

Front Cover

[CNPA logo]

[photos]

Cairngorms National Park Authority
Corporate Plan 2018-2022

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Front Inside Cover

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Introduction

The Cairngorms National Park is an iconic landscape, home to 18,000 people and visited by millions of people every year.

It is our duty along with many others to look after and enhance this special place for the people of Scotland.

This Corporate Plan describes how the Cairngorms National Park Authority (CNPA) contributes to the delivery of the Cairngorms National Park Partnership Plan.

Our Corporate Plan also sets out how the CNPA wants to be ‘the best small public body in Scotland’ and how we will support the Government’s central purpose: ‘to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth’ and delivery of the Programme for Government.

Our ambition is set out around three themes – Conservation, Visitor Experience and Rural Development. Each of these has three key priorities for delivery over the next four years. This is underpinned by our corporate functions and communications and engagement work.

Our intention in taking forward this Plan is to work in partnership with a range of organisations, communities, land managers, businesses and others to deliver real change on the ground. The CNPA has a good track record of using its funding to leverage significant support into the Cairngorms and we will continue to do this.

The Plan focuses on the big challenges in the Park and our role is to work with all to tackle the issues and come up with practical solutions.

Strategic Context

Scotland's National Parks are set up as models of sustainable development; they have four aims set out by the Scottish Parliament.

- To conserve and enhance the natural and cultural heritage of the area;
- To promote sustainable use of the natural resources of the area;
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public;
- To promote sustainable economic and social development of the area's communities.

The purpose of a National Park Authority is also set out by the Scottish Parliament as being to ensure the four aims are collectively achieved in a coordinated way. If there is a conflict between the first aim and the other aims, the Authority must give greater weight to that aim.

The CNPA has a key role in leading the delivery of the National Park Partnership Plan. The Plan sets the context for close cooperation and partnership across public, private and voluntary organisations in the Park.

The National Park Partnership Plan sets out three long term outcomes for the Park. These have been used as the basis for developing the Corporate Plan.

- A special place for people and nature with natural and cultural heritage enhanced; [colour coded – green]
- People enjoying the Park through outstanding visitor and learning experiences; [colour coded – purple]
- A sustainable economy supporting thriving businesses and communities. [colour coded – red]

The Cairngorms National Park Partnership Plan 2017-2022 (CNPPP), which was approved by Ministers, provides the overall guide for strategic alignment between public agencies within the Park. This Corporate Plan period will cover up to the end of the current CNPPP and the development of the next one.

In the wider Scottish context, the CNPA will also work on ensuring greater strategic alignment to ensure delivery of key national strategies, such as, current and future Programmes for Government, 2020 Challenge for Scotland's Biodiversity, Scottish Climate Change Adaptation Programme, The Land Use Strategy for Scotland, Scotland's Economic Strategy, National Planning Framework, Scottish Planning Policy and the national Tourism Strategy. This includes being an active member of the Environment and Economy Leaders Group.

Our Commitment

The CNPA aims to provide leadership for the National Park and to tackle the big issues in the Park in a collaborative way based on the founding National Parks (Scotland) Act 2000.

The vision, mission and values are important statements of what the organisation wants to achieve and how it will go about achieving it.

National Park Vision

An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.

CNPA Mission

To lead the way in delivering for the Cairngorms National Park by:

- Bringing people together towards a common purpose
- Enhancing the Park for everyone
- Inspiring new generations to be Park champions

CNPA Values

The CNPA is an open, inclusive, innovative and professional organisation that behaves with integrity. The CNPA will also operate in an environmentally friendly way that provides leadership in this area.

Culture

The CNPA wants to be the best small public body in Scotland. The Best Companies Survey has shown that we are a people orientated organisation that is performing well. The CNPA will build on our Organisational Development Strategy and will strive to ensure a high performance culture and build on new opportunities, such as, the extension to the main office. The CNPA will be innovative, quick to act and empower staff to deliver the strategies that are put in place by the Board.

New Ways of Working

The CNPA will continue to look at new ways to operate as an Authority to deliver our commitments in this Plan period. This will include looking for opportunities for alternative funding streams including applications to funds, such as Heritage Lottery Fund (HLF), sponsorship opportunities and merchandising. It will also include working collaboratively with partners to deliver improved services on the ground.

Performance Monitoring

We have set out indicators for each of our key themes against which we will measure and monitor our performance. By nature of the Park Authority's role in seeking to lead collaborative effort in tackling the big issues for the Cairngorms, these performance measures are rarely directly controllable by the Authority or by the Authority alone. Rather, they require the necessary collaboration and engagement of the Authority and our partners and therefore act as measures of the effectiveness of our leadership and influencing, combined with our own direct investment of finance and staff resources, in tackling these priorities.

CNPA Board and Internal Groups

The CNPA board provides strategic direction for the Park Authority. There are 19 board members and the board carries out its functions through a process of formal public meetings and committee meetings. The board's formal committees are: Audit, Planning, Staff & Recruitment and Finance & Delivery.

The organisation also has a number of more informal groups, such as, the Staff Consultative Forum and Communications and Engagement Board Sub-Group. These groups provide valuable consultative

and engagement channels through which we can access the wide range of skills and experience of our staff and board members in developing our ideas and delivery plans.

Board members also sit on a range of partnerships and forums for the CNPA.

Current Services and Commitments

The CNPA is the Planning Authority and Access Authority for the area. This means that certain functions have to be provided by the Authority e.g. LDP, Core Path Plan, Development Management (where called-in), access case work, NPPP.

The CNPA also has a number of ongoing commitments to CDO's, Ranger Services, multi-year projects (T&GLP, Mountains and People, LEADER).

These ongoing commitments and statutory duties mean that the room for significant change in strategic direction is relatively restricted.

Themes

To deliver the long term outcomes set out in the Cairngorms National Park Partnership Plan, the Corporate Plan has three main themes – Conservation, Visitor Experience and Rural Development. These are supplemented by two other support themes – Corporate Services and Communications.

Each theme has a number of priorities that the CNPA will be focussing upon delivery over the four years of the Plan. Key work areas are also identified under each of the priorities and a set of performance indicators are also included for each theme.

Conservation [colour coded – green]

Our Role

The Cairngorms National Park is the premier area in the UK for nature conservation, with 50% of the area recognised as important on a European scale through Natura 2000 designation. Home to some of our most extensive and internationally important montane, woodland, river and wetland habitats, our role is to bring partners together to deliver conservation at a landscape scale and engage the public in this endeavour.

Long term Outcome from the Cairngorms National Park Partnership Plan

A special place for people and nature with natural and cultural heritage enhanced

Priorities

Priority 1

- Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management.

Key Work Areas

- Deliver peatland restoration and woodland expansion targets
- Develop and deliver Cairngorms Nature Strategy with wider partnership
- Deliver Capercaillie Framework

Priority 2

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

Key Work Areas

- Support population modelling and herbivore impact assessments
- Work closely with Deer Management Groups to deliver public interest priorities

Priority 3

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

Key Work Areas

- Deliver with estates the work programme of the East Cairngorms Moorland Partnership
- Establish a Cairngorms Upland Advisory Group
- Eliminate raptor persecution and develop wildlife tourism project around raptors

Indicator	Target
Area of new native woodland	1000 ha pa
Area of peatland restoration	1000 ha pa
Deer density across DMG's	Reductions towards 10 per km ² or less
Number of Capercaillie	1200 by 2022
Numbers of wildlife crime incidents in the Park	Zero per annum

Visitor Experience [colour coded – purple]

Our Role

The Cairngorms National Park is an internationally renowned visitor destination with an outstanding range of outdoor recreation opportunities. Our role is to ensure the quality of visitor experience matches the quality of environment by co-ordinating investment in the core infrastructure, carrying out our role as an Access Authority, promoting sustainable tourism and ensuring people of all ages, backgrounds and abilities are able to experience and enjoy the National Park.

Long term Outcome from the Cairngorms National Park Partnership Plan

People enjoying the Park through outstanding visitor and learning experiences

Priorities

Priority 1

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

Key Work Areas

- Finish Speyside Way extension, the Mountains and the People Programme and start Deeside Way extension
- Deliver Tourism Action Plan and develop and deliver with partners a Visitor Giving scheme
- Progress with delivery of Cairngorm/Glenmore Strategy

Priority 2

- Increase physical activity in both residents and visitors and support delivery of Scotland's Natural Health Service

Key Work Areas

- Develop and deliver Active Cairngorms with Active Aviemore and Health Walks as flagship projects
- Expand and deliver volunteering programme and specifically Volunteer Rangers

Priority 3

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

Key Work Areas

- Continue to support and promote the John Muir Award and Junior Ranger programme
- Work with Inclusive Cairngorms and partners to reduce barriers and encourage participation.

Indicator	Target
Length of path upgraded or extended	20km upgraded by 2022 6km new path by 2022
Tourism Impact	Increase economic impact of visitors to eastern and southern CNP from 21% to 25% of total visitor economy by 2022
Completions of John Muir Awards	2500 awards per annum and ensure at least 20% from disadvantaged backgrounds
Number of Volunteer Rangers	Minimum 8 volunteer rangers trained per annum
5 yr Visitor Survey 2020	Increase Social Grade 'C2, D, E' visitors from 18 to 20%

Rural Development [colour code – red]

Our Role

Delivery of our priorities within the Cairngorms National Park can only come through close joint working with the people who live and work in the communities of the Park. Our role is to promote investment in a diversified economy, help communities plan and achieve their own visions and deliver a Planning Service to guide the right development to the right place.

Long term Outcome from the Cairngorms National Park Partnership Plan

A sustainable economy supporting thriving businesses and communities

Priorities

Priority 1

- Support delivery of housing for local needs through an efficient and effective planning service.

Key Work Areas

- Develop and implement Local Development Plan 2020
- Support community led housing in the National Park

Priority 2

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

Key Work Areas

- Conclude Tomintoul/Glenlivet Landscape Partnership, develop new focus area in Badenoch and help deliver Great Place Scheme
- Support community organisations to deliver projects that help deliver NPPP.
- Successfully conclude LEADER programme and consider future funding for Community Led Local Development

Priority 3

- Work closely with the business community and partners to support a sustainable Park economy.

Key Work Areas

- Review and help deliver Economic Strategy for the Park with partners
- Ensure impacts of A9 dualling are understood and addressed where appropriate by the Park Authority

Indicator	Target
Number of affordable houses delivered as a proportion of total houses delivered per annum	200 new affordable houses by 2022
Number of people involved in community activity for the first time through LEADER support	By end of Programme = 80
Business satisfaction with CNPA	Maintain or increase from 17/18 average

Corporate Services [colour code – tint of blue]**Our Role**

Delivering effective, efficient and sustainable services and promoting the highest standards of governance, to support delivery of the Corporate Plan and Cairngorms National Park Partnership Plan by the Authority and our community and charity partners. We will also play an active role in the Environment and Economy Leaders Group.

Priorities**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.

Key work areas

- Implement, review and refresh Organisational Development Strategy as part of continual improvement work.
- Support effective staff consultation processes

Priority 2

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

Key work areas

- Complete extension project
- Implement GIS Strategy
- Implement cyber security framework and wider IT development

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

- Deliver corporate support to Scottish Land Commission, and charitable and community organisations.
- Provide accommodation and facilities support to NPPP delivery partners.

Priority 4

- Promote and support the highest standards of governance and management, including equalities actions, within the Authority, other public bodies and the community and charitable organisations we support.

Key work areas

- Design and implement effective and efficient management and control systems.
- Implement Greening Strategy and deliver Youth Development Strategy

Indicator	Target
Governance & Risk Management	See Balance Scorecard (Annex 3)
Financial Management	See Balance Scorecard
Human Resource Management	See Balance Scorecard
CNPA Staff and Board motivated and committed	See Balance Scorecard

Communications [colour code – tint of blue]

Our Role

Communicating with visitors, communities and stakeholders is vital for the work of the Cairngorms National Park Authority. It supports the work being undertaken across the organisation to deliver on conservation, visitor experience and rural development. Our role is to raise the profile of the Park and create a connection and commitment to care for it with identified audiences so they actively support the Park and benefit from doing so.

Key Priorities

Priority 1

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

Key Work Areas

- Digital Communications & Social Media
- Campaigns: Cairngorms Nature, Active Cairngorms & *'Make it Yours'*
- Deliver stakeholder engagement & events
- Corporate Communications: publications, consultations, media & issues management, Gaelic Language Plan

Priority 2

- Ensure high quality internal communications that help to deliver the key priorities of the Corporate Plan.

Key Work Area

- Organisational Development Strategy

For Indicators and Targets see Comms and Engagement Strategy

Partnerships and Key Mechanisms

There are a number of partnerships and mechanisms that will help to deliver the key priorities for the CNPA over the next three years. All of these partnerships and mechanisms cut across the key priorities.

Key Partnerships (multiple organisations involved)

Active Cairngorms
Badenoch Great Place Partnership
Cairngorms Local Outdoor Access Forum
Cairngorms Tourism Partnership
Cairngorms Local Action Group (LEADER Programme)
Cairngorms Nature Partnership
Catchment Partnerships
Cairngorm and Glenmore Partnership
Cairngorms Research Partnership
Deer Management Groups
East Cairngorms Moorland Partnership
Inclusive Cairngorms (Equalities Consultative and Advisory Forum)
National Park Plan Partnership & Delivery Group
Tomintoul and Glenlivet Landscape Partnership

Community Planning Partnerships in each of the five Local Authority areas

Community Planning Partnerships (CPPs) have been established as the key mechanism for strategic partnership working, based on local authority boundaries. The CNPA will continue to engage with these partnerships to help deliver better outcomes for the citizens of Scotland.

Key CNPA Mechanisms

Preparation of National Park Partnership Plan – statutory function
Planning Service – statutory function
Outdoor access management – statutory function
Ranger Support and Visitor Services
Community Action Planning
LEADER
Land Management Support
Outdoor Learning and Outreach
Volunteering
Communications and Engagement
Promoting the use of the Cairngorms National Park Brand

CAIRNGORMS NATIONAL PARK AUTHORITY

Formal Board Paper 2 Annex 1 16th March 2018

Outline Budget

This table below sets the overall budget context for the CNPA. Annual Operational Plans will direct financial and staff resources into the priority areas identified in the Corporate Plan and agreed by the board.

	2018/19 Budget £'000	2019/20 Projection £'000	2020/21 Projection £'000	2021/22 Projection £'000
<u>Income</u>				
Grant-in-Aid	4,704	4,704	4,704	4,704
Project Contributions and other income	200	200	200	200
Total Income	4,904	4,904	4,904	4,904
<u>Core Expenditure</u>				
Board Fees	155	158	161	164
Staff Salaries	2,817	2,888	2,960	2,930
Other Board and Staff Expenditure	200	202	204	206
Office Running Expenditure	386	421	425	429
IT and Professional Support	178	180	182	183
Total Core Expenditure	3,736	3,849	3,932	3,912
Operational Plan Provisions	1,168	1,055	972	992

The Operational Plan and staff costs are estimated as breaking down for 18/19 as follows:

Conservation	17% Operational Plan and 27% staff costs
Visitor Experience	44% Operational Plan and 14% staff costs
Rural Development	25% Operational Plan and 26% staff costs
Corporate Services	8% Operational Plan and 24% staff costs
Communications	6% Operational Plan and 9% staff costs

This will change year to year as operational plans are developed to meet the Corporate Plan requirements.

CAIRNGORMS NATIONAL PARK AUTHORITY

Formal Board Paper 2 Annex 1 16th March 2018

Scottish Government Outcomes

The CNPA is committed to supporting the Government's central purpose: 'to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth'. The table below sets out the outcomes that the CNPA Corporate Plan will help support in particular.

No	Outcome	Conservation	Visitor Experience	Rural Development	Corporate Services
2	We realise our full economic potential with more and better employment opportunities for our people	X		X	
4	Our young people are successful learners, confident individuals, effective contributors, and responsible citizens	X	X		
6	We live longer, healthier lives	X	X		
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need			X	
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others			X	X
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations	X		X	
13	We take pride in a strong, fair and inclusive national identity		X		X
14	We reduce the local and global environmental impact of our consumption and production	X			X
16	Our public services are high quality, continually improving, efficient and responsive to local people's needs	X	X	X	X