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# CAIRNGORMS NATIONAL PARK AUTHORITY

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## DECISION

**Title: TACKLING CLIMATE CHANGE/PROMOTING SUSTAINABLE LIVING AND WORKING IN THE CAIRNGORMS NATIONAL PARK**

**Prepared by: Jane Hope, Chief Executive**

### **Purpose**

Further to recent informal discussions, to decide what the CNPA's role should be in respect of climate change issues.

### **Recommendations**

- a) agree the role set out at paragraph 31; and
- b) agree the allocation of the resources as set out at paragraph 32.

### **Executive Summary**

There is currently much work in hand by others in respect of mitigation of, and adaptation to, the effects of climate change. The CNPA should not duplicate this – the question is whether there is scope to fill gaps, or add value to the work of others, in a way that is specific to the needs of the National Park. It is proposed that the CNPA role could have 4 elements:

- a) ensuring that the guiding principle of climate change is embedded in the work of the National Park Delivery Teams;
- b) communicating the message of climate change – its importance to the Cairngorms National Park, what we (collectively as partners) are doing; what individuals can do; the progress we are making.
- c) Offering financial support to effective projects through a “sustainability” fund.
- d) Making sure that our own activities as an organisation are sustainable.

To deliver this role effectively it is estimated that 1.5 new posts are needed, focusing on communications, and driving forward the internal greening activities. In addition, work of existing posts would be focused on climate change mitigation and adaptation.

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## TACKLING CLIMATE CHANGE/PROMOTING SUSTAINABLE LIVING AND WORKING IN THE CAIRNGORMS NATIONAL PARK – FOR DECISION

### Background

1. The Board had a discussion on climate change on 20 April, informed by a series of presentations from the private, public and voluntary sector. A board paper was also presented, indicating what the CNPA is already doing; the wide range of work already underway by many different organisations; the provision in the National Park Plan; and possible opportunities for new initiatives but making clear that this would require additional resources. That paper is attached for reference.
2. To enable us to plan ahead, the current paper seeks a decision on what the CNPA's role should be, and what resources we should devote to work on "climate change". This decision is sought in advance of developing the Corporate Plan 0811 (which we expect to bring to the Board for discussion in September), and will be factored into the drafting of that plan.

### Relevant Factors

3. The following factors emerged from the 20 April discussion and subsequent thinking:
4. Action should focus on the particular relevance to the National Park:
  - a) The Cairngorms is important as the last refuge for certain mountain habitats and species in UK;
  - b) There is an expectation that a National Park (not just a National Park Authority) should be a place demonstrating good practice on sustainability; indeed the National Park's second aim is "to promote sustainable use of the natural resources of the area".
5. Given the huge (and bewildering) amount of work and activity already well underway, we should not claim to be "leading" work in this field; and we should not duplicate what others are doing. The question is whether there is a particular need for more emphasis on certain aspects in the Cairngorms National Park:
  - a) Are there gaps in current work?
  - b) Can we add value to what others are trying to do, either by offering financial support, and/or using the iconic status of a National Park to add weight?
  - c) Is there scope for coordination?
6. The biggest challenges, and biggest gains, are from persuading people to change their behaviour. The most often identified gap is good advice and information, although the point was made during the discussion in April that simply "telling" is not enough; finding ways of engaging people is the key. This suggests we might focus on the following:

- a) A one-stop-shop for information and advice;
  - b) Clear and accessible advice as to what actions individuals can take;
  - c) Education – getting information to the young; and
  - d) Offering some encouragement to back up this advice in form of grants.
7. The major sources of Carbon emissions are: electricity; heat generation; transport. Actions/advice to reduce our impact on climate change should focus on these.
8. The National Park Plan provides a strategic framework for the actions of all our partners and ourselves – it makes clear reference to the importance of climate change as a guiding principle and many of the actions are clearly aimed at adaptation/mitigation of climate change. Whatever actions we take forward, we need to do as part of the National Park Plan which will provide the point of reference for a “joined up approach” with other stakeholders.

### Options for CNPA Role

9. An indication of the range of work currently taking place (not just by the CNPA) was given in the paper to the 20 April Board (attached for information). Analysis of this together with the points made in paragraphs 4-8 above, leads to the framework presented here in Annex 1. This shows that we already have much work in hand:
- a) “greening” our own organisation;
  - b) Coordinating and overseeing delivery of the National Park Plan. It is our role to embed sustainability/climate change as a guiding principle in the delivery of the Priorities for Action;
  - c) The concordat with the Macaulay institute leading to an assessment of the Carbon footprint (reporting in June) against which we can measure future progress with climate change mitigation actions across the Park; and
  - d) Re-focusing how we use existing delivery mechanisms, such as the Land Based Business Training Project, and our Integrated Grants Programme, to deliver on climate change and sustainable living themes.
10. Within this range of work, there are some actions in the National Park Plan which are very clearly for CNPA to lead on, and are particularly powerful, for example:
- a) Using our planning system to require more energy efficient new buildings.
11. There are two main options for “new” work, where the CNPA could fill existing gaps, add value through financial support, and also add value by using the iconic status of the Cairngorms National Park to raise the profile of the climate change issue. These are also set out in Annex 1 and are as follows:
12. *A dedicated fund* – a “going green” or “sustainable living” fund. If this could gain Scottish Executive funding and support, it could be a development of the Integrated Grants Programme, using the status of the two National Parks to raise the profile of climate change issues and show in a very practical way what action can be taken. The fund would be used to support work already in hand by others as well as

delivering actions already identified in the National Park Plan. Such a fund would work most effectively if used in conjunction with other partners, and mechanisms such as Community Planning. Examples:

- a) energy efficiency in new buildings;
  - b) award for sustainable design in the Park (positive incentive to accompany implementation of Local Plan);
  - c) land management demonstrations to show opportunities for diversification (wood fuel, small scale renewables, flood plain management); and
  - d) set up specific projects related to energy saving; more efficient transport, local food production, etc.
13. The difference between this and our Integrated Grants Programme is essentially one of scale, and hence what it could achieve in terms of really making a difference.
14. **Communications.** In addition to the on-going task of communicating the work of the CNPA, additional resources would allow us to:
- a) Develop clear set of messages about “what you can do” in the Park, and make sure these are well-communicated.
  - b) Develop ways of providing clear, easily accessible information and advice – explore the idea of a one-stop shop for advice on actions and grants or support
  - c) Get messages to visitors via existing visitor attractions. Developing this idea further would take staff time, and in due course financial resources.
  - d) Help with the action of ensuring that we make use of the formal education sector.

### Overview and Implications for Resources

15. The potential scope for work on climate change is huge. We need to stay true to our philosophy of working with our partners; adding value to work already in hand; filling the gaps. This points to our role potentially comprising the following 4 elements:
- a) ensuring that the guiding principle of climate change is embedded in the work of the National Park Delivery Teams;
  - b) communicating the message of climate change – its importance to the Cairngorms National Park, what we (collectively) are doing; what individuals can do; progress we are making;
  - c) offering financial support to effective projects through a “sustainability” fund; and
  - d) making sure that our own activities as an organisation are sustainable.
16. Can this role be delivered within the current resources? While much of this can be delivered through existing posts, not all of it can. We see three options
17. *Option 1: No additional resources.* We would be able to deliver the most significant element of our role, and arguably pivotal, that of ensuring that sustainability/climate

change is embedded in the delivery of the National Park Plan. The current allocated post (formerly the National Park Plan officer, now re-styled as Strategic Policy and Planning Officer) will take responsibility for this, along with developing the monitoring process and the performance indicators, including overseeing the Macaulay work on assessing the carbon footprint (which will become an indicator in itself). Individual Groups within the CNPA would, as now, take forward individual actions/working with others to ensure these actions are delivered.

18. The risks are implicit in the limitations of this option, which could lead to our being perceived to do too little:
  - a) Progress with internal greening will not be quick.
  - b) Our ability to communicate effectively the achievements of the National Park Plan on climate change, and hence raise the profile, will be limited. We envisage that communications work associated with the National Park Plan is liable to exceed our current capacity, especially if we wish to put particular emphasis on reporting/communicating the climate change elements of this.
  - c) We can use the Integrated Grants Programme, and require applications to meet sustainability criteria; but the funds we have available for new projects to make a significant difference in real as well as profile terms, will be limited.
  
19. *Option 2: Refocus some existing work and posts.* In addition to paragraph 17 above, we have the option of re-focusing some current posts/work. For example, the Integrated Grants Programme could be re-focused, implying that some streams or stands which we might have included, would be shelved. Work in individual groups could be more explicitly focused on climate change related issues. (For example, one post in the NHLM Group is already looking at the promotion of sustainable land management as a significant contribution to efforts to reduce the carbon footprint, and also to assist with adaptation of wildlife and habitats.) This requires no additional resource, but carries some risks, namely: – that we find we cannot in practice drop other streams of work; we try to do too much; mission drift from the outcomes already agreed in the National Park Plan. Given the pressures we are currently under, these risks are real.
  
20. *Option 3: Additional Resources.* Allocating additional resources would relieve the constraints identified in options 1 and 2. Importantly, we would be able to make a much more effective job on behalf of all our partners of communicating the progress across the Park on climate change/sustainability; and we would have the capacity to develop the additional communication role set out in paragraph 15(b). We would be able to speed up delivery of the internal greening action plan (looking actively at replacement boiler/ heating plant; actions to reduce heat loss etc); and we would be able to work up a new sustainability fund. We estimate that this would take the equivalent of one and half new posts – one new post in Communications and Strategy Group, and the equivalent of half a post which would focus on driving forward the internal greening agenda (in Corporate Services).

## Policy Context

### *Delivering Sustainability*

21. Self explanatory – the paper's proposal is entirely directed towards the CNPA's actions to deliver this theme in the Corporate Plan.

### *Delivering a Park for All*

22. This paper's proposal has no direct impact on this cross cutting theme, although the communications work aims to get information about climate change to as wide an audience as possible.

### *Delivering Efficiency, Effectiveness and Economy*

23. The proposals make clear that we should not duplicate the work of others, but decide on a role which adds value to the work currently being done by others, or fills gaps.
24. For the CNPA to be effective and make a real and obvious contribution to mitigating and adapting to climate change will require an increase in staff resources, as well as a possible increase in funding allocated to some streams of work (e.g. grants, and other projects). The latter will be decided through each operational plan. New staff resources will be achieved through re-brigading and refocusing the work of some existing posts where this makes sense, but also acquiring the equivalent of 1.5 new posts.

## Implications

### *Financial Implications*

25. The creation of a new post has not been planned for in the Operational Plan, and will add to the staffing complement, albeit temporarily if the post is a secondment or fixed term. The equivalent of 1.5 new posts would add approximately £56k (total employment cost) to our overheads.
26. Money put into a grant scheme, or to support projects, will be dealt with through the usual operational and corporate planning processes for 2008/9 onwards. For this year (2007/08), money is already allocated in the Operational Plan – new opportunities to fund climate change related projects will be considered on a case by case basis, according to the scope within the current plan (bearing in mind that the issue may be one of presentation, since some work is not currently shown under a line "climate change" even though in practice it may be contributing to adaptation or mitigation).
27. There is no guarantee that the Executive would fund a special "sustainability fund", and may prefer to see this funded through our usual Grant in Aid; we will discuss this further, and this may determine what we can achieve in terms of funding to assist projects.

***Presentational Implications***

28. Climate change has rapidly become politically high profile. It is important we are not appearing to simply providing “greenwash”. Much of our work, and particularly that provided for in the National Park Plan, is already helping adaptation or mitigation of climate change effects, and the challenge is to present that work accordingly and in a way that people can understand.

***Implications for Stakeholders***

29. Our main role is in delivering the National Park Plan and ensuring that climate change is properly embedded as a guiding principle. It therefore follows that all our partners and stakeholders will be expected to agree this approach.

**Conclusions/Recommendation**

30. By coordinating the delivery of the actions in the National Park Plan, and ensuring that climate change is embedded as a guiding principle, we will be making a contribution along with all the Park’s partners to the mitigation of and adaptation to climate change effects. However, there remains the risk that without a significant effort on communication, much of this will get overlooked, and we will not be successful in raising awareness of the issue on behalf of the National Park and all its stakeholders; and improving the public’s understanding of what they can do. We therefore recommend that in order to maximise the impact of this work across the National Park we should allocate more resources to the CNPA’s effort.

**Recommendation**

31. Our role in respect of climate change should comprise the following 4 elements:
- a) ensuring that the guiding principle of climate change is embedded in the work of the National Park Delivery Teams;
  - b) communicating the message of climate change – its importance to the CNP, what we (collectively) are doing; what individuals can do; progress we (all partners in the Park) are making;
  - c) offering financial support to effective projects through a “sustainability” fund; and
  - d) making sure that our own activities as an organisation are sustainable.
32. Additional staff resources should be allocated – the equivalent of 1.5 new posts in the area of communications, and corporate services.

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## ROLE OF CNPA

Workstream	Details	Mechanism
<b>Already in Hand</b>		
"Greening" the CNPA as an organisation	<p><i>Buildings/Behaviour</i></p> <ul style="list-style-type: none"> <li>○ Set of organisational greening targets in place (see June 06 Board paper). Could implement more/quicker if more resources.</li> <li>○ CNPA has gained GTBS (Green Tourism Business Scheme) silver award.</li> </ul> <p><i>Thinking/attitude</i></p> <ul style="list-style-type: none"> <li>○ Board papers already require assessment of paper's proposals against standard headings (the cross cutting themes in Corporate Plan), one of which is "sustainability". May need to review effectiveness with which this implemented, and prepare more challenging guidance.</li> <li>○ Communication: embed "tackling climate change" perspective into presentation and reporting of work of CNPA (press notices, annual reports, articles, briefing). Be an exemplar by signing up to/adopting the Scottish climate change declaration.</li> </ul>	Greening Committee of officers; Audit Committee oversee.
Embed guiding principle of Climate Change (chapter 4) into action plans of National Park Plan.	<p><b><i>Actions in National Park Plan:</i></b></p> <p><b><i>Conserving &amp; Enhancing Biodiversity and L/S</i></b></p> <ul style="list-style-type: none"> <li>1e sustainable design guide (supporting Local Plan)</li> <li>3a shared programme of research on threats to ecology</li> <li>3m Map habitat networks to target incentives for enhancing networks</li> <li>3n Programme to reinstate wetland areas; reduce flood pressures</li> <li>3o Programme of bank side engineering</li> <li>3p Collate and publicise results of climate change monitoring, raise awareness</li> </ul> <p><b><i>Public Support for Land Management</i></b></p> <ul style="list-style-type: none"> <li>1f Establish effective advisory mechanism to support land managers deliver priority benefits. Provide training courses (see below for more details of LBBT and CAP).</li> </ul>	Delivery teams, in conjunction with advisory forums and NP Plan officer.



	<p><b><i>Outdoor Access</i></b></p> <p>1i More cycling opportunities through off-road facilities  1k Improve availability of functional walking and cycling routes  3e Market outdoor access opportunities with good links to public transport</p> <p><b><i>Making Business &amp; Tourism more sustainable</i></b></p> <p>2a Promote economic opportunities created by NP status and ensure expert advice is available on sustainable development.  2b Increase use of environmental management plans and accreditation by business  2i Develop innovative schemes to assist land management units develop their economic and environmental sustainability.  3d Make information on specific resource protection issues available to managers and users.</p> <p><b><i>Making housing more affordable and sustainable</i></b></p> <p>3a Prepare sustainable design guide to encourage new development meet high standards of energy efficiency and sustainable design.  3b Introduce programme of innovative activities to promote awareness and understanding of sustainable and energy efficient design.</p> <p><b><i>Raising Awareness and Understanding of the Park</i></b></p> <p>3d Extend use of John Muir Award  3h Develop outreach programme  3i Make use of formal education sector  6b Promote Park as case study and pilot area; a destination for visiting special interest groups  6d Find new ways to make the information, data and collective knowledge about the Park available for everyone to use.</p>	
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<b>Concordat with Macaulay Institute</b>	CNPA a partner in new project lead by Macaulay, with formation of climate change team core funded by SERAD, for delivery of research and adaptation outcomes, tailored to needs of Park. Work to report in June on Carbon footprint of Park, and actions for adaptation.	Findings to be factored into NP Plan action plans by delivery teams.
<b>Re-focus Existing workstreams/projects</b>	<p><b>LBBT /CAP</b> already running relevant courses (Action 1f under PfA Public support for LMs). Scope already being adjusted to cover climate change mitigation/sustainable living. Courses already delivered or planned for:</p> <p><i>Woodfuel and Climate Change</i>  <i>Solar Power</i>  <i>Ticks and Lyme disease</i> (covered impact of global warming to some extent).  <i>Woodfuel Installations</i> – aimed at land managers and will tackle the various issues around Woodfuel installations, including woodland management.  <i>Hydropower</i> - also for land managers, and looking at the potential of installing hydropower plants.</p> <p>Although these courses have a clear and specific focus, the theme that runs through each of them, and the underlying message is climate change and how we can reduce our carbon footprint.</p> <p>Package of courses currently being considered under the banner of a <i>Sustainable Lifestyle</i>.</p> <p><b>LBAP</b> to some extent covered above, as a mechanism for supporting delivery of PfA Conserving &amp; Enhancing biodiversity.</p> <p><b>JMA</b> Already covered above as mechanism for delivering Action 3d Raising Awareness of the National Park.</p>	<p>Programme of courses responding to demand/ more likely to attract funding.</p> <p>LBAP Steering group partners direct the project (CNPA, SNH, Councils)</p>

	<p><b>Financial incentives/grants.</b>                  Current Integrated Grants Programme is under review .Whatever its next form:</p> <ul style="list-style-type: none"> <li>○ we have scope to include strand specifically on climate change/ sustainable living; or</li> <li>○ present the whole Programme as being focused on the climate change mitigation/adaptation aspects of various streams of activity (e.g. climate change aspects of tourism, communities, schools, land management).</li> </ul>	<p>CNPA Board decide on future of IGP later in 2007 following review. SNH also contribute.</p>
<p><b>Additional Work</b></p>	<p><b>Sustainability Fund</b> –as extension of Integrated Grants Programme (IGP), create a fund to which partners contribute, and which we encourage SEERAD to explicitly support. Would be used to support work already in hand by others (e.g. HICEC), as well as delivering actions already identified in the National Park Plan (see section above) and give added impetus to this within the Park. Examples:</p> <ul style="list-style-type: none"> <li>○ energy efficiency in new buildings;</li> <li>○ award for sustainable design in the Park (positive incentive to accompany implementation of Local Plan)</li> <li>○ land management: developing renewables; demonstrate approaches (woodfuel and habitat connectivity and natural floodplain management)</li> </ul>	
	<p><b>Communications</b></p> <p>Develop clear set of messages about “what you can do” in the Park, and make sure these are well-communicated.</p> <p>Clear, easily accessible information and advice – explore the idea of a one-stop shop for advice on actions and grants or support</p> <p>Get messages to visitors via existing visitor attractions. The recently developed vision</p>	

	<p>of Cairngorm Mountain as a Centre for the Mountain Environment, and its appropriate location, suggests it could be an inspiring place to learn about the issue of climate change, and hence an effective means of getting message across about climate change and impacts on the National Park, and actions people can take in mitigation. Developing this idea further would take staff time, and in due course financial resources.</p>	
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