badenoch, Grantown-on-Spey and Deeside. This will involve the development of a web portal for each of the ‘villages’ and is a good opportunity to promote the usage of the free ‘<i>Make it Yours</i>’ resources – especially the images and videos.</p>
<ul style="list-style-type: none"> <li>• Deliver stakeholder engagement &amp; events</li> </ul>	<p>In March (pre-lockdown) CNPA hosted the ‘Net Zero with Nature’ conference to address the climate crisis and what needs to happen in the Cairngorms National Park to tackle the issues. Delegates heard from Roseanna Cunningham Cabinet Secretary for Environment, Climate Change and Land Reform, the Chief Executive of the Committee on Climate Change, Professor Alison Hester and Dr Mike Rivington from the James Hutton Institute who spoke about the recent Snow Report for the Cairngorm Mountains. The CNPA’s Green Recovery Plan agreed in June will focus on how this work can be taken forward. Throughout the COVID19 regular updates on how the CNPA and its partners are responding to the emergency situation have been shared with all interested stakeholders. A Communications Grid has been prepared to help coordinate our communication activities across the organisation to deliver stronger and more consistent messages about the work of the Park and role of the Park Authority. The Communications Grid identifies a core theme and key messages for each month of the year alongside the communication activities: digital communications, traditional media, stakeholder communications &amp; events and is managed by the Management Team and Organisational Management Group</p>
<ul style="list-style-type: none"> <li>• Corporate Communications: publications,</li> </ul>	<p>CNPA’s <a href="#">Annual Report 2019/20</a> was submitted to Ministers and published on our website in July 2020 and a <a href="#">progress report</a> on the second iteration of the CNPA’s Gaelic Language Plan was published on our website in August 2020. Following consultation, the proposed Local Development Plan was submitted to Ministers in September 2019 and a</p>

<p>consultations, media &amp; issues management, Gaelic Language Plan</p>	<p>response from reporters was received in August 2020. Due to other work priorities resulting from COVID19 there is no National Park Partnership Plan Annual Review published this year. A review will be published during 2021.</p>
<p><b>Priority 2 - Ensure high quality internal communications that help to deliver the key priorities of the Corporate Plan</b></p>	
<p><b>Key Work Areas</b></p>	<p><b>Update</b></p>
<ul style="list-style-type: none"> <li>• Organisational Development Strategy</li> </ul>	<p>Since the CNPA offices have been closed due to COVID19 a weekly staff e-bulletin has gone out to keep everyone informed of work being carried out across the organisation. Team meetings are held every Tuesday and all staff meetings have continued using video conferencing. Staff virtual 'drop-in' sessions with HR and Corporate Services as well as two staff surveys have collected staff views on working from home during lockdown and proposals for lifting restrictions as staff start to work back in the office and out on site. Additional training on managing staff remotely has also been provided during August.</p> <p>Work on the Organisational Development Strategy (ODS3) which focuses on 5 themes: - Leadership; Working Environment; Culture and Behaviour; Efficient and Agile Workforce; Informed and Engaged Staff is being reviewed by MT/OMG to take into consideration lessons learnt over the last 5 months when all staff are working from home.</p> <p>Working groups established to identify action plans for the delivery of the strategy over the next 18 – 24 months will resume this work in the Autumn.</p>