
CAIRNGORMS NATIONAL PARK AUTHORITY PERFORMANCE COMMITTEE

FOR INFORMATION

Title: HERITAGE HORIZONS PROJECT UPDATE

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Purpose

This paper presents the Q1 2022 delivery update on the Heritage Horizons: Cairngorms 2030 Programme and the planned development work to end June 2022.

Recommendations

The Performance Committee is asked to review the delivery updates presented with this paper and consider:

- a) whether the programmes of activity are making the expected contribution to the Cairngorms NPA's agreed strategic outcomes;**
- b) whether the delivery updates suggest any strategically significant impacts on the Cairngorms NPA's agreed performance objectives;**
- c) whether any material impacts on the Cairngorms NPA's strategic risk management and mitigation measures arise from assessment of programme delivery.**

Performance Dashboard: Programme level

| Performance Measure | Rating | Commentary |
|---|---------------|--|
| Programme risk profile | Green | Programme being delivered within risk tolerances |
| Finance: impact on Cairngorms NPA budget management | Green | No wider unplanned demands currently made by programme on financial resources. |
| Staffing/Procurement | Green | Staff team in place and consultancy awards being made |
| Project execution stage timescales | Amber | Timescale to meet NLHF second round application deadline is tight. New theme lead structure now in place to manage risk. |
| Future funding profile | Green | Second round funding application structure approved by NLHF. |










Strategic Background




1. CNPA was successful in its bid to the National Lottery Heritage Fund (NLHF): Heritage Horizons.
2. The CNPA Cairngorms 2030: People and Nature Thriving Together Programme was awarded £1.7 million from NLHF to complete the development phase from 7th July 2021 – 7th July 2023. The total development phase budget is £3.8 million.
3. The development phase consists of a programme of works to engage, empower, and inspire residents, businesses, and visitors to tackle the joint climate, nature, and public health emergencies. It will add detail to the stage 1 NLHF project proposals, provide more accurate costs and develop the knowledge exchange programme.
4. The development phase will focus on delivering action research type activities so that evidence-based plans can be created for the 5-year delivery phase.
5. A stage 2 NLHF funding application will be submitted by end June 2023.

Performance Overview: Delivery Against Strategic Expectations

6. The first Cairngorms 2030 Academic Reference group meeting was held on 22nd March 2022.
7. NLHF staff and consultants visited CNPA to learn more about Cairngorms 2030 on 27th and 28th May 2022.
8. Programme Advisory Panel meeting was held on 11th May 2022. Presentation and discussion on Community Engagement led by CNPAs Tania Alliod and Alan Smith.
9. Meeting held with NLHF to agree the second phase funding application structure (see appendix A)
10. Academic Reference Group has confirmed its Terms of Reference and met on 22nd March, the focus of discussion was the three consultant briefs to be issued via PCS in support of the Research, Evaluation and Knowledge Exchange strand:
 - a) Monitoring and Evaluation Plan for Cairngorms 2030: Responding to Nature, Climate and Health emergencies.
 - b) Review of potential approaches to demonstrate progress toward net zero for Cairngorms 2030
 - c) Review of potential online evidence sharing systems for Cairngorms 2030: Responding to Nature, Climate and Health emergencies.
11. Research reporting requirements for Development Phase confirmed with funders and requirements mapped (see Appendix B). These are in the process of being embedded within projects including test and learn, engagement and equalities information collection.

12. Recruitment phase completed.
13. Consultancy phase commenced (click tender title for full details).

| Tender | Deadline | Published | Status |
|--|-----------------|------------------|--|
|  Develop an Active Travel Network Plan for the Cairngorms National Park | 26-Apr-22 | 18-Mar-22 | Awarded |
|  Active travel options appraisal, engagement and design development | 22-Mar-22 | 23-Feb-22 | Awarded |
|  Consultancy for Heritage Horizons: Cairngorms 2030 (Development Phase) Communities and Landscape Change | 22-Mar-22 | 22-Feb-22 | Not awarded (to be re-issued as 3 lots) |
|  Land use options in the South Deeside North Angus Deer Management Group area | 22-Mar-22 | 22-Feb-22 | Awarded |
|  HH Consultant Brief Effective Community Engagement in the Park | 22-Mar-22 | 22-Feb-22 | Awarded |
|  Research, consult and manage the co-design of a Cairngorms Climate Learning Framework specific to the Cairngorms National Park | 22-Mar-22 | 22-Feb-22 | Awarded |
|  Cairngorms Future Farming – Farming practice, optimisation planning and Integrated Land Management Plan (ILMP) or similar | 22-Mar-22 | 22-Feb-22 | Awarded |
|  Cairngorms Future Farming Project - Farm Carbon Audit | 22-Mar-22 | 22-Feb-22 | Awarded |
|  Consultancy: Active Communities in Badenoch & Strathspey | 11-May-22 | 14-Apr-22 | Pending |

| | | | |
|--|-----------|-----------|---------|
|  Monitoring and Evaluation Plan for Cairngorms 2030: Responding to Nature, Climate and Health emergencies. | 09-May-22 | 08-Apr-22 | Pending |
|  Cairngorms Climate Resilient Catchments – River South Esk Brechin Channel Creation | 02-May-22 | 06-Apr-22 | Pending |
|  River Restoration Detailed Design and Flood Risk Assessment | 02-May-22 | 06-Apr-22 | Pending |

The procurement process to appoint a consultant to prepare a Strategic Land Use Plan for South Grampian Deer Management Group (SDMG) closed without any bids. Despite 16 expressions of interest being made, no tenders were submitted. The team are now approaching the 16 who expressed interest and see if there are obstacles that can be removed or alternative delivery models.

14. Communications and engagement

- a) Communications and Engagement mapping workshop was held with all HH project managers on 6th April 2022. Main output will be a co-ordinated community engagement plan from May 22 – June 2023.
- b) RTPi Scotland ‘Scottish Planner’ article published a Cairngorms 2030 article in its April 2022 edition. [See page 8](#)
- c) Follow up to the successful stage I Cairngorms 2030 application promotional film has been produced. Film is in post-production and will be released early May 2022.
- d) CNPA HH webpage re-design and content has been refreshed and is due for launch early May 2022.
- e) A licence for the Commonplace Consultation site has been purchased by CNPA for on-line community consultation. The first use of the site will be with the HH Transport project.

Performance Overview: Risks Under Management

15. **Monitoring:** Risk monitoring continues at CNPA team, theme, and senior management level.
16. **Governance:** Programme inception stage complete. Six monthly governance review underway to ensure the structure best supports project execution stage.
17. **Cash flow:** No issues.
18. **Procurement:** Procurement proceeding well with consultant inception meetings underway.

19. **Project Management:** A review of the role of theme leads has been completed to ensure the most effective staffing structure is in place for the second phase of programme delivery. The theme leads for the project inception stage were all CNPA Head of Service level (Band F). As we now proceed to the project execution stage it is appropriate for team managers (Band E) to take on the theme lead roles. The following changes have been made:

| Theme | Theme Lead | Projects | Project Manager |
|----------------------------|--|--|--------------------------------------|
| People | Alan Smith Learning and Engagement Manager | Public health and the outdoors | Dan Jenkins (NHS Highland) |
| | | Dementia Activity Resource Centre | Gillian Council (Alzheimer Scotland) |
| | | Climate learning and education | Tania Alliod |
| | | Effective Community Engagement and Outreach* | Tania Alliod |
| | | Community Arts and Culture programme* | Tania Alliod |
| Power | Fi McNally Rural Development & Communities Manager | Wellbeing Economy (<i>moved from People theme to match line management responsibilities</i>) | Suzanne Crimmin (WEll) |
| | | Climate conscious communities* | Tania Alliod |
| | | Citizens' Assembly / Jury (delivery phase only) * Delivery Phase Only | Tania Alliod |
| | | Community Managed Grant Scheme* | Bridget Trussell |
| Place | Mike Cottam Deer Officer | Green Investment Plan | Mike Cottam |
| | | Woodland expansion | David Heatherington |
| | | Peatland restoration | Stephen Corcoran |
| | | Deer management | Mike Cottam |
| | | Regional Land Use Partnership & Land Rights and Responsibilities | Fiona Holmes |
| | Matt Hawkins Conservation Manager | Climate Resilient Catchments | Sally Mackenzie |
| | | Cairngorms Future Farming | Fiona Holmes |
| | | Landscape and communities* | Caroline Stanton |
| | Liz Henderson Infrastructure Manager | E-bike network | Adam Streeter Smith |
| | | Glenmore Transport Plan | Sjoerd Tell |
| | | Active Travel in Badenoch and Strathspey | Sjoerd Tell |
| | | Sustainable Transport in Deeside & Angus | Anna Ronayne |
| | | Sustainable Transport in Highland Perthshire | Sjoerd Tell |
| Active Aviemore | | Anna Ronayne | |
| Strategic Network Analysis | Helen Wilon (Sustrans) | | |
| All | Mike Woolvin | Research and Knowledge Exchange | |

*Close liaison and agreement between project managers developing community projects is required.

- a) Al Smith (Learning and Engagement Manager) will replace Olly Davies as theme lead for People projects
- b) Fi McNally (Communities Manager) will replace Gavin Smith as theme lead for Power projects.
- c) Mike Cottam (Deer Officer) replaces Colin Mclean as the theme lead for Land Management projects
- d) Mathew Hawkins (Conservation Manager) replaces Sarah Henshall as theme lead for HH conservation projects
- e) Liz Henderson (Infrastructure Manager) replaced Pete Crane (retired) as the theme lead for transport projects
- f) Theme leads will meet with their teams weekly to monitor RAID (Risks, Actions, Issues, Decisions)
- g) Monthly theme lead meetings will be focused on reporting and delivery of the second round NLHF funding application. Also in attendance:
 - i. David Clyne, Head of HH
 - ii. Olly Davies, Head of Communications
 - iii. Mike Woolvin, Research and Knowledge Exchange Officer
 - iv. Rob Robinson, Heritage Advisor
 - v. Lynn Anderson, Programme Delivery Officer

20. Recruitment: Posts filled

| Position | Internal/External | Appointed | Start date |
|---|---|------------------|-------------------|
| Head of Heritage Horizons | Internal | David Clyne | 23/08/21 |
| Programme Delivery Officer | Internal | Lynn Anderson | 27/09/21 |
| Learning and Engagement Officer | Internal | Tania Alliod | 06/12/21 |
| Research and Knowledge Exchange Officer | Internal | Mike Woolvin | 10/11/21 |
| Sustainable Transport Officer | External (no internal applicants) | Anna Ronayne | 17/01/22 |
| Sustainable Transport Officer | External (no internal applicants) | Sjoerd Tel | 07/02/22 |
| Nature Based Solutions Officer | External (1 internal applicant – unsuccessful) | Moya Macdonald | 14/02/22 |
| Nature Based Solutions Officer | External (no internal applicants) | Lewis Pate | 14/02/22 |
| Green Health Ranger | External | Louise Emslie | 31/01/22 |

| | | | |
|--|---------------------------------------|-------------|----------|
| | (1 internal applicant – unsuccessful) | | |
| Green Health Strategic Development Manager | External (NHS) | Dan Jenkins | 17/01/22 |
| Alzheimer Scotland: Activity Organiser | External (AS) | TBC | TBC |
| Alzheimer Scotland: Support Worker (p/t) | External (AS) | TBC | TBC |

21. Programme delivery actions to end June 2022

| Action | When |
|--|----------------------------|
| Programme Board meeting | 25 th May 2022 |
| Fortnightly update meetings with NLHF consultant | Ongoing |
| Consultants appointed | Ongoing |
| Academic Reference Group meeting | 26 th July 2022 |
| Project execution | Ongoing |

Significant Programme Change Requests

- 22. Transport projects re-profiled to meet Sustrans Scotland ‘Places for Everyone’ Funding and consultation requirements. Later stage designs (3-5) will be actioned in the delivery phase.
- 23. Citizen Assembly project re-profiled for action in delivery phase.

Significant Budget Adjustments

- 24. New posts to be created – Communications and Engagement Officer and Project Support Assistant. These new 1-year fixed term posts have been funded by CNPA (50%) and C2030 (50%) budget reallocation from the HH Deer Management project. These posts were advertised externally on 25th April 2022.
- 25. No net change in delivery budget.

Conclusions: Performance Overview and Matters Meriting Strategic Review

- 26. The programme inception stage is complete. The main risk for delivery is now the tight timescales associated with managing 25 complex projects and meeting the NLHF second phase funding application deadline (end June 2023).
- 27. The scale of community consultation must be closely managed to avoid ‘consultation fatigue’ and confusion. Plans are now being put in place to rationalise and streamline consultation requirements to mitigate this risk.

Next meeting

28. The next Programme Board meeting is proposed for late July 2022

David Clyne

29th April 2022

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Annex A

Heritage Horizons – Cairngorms 2030 NLHF Second-Round Main Report Structure

Reporting Structure

- **Main Report** (variation of Area Action Plan / LCAP based approach)
 - Part 1 – Full Programme Plan
 - Part 2 – Action Plan Summary
 - Part 3 – Individual Project Action Plans

- **Appendices**
 - A. Development Phase Consultation Report
 - B. Communications and Engagement Plan
 - C. Cost Report (including spreadsheets detailing the cost breakdown funding and cash flow) – *format to be agreed*
 - D. Briefs for internally and externally commissioned work (first two years of delivery phase only with years 3-5 identified)
 - E. Job descriptions for the delivery phase work
 - F. CNPA Corporate Plan (replaces Business Plan)
 - G. National Park Partnership Plan (replaces Business Plan)
 - H. Images
 - I. Memorandums of Understanding
 - J. Letters of Support
 - K. Monitoring and Evaluation Plan

Report contents

PART 1 – Full Programme Plan

Foreword

Executive Summary

- 1 Programme overview**
 - 1.1 Introduction
 - 1.2 Vision
 - 1.3 Rationale
 - 1.4 Aims and objectives
- 2 Context**
 - 2.1 The area (CNP)
 - 2.2 Project need
 - 2.3 Policy context and fit
- 3 Our strategic approach**
 - 3.1 NLHF outcomes and HH ambitions
 - 3.2 Our approach
 - 3.2 Target audiences
 - 3.3 Project partners
- 4 The development phase**
 - 4.1 How we developed the project
 - 4.2 Our delivery to date
 - 4.3 Who we have involved
 - 4.4 Testing our ideas
 - 4.5 What we have learnt
 - 5.6** Summary of key changes since Round 1
- 5 Programme overview**
 - 5.1** Delivery timetable (simplified GANTT)
 - 5.2 Communicating and engaging with people and communities
 - 5.3 Theme summaries:
 - a) People
 - b) Power
 - c) Place
 - 5.4 Project bios (*one paragraph project summaries*)
- 6 Management**
 - 6.1 Governance and management
 - 6.2 Staff and training requirements
 - 6.3 Costs and funding
 - 6.4 Cash flow
 - 6.5 Procurement
 - 6.6 Risks
- 7 Measuring success**
 - 7.1 Monitoring and evaluation summary
 - 7.2 Sharing lessons
- 8 Legacy**
 - 8.1 Management and Maintenance Summary
 - 8.2 Legacy projects
 - 8.3 Costs and resources
 - 8.4 The future

PART 2 – Action Plan Summary

- Action Plan summary table – as per NLHF guidelines

PART 3 – Individual Project Action Plans

Each plan to contain:

1. Project name
2. Specific project objective
3. Relevant wider Cairngorms 2030 aims and objectives
4. Project outcomes (NLHF / Cairngorms 2030 / Project)
5. Project lead
6. Project partners and Partnership agreements
7. Target audiences
8. Delivery phase programme (and milestones)
9. Project description / outputs (this is the main part of the action plan)
10. Supporting project detail (e.g. decision flow chart for grants, business plan / model for eBikes)
11. Design specifications (if relevant)
12. Training requirements
13. Management and maintenance
14. Risk Management
15. Cost summary – capital / activity / other
16. Monitoring and evaluation

Annex B: Development phase Research and Knowledge Exchange: Summary of Activity

| Information collected | Collection mechanism | Output document | Link to NLHF documentation | |
|--|--|---|---|--|
| Activity in the past quarter | Quarterly Monitoring Report form (submitted quarterly by project leads) | Quarterly Report | Development Phase Evaluation Report | <p>Quarterly Monitoring Report (including Engagement Tracker spreadsheets) populated by project leads each quarter. Submitted via ClickUp, collated and analysed by David Clyne with support from Mike Woolvin. Quarterly</p> <p>Project Monitoring, Evaluation and Learning Plans developed jointly between Mike Woolvin and project leads. Produced by May 2022.</p> <p>Varying degree of input from Mike Woolvin into Testing and Learning activity during delivery phase depending on project requirements. Produced by May 2023.</p> <p>Development Phase Evaluation Report produced on basis of collation of above plus any available project outputs (eg end of project reports etc) by Mike Woolvin to feed into NLHF Reporting. Finalised by June 2023.</p> |
| Successes, challenges, learning at project level | | | | |
| Successes, challenges, learning at programme level | | | | |
| Progress against key milestones | | | | |
| Agreed changes to project scope | | | | |
| Financials | Engagement tracker spreadsheet & equalities data (live document for each project, submitted quarterly via Quarterly Report form) | Test and Learn documents likely to be diverse formats: eg consultant reports; summaries by project leads; summary of conversations by MW etc. | | |
| Engagement: what/ how | | | | |
| Engagement: learning | | | | |
| Engagement: do differently? | Development Phase Research, Evaluation and Learning Project Snapshot (two sides) | | | |
| Engagement: who? Including equalities info | | | | |
| Project deliverables, relationship to programme aims, objectives, outcomes | | | | |
| Planned project activity (devt) | | | | |
| Planned project activity (del) | | | | |
| Summary of commissioned work | Research and KE strand Commissioned Work (1): Monitoring and Evaluation Plan | Monitoring and Evaluation Plan | Production of commissioned work by consultants/contractors overseen by Mike Woolvin. Some additional collation and editing may be required for inclusion in Stage 2 Application/Main Programme Report. Finalised May 2023. | |
| Test and learn: What will be tested? Why? How? By who? | | | | |
| Schedule of conversations for reflection | | | | |
| | Research and KE strand Commissioned Work (2): Net Zero Review | | | |
| | Research and KE strand Commissioned Work (3): Online Evidence Repository Review | | | |