

AS PER CORPORATE PLAN									
Goal	Task	Goal	Task	Group	Q1	Q2	Q3	Q4	Commentary Q4
1. Duties as the outdoor access authority effectively and efficiently delivered									
1	1	Run successful Local Outdoor Access Forum	Provide secretariat, prepare papers, implement LOAF communication strategy; Organise annual conference	VSR					Green: Successful annual event held. Recruitment process for new LOAF members under way
1	2	Develop systems to uphold outdoor access rights	Uphold access rights on basis of complaints reported; Report on progress to Scottish Executive	VSR					Green: LOAF are routinely updated an log of cases is on CNPA website with LOAF papers. CNPA used legal powers for first time in relation to AHR fence
1	3	Publicise the Scottish Outdoor Access Code and promote responsible behaviour	Publicise the Code; Promote campaigns to improve awareness and understanding for target groups as agreed with SNH	VSR					Green: Fact sheet for land managers ready to issue with relevant correspondence about access issues
1	4	Develop Core Paths Plan by February 2008	Lead two rounds of public consultation. Convene cross border working group.	VSR					Green: Draft Plan was ready in advance of statutory deadline. Formal consultation launched
1	5	Electronic path management system through GIS	Populate and update the system; Maintain system	CS					Green: In hand as part of Core Paths Plan Project
1	6	Promote Park policy on organised outdoor access events	Engage with key stakeholders and develop specific guidelines for event organisers	VSR					Amber: Successful workshop on outdoor access events held. Steering Group reviewing draft guidance but will need further consultation with interested parties before finalisation.
1	7	Raise awareness of SOAC and the Park amongst people who have "front line" contact with visitors	<i>See task 3</i>	VSR					Green: In hand
1	8	Core Paths Plan implementation programme	<i>Design a costed programme of works for high priority paths</i>	VSR					Green: In hand. Useful workshop held with UDAT on upland path repair priorities
Goal 1 Outdoor Access Authority									
2. National Park Plan in place by the end of 2006									
2	1	National Park Plan: Agree list of draft actions.	Agree delivery plans, establish a monitoring process & collate monitoring data	COM					Green - delivery teams have been established, plans are in place and co-ordinated action and projects are being delivered. A monitoring framework has been prepared and a strategy group meeting was held on 14th March.
2	2	Agree performance indicators for the National Park.	Agree a finalised Park Plan in the light of comments	COM					Green - National Park Plan finalised, approved and adopted and work on 'health indicators' for the Park prepared and agreed by the Strategy Group.
2	3	National Park Plan	Print and distribute the final plan.	COM					Green - National Park Plan was produced and distributed in April 2007
2	4	Report progress on the Park Plan.	Establish & support implementation groups and report on progress annually	COM					Green - NPP information paper prepared for the Strategy Group & CNPA Board in March and the first NPP Annual Report will be available in June.

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2	5	Commission research to fill gaps in our knowledge of the Park	Research to fill in key gaps in monitoring baseline	COM					Green - information requirements identified as part of the NPP monitoring framework
Goal 2 National Park Plan									
3. Local plan for Cairngorms National Park adopted by Spring 2007 (P1)									
3	1	June 2007 - Finalised Draft of Local Plan placed on Deposit with Environmental report	Print, advertise, distribute plan.	PDC					Completed.
3	2	Community Consultation (June-Sept 2007)	Organise with LP Co-ordinators	PDC					Completed.
3	3	Spring 2008 - Local Plan Inquiry.	Organise with SEIRU	PDC					Red: Timescale revised to take account of objections, will consult on modifications June/July 2008 with likely LPI date early 2009.
3	4	Autumn 2008 - Reporters' Report.	Receive, digest, secure agreement on any revisions	PDC					Amber: Will follow on from above, possibly Spring 2009.
3	5	Winter 2008/09 - Adopt Local Plan	Report to Committee & secure adoption.	PDC					Amber: Now likely Summer 2009.
3	6	Publish Adopted Version - Winter 2008/09	Print, advertise, distribute plan.	PDC					Amber: Now likely Summer 2009.
3	7	Monitor Local Plan Implementation	Joint LP/DC activity.	PDC					Amber: Will follow on from above.
3	8	Prepare, consult on & Publish Supplementary Planning guidance	Sustainable Design Guidance	PDC					Amber: timescale for Sustainable Design Guidance now extended to allow consultants work to be developed further in house before consulting/publishing
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 to Local Plan development in goal 3.	PDC					Amber - See Local Plan commentary above.
4	2	Update Cairngorms Housing Strategy	Co-ordinate partner activity and share best practice	ESD					Green - 'Making Housing More Affordable and Sustainable' priority for action delivery plan has been developed.
4	3		Continue to develop the evidence base through research and survey work	ESD					Green - Local housing needs information obtained for Grantown, Dulnain Bridge, Cromdale and Braemar.
4	4	Work with SRPBA to investigate the potential for landowners to meet local housing needs (ESD)	Support actions from SRPBA study of the potential for landowners to meet local housing needs	ESD					Green - Currently two empty/derelict properties likely to be developed for affordable housing with potentially two more.
4	5		Roll out Community Needs Initiative	ESD					Green - Pilot project in Grantown, Cromdale and Dulnain Bridge has now concluded although some support still involved for action plan delivery. Tomintoul/Glenlivet communities are considering doing similar work.
4	6		Sustainable Design actions	ESD					Amber - Providing input re. Sustainable Design Guide.
Goal 4 Housing									

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5. All plans, policies and actions developed through a transparent decision-making process that engages with stakeholders on a two-way basis (P1)									
5	1	Develop a Sustainability Appraisal Methodology to that exceeds SEA requirements. Use CNPA staff & consultants.	Publish methodology & SEA on local/park plans	PDC	Green	Yellow	Green	Green	Completed.
5	2		Monitor & Review Implementation & Effectiveness of SA Methodology	PDC		Yellow	Yellow	Yellow	Amber: concentrating on SEA requirements for NPP, Local Plan etc. while bearing socio-economic issues in mind. Future consideration to be given to resource requirements of developing SA.
5	3	Develop co-ordinated approach to consultations	Support local community planning consultation activity	ESD	Yellow	Yellow	Green	Green	Green - Actively linking in to community planning structures and consultation activities.
5	4	Provide opportunities for public feedback	Pre-board events, community engagement (ACCC), website development (see website costs)	COM	Green	Green	Green	Green	Green- pre-board & board meetings, planning committee meetings held in public, meetings on proposed modifications to the deposit local plan held Oct-March, attendance at AoCC, LOAF, Inclusive Cairngorms, CRAGG & CDAG meetings etc.
5	5	Put in place standards for public consultation	ACCC plus Core Paths Plan pilot and prepare final standards for public consultation	COM	Green	Green	Green	Green	Green - discussions on community standards held with community liaison officers, standards piloted with CPP consultation and Community Needs Survey in Grantown etc., review carried out and recommendations to be agreed with the Board in Spring 2008
5	6	Put in place a guide to using Plain English in all communication, with appropriate training	Using Plain English to be included as core staff training	COM	Green	Green	Green	Green	Green - Plain English guidelines prepared and distributed to all CNPA staff
5	7	Provide more opportunities for general public feedback on the work of the CNPA	same at 5.4 - see above	COM	Green	Green	Green	Green	Green - see 5.4
5	8	Contribute to major initiatives and enquiries	Beaully-Denny	PDC	Green	Green	Green	Green	CNPA Input Completed.
5	9	Aviemore Master Plan	Aviemore Master Plan	PDC	Green	Green	Green	Green	Green - Consultants have completed a draft. Consultation with key stakeholders taking place, we will be asking consultants to further refine the document, we will carry out SEA and will then bring to CNPA Board and initiate consultation.
Goal 5 Transparent decision making process									
6. Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective. (P1)									
6	1	Further develop Authority's involvement in On The Ground, Efficient Government and Shared Services Initiatives		CS	Green	Green	Green	Green	Green: fully involved in national project developing Scotland's Environment And Rural Services (SEARs); progressing joint IT project with SNH and joint procurement / facilities management services with SEPA.
6	2	Carry out opinion polling to measure stakeholder perceptions of our work.	Phase 2 opinion polling to take place in 2008/09	COM	Red	Red	Red	Red	Red - delayed until 2008/09
6	3	Continue to identify and implement service improvements	Work with internal audit services to identify required service and control improvements in order to ensure high quality and reliable service provision	CS	Green	Green	Green	Green	Green: internal audit programme agreed and progressing; Best Value self-assessment finalised and action plan approved by Management Team and Audit Committee; internal "best value" service reviews undertaken

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6	4	Monitor implementation of freedom of information legislation.	Monitor implementation of freedom of information legislation.	CS					Green: ongoing implementation. Large scale FOI exercise completed on Aviemore planning applications which resulted in slightly delayed response as a result of resource requirements of exercise
6	5	Develop Corporate Plan for 2008/09 to 2010/11	Develop Corporate Plan and underpinning financial forecasts.	CS					Green: ongoing. Financial forecasts in place; draft corporate plan led by Strategy & Comms Group discussed by Board.
6	6	Develop Corporate Plan for 2008/09 to 2010/11	Review and update strategic risk register.	CS					Amber: as a result of revised risk register work now delayed slightly, until June/July 2008. Review of strategic risks on basis of existing register still ongoing, through MT and Audit Committee.
6	7	Establish and communicate operational plans.	Establish and communicate operational plan and budget for 2008/09 in light of Autumn CSR07 notification.	CS					Green: Operational Plan presented to Board in March 2008
6	8	Internal Communications	Annual staff away-day & operational planning day, monthly staff meetings, group meetings, intranet	COM					Green - staff meetings held monthly, staff away day held in October, group meetings held at least monthly, discussion session on the CNPA Corporate Plan held in January and a mini-away day is planned for 20 May 2008
6	9	Develop organisation-wide service improvements informed by Best Value Review action plan.		CS					Green: Best Value action plan in place with work progressing
6	10	Publish 2006/07 Annual Report and Accounts, with clean external audit certificate, by end October 07		CS					Green: accounts published, with clean external audit certificate on time (and 2 months earlier than previous year)
6	11	Organisational Greening	Implement Organisational Greening Action Plan	CS					Green: work progressing, in line with office greening prioritised action plan.
Goal 6 Open, accountable and trusted organisation									
7. Effective and efficient development management service, seamlessly blending planning policy and the Park aims. (P1)									
7	1	Improve performance (quality & quantity) by ongoing monitoring and refining processes.	Improve performance (quality & quantity) by ongoing monitoring and refining processes.	PDC					Green: Number determined has increased - as at 31 March, 38 in hand which is below the 40 that is preferred workload. Progress made in speed of processing. Aware of increasing call-ins during April.
7	2	Provision of landscape, conservation, outdoor access/recreation advice into planning control		NH					Green: advice being provided as and when necessary
7	3	Develop "eplanning" services in conjunction with four local authorities and Scottish Executive's Eplanning Project	Project manage CNPA's involvement in Executive's Eplanning project and lead required development of existing eplanning provision.	CS					Green - CNPA website now has details of planning applications, working with S Ex & others on wider roll out.
Goal 7 Development management service									
8. A professional, respected and motivated staffing complement.									
8	1	Address equality, age and other legislative changes within HR procedures and terms and conditions of employment	Consult with staff on potential changes needed to salary Bands and job evaluation system.	CS					Green: equality policies developed or in development. Staff consultation on salary bands scheduled for March Staff Consultative Forum.

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8	2	Seek Investor in People (IiP) accreditation	Submit procedures to IiP inspection to provide independent review of adequacy of internal communication and integration of strategic, operational and activity planning	CS					Green: IiP accreditation received. All categories of assessment reported as good practice clearly established.
8	3	Review pay remit and sector benchmarking information.	Continue to consult with staff through SCF representatives on terms and conditions.	CS					Green: pay remit and business case submitted, on schedule in December 07, to Scottish Government Pay Policy Team. Pay award implemented, on time, in April 08.
8	4	Implement appraisal review system.	Consult with staff on development of system to include a series of key competencies reflecting organisational values and required operational working practices.	CS					Green: competency framework completed and roll-out taking place in March appraisal cycle.
8	5	Implement appraisal review system.	Review appraisal and PRP implementation	CS					Green: competency framework completed and roll-out taking place in March appraisal cycle.
8	6	Establish staff development programmes and implement, within available resources	Review training needs established in appraisals and seek appropriate training delivery within available budget.	CS					Green: training programme in place and implemented throughout year, picking up both organisation wide priorities and individual needs through appraisal.
8	7	Support Staff Consultative Forum.	Seek feedback from staff on organisational development and respond to issues raised.	CS					Green: Staff Consultative Forum continuing to meet regularly, with open agenda allowing items to be raised by both employer and staff reps.
8	8	Support Staff Consultative Forum: Organisational Development Programme.	Maintain a project overview of organisation development activities and report regularly on delivery and achievements to SCF.	CS					Red: overview of development activities in place and update issued to all staff in September. Resource demands, particularly from SEARS development, has resulted in ongoing delay of next staff update.
8	9	Maintain review of Health and Safety policies.	Monitor completion of personal risk assessments, and implications of any accident and hazard reports, taking appropriate action where required.	CS					Green: monitoring in place. Return of risk assessments reinforced for 2008/09 appraisal cycle and will be closely monitored.
8	10	Work and Life Balance	Review impact of flexible working and work life balance policies; seek staff views and consider further requirements	CS					Green: childcare voucher scheme now in place; occasional home-working policy agreed through Staff Consultative Forum.
8	11	Support ongoing organisational development	Provide professional advice and support on organisation development projects through the year, for example on Access Trust development; Ranger Services	CS					Green: significant input to legal and financial development of Cairngorms Outdoor Access Trust; projects ongoing on central contacts database; new project initiated on accommodation.

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8	12	Support ongoing organisational development	Work with key partners in the NDPB sector, especially SNH and LL&TTNPA, establishing and implementing best practice and seeking to ensure consistency of approach where appropriate.	CS					Green: ongoing work with SNH on IT collaboration. New initiative considering shared facilities management and procurement services from SEPA. Extensive collaboration with partners on SEARS project development.
8	13	Implement IT strategy	Take forward action plans identified within IT strategy for year to support staff working requirements	CS					Green: currently being progressed through shared IT project with SNH.
8	14	Embed financial regulations and procedures	Continue monitoring implementation of procedures, assess and deliver training needs.	CS					Green: monitoring in place in house, supported by internal audit reviews which are to be presented to Audit Committee in March.
Goal 8 Professional, respected and motivated staff									
9. Good quality outdoor access infrastructure in place and maintained									
9	1	Determine role and scope of Trust in delivery of Outdoor Access Strategy and move towards establishment	Scope legal requirements for establishment. Finalise options analysis. Seek Board approval and partnership support	VSR					Green: Upper Desside Access Trust became Cairngorms Outdoors Access Trust on 1 April 2008
9	2	Hold stakeholder workshop and undertake reconnaissance survey to assess upland paths repair priorities	Convene workshop of relevant interest groups, undertake survey and work up costs of path repair projects	VSR					Green: Successful workshop held and written up.
9	3	Interim funding for projects in east of Park (including capital repair projects)	Deliver UDAT work programme as agreed with partners	VSR					Green: Work programme complete
9	4	Contribute to capital repair projects in west of Park	Lead project with partners and deliver Glenmore off-road route. Contribute to other projects (to be confirmed)	VSR					Amber: Construction work started late due to time take to obtain land manager permission and work will be only partially complete by end of Financial Year. Some minor problems with contractor supervision in first few days of construction but now sorted
9	5	Small scale outdoor access infrastructure grant scheme	Deliver grant scheme and offer advice	VSR					Green: In hand
9	6	Contribute to management of Speyside Way to Aviemore	Advise Management Group; Assess Development and Management Plan and administer grant;	VSR					Green: Work completed and paid for
9	7	Speyside Way Extension to Newtonmore	Support SNH and scope implementation of extension	VSR					Green: Responsibility for progress currently rests with SNH
9	8	Support Spey Users Group	Convene annual meeting; Contribute to projects	VSR					Green: November meeting was chaired by CNPA. Arrangements now under review to facilitate more action on the ground
9	9	Finalise Deeside Way	Complete remaining sections	VSR					Green: Very significantly complete
9	10	Revenue programme for path maintenance	Begin to develop a costed programme of routine path maintenance	VSR					Green: In hand as part of Core Paths Plan project

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9	11	Develop and promote technical guidance on waymarking of paths	Draw together exiting best practice, discuss with partners and agree guidance	VSR					Amber: Consultant appointed and stakeholder workshop was held slightly late, on 11 April
9	12	Establish mechanisms to share good practice about management of outdoor access	Continue supporting Deeside Access Group and establish similar for remainder of Park	VSR					Amber: Deeside Access Group OK. First meeting of West Cairngorms Outdoor Access Newtork held slightly late in April 08.
Goal 9 Outdoor Access Infrastructure									
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	Discuss with partners the implementation of necessary changes to achieve coordinated and cohesive approach to ranger services in the Park	Detailed discussions with partners and further Board approvals; Contribute to SNH national review of ranger policy	VSR					Green: SNH review now complete. Ppaer drafted for Finace Committee in mid May
10	2	Put in place Interim funding measures for rangers	Provide financial support for those services that need to meet shortfall while Park-wide policy is developed	VSR					Green: In hand
10	3	Provide pan-Park coordination and support function while Park-wide policy is developed	Organise annual gathering; Promote communication and information sharing; Provide guidance to SNH and other public bodies about Park-wide priorities for work plans	VSR					Green: Annual Gathering held and successfully chaired by Board member, Duncan Bryden
10	4	Provide support for development of ranger base in Angus Glens	Assess new proposals and offer grant	VSR					Green: Construction well under way and CNPA payment made this financial year
10	5	Develop effective interim mechanism to link ranger service work to assist with outdoor access casework	Agree and monitor simple protocols with area wide ranger services	VSR					Green: Highland Council Rangers routinely dealing with access casework
10	6	Continue to assist land managers to find management solutions to roadside camping at popular locations	Convene stakeholder meetings and take necessary actions	VSR					Amber: Little progress but little demand from land managers or other stakeholders
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 and leaflet racks at 6 key visitor attractions.	VSR					Green: In hand
11	2	Develop range of publications for visitors about special qualities and recreational opportunities	Contribute to Visitor Guide 2008; Lead on Countryside Events leaflet 2008, Cairngorms Explorer 2008; Bedroom folder 2008; Re-print welcome leaflet	VSR					Green: New Cairngorms Explorer and new Visitor Guide now complete and circulated
11	3	Develop and print popular version of Interpretation Framework	Convene group and commission project	VSR					Amber: Guidance will be available in May '08
11	4	Provide support to interpretation projects run by others	Support for interpretation projects through IGP applications that follow the interpretive framework	VSR					Green: in hand

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11	5	Interpretation/orientation facilities in communities and at strategic locations within Park	Provide branded information at 8 existing community information points.	VSR					Amber: three of five Panoramas of Park complete. Limited progress with getting community information points in place
11	6	Entry point marker project	Confirm Phase 2 with Board and SE; Implement on 4 trunk roads	VSR					Green: All road markers now in place except for Drumochter. Work largely complete at Drumochter lay-by
11	7	Install road signage to the Park	Install signs 'to the Park' according to priorities identified in scoping study .	VSR					Green: In hand and dependent on local authority roads departments and Scottish Government.
11	8	Pan-Park Visitor Survey	Develop methodology and secure funding package for second National Park Visitor Survey.	VSR					Red: Delayed to next year in discussion with Delivery Team
11	9	Develop proposals for health walks initiative	Continue Walk Deeside Project (to ensure pan-Park coverage of health walks delivery	ESD					Green - This is feeding into the planned work of the new Cairngorms Outdoor Access Trust.
11	10	Deliver John Muir Award Project and secure longer term role for JMA in the Park	Implement project with partners (funded until Oct 07);	VSR					Green: Very good progress with Awards. Plans make effort international Junior Ranger camp in July at Glen Tanar
11	11	Contribute towards "The Vital Spark" International interpretation conference	Attend and advise Steering Group, present paper at conference and help run field trips	VSR					Green: successful sell-out conference held
11	12	Develop technical guidance/design template for series of leaflets promoting paths around communities in the Park	Issue contract to develop template	VSR					Green: New standard design template in place using National Park Brand image
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 - NPP priorities reflected in regional priorities for SRDP now finalised. ILM Delivery Team have ongoing role to monitor delivery and consider changes through RPAC reviews.
12	2	Develop (and integrate) public support mechanisms to deliver public benefits	rolled up as part of ILM PFA	NH					Green - ILM Delivery Team established to monitor integration through SRDP and identify other opportunities for integrating support.
12	3		Develop an upland scheme to support delivery of public benefits as a case study	NH					Amber - discussions ongoing with one estate to be a demonstration, linked to demonstrations of sustainable land-use and dependent on successful RDC application (12/7)
12	4	Develop longterm plan for LBBTP	Implement longterm plan for LBBTP	ESD					Green - It is anticipated that the funding package will be secured soon. CAP has proved a success and will continue to be delivered alongside the land based business training.
12	5	Analyse current public support (schemes, advice, training) available	Part of ILM PFA work	NH					Green - ongoing part of the ILM delivery team's agenda. Integrated approach to RDCs, LEADER and associated training being taken in the Park.
12	6	Develop policies to support ILM	Rolled into ILM PFA work (see 12/5)	NH					Red - not being progressed separately at present. Will flow from future delivery team work.
12	7	Develop pilots on several land management units		NH					Green - agreement with one estate to be a demonstration and discussions ongoing with two further estates for complementary demonstrations.

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12	8	Develop agri-waste project	Continue to run agri-waste project and plan its future	NH					Green - good uptake of project
12	9	Support development of catchment management plans	Support development of catchment management plans and plan integration into ILM as part of PfA	NH					Green - chair of Dee CMP Steering Group on Delivery Team for PfA and joint working to deliver actions in PfA as part of Dee CMP implementation. active involvement with the Dee Catchment Management Plan and resulting opportunities being taken forward through sustainable land management demonstrations. Opportunities to revive actions from the Spey plan being discussed with partners
12	10	Support development of catchment management plans	Support Dee Catchment Management Plan incl support of project officer, extend project to facilitate implementation	NH					Green - Grant paid to Project officer for Dee Catchment Partnership. Full participation on Steering Group and implementation groups.
12	11	Support Deer Strategic framework	Also part of Deer PfA	NH					Green- paper to CDAG in June seeking approval of mechanism.
12	12	Develop Deer Priority for Action		NH					Green- initiatives on deer as a wildlife tourism resource, venison marketing, resolving conflict, plus much action to bring designated sites into favourable condition.
12	13	Co-ordinate comments on Forest Design plans		NH					Green - Only key strategic Forest Design Plans have been commented upon
12	14	Support farm business viability initiatives	Planning to succeed and Monitor Farm projects	NH					Green - both projects in progress
12	15	Increase value of native Scot's pine timber	Contribution to pine timber strength research project with FCS	NH					Amber - liaison with Buildings Research Establishment and Forest Research projects. CNPA not currently funding projects
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					Red - goal amended to supporting ongoing communication and consultation with no current need for further policy development.
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					Green - liaison with land managers to inform regional priorities for SRDP. Good progress through CDAG.
13	3		Encourage and support land managers in communication of public benefits through grant scheme	NH					Green - work ongoing to develop opportunities for this - e.g. through demonstration sites and training and/or conference events
13	4		Develop communication and consultation mechanisms (as appropriate) as an integral part of public support mechanisms	NH					Green - public support mechanisms currently promoted through SRDP.
13	5	Support CDAG		NH					Green- well attended meetings with challenging agendas occurring 3 times a year. Feedback is positive.
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.									

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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					Amber - delivery team discussing options for data collation which may include NESBRec. Other options are being explored in in view of cost effectiveness.
14	2	Continue to deliver the Cairngorms LBAP project	Develop longer-term plan for LBAP	NH					Green: future funding support now agreed.
14	3		Continue to deliver the Cairngorms LBAP project	NH					Green - delivery of the Cairngorms LBAP being effectively managed by two part time officers
14	4	Support projects	Support IGP biodiversity projects for the Park.	NH					Green - Partnership funding provided to support the Biodiversity Grant Scheme
14	5	Support Projects	CNPA contribution in kind for water vole project incl. line management and T&S	NH					Green - CNPA are on the steering group and provide line management assistance.
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					Green - Assistance provided by the CNPA landscape Advisor
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 - CNPA fuding assistance has ensured the project has a Cairngorms focus
14	8	Contribute to View from the Road study for the Cairngorms to identify key view points.		NH					Amber; work carried out by SNH. Authority may contribute to future projects arising from it.
14	9	Develop landscape strategy to plan delivery of Park Plan objectives	In-house work	NH					Amber - 07/08 process delayed by Beauly Denny inquiry. Work programme now in place to deliver through next corporate plan period.
14	10		Consider actions to reduce the use of natural resources in the Park to acceptable levels	NH					Green: being taken forward as part of wider work on sustainability and design guidance.
14	11	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 - being delivered to a large extent by LBAP, In addition CNPA is supporting work on aspen and eagle monitoring in National Park.
14	12		Carry out targeted habitat surveys to help to identify actions to safeguard special qualities. Will identify location and condition. Complete inbye survey across the Park.	NH					Green: In bye survey completed in Badenoch and Strathspey. Remainder of Park planned for next year.
14	13		Capercaillie disturbance research.	NH					Green - research being undertaken by others
14	14		IGP Cultural Heritage Scheme	ESD					Green - Scheme fully committed
14	15	Develop and submit a Landscape Partnreship Project bid to Heritage Lottery Fund	Develop bid, engaging with partners in construction of proposed delivery programme	CS					Red: this now very unlikely to proceed as a result of HLF's requirement to focus on a very small scale geographic area.
14	16		Actions arising from cultural heritage audits	NH					Amber - delayed pending recruitment of cultural heritage officer
14	17		Research with SNH identifying public opinion over wild land qualities across the Park, and detracting features.	NH					Green - contract in place and scheduled to deliver March 08

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14	18		Habitat surveys identified in accordance with agreed deficiencies and need priority	NH					Green; priorities identified by LBAP.
14	19	Control of non native invasive plant species	Contribute to a grant scheme for land owners/managers to carry out work.	NH					Green - SRDP offers principle funding route
14	20	Increase raptor populations on moorland in Park	Initiate RaptorWatch type scheme in Highland part of Park	NH					Amber - discussions ongoing with Highland Constabulary
14	21	Support Biodiversity Projects		NH					Green - contribution to aspen survey and golden eagle monitoring in Badenoch and Strathspey
14	22	Climate change		NH					Green - green farm project in place, partnership with Glenlivet Estate initiated, potential knowledge transfer programme with Macaulay and UHI funding bid submitted and discussions on upper Dee catchment project commenced.
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	Support economic diversification projects, e.g. waste & renewables	ESD					Green - Several projects approved.
15	2		Support Creative Cairngorms arts & crafts association actions	ESD					Green - Guide produced and exhibition held.
15	3	Develop market opportunities for land managers, including new and existing businesses (NRG):	Develop market opportunities for land managers (NRG):	NH					Green: Farmers market being supported in conjunction with ESD Group and promotion/guidance for SRDP initiated..
15	4	Promote good practice, training and demonstration to aid land managers achieve private objectives (NRG)	Promote good practice, training and demonstration to aid land managers achieve private objectives to be delivered via LBSTP	NH					Green - this is being actively considered as part of the delivery of Priority for Action on Integrating Public Support for Land Management. Potential courses for LBSTP identified.
15	5	Support Cairngorms Chamber of Commerce		ESD					Green - Supported acquisition of Parki to underpin CCC's financial sustainability.
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 - Continuing to engage in the Charter Park network.
16	2		Host Charter Park conference/produce report	ESD					Green - Conference held in Ballater in June.
16	3		Develop part 2 of Charter	ESD					Green - this was discussed at the above conference. Believed that the objectives of part 2 (applying the Charter to businesses) can be achieved via the CNP brand. To be confirmed in next year's mid-term review of the Charter.
16	4		Support for Charter mid-term review	ESD					Amber - Mid-term review deferred to 2008/09.
16	5	Implement CNPA actions within Sustainable Tourism Development Strategy & Action Plan (ESD)	Strengthen uptake of GTBS	ESD					Green - workshops being held in communities in March.
16	6		Develop visitor payback schemes	ESD					Red - activity on hold until 2008/09.

AS PER CORPORATE PLAN									
Goal	Task	Goal	Task	Group	Q1	Q2	Q3	Q4	Commentary Q4
16	7		Involvement of stakeholders	ESD					Green - successful tourism conference themed on food/drink & local purchasing was held in Boat of Garten on 7 November.
16	8		Support projects to strengthen awareness of Cairngorms	ESD					Green - Initial version of CNP web portal due to be completed by end March.
16	9		Support projects in connection with distinctiveness of Park area	ESD					Green - Using Opportunity for CNP family brands to support appropriate initiatives. For example 'Cairngorms Hostels in the National Park'.
16	10		IGS marketing and events scheme	ESD					Green - scheme is fully committed.
16	11		Training for tourism stakeholders	ESD					Green - 'Cairngorms Connections' now available and being promoted as an on-line course.
16	12		Development of monitoring framework	ESD					Amber - Monitoring Framework for Sustainable Tourism Strategy & Action Plan tied in with finalising Park Plan monitoring framework.
16	13		Research	ESD					Green - scoping several strands of research with partners. Supported business barometer research by Aviemore & the Cairngorms DMO.
16	14		Support DMOs to deliver Charter actions	ESD					Green - Both Aviemore & the Cairngorms and Royal Deeside & the Cairngorms have been grant funded. Their business plans deliver a number of Charter actions.
Goal 16 Sustainable tourism spend									
17. Improved community capacity to deliver 4 aims of the Park.									
17	1	Develop and launch Community Investment Programme	IGP communities scheme	ESD					Green - Scheme fully committed.
17	2		Funding for community planning projects	ESD					Green - developing links between Community Planning Partnerships and Cairngorms LAG to join up funding support for priority local projects.
17	3	Continue to deliver Cairngorms LEADER+ Programme	Continue to deliver Cairngorms LEADER+ Programme	ESD					Green - Local Action Group developed to bring in land based interests and community planning links. £920K of LEADER funds secured with potentially another £600K being considered.
17	4		Undertake review of effectiveness of LEADER+ programme to inform future delivery plans	ESD					Green - Evaluation completed. Report was positive with a number of recommendations that have informed the development of the new LAG and LEADER programme.
17	5	Support and develop relationship with the ACCC	Continue to support and develop relationship with the ACCC	ESD					Green - Have part-funded a piece of work for the ACC to review their operation and develop a forward plan.
17	6		Park for All Outreach programme	ESD					Green - Work completed on literature review and focus groups. Action research phase now being developed involving a series of visits to both Scottish National Parks.
17	7		BTCV Volunteering Project	ESD					Green - project on track.
17	8		Park for All conference	ESD					Green - Conference focused on transport issues held on 15 November. Feedback from attendees was positive.
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.	Produce core messages and standard presentation on the CNPA and its role	COM					Green - CNPA core messages prepared and circulated to Board and staff in January 2007 and an issues briefing paper is circulated quarterly

AS PER CORPORATE PLAN									
Goal	Task	Goal	Task	Group	Q1	Q2	Q3	Q4	Commentary Q4
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					Green - media releases sent out on regular basis
18	3	Target specialist publications with feature articles about the Park	Commission features for specialist publications	COM					Green - BBC Springwatch 2008 will feature much of the wildlife in the Cairngorms and various other specialist programmes focused on the Park.
18	4	Develop and refine our website.	Maintain and continue content development	COM					Green - website is continually updated with the latest media releases, board and committee papers and provides online feedback mechanisms for various consultations. A review has been undertaken and the future management and development of the site re-tendered for the next 3 years
18	5	Produce and issue Park Life to every local household and to stakeholders	Issue of Park Life, planned once in 2007/08	COM					Green - Parklife was distributed during November and the next issue will go out in June 2008.
18	6	Publications, including photography.	Development and issue of corporate publications	COM					Green - CNPA Annual Report 06/07 was distributed in October, Outdoor Access Strategy was distributed in November, Forest & Woodland Framework has been published and distributed in April, the final draft Core Paths Plan has been produced for formal consultation in April 2008.
18	7	Put in place a monthly email news bulletin.	Produce and promote the CNPA monthly e-bulletin	COM					Green - an e-bulletin is produced monthly and has well over 500 subscribers
18	8	Participate fully in National Parks Week 2005.	National Park Event	COM					Green - details of events during National Parks week were promoted via local media, CNPA website and ANPA website and media activities
18	9	Prepare and implement a CNPA stakeholder engagement programme	Co-ordinate a series of activities and events and produce support materials to reach agreed target audiences	COM					Green - over 100 partners attended the NPP launch event on 28 September - unfortunately the Minister was unable to attend at the last minute but attended the Strategy Group meeting on 14 March. A briefing for local MSPs on the deposit local plan was held on 3rd October at Holyrood and various briefings have been prepared for our sponsor division, with the Minister & with local MSP/MP on constituency issues
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	Influence developing Local & Regional Transport Strategies (ESD)	ESD					
19	2		Initiate cross-Park 'Heather Hopper' bus service	ESD					Green - Service was improved to cover 7 days a week over a longer duration. Service secured for next year with half the bus trips offering bike carriage and half having a fully accessible bus. Will run to Newtonmore.
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					Green - 40,000 copies were distributed. Will be produced again for 2008/09 including 'Cairngorms on a Shoestring' information - opportunities to enjoy the Park at little or no cost.
Goal 19 Accessibility and public transport provision									
20. Good understanding and appreciation by young people of the CNP, and appreciation of its importance									

AS PER CORPORATE PLAN									
Goal	Task	Goal	Task	Group	Q1	Q2	Q3	Q4	Commentary Q4
20	1	Develop Youth Apprenticeship Scheme	Implement vocational training support for young people	ESD					Green - Bursary scheme fully committed. Schools liaison officer in post. SVQ Level 2 pilot continuing to be progressed.
20	2	Continue work on Youth Communication Initiative	Continue work on Youth Communication Initiative	ESD					Green - Schools media project was premiered at the youth conferences in November.
20	3	Develop Youth Strategy and Action Plan.	Implement other youth actions	ESD					Green - Youth events held in Aviemore and Ballater in November. Attended by over 300 young people.
Goal 20 Young people's understanding of the CNP									