

1. Duties as the outdoor access authority effectively and efficiently delivered									
1	1	Provide secretariat, prepare papers, implement LOAF communication strategy; Organise annual conference	VSR					Five meetings of LOAF held. The Forum providing a useful advisory role. Annual report produced.	Green: LOAF is now providing very useful advice on wide range of matters. Meetings are open to the public and papers are on website. Two new members have been appointed.
1	2	Develop systems to uphold access rights	Uphold of access rights; Report on progress to Scottish Executive	VSR				All access issues logged immediately and investigated within three months	Green: 54 out of 104 access issues reported to date have been resolved. LOAF are routinely updated and paper is on website.
1	3	Publicise the Scottish Outdoor Access Code and promote responsible behaviour	Publicise the Code; Provide training for target groups as agreed with SNH;	VSR				Guidance leaflet for land managers produced. Golf course managers workshop held.	Amber: Good progress with Code promotion generally but land manager leaflet has been postponed due to avoid potential overlap with NFUS national leaflet
1	4	Develop Core Paths Plan by February 2008	Lead two rounds of public consultation	VSR				Initial consultation successfully completed. Options for criteria for selection of Core Paths to be presented to Board.	Green: Board has agreed criteria that led to development of a network of proposed core paths
1	5	Electronic path management system through GIS	Populate and update the system; Maintain system	VSR				Historical casework data all loaded.	Green: In hand as part of the core paths planning project
Goal 1	Outdoor Access Authority								
2. National Park Plan in place by the end of 2006									
2	1	Conduct a public consultation on the Park Plan.		COM				Receive responses from 95% of partners listed in Annex 1 of Looking to 2030	Green - NPP consultation completed on time with responses received from 63 organisations and 61 individuals representing at least 95% of the partners listed in Annex 1 of Looking to 2030. A consultation report was produced and submitted to Ministers with the NPP in December 2006.
2	2	Agree a finalised Park Plan in the light of comments		COM				Board agrees finalised Park Plan for submission to Ministers in December 06.	Green - Following the consultation process changes were incorporated and the final NPP was approved by the Board 1 Dec, endorsed by the Panel of Jointed up Government on 4 Dec and submitted to Ministers 7 Dec '06.
2	3	Agree performance indicators for the National Park.		COM				Board and partner organisations agree "health indicators" by end of March 07.	Amber - initial work has taken place to identify a mechanism to identify 'health indicators' for the Park but agreement with partners has been postponed until March '08.
2	4	Print and distribute the final plan.		COM				Distribution by end of March 07.	Green - The NPP was approved by Ministers 15 March '07, the NPP was formally adopted on 20 April '07 and distributed w/c 23 April '07.
Goal 2	National Park Plan								
3. Local plan for Cairngorms National Park adopted by Spring 2007 (P1)									
3	1	Autumn 2006 - Finalised Draft of Local Plan placed on Deposit.							

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
3	2	Community Consultation Autumn/Winter 2006	Organise with LP Co-ordinators	PDM					Successful round of community consultation events Oct/Nov 2006 to Feb 2007.	Amber - consultation will take place from May until end Sept 2007 in line with new timetable.
3	3	Summer 2007 - Local Plan Inquiry.	Organise with SEIRU	PDM					LPI date set by SEIRU in summer 2007.	Amber - once on deposit will get date from SEIRU, likely to be mid 2008.
3	4	Late 2007 - Reporters' Report.	Receive, digest, secure agreement on any revisions	PDM					Receipt of Report by end 2007.	Amber - likely to get report end 2008.
3	5	Spring/Summer 2008 - Adopt Local Plan	Report to Committee & secure adoption.	PDM					Planning Committee/Board resolves to adopt CNP Local Plan by end summer 2008.	Amber - resolution to adopt not likely until early 2009.
3	6	Publish Adopted Version - Summer 2008	Print, advertise, distribute plan.	PDM					Plan printed, advertised and distributed by end summer 2008	Amber - new date for publication of adopted plan likely to be Spring 2009.
3	7	Monitor Local Plan Implementation	Joint LP/DC activity.	PDM					Monitoring systems in place and being followed.	Amber - systems being developed in tandem with local plan.
3	8	Prepare, consult on & Publish Supplementary Planning guidance	Develop with communities to build on local plan policies - design, hill tracks etc.	PDM					SPG adopted following consultation.	Amber - design guidance in course of preparation, hoping to bring to members late summer 2007, consult and have adopted late 2007/early 2008.
Goal 3	Local Plan									
4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park (P1)										
4	1	Finalise housing policies for draft Local Plan (PDC)	PDC Input in line 21 above.	PDM					Local Plan with housing policies formally placed on deposit Oct/Nov 2006.	Amber - see above. June/July 2007.
4	2	Update Cairngorms Housing Strategy	Co-ordinate partner activity and share best practice	ESD					Finalise 'Making Housing Affordable and Sustainable' priority for action in Park Plan.	Green - Priority for action finalised. Internal co-ordination team formed and external delivery group to be formed drawing together key partners from the Cairngorms Housing Group (which will discontinue as a standing group).
4	3	Work with SRPBA to investigate the potential for landowners to meet local housing needs	Continue to develop/influence the strategic framework for housing	ESD					Training and leaflets for landowners on grant and delivery mechanisms, possible contribution to Landlord Forum, Rural Landlord support service	Green - Training session held via LBBT. Joint project with SRPBA to identify and progress development of vacant/redundant buildings for affordable housing underway. Working with SRPBA, Princes Foundation, etc on development guide for landowners.

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
4	4	Work with the Crofters Commission to investigate the potential for crofts to meet local housing needs	Continue to develop the evidence base through research and survey work	ESD					community needs assessments in Grantown on Spey, Cromdale and Dulnain Bridge	Green - Project has gone out to tender. Developing links with planned ACDM Ltd community engagement work. Meeting to be held with community planning contacts to develop broader park wide framework for future community needs assessments.
4	5	Work with Forestry Commission to pilot housing project	Pilot new approaches in policy and practice	ESD					final feasibility study	Green - Study completed. Implementation being progressed.
4	6		Local Lettings Initiative	ESD					see Housing Evidence base	Green - Superseded by Community Needs Assessments work.
4	7		Rural Housing Enabler	ESD					community assessments for Ballater and Braemar	Amber - Housing needs survey has taken place in Braemar. Survey in Ballater has been deferred to tie up with Princes Foundation planning activity.
Goal 4	Housing									
5. All plans, policies and actions developed through a transparent decision-making process that engages with stakeholders on a two-way basis (P1)										
5	3	Develop co-ordinated approach to consultations	develop relationships with community gatekeepers and support broadening of community representation	ESD					range of relevant community gatekeepers supported increased networking	Green - Community engagement ongoing and links through community planning being further developed.
5	4	Provide opportunities for public feedback		COM					Community Engagement Standards in place by December 2006	Green - Community Engagement Standards have been prepared and tested as part of the initial Core Paths Planning consultation exercise
5	5	Put in place standards for public consultation.		COM					Community Engagement Standards in place by December 2006	Green - Community Engagement Standards have been prepared and tested as part of the initial Core Paths Planning consultation exercise
5	6	Put in place a guide to using Plain English in all communications, with appropriate training		COM					Include Plain English as part of CNPA core competency/induction training available to all staff by Dec 2006	Green - Plain English guidelines have been distributed to all staff and training will be included as part of the CNPA core competency/induction training programme available to all staff.
5	8	Undertake research to develop a structured process for decision making in dealing with conflict.		SPP M					currently on hold	
Goal 5	Transparent decision making process									
6. Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective. (P1)										

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
6	1	Establish benchmarks for responding to letters / email / information requests.	Review and revise service standards / benchmarks.	CS	Green	Yellow	Red	Red	Service standards for responding to correspondence are agreed and understood by all staff by March 2007.	Red: this activity not progressed in year. Activity will be carried forward into 2007/08 plans.
6	2	Carry out opinion polling to measure stakeholder perceptions of our work.	Phase 2 opinion polling to take place during 2007/08	COM	Green	Green	Red	Red	Stakeholder opinion poll demonstrates a clear understanding of the role and contribution made by CNPA	Red - It was agreed that a stakeholder opinion poll will not be carried out until 2008/09
6	3	Develop standards for clear, robust, non-bureaucratic decision-making processes which allow transparent, evidence-based decision-making	Review policy and procedures against decision-making standards	COM	Red	Red	Red	Red	currently on hold	Red - currently on hold
6	4	Monitor implementation of freedom of information legislation.	Monitor implementation of freedom of information legislation.	CS	Green	Green	Yellow	Yellow	The discharge of the Authorities FoI responsibilities is logged and reviewed, with all responses meeting target.	Amber: register of FoI requests in place. Reports presented to Management Team and Audit Committee. 1 instance noted (Dec 06) of 2 day delay in response.
6	6	Review and Develop Corporate Plan for 2008/09 to 2010/11	Review 2005 to 2008 Plan and develop 2008 to 2011 Plan.	CS	Green	Green	Green	Green	Outline Corporate Plan 2008 to 2011 is developed and submitted to Scottish Executive by end January 2007.	Green: this work in hand within Authority. Scottish Executive have postponed their timing for submission of information until Summer 2007.
6	7	Establish and communicate operational plans.	Establish and communicate operational plans.	CS	Green	Green	Green	Green	Operational Plans are established, delivery of them monitored, with plans and progress communicated to Board and staff.	Green: ongoing Operational Plan activity and financial monitoring in place and integrated with strategic risk management
6	8	Internal Communications		COM	Green	Green	Green	Green	Staff survey demonstrates internal comms meets the needs of CNPA staff	Green - Staff survey was completed in June '06 and internal communications processes improved to meet the needs of CNPA staff
6	9	Review effectiveness of CNPA accounting system and management reports		CS	Green	Green	Green	Green	The Authority efficiently and effectively controls its finances and produces fit for purpose management reports.	Green: revised format of financial reporting to Finance Committee now implemented and well received. Formal review of accounting system planned for end of 2006/07.
6	10	Undertake election for Board members.		CS	Green	Green	Green	Green	Board elections undertaken in accordance with statutory requirements.	Green: elections held .
Goal 6		Open, accountable and trusted organisation								
7. Effective and efficient development control service, seamlessly blending planning policy and the Park aims. (P1)										

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
7	1	Improve performance (quality & quantity) by ongoing monitoring and refining processes.	Improve performance (quality & quantity) by ongoing monitoring and refining processes.	PDM					100% of applications determined within 2 months from call in when all information is available to make an informed decision.	Amber - still striving to meet this target. New monthly determination system is bearing fruit, but number of cases in hand rose end of 2006 owing to increased call in and deferrals. Ongoing evaluation of resources and procedures taking place.
7	2	Provision of landscape and conservation advice into planning control		NH					Advice provided for planning cases.	Advice given as requested, with much effort put into Bealuly - Denny PLI
Goal 7	Development control service									
8. A professional, respected and motivated staffing complement.										
8	1	Implement recruitment policies which ensure appropriate job descriptions and person specifications are developed and that recruitment is transparent, open and conducted with integrity.	Support and advise on recruitment processes.	CS					Recruitment adheres to CNPA policy and provides effective, efficient recruitment of high calibre staff.	Green: 11 new staff recruited to date in year, plus one internal recruitment, in accordance with Authority's recruitment policy.
8	2		Review all person specifications and job descriptions to ensure continued validity within a potentially changing role.	CS					All staff are clear on their role in the organisation, with up to date job descriptions supporting clarity.	Amber: work on reviewing job descriptions and person specifications has been deferred pending completion of competency framework, on which development work is now complete. Appraisal processes in place ensuring clarity on roles and targets.
8	3	Negotiate annual pay remit and pay award		CS					Staff pay award agreed with staff through Staff Forum and Scottish Executive by end September.	Amber: pay award agreed with Scottish Executive and subsequently with staff in March. Flagged as amber to reflect delay from intended timetable, although timetables dependent on SE responses.
8	4	Develop induction and training and development programmes	Review and where appropriate modify induction programme.	CS					Appropriate induction programmes are in place to support staff coming into organisation.	Green: induction programme has been refined following input from staff Training and Induction User Group. Currently working up guidance on governance arrangements, supporting training in this area.
8	5	Implement appraisal review system.	Review appraisal and PRP implementation	CS					Appraisal and PRP systems are implemented consistently across the organisation.	Green: mid year appraisals completed by line managers in line with timetable, with year-end appraisals, including agreement of 2007/08 targets and training now underway.
8	6	Develop staff development programmes and implement, within available resources		CS					Training and development needs identified through appraisal are supported by the Authority.	Green: appraisal reviews have identified training and development requirements, supported within available resources. Work done on developing a central database of training opportunities, now supported by allocation of extra staff resources.

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					Q1	Q2	Q3	Q4		
8	7	Support Staff Consultative Forum.		CS					The SCF operates as an effective forum for two-way communication and airing staff views.	Green: SCF meetings continuing, supported by CS staff, 5 staff representatives and 2 Board members. Seven meetings held in 2006/07, minutes and papers available for all staff, and minutes copied to Staffing and Recruitment Committee.
8	8	Support "Building the Organisation" project		CS					Delivery of support services over the year takes account of staff views and appropriate improvements made.	Green: delivery plans agreed with SCF and now being monitored.
8	9	Review Staff Handbook	Undertake annual review and identify any areas for additional development	CS					Staff Handbook is up to date, with changes and additions consolidated at least every 2 years.	Green: revised handbook as at end February 2007 circulated to Staff Representatives for comment prior to issue
8	10		Develop required revisions and additions to staff handbook.	CS					Staff Handbook is up to date, with changes and additions consolidated at least every 2 years.	Green: revised handbook as at end February 2007 circulated to Staff Representatives for comment prior to issue
8	11	Review equal opportunities policies		CS					The Authority meets required equality standards in its activities.	Green: equality training arranged for all staff. Disability Equality Scheme published and schemes on race and gender under development.
8	12	Implement IT strategy	Take forward action plans identified within IT strategy for year	CS					The Authority's IT services are delivered in line with approved strategy and support the organisation's wider activities.	Amber: actions taken to address internal audit recommendations. Longer term IT strategy under development. Options for collaboration in IT services under review.
8	13	Fully develop Health and Safety policy.	Implement appropriate Health and Safety schemes.	CS					All required Health and Safety procedures are in place, are clear to staff and are used appropriately.	Green: revised Health and Safety policy and procedures launched over Q2 (information to Board within Theme 5 report in September). Staff training put in place Dec 06. Further development scheduled for 2007/08
8	14		Audit application of H&S policy and recording	CS					All required Health and Safety procedures are in place, are clear to staff and are used appropriately.	Green: internal audit review undertaken in February 2007. Awaiting draft report.
8	15	Take forward results of terms and conditions benchmarking and staff surveys	Identify and consult on proposals for terms / conditions / organisational changes	CS					Pay remit negotiations with SE and through SCF are informed by analysis of terms and conditions in other public bodies.	Green: benchmarking survey completed in Q4 of 2005/06. Consultation on pay remit for 2006/07 informed by this work.
8	16		Progress actions identified from work/life balance survey	CS					Required actions are derived from the staff survey and implemented.	Green: actions built into Corporate Services work programme for 2006/07 with some new policy proposals agreed by SCF in November 2006 and March 2007.

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					Q1	Q2	Q3	Q4		
8	17	Embed financial regulations and procedures	Monitor implementation of procedures, assess and deliver training needs.	CS					All staff are clear on the use of the Authority's financial procedures and receive appropriate training on them.	Amber: on whole procedures in place and working well. Classed as amber as work on final guidance notes and training still ongoing. Clear internal and external audit certificates for 2005/06.
8	18		Develop financial procedures and implement necessary guidance	CS					Financial procedures and guidance remain up to date and relevant to the Authority's needs.	Green: financial regulations and guidance issued at end of 2005/06. Levels of delegation reviewed and agreed by Management Team, Finance Committee and Board.
Goal 8	Professional, respected and motivated staff									
9. Good quality outdoor access infrastructure in place and maintained										
9	1	Determine role of Trust in delivery of Outdoor Access Strategy	Scope legal requirements for establishment	VSR					Board decision by end of Q3	Amber: Slight delay in Board approval in principle of establishment of a Trust for the National Park
9	3	Interim funding for development of Trust in east of Park (including capital repair and ongoing maintenance projects)		VSR					6 path/infrastructure projects completed	Green: Very good progress with work plan delivered by Upper Deeside Access Trust
9	4	Contribute to capital repair and ongoing maintenance projects in west of Park		VSR					Middle section of Glenmore off-road route complete	Red: Sustrans funding not available for 06/07. Plans altered for implementation in 07/08
9	5	Small scale access infrastructure grant scheme	IGP	VSR					Assist 6 community led projects	Green: 6 projects under way
9	6	Contribute to management of Speyside Way to Aviemore	Advise Management Group; Assess Development and Management Plan;	VSR					Grant offered by end Q2	Green: Grant offered
9	7	Speyside Way Extension to Newtonmore	Scope implementation of extension	VSR					Board approval of route and passed to SNH by end of Q3	Green: Advice passed to SNH
9	8	Develop Speyside Way for multi use	Undertake feasibility study	VSR					Study complete	Red: Plans altered for implementation in 07/08 but depends on partnership funding
9	9	River Spey Outdoor Access Initiative	Convene annual meeting; Contribute to projects	VSR					Annual meeting held	Green: Successful event held in Q3, attended by over 50 paddlers and anglers.
9	10	Research into Trust		CS					Consideration of development of a Trust is informed by appropriate professional advice.	Green: work progressing, informed by consultants' advice on financial and governance aspects.
Goal 9	Outdoor Access Infrastructure									

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
10. Arrangements in place to meet needs of visitors, land managers and communities for information, management of access (i.e. equivalent of ranger functions)										
10	1	Review of management arrangements for ranger services	Decide on recommendations arising from review; Implement changes with partners	VSR					Board decision about management arrangements by end of Q3.	Green: Board approved vision for ranger services , the role they should play in implementation of Park Plan and, in principle, the changes to management arrangements required
10	2	Put in place Interim funding measures for rangers	Provide financial support for those services that can demonstrate a reduction in external grant aid.	VSR					Agreed programme of works delivered by each supported service	Green: Support given for Angus Glens R.S. in this financial year and agreed work plan is being delivered
10	3	Provide pan-Park coordination and support function	Organise annual event; Promote communication and information sharing; Develop guidelines for non-funded ranger services	VSR					Annual gathering held. Ranger contact details on CNPA website.	Green: Ranger gathering was held in December. Ranger contact details are on the website. National taining took place at Balmoral in March
10	4	Raise quality standards	Provide training based on needs and changing priorities	VSR					Training provided through Land Based Business Project	Green: In hand
10	5	Contribute to International Ranger federation event	Assist in the organisation of the associated field trip to the Cairngorms and provide display material for the conference.	VSR					Successful elements of the conference and field trip relating to Cairngorms NP	Green: CNPA staff spoke at conference and funded the field trip to the Park.
Goal 10	Visitor needs (Ranger equivalent)									
11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all										
11	1	Improve visitor information at visitor attractions and centres	Provide branded info and interpretation at 2 ranger bases and 6 visitor attractions.	VSR					Information/interpretation in place	Amber: Competing priorities have slowed this work. In addition, it has been difficult to reach agreement with some partners over content of the panels.
11	2	Develop range of publications for visitors about recreational opportunities and special qualities	Visitor Guide 2007; Countryside events leaflet 2007; Bedroom folder 2007;	VSR					Publications produced and distributed according to target audience	Green: All publications produced and distributed
11	3	Early actions programme arising from Interpretation Strategy	Undertake an audit of interpretation sites/facilities in the Park.	VSR					Audit and related work complete	Amber: Successful meeting held with partners in February to discuss implementation of Interpretation Framework and production of popular guidelines on interpretation for partners
11	4	Provide support to interpretation projects run by others	Support for interpretation projects through IGP applications that follow the interpretive framework	VSR					5 community projects supported	Green: More than five projects in development. Interpretation plan for Grantown complete. Plans for the Vital Spark international conference in October 2007 progressing well.

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
11	5	Interpretation/orientation facilities in communities and strategic locations within Park	Provide branded information at 8 existing community information points.	VSR					8 community notice boards about the Park in place	Red: Development work is at advanced stage at Nethybridge but wider project has been postponed to allow use of panoramas
11	6	Entry point marker project	Implement Phase 1 on 21 sites	VSR					21 entry point markers in place	Green: Two markers still to be installed due to difficulties reaching agreement with one estate (although very recently there has been significant progress on this front).
11	7		Confirm Phase 2 with Board and SE; Implement on 4 trunk roads	VSR					Clear programme for implementation of Phase 2 agreed by Board	Green: On target. Landscape architect has been appointed.
11	8	Develop plans for and implement road signage both to and within the Park	Complete feasibility study and install signs 'to the Park' according to priorities identified.	VSR					Scoping report complete	Green: Advice was given by ViSIT Forum and Report is complete.
11	10	Pan Park Visitor Survey	Develop methodology for second Pan Park Visitor Survey.	VSR					Liaise with Loch Lomond and Trosachs NPA	Green: In hand
11	12	Develop proposals for health walks initiative	Continue walk Deeside Project (to ensure pan-Park coverage of health walks delivery)	VSR					Health walks programme available for local people over most of the Park	Green: Additional projects in Deeside have been funded. Audit of coverage of health walks has been undertaken by Paths to Health project.
11	13	John Muir Award Project	Implement project with partners; Run bursary scheme to promote participation by all sectors	VSR					1000 Awards made by end September 2006	Green: Targets for award completion and number of partners have been exceeded. Project has been extended (with support from Leader Plus and SNH) for one year. Board paper about further extension of this project was prepared for discussion in April 07.
Goal 11	Opportunities to experience the Park's special qualities									
12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.										
12	1	Identify public benefits to be produced across CNPA and communicate this.	Review and develop public benefits work done to date. Part of ILM PFA	NH						Green: Work progressed and completed as part of the National Park Plan Priority for Action on Integrating Public Support for Land Management.
12	2	Continue to deliver Cairngorms moorland project and review	Complete phase 2 Moorland Project	SPP M					Complete final report to HLF satisfaction by Oct 06.	Green: final report submitted to HLF in December 06 and funding received.
12	3		Continuation into Phase 3	SPP M					n/a	
12	4		Phase 3	SPP M					n/a	
12	5	Develop (and integrate) public support mechanisms to deliver public benefits	rolled up as part of ILM PFA	NH					ID level of current public sector mechanisms by Oct 06 ID key policies by Aug 06 and influence them	Green: Work progressed and completed as part of the National Park Plan Priority for Action on Integrating Public Support for Land Management.

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
			Develop an upland scheme to support delivery of public benefits as a case study	NH					Project plan for delivery of public goods in upland areas through	RED: This scheme would have to await the outcome of the revised SRDP to ascertain what, if any, initiative is required and is permissible to operate under state aid rules. Scheme deferred.
12	6	Continue to deliver the LBBTP		ESD					Beneficiary targets achieved.	Green - Beneficiary numbers: 94% of target achieved. Number of business beneficiaries: - 180% of target achieved. Amount committed: 88% of target achieved
12	7	Develop longterm plan for LBBTP	Implement longterm plan for LBBTP	ESD					Plan for 2007 agreed	Green - External funding secured for 2007/08.
12	8	Analyse current public support (schemes, advice, training) available	Part of ILM PfA work	NH						Green: Work progressed and completed as part of the National Park Plan Priority for Action on Integrating Public Support for Land Management.
12	9	Develop policies to support ILM	Rolled into ILM PfA work (see 12/5)	NH						Green: Work progressed and completed as part of the National Park Plan Priority for Action on Integrating Public Support for Land Management.
12	10	Develop pilots on several land management units	Public benefits pilot on Rothiemurchus	NH					Complete review of current spend by End September 06 Plan and agree future public support Feb 07	Negotiations with Estate and SNH are well advanced, with public benefit outcomes/outputs and their value being clarified. The interim agreement will be concluded in Q1 of 2007/08.
12	11	Develop agri-waste project	continue to run agri-waste project and plan its future	NH					Establish agricultural waste plastics collection and recycling.	Green: waste schemes set up to cover Speyside, Moray, Don and Deeside.
12	12	Support development of catchment management plans	Support development of catchment management plans and plan integration into ILM as part of PfA	NH						Catchment management principles have been included in PfA in adopted NPP.
12	13	Support development of catchment management plans	Support Dee Catchment Management Plan incl support of project officer	NH					Contribute to the Management and Steering Groups and assist in drafting of consultation plan and revision for finalisation	Green: Catchment management plan finalised following public consultation and now moving into the delivery phase.
12	14	Support Deer Strategic plan	Also part of Deer PfA	NH					This will be based upon the priorities for action below	Green: Work progressed and completed as part of the National Park Plan Priority for Action on Supporting Sustainable Deer Management.
			Develop Deer Priority for Action	NH					Clear Actions for deer management across the park.	Green: Deer PfA priorities finalised after consultation with CDAG.
12	15	Co-ordinate comments on Forest Design plans	Board agreement to CNPA's strategic level input into Forestry.	NH					Review and update the Cairngorms Forest and Woodland Framework to provide the strategic basis for evaluating Forest plans.	Plan review has been well advanced and consultation complete. Final version will be finished in Q1 of 2007/08. Have agreed with FCS and SNH that CNPA will respond to consultations over strategic Estate forest plans, not individual projects.

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					Q1	Q2	Q3	Q4		
Goal 12	Public benefits produced by land managers									
13. Good communication and consultation by land managers on objective setting for public benefits										
13	1	Develop policies to support communication and consultation	Communications strategy; prioritise policies; write policies in consultation; Provide guidance on policies	NH					This was not progressed to allow time to concentrate on the NPP.	
13	2	Build support from land managers for the delivery of public goods	In addition to CDAG/ILMAF, time spent on land mgmt liaison	NH					Opportunities taken to meet and discuss land management with managers.	Opportunities pursued.
13	3		Encourage and support land managers in communication of public benefits through grant scheme	NH					Grant scheme to be established and promoted	Grant scheme funds fully spent.
13	4		Develop communication and consultation mechanisms (as appropriate) as an integral part of public support mechanisms	NH					Negotiate with SE over the application of the SRDP to the Park.	The development of the SRDP is dependant on SE timetable and deadlines. CNPA has engaged with relevant staff to endeavour to ensure that the Land Management Contract priorities are in line with the Park Plan.
13	5	Support CDAG		NH					Establish the Advisory Group to act as a forum for deer managers across the Park.	Cairngorms Deer Advisory Group established in summer 2006, and is providing a valuable forum for deer management issues.
Goal 13	Communication and consultation by land managers for public benefits									
14. Residents, businesses, organisations and visitors contribute to the protection and enhancement of wildlife, landscapes cultural and natural resources.										
14	1	Development of a Cairngorms Biological Records Centre, which people are encouraged to contribute to	Extend coverage of NESBReC to cover the whole Park, in partnership with SNH, FCS etc.	NH					Establish Service to receive, collate and manage habitat and species records for the whole Park.	This was not progressed further this year owing to having to devote priority to the Beaully-Denny PLI. Will be set up in 07/08.
14	2	Continue to deliver the Cairngorms LBAP project	Develop longer-term plan for LBAP	NH					Obtain partnership agreement for 3 year programme for CLBAP project	Green: Board approval for 3 year funding package obtained and partnership maintained with clear outputs agreed.
14	3		Continue to deliver the Cairngorms LBAP project	NH					Employment and management of LBAP Officer in accordance with agreed Job Plan and priorities.	LBAP Officers have met the targets agreed by the partnership including CNPA.
14	4	Support projects	Support IGP projects for the Park.	NH					Promote the grants and ensure the LBAP MG are content with applications for projects.	All budget spent for a range of worthwhile projects.

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					Q1	Q2	Q3	Q4		
14	5	Support Projects	CNPA contribution in kind for water vole project incl. line management and T&S	NH	Green	Green	Green	Green	Project officer in post and surveys to be started and mink rafts to be placed at strategic locations.	Water vole project underway in Speyside, and CNPA has supported a successful bid to expand the project to other parts of the Park with funding from the Tubney Trust.
14	6	Identify key special landscape qualities in the NSAs and across the Park as a whole.	Contribute to and extend SNH research into Scotland's NSAs to include the whole of the Park	NH	Yellow	Green	Red	Red	Contract to be let and work completed this F/Y	This project was building on a proposed project to be led by SNH. The SNH study was not started this F/Y so no CNPA action required. Will now be undertaken as part of the landscape strategy work.
14	7	Identify key landscape qualities of the Park, the levels of appreciation to them and people's sensitivity to change.	Contribute to SNH Scenarios research project	NH	Green	Green	Green	Green	Contract to be let and completed this F/Y	The foundation work for the project relying on CNPA funding has been completed allowing the development of the final stages in 07/08.
14	8	Contribute to View from the Road study for the Cairngorms to identify key view points.		NH		Red	Red	Red		Red: This has been dropped from the programme due to lack of funds and low priority.
14	9	Develop landscape strategy to plan delivery of Park Plan objectives		NH	Yellow	Green	Green	Green	Will be done in house.	Preparatory work is underway, including the scenarios project and preparation for a study on wildness characteristics across the Park. Progress on schedule.
14	10		Consider actions to reduce the use of natural resources in the Park to acceptable levels	NH		Red	Yellow	Green	Developed into climate change/sustainability initiative.	Board seminar held to consider the CNPA role in climate change actions and sustainability. Decisions on role and resources required will be made in Q1 07/08.
14	12	Provide advice, support and opportunities to communities and organisations across the CNP to deliver wildlife priorities	Provide advice, support and opportunities to communities and organisations across the CNP to deliver wildlife priorities incl. Partnership Against Wildlife Crime.	NH	Green	Green	Green	Green	Recruit project officer, hold meeting for interested parties, and recruit EStates to participate. Attend Wildlife Crime Partnership meetings.	Project officer has worked for whole year with 12 participating estates - 10 in the Park. Awareness of raptor conservation/land management conflict issues has been increased among participants.
14	13		Carry out targeted habitat surveys to help to identify actions to safeguard special qualities. Will identify location and condition.	NH	Green	Green	Green	Green	Contract to be let by end of July/early August and completed by early October.	Green: Inbye survey completed according to contract, and reported back to farmers. B&S survey will be completed early 07/08, and new contract tendered for rest of Park.
14	14		Capercaillie disturbance research.	NH	Red	Red	Green	Green		Work undertaken without CNPA funding.
14	15		IGP Cultural Heritage Scheme	ESD	Green	Yellow	Green	Green	Range of CH projects supported	Green: Funding committed.

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
14	16		Cultural heritage research	NH	Green	Yellow	Green	Green	Outputs and financial package to be confirmed end June 06	Audit of cultural heritage report completed and published.
14	18		Cultural heritage advisory forum & annual conference	NH	Green	Green	Red	Red	ESD Forum scheduled for 1/9/06. CH group to be established	Not pursued owing to resignation of cultural heritage officer. The future approach to Cultural Heritage in Park will be decided in Q1 07/08.
Goal 14	Wildlife, landscapes,cultural and natural resources									
15. Stronger and more diverse economic opportunities within the CNP area.										
15	1	Work with partners to develop a Green Jobs Action Plan for the Park	Implement actions arising from Green Jobs Action Plan	ESD	Green	Green	Green	Green	Range of relevant projects supported.	Green - Projects include Cairngorms Farmers Market, Larder Bytes initiative and Community Can Banks.
15	2	Develop market opportunities for land managers, including new and existing businesses;	Develop market opportunities for land managers;	NH	Green	Green	Red	Red	Concentration on farm produce and public benefits for 2006/07.	Not pursued owing to lack of resources during the year.
15	3	Promote good practice, training and demonstration to aid land managers achieve private objectives	Promote good practice, training and demonstration to aid land managers achieve private objectives to be delivered via LBBTP	ESD	Green	Green	Green	Green	Range of relevant training courses sourced and part funded	Green - Approximately 790 workers from 213 land based businesses trained over the course of the project year. Courses covered a huge variety of topics, all bar the public benefit course were designed to help land managers achieve private objectives
Goal 15	Economic opportunities									
16. An increase in the value of sustainable tourism spend consistent with 'Park for All' objectives.										
16	1	Obtain European Charter for Sustainable Tourism in Protected Areas	Attend Charter Park conferences & related meetings	ESD	Green	Green	Green	Green	Attendance at key meetings.	Green - Work ongoing. Finalist for European award for sustainable destinations.
16	2		Host Charter Park conference/produce report	ESD	Green	Green	Green	Green		Green - Arrangements being made for event from 13-15 June 2007 focusing on involvement of businesses in achieving sustainable tourism.
16	3		Develop part 2 of Charter	ESD	Green	Green	Green	Green		Green - Approach to phase 2 which centres on business engagement in Charter principles is focussed on GTBS and Park Brand.
16	5	Implement CNPA actions within Sustainable Tourism Development Strategy & Action Plan	Strengthen uptake of GTBS	ESD	Green	Green	Green	Green	25% of QA'd businesses to be GTBS accredited (approx 100 businesses)	Green - Currently in use by 90 businesses with another 12 businesses in the process of applying for the award.
16	6		Develop visitor payback schemes	ESD	Yellow	Yellow	Yellow	Yellow	Visitor payback options identified.	Amber - Work to be scoped out by DMOs.

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
16	7		Involvement of stakeholders	ESD					Production of Sustainable Tourism Action Update booklet to inform all businesses in the Cairngorms. Annual Tourism Conference to be held in November 2006.	Green - Conference held in November, focused on events and transport issues.
16	8		Support projects to strengthen awareness of Cairngorms	ESD					Continue to develop the use and awareness of the Cairngorms brand. Support a minimum of two projects which aim to raise awareness of the Cairngorms through marketing activity which can be evaluated and monitored.	Green - Over 115 approvals made for use of Park Brand. Criteria and guidance developed to include 'family' Brands such as Cairngorms Farmers Market and DMOs. Scoping work on web portal complete with strong support from ViSIT Forum.
16	9		Support projects in connection with distinctiveness of Park area	ESD					Use of Cairngorms brand to encourage distinctiveness of businesses who meet quality and environmental standards.	Green - Currently in use by 115 businesses/associations/events with 3 'family' brands developed to date.
16	10		IGS marketing and events scheme	ESD					Support a minimum of 7 new projects and year 2 of 2 continuing projects.	Green - Ongoing projects, Glenlivet & Tomintoul Highland Holidays Marketing Plans, Disability Snowsports UK
16	11		Training for tourism stakeholders	ESD					Development of on-line course by Jan 2007	Green - Pilot course developed in partnership with Tourist Board Training. Further input from business audience being sought in advance of full launch-May 07.
16	12		Development of monitoring framework	ESD					Production of STEAM report	Amber - STEAM report produced but tourism monitoring framework delayed pending development of Park Plan monitoring framework.
16	14		Support for Aviemore & Cairngorms DMO	ESD					Support for ACDM Ltd to be agreed by August.	Green - Support agreed in January.
Goal 16	Sustainable tourism spend									
17. Improved community capacity to deliver 4 aims of the Park.										
17	1	Develop and launch Community Investment Programme	IGS communities scheme	ESD					Funding to be fully committed and spent.	Green - Funding delivered to community, youth and inclusion projects across the National Park.
17	2		Implement actions identified in Park Plan	ESD					Range of learning and inclusion projects	Green - see 20/3
17	3	Continue to deliver Cairngorms LEADER+ Programme	Continue to deliver Cairngorms LEADER+ Programme	ESD					Meet n+2 target for 2006 by Nov 06.	Green - n+2 target met.
17	4	Support and develop relationship with the ACCC	Continue to support and develop relationship with the ACCC	ESD					Project review on effectiveness of AofCCC against stated objectives	Green - Review of ACCC conducted and funding agreed for 2007/08. The ACCC are expanding their role to become a representative voice for other community bodies including community enterprises and development trusts.

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
Goal 17	Community capacity to deliver the Park's 4 aims									
18. High levels of understanding and appreciation of the Park, and of the role of the CNPA and partners.										
18	1	Develop and refine our core messages and ensure these are widely understood and communicated throughout our activity.		COM					All staff and Board members are aware of our core messages and are able to communicate them at any opportunity	Green - CNPA core messages were circulated to all Board and staff members in January '07
18	2	Ensure a high local and national media profile for our work through regular press releases, media interviews, and media events.	Regular press releases and press visits	COM					Media coverage achieved is 80% positive and exceeds last year's coverage by 10%	Green - 84 press releases were sent out during 2006/07 an increase of 17% over last year resulting in considerable positive media coverage throughout the year.
18	3	Target specialist publications with feature articles about the Park	Commission features for specialist publications	COM					see above	Green - Two feature articles were appeared in Holyrood Magazine in November '06 and January '07
18	4	Improve communication skills within the CNPA through regular media training.	Continue programme of media training	COM					CNPA Board and staff members are available to deliver effective media interviews when required.	Green - Staff media training was organised in March '07 and many media interviews were held throughout the year including a regular radio slot on the newly launched Strathspey Radio station
18	5	Develop and refine our website.	Continue content development, and develop e-planning and education uses	COM					CNPA website delivers our core messages and provides an effective mechanism for public feedback	Green - the site is updated with new publications, meetings papers, press releases, events etc. and new Outdoor Access, Deer Management, e-planning and core paths planning consultation pages have been created.
18	5	(? SNH education website - Learning Zone?)	see above	COM					see above	Green - The SNH Education website will be launched in September '07.
18	6	Produce and issue Park Life two times a year to every local household and to stakeholders	Regular issue of Park Life	COM					Residents and businesses within the Park are kept informed of CNPA activities	Green - Park Life was produced and distributed to all residents and businesses in the Park in January '07 along with a feedback questionnaire to analyse its effectiveness.
18	7	Publications, including photography.	Development and issue of corporate publications	COM					CNPA corporate publications are available and distributed to identified target audiences	Green - The CNPA annual report 05/06 was produced and distributed in January '07 and the final National Park Plan and supporting materials were produced by the end of March '07
18	8	Put in place a monthly email news bulletin.		COM					Provide an electronic news bulletin service to keep interested parties informed of CNPA activities	Green - a monthly e-bulletin is sent out to those who subscribe to it. Currently there are over 500 subscribers to the service.
18	9	Participate fully in National Parks Week 2005.		COM					Raise the profile of the Park and its special qualities during National Park's Week	Green - The Minister visited the Park during National Parks week and media coverage was achieved.

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
18	11	Have a presence at agricultural shows and summer events in communities across the Park.	Develop visibility of Park; and required display material	COM					Raise the profile of the Park and its special qualities and the role and activities of the CNPA	Green - CNPA events were held across the Park during NPP (April-June '06) and core paths plan consultation processes (Sept-Nov'06) along with pre-Board open evenings and the Braemar Games and Lonach Gathering.
18	12	Take a stand at each of the major party conferences and hold one event for political opinion formers in Edinburgh each year.		COM					Raise the profile of the Park and its special qualities and the role and activities of the CNPA	Green - Attended all the party conferences during Spring '06
18	13	Sponsorship or support for appropriate events and initiatives outside the Park		COM					Raise the profile of the Park and its special qualities and the role and activities of the CNPA	Green - CNPA attended two events at Holyrood in April '06 and Feb '07 as well as Board members and staff speaking at various national and international conferences
18	14	Develop a programme Educational Work	Hold 'Park for All' conference	ESD					Hold Park for All Conference	Conference held over 70 people in attendance over two day period
Goal 18	Understanding and appreciation of the Park									
19. Improved accessibility and quality of public transport provision within the Park.										
19	1	Audit transport provision and need within the Park and linkages to the Park	Complete transport audit (including Heather Hopper feasibility work) and influence developing Local & Regional Transport Strategies	ESD					Audit of Park resident and visitor needs.	Green - Audit completed and used to inform Regional Transport Strategy consultation responses.
19	2		Initiate cross-Park 'Heather Hopper' bus service	ESD					Re-establishment of Heather Hopper bus service	Green - Service established and to be improved further in 2007/08.
19	3	Produce a Park-wide transport map and timetable both separately and integrated with Park Visitor Guide	Continue to produce 'Cairngorms Explorer' transport timetable & information	ESD					CE2 (2006) production	Green - Cairngorms Explorer produced and will be repeated in 2007. Future beyond this will be considered as part of the wider review of information provision.
Goal 19	Accessibility and public transport provision									
20. Good understanding and appreciation by young people of the CNP, and appreciation of its importance										
20	1	Develop Youth Apprenticeship Scheme	Implement Youth Apprenticeship Scheme	ESD					Board Paper due on 11 August	Green: Cairngorms Action on Training & Skills (CATS) bursary scheme has been launched. Funding for Lantra post secured. The CCCare examining options for supporting business placements and we are working with LANTRA on a potential rural skills MA.
20	2	Continue work on Youth Communication Initiative	Continue work on Youth Communication Initiative	ESD					Youth seminar targetting 16 to 24 yrs	Green - Initiative has been reviewed as to its current function, report has been produced looking at the way for for more effective networking with schools and youth groups.
20	3	Develop Youth Strategy and Action Plan.	Implement Youth & Education Action Plan	ESD					programme of social inclusion activities	Green - Young Scotland volunteering project with BTCV launched. Pilot inclusion projects have included St Fitticks Bail Hostel, Young Parents group (Moray Council), Cornerstone disability group.

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
Goal 20		Young people's understanding of the CNP								