

## CORPORATE PLAN REPORTING

Conservation and Land Management	
Priority I – Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management	
Key Work Areas	Update
<ul style="list-style-type: none"> <li>Deliver peatland restoration and woodland expansion targets</li> </ul>	<p>Peatland Action awarded £1.3million in 2018/19 for ten projects covering 1052 hectares. This year a further 9 projects approximately covering 2500 hectares are in the pipeline with a budget of £1.5m. The national budget for Peatland Action is £3m so competition will be high for funds.</p> <p>Woodland expansion is progressing well in some key areas through deer management e.g. on Mar Lodge Estate and the 'Cairngorms Connect' Estates (owned by RSPB, Wildland Ltd, Forest and Land Scotland and SNH). We are also in discussion with a number of other private estates potentially leading to some large schemes of 200ha or more. In the six East Cairngorms Moorland Partnership estates we anticipate woodland expansion of 2-3000 hectares over the next ten years, the majority of which will be through regeneration on Mar Lodge estate. Across the National Park as a whole we need to see greater uptake of the Forestry Grant Scheme if we are to achieve NPPP targets.</p>
<ul style="list-style-type: none"> <li>Develop and deliver Cairngorms Nature Strategy with wider partnership</li> </ul>	<p>The review of the first Cairngorms Nature Action Plan (2013-2018) was well received by stakeholders and partners at the Cairngorms Nature seminar in June 2018. The on-line report <a href="http://cairngorms.co.uk/working-partnership/national-park-strategies/cnap">http://cairngorms.co.uk/working-partnership/national-park-strategies/cnap</a> describes the partnership's main achievements and progress against targets. The next 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 Plan.</p>
<ul style="list-style-type: none"> <li>Deliver Capercaillie Framework</li> </ul>	<p>The £550,000 HLF and LEADER supported development phase is ongoing with work focussed on identifying where residents and visitors can play a part in capercaillie conservation. The pilot programme of community engagement work in Carr-bridge is putting people at the heart of conservation decision making, complementing audience development work with other communities of place and interest, work to establish more information about the capercaillie population and work to develop proposals for woodland expansion and enhancement. Learning and evidence from the development phase will support a second round application for a £3.5 million delivery phase in March 2020.</p>

**Priority 2 - Ensure deer management is focused on delivering public interest priorities specifically the expansion of native woodlands and peatland restoration**

<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>Utilising funding from SNH, Habitat Impact Assessments (HIA) carried out over balance of landholdings within West Grampian Deer Management Group (DMG) and South Deeside North Angus DMG. Woodland deer population and impact assessment project launched across Abernethy and Rothiemurchus (Cairngorms Speyside DMG). Other HIA projects agreed for Spring 2019 across Dorback, Phoinies, Ralia (possibly Delnabo), funded by estates (CSDMG). 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. Facilitating ongoing review and discussion of culling regimes to meet different land use policies between Wildland, Atholl, Dalnacardoch.</p>
<ul style="list-style-type: none"> <li>Work closely with Deer Management Groups to deliver public interest priorities</li> </ul>	<p>Association of Deer Management Groups (ADMG) initiated 'Health Check' review of Deer Management Plan implementation (public interest priorities) carried out, prior to SNH review of all DMGs in 2019, across Cairngorms Speyside DMG, South Deeside North Angus DMG, West Grampian DMG, Upper Deeside DMG, East Grampian DMG. Results reported to DMGs, ADMG, SNH. The review is ongoing with reporting expected in September 2019. Working with SNH, South Deeside North Angus DMG and East Grampian DMG regarding cull planning to address Caenlochan SAC impacts.</p>

**Priority 3 - Support sustainable moorland management to deliver greater habitat diversity and good management practice**

<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Deliver with estates the work programme of the East Cairngorms Moorland Partnership</li> </ul>	<p>Work Programme agreed covering potential for 9 individual ECMP project topics.</p> <p># Initial phase of Wader Monitoring project (in partnership with BTO) complete and set to continue for a second year in 2019.</p> <p># Peatland Restoration projects underway on Balmoral, Invercauld, Mar. Potential projects identified for 2019 on Glenavon, Glenlivet, Mar Lodge.</p> <p># Recent woodland expansion and potential quantified. We anticipate woodland expansion of 2-3000 hectares over the next ten years.</p> <p># Discussions with ECMP and local Raptor Study groups on numbers of raptors breeding on the estates has helped develop a shared understanding of raptor status. More fieldwork planned in 2019 to provide more detailed information.</p>

	<p># Muirburn plans reviewed and mapping in progress with all six estates indicating areas of 'no burn'.</p> <p># Collecting and collating data on wildlife management (including Mountain Hares) with view to development of a planned management approach. Implementation of mountain hare monitoring as developed by JHI/GWCT continues.</p> <p># Engaging People: developing proposal for Ballater-based interpretation facility.</p>
<ul style="list-style-type: none"> <li>Establish a Cairngorms Upland Advisory Group</li> </ul>	Cairngorms Uplands Advisory group met for the first time in March 2019. It was an initial set up meeting to set out remit and 'ground rules'. It was well attended and already has stimulated some useful suggestions for CNPA playing a lead role in developing policies of National interest e.g. use CUAG to help develop Best Practice Guidance for ATV use in the uplands.
<ul style="list-style-type: none"> <li>Eliminate raptor persecution and develop wildlife tourism project around raptors</li> </ul>	5 special constables appointed in CNP. Work on developing a wildlife crime raptor tracker with BTO ongoing. Discussions with Werritty 'grouse management review' ongoing. It is intended that the Ballater interpretation will include elements of raptor conservation/interest but this will rely on raptors maintain territories across their natural range.

## Visitor Experience

**Priority I - Continue to ensure visitor infrastructure meets the expectations of visitors to the National Park and help deliver a sustainable tourism economy**

Key Work Areas	Update
<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> – funding and planning consent in place to complete construction autumn 2019. Work also underway with THC and MC to update information and interpretation on the new route.</p> <p><b>Deeside Way</b> – Braemar to Invercauld Bridge planning consent approved with funding being investigated.</p> <p><b>Mountains &amp; People</b> - 67% of mountain path improvements complete</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 twice yearly. Programme is on target with the exception of delays in VS Total Quality Destination Programme.</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 both scheduled for completion in 2019.</p>

**CAIRNGORMS NATIONAL PARK AUTHORITY**  
**Formal Board Paper3 Annex I 14th June 2019**

<ul style="list-style-type: none"> <li>Progress with delivery of Cairngorm/Glenmore Strategy</li> </ul>	<p>Forestry &amp; Land Scotland is developing visitor management plan including the RTIF project above HIE having commissioned an uplift review to determine future development at Cairngorm is evaluating long term opportunities while improving the visitor interpretation at Coire Cas in 2019.</p> <p>Funicular is closed for 2019 while engineering investigations are fully evaluated. CNPA is attending the Funicular Response Group which is coordinating the future. HIE has provided Aviemore and Glenmore Community Trust (AGCT) a funding package of over £90,000) to support their development of detailed plans for community ownership of the Cairngorm Mountain Ski Resort.</p>
<b>Priority 2 - Increase physical activity in both residents and visitors and support delivery of Scotland's Natural Health Service</b>	
<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> – CNPA in partnership with Highland Council, Hitrans, Sustrans, NHS Highland and AVCC has completed Stage 1 Project Development study into improving multi-use transport in Aviemore. Funding is agreed to produce detailed designs by 2020. Detailed designs are being produced for the area leading into the new hospital with £200,000 funding secured for build with match funding anticipated once the design is agreed.</p> <p>CNPA is now supporting <b>16 Health Walk</b> groups within the National Park with those outwith the Park supported by local authorities.</p>
<ul style="list-style-type: none"> <li>Expand and deliver volunteering programme and specifically Volunteer Rangers</li> </ul>	<p><b>14 volunteer rangers</b> trained with 12 more completing training in June 2019 as part of our ongoing project supported by Cairngorms LEADER. Work underway on sustaining volunteer work developed by Mountains and People project.</p>
<b>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>	
<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>3357</b> people completed a <b>John Muir Award</b> in and around Cairngorms by Oct 2018.</p> <p><b>66</b> young people trained as <b>Junior Rangers</b> in 2018. Junior Ranger programmes will start again in June 2019.</p>
<ul style="list-style-type: none"> <li>Work with Inclusive Cairngorms and partners</li> </ul>	<p>Inclusive Cairngorms is currently working as an 'on-line' consultation group.</p>

to reduce barriers and encourage participation.	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.
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## Rural Development

### Priority 1 - Support delivery of housing for local needs through an efficient and effective planning service

Key Work Areas	Update
<ul style="list-style-type: none"> <li>Develop and implement Local Development Plan 2020</li> </ul>	Consultation on the proposed Local Development Plan was completed in April 2019 and response are now being compiled into the 'Schedule 4' documents for examination. Work is on target with the Development Plan Scheme and will be formally reported to the Board in August 2019, prior to submission to the DPEA.
<ul style="list-style-type: none"> <li>Support community-led housing in the National Park</li> </ul>	<p>5 communities are now actively looking to develop community led housing projects.</p> <p><b>Dulnain Bridge</b> – Development Trust now established (delivery mechanism). Working Group have undertaken own housing survey and analysis. Site for potential collaboration identified (with the landowner). Rural Housing Fund (RHF) application for feasibility study in progress.</p> <p><b>Braemar</b> – Feasibility study for a housing project nearing completion.</p> <p><b>Ballater</b> – Working group established and looking to update housing needs demands survey whilst investigating potential sites and options available.</p> <p><b>Boat of Garten</b> – Steering group has been established and exploring potential housing sites.</p> <p><b>Tomintoul</b> – Tomintoul and Glenlivet Development Trust (TGDT) have secure feasibility funding to review potential to develop Old School site.</p>

### Priority 2 - Support communities, specifically focussing on the most fragile, to deliver their agendas for change

Key Work Areas	Update
<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>	The hugely ambitious <b>Tomintoul and Glenlivet Landscape Partnership</b> is progressing well. The Discovery Centre and the bird hide, both in Tomintoul are up and running and attracting a lot of visitors. . Fantastic work has been achieved on farms to improve the water environment including bank stabilisation with woody debris and live willow spiling and more recently removal of obstructions to migrating salmon. Stabilisation of Blairfindy Castle, first stages of developing Scalan Mill and path building on the Speyside Way Spur have all started. The Tomintoul and Glenlivet – Cairngorms Dark Sky Park (DSP) was launched in December in Tomintoul and this has led to extremely detailed application for funding for a £1.3m observatory facility that will work extremely well with the DSP.

	<p><b>Badenoch Great Place Scheme</b> is now established with Board and Team meeting regularly. Project Officer, employed by Voluntary Action Badenoch and Strathspey started in April. The first commissioned studies are reporting over summer 2019.</p>
<ul style="list-style-type: none"> <li>Support community organisations to deliver projects that help deliver NPPP</li> </ul>	<p><b>VABS</b> is working on Community Action Plan reviews in Laggan and Blair Atholl. Key partner in the BGPP, sitting on Board, Team and employing project officer.</p> <p><b>MAP</b> – Supported creation of the Upper Donside Business &amp; Tourism Group, LEADER Application for a community transport initiative in Upper Donside and ongoing support for the Braemar Care Initiative.</p> <p><b>Inverallan 2020</b> – support with HLF and LEADER applications to develop a community facility and secure future of building for public use.</p> <p><b>Grantown YMCA</b> – secured LEADER funding for development of community cinema</p> <p><b>Tomintoul and Glenlivet Development Trust</b> - now has 254 members, 9 paid employees and 20+ active volunteers. Regular advice, guidance and support to the Board and PO to deliver their 2018-22 Strategic Plan. They now have two operation assets, the newly renovated Discovery Centre (which recently celebrated 10,000<sup>th</sup> visitor) and The Smugglers Hostel. In addition to growing these assets, the Trust have delivered successful events (Skerryvore and Go Wild) and are investigating possible new income generating schemes. HIE have recently funded a governance health check and a facilitation process as some sensitivities have arisen with local businesses as the Trust progresses towards financial self-sustainability.</p> <p><b>AOCC</b> – Have submitted a joint application with CBP to Brexit Stakeholder Engagement Fund to run 2 x workshop on Brexit impact on rural communities. Not heard back yet.</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 32 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. There is some potential that remaining unfunded “pipeline” projects may be funded through residual allocations recovered centrally by Scottish Government. However, this position is uncertain and project applicants are being made fully aware of the limited funds currently available and therefore of the risks in working on project applications at this time.</p>

<b>Priority 3 - Work closely with the business community and partners to support a sustainable Park economy</b>	
<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 Economic Strategy has been reviewed with partners including HIE, local authorities and Cairngorms Business Partnership and an Economic Action Plan will be consulted on from June 2019.
<ul style="list-style-type: none"> <li>Ensure impacts of A9 dualling are understood and addressed where appropriate by the Park Authority</li> </ul>	CNPA has fed back on various section A9 dualling project. Objection remains on section between Aviemore and Carrbridge in relation to lack of provision for non-motorised users.

<b>Corporate Services</b>	
<b>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>	
<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>Most of the actions of ODS2 have been completed and we are commencing the process of drafting the next phase of the Organisational Development Strategy (ODS3). An all staff away day took place at Glenmore Lodge which included an improvement workshop to help identify potential improvement projects to be taken forward as part of the ODS3. Other interventions that will inform the ODS3 include action planning from the senior management “Insights” training event; proposals around positive mental health that have emerged through the introduction of Mental Health First Aider training and policy development; the Best Companies Staff Survey which will take place in September/October.</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>	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 Performance Management Policy, Supporting Staff Through Menopause Policy, and the Unreasonably Demanding Correspondence Policy.
<b>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	Update
<ul style="list-style-type: none"> <li>Complete extension project</li> </ul>	<p>Extension completed in August, and staff moved in to the building. Operation of the extension to date has been very successful, with the formal opening held on 16 November.</p> <p>The final account for the development is now drafted and subject to final verification. The figures indicate that the development remained on budget and rental for the extension has now commenced on basis of expected values.</p>
<ul style="list-style-type: none"> <li>Implement GIS Strategy</li> </ul>	<p>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, and also some interruption in communications with consultants. We are not as far forward with this work as hoped by the end of 2018/19 and this will need added impetus in 2019/20.</p>
<p>Implement cyber security framework and wider IT development</p>	<p>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.</p> <p>Procurement for implementation of Customer Relationship Management (CRM) and enhanced Document and Records Management System (DRMS) was completed in this reporting period with final contractor interviews being held in Development and implementation of phase I, the CRM started in January 2019 and we aim to roll-out the system over the summer of 2019. Staff changes and work prioritisation have led to a short delay in our original roll-out plans of May/ June 2019. However, this delay has not significantly impacted project objectives.</p>

**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**

Key Work Areas	Update
<ul style="list-style-type: none"> <li>Deliver corporate support to Scottish Land Commission, and charitable and community organisations.</li> </ul>	<p>HR support (policy development, caseload and payroll) for SLC commenced in January 2018, and is ongoing. CNPA provide payroll service to Outdoor Access Trust for Scotland. 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.</p>
<ul style="list-style-type: none"> <li>Provide accommodation</li> </ul>	<p>Grantown Archive Project using Grantown office temporarily for archiving work. The Grantown office has also been</p>



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.
<b>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</b>	
<b>Key Work Areas</b>	<b>Update</b>
<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> <p>Our external audit is due to commence in June and draft accounts highlight the Authority has achieved very close to the targeted break-even position for 2018/19.</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 progressing extremely well with positive publicity on the Developing Young Workforce blog – <a href="https://dywich.co.uk/blog/reece-musgrave-apprentice-it-technician-cairngorms-national-park?platform=hootsuite">https://dywich.co.uk/blog/reece-musgrave-apprentice-it-technician-cairngorms-national-park?platform=hootsuite</a> Hill Tracks Intern appointed in May 2019 on a 3-month contract; two work shadowing opportunities supported in partnership with UHI.</p>
<b>Communications</b>	
<b>Priority I - Deliver the Communication and Engagement Strategy and increase awareness, engagement and involvement with the Park</b>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Digital Communications &amp; Social Media</li> </ul>	<p>A Digital Communications strategy has been prepared and is being implemented. The Communications &amp; Engagement Strategy has set targets to increase awareness through digital communications by achieving 400,000 website sessions and 50,000 social media followers by 2022. During 2018 we achieved 240,968 website sessions and 33,000 social media followers with a combined reach of our social media content at almost 4 million. An <a href="#">overview of our digital performance</a> during 2018 was presented to the CNPA Board in March 2019.</p>
<ul style="list-style-type: none"> <li>Campaigns: Cairngorms Nature, Active</li> </ul>	<p><b>Cairngorms Nature:</b> Following consultation the <a href="#">Cairngorms Nature Action Plan 2019-2024</a> was launched alongside the <a href="#">Forest Strategy</a> with delivery partners and interested parties on 1 March. To raise the profile with MSPs and key</p>

Cairngorms & 'Make it Yours'	<p>stakeholders an exhibition and lunchtime event sponsored by Graeme Dey MSP took place at Holyrood in February to showcase the Cairngorms Nature Partnership and discuss the ambitions, opportunities and challenges over the next five years. In addition, Cairngorms Nature is promoted via the Cairngorms Nature Big Weekend, Volunteering Cairngorms and the Capercaillie Framework project. To date Cairngorms Nature has over 19.9K social media followers.</p> <p><b>Active Cairngorms:</b> Wee Walks Week will take place 5-19 September and will focus on encouraging less active residents and visitors to 'get out' for a short walk for both function and enjoyment, and encouraging school involvement. It will also celebrate and promote the 16 health walks groups in the Park. In order to encourage greater path use we are creating a mobile phone app to allow the 17 community path leaflets to be accessed in this way. Active Cairngorms is promoted via the Cairngorms Nature Big Weekend, Volunteer Cairngorms and our social media activity. To date Active Cairngorms has 3,759 social media followers.</p> <p><b>'Make it Yours':</b> MIY is presented to over 100 visitor facing staff each year and partnership agreements are in place with 11 Local Information Centres across the Park. Branded Merchandise continues to support the Cairngorms Trust fundraising efforts and the Trust has launched a new approach to collect voluntary donations from businesses, residents and visitors for community-led conservation and outdoor recreation projects in the Park. The 5-yearly visitor survey starts in May with 2,500 people being interviewed across the Park throughout the year. The full results will be available in summer 2020 and will direct our visitor services work. Facing a challenging winter with a closed funicular railway this year's marketing budget has been used to promote the visitor experience on the western side of the National Park with CBP leading this work. The BBC Winter Watch, Spring Watch and Autumn Watch programmes will also raise the profile of the Cairngorms National Park across the UK.</p>
<ul style="list-style-type: none"> <li>• Deliver stakeholder engagement &amp; events</li> </ul>	<p>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. This new approach will be managed by the Management Team and Organisational Management Group and will be reviewed on a quarterly basis.</p>
<ul style="list-style-type: none"> <li>• Corporate Communications: publications, consultations, media &amp;</li> </ul>	<p>The consultation on the <u>proposed Local Development Plan</u> ended in early April and a final plan will be submitted to Ministers in September 2019. <u>CNPA's Annual Report 2017/18</u> was submitted to Ministers and published on our website in autumn 2018 and Bòrd na Gàidhlig approved the second iteration of the <u>CNPA's Gaelic Language Plan</u> which has been published on our website in both Gaelic and English. The Economic Action Plan will go out for consultation in June. The</p>

issues management, Gaelic Language Plan	EUROPARC conference report has been published on the <u>EUROPARC Federation website</u> and the <u>Youth Manifesto</u> launched at the conference has led to the Cairngorms National Park Authority developing a Youth project to take forward the recommendations presented in the EUROPARC Youth Manifesto.
<b>Priority 2 - Ensure high quality internal communications that help to deliver the key priorities of the Corporate Plan</b>	
<b>Key Work Areas</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Organisational Development Strategy</li> </ul>	An all staff away day took place at Glenmore Lodge which included an improvement workshop to help identify potential improvement projects to be taken forward as part of the next Organisational Development Strategy. CNPA was also highly commended in the Family Friendly Awards in March and the new building extension has been shortlisted for the Royal Incorporation of Architects in Scotland (RIAS) design award as one of 19 shortlisted buildings from over 80 entries.