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## **Introduction**

The purpose of this corporate plan is to:

- Set out how we will allocate our resources in the 3 years 2008-2011;
- Inspire and guide the work of staff and Board Members;
- Explain how we are helping to deliver, with partners, the Cairngorms National Park Plan for 2007-2012, and
- Show the special contribution which the Park and the Park Authority can make to the Scottish Government's delivery Framework, which sets out a common set of objectives and outcomes for the whole of the public sector in Scotland.

**It is therefore set out in three parts:**

**Part A: The Cairngorms National Park and Our Role;**

**Part B: Our Contribution to the Cairngorms National Park Plan**

**Part C: Our contribution to the National Performance framework**

### **Part A: The Cairngorms National Park and Our Role**

#### **The Cairngorms National Park**

The Cairngorms National Park has exceptional wild, natural and cultural qualities. Established in 2003, it is the largest National Park in Britain and as a living, working landscape it is managed so that future

- to create a renowned international destination with fantastic opportunities for everyone to enjoy its special places and
- to be an exemplar of sustainable development showing how people and place can thrive together.

***Collectively we want to create a National Park that we are all proud of and which makes a significant contribution to our local and national identity and economy.***

The National Parks (Scotland) Act 2000 sets out four aims for National Parks in Scotland:

- To conserve and enhance the natural and cultural heritage of the area
- To promote sustainable use of natural resources in 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 Cairngorms National Park Authority's statutory purpose is to lead and co-ordinate the collective delivery of the national Park aims. The long term success of the Park depends on this integrated approach to managing the Park, and in order to achieve it, a National Park Plan has been prepared in partnership with a wide range of interested parties.

### **An Integrated Approach to caring for the Park**

The Cairngorms have evolved over many thousands of years strongly influenced by environmental changes and local land uses over the centuries. Due to climate change and social and economic pressure for growth and development the Park is constantly evolving and if this change is to be managed effectively an integrated approach focused on achieving sustainable development within the Park must be achieved.

The landscape, habitats and species that give the Park its special character continue to be shaped by environmental changes, land management practices and the local communities which have close connections and dependence on these characteristics and practices. The linkages between these mutually dependent interests call for an integrated approach to managing the Park which means we must work in partnership if we are to achieve our shared vision and create a world-class National Park.

The Cairngorms National Park Authority acts essentially as an 'enabling' organisation. It has a small budget and small staffing complement and achieves its effects by promoting partnership working and co-ordinating the work of all those involved in caring for the Park. In particular the Park Authority works closely with a number of public sector partners, local businesses, land managers, communities and

1. *We provide a strategic framework for the Park*, so that delivery by a wide range of partners is focused on agreed priorities to create a world class National Park. Crucial to this is the Cairngorms National Park Plan, agreed by partners and approved by Ministers in 2007. We coordinate delivery, ensuring effective partnership and good use of resources.
  
2. *We support and add value to activities* by those who live and work in the Park, public private and voluntary sector, and which support the National Park Plan. This role can take a number of forms:
  - Providing the strategic basis for consistent and joined decision making (Local Plan, Core Path Plan, Outdoor Access Strategy, Forest & Woodland framework, Interpretation Strategy, etc)
  - Acting as coordinator and catalyst for projects and initiatives which are significant contributors to the Park Plan, and which provide a basis for others to build on (such as the Cairngorms Brand, established for businesses and communities to use as a marketing tool, raise awareness of the Park and its special qualities and raise quality and environmental standards of service);
  - Levering in funding (creating a sustainability fund, a Cairngorms Outdoor Access Trust and other contribution schemes);
  - Supporting actions/projects with funding (such as the Heather Hopper, Local Biodiversity action Plan delivery);
  - Facilitating with help/ advice/training (such as the Land Based Business Training Project and support for SRDP)
  - Influencing and persuading others (participating in Community Planning, catchment management planning)
  - Piloting new and innovative ways to manage rural areas and become exemplars in sustainable development and land management

3. *We deliver functions directly where appropriate:*

## **Context**

### **The First Five Years**

Since the CNPA's establishment in 2003, our efforts have been concentrated on:

- Getting ourselves established as an effective operational body;
- Setting out how we would prepare an effective strategic framework for the Park, in the form of National Park Plan, Local Plan, Strategic Environmental Assessments, Core Paths Plan, Interpretive strategy, Outdoor access strategy, etc
- Significant progress in establishing an identity for the Park, through creation of a Cairngorms brand; award of the European Charter for Sustainable Tourism, installation of high quality entry point markers;
- Establishing the ethos of our "enabling" role which would determine how we focused our limited resources. This is described as: adding value to (not duplicating the role of) others/ filling gaps/ supporting and facilitating through funding and advice/ acting as a catalyst for projects which benefitted the Park.

### **Looking forward**

Those first goals have largely been achieved, with a strong strategic platform now in place for activity in the Park, and working relationships established with a range of partners. With those "building blocks" in place, and the organisation up and running, we are moving into a new phase in which we concentrate on ensuring implementation of the National Park Plan, continuing to develop awareness and appreciation of the Cairngorms National Park, and developing even further the partnership working with others. At the same time, other changes will be taking place which will impact on the organisation's work:

- The first quinquennial review of both Scottish National park Authorities;
- A new 7 year Scottish rural development programme will be taking effect;
- E-government becoming embedded;
- Efficient government targets (2% per annum) set by Government for the organisation;
- Scottish Government proposals for simplifying public services, with potential impact on public sector partners and how we work with them;
- Introduction of the SEARS initiative in June 2008;
- Scottish Government Strategic Delivery framework in place, and the move towards outcome agreements as a means of focusing and monitoring delivery by public sector organisations.

*Providing a strategic framework for the Park*, so that delivery by a wide range of partners is focused on agreed priorities to create a world class National Park.

*Supporting and adding value to activities* of public private and voluntary sector, and which support the National Park Plan, by:

- Acting as coordinator and catalyst
- Levering in funding;
- Supporting actions/projects with funding
- Facilitating with help/ advice/training
- Influencing and persuading others
- Acting as a source of innovation, encouraging and initiating new approaches and new ideas for sustainable care and management of a special place

*Delivering functions directly where appropriate:*

- Planning and development management - aiming to ensure a well designed sustainable place to live and work.
- Access management - aiming to ensure and facilitate responsible access in the area, which respects the rights of land managers and access-takers.

Combining those principles with the vision and objectives agreed with partners in the National Park Plan leads to a number of **strategic objectives** for the work of the CNPA over the Corporate Plan period. These are the drivers for our decisions on what we do and how we do it, against a background of high expectations and limited resources:

- a) Ensure the NPP outcomes are aligned to and make the biggest possible contribution to support the Scottish Government strategic priorities and outcomes and coordinate delivery of National Park

right touch to give others the best opportunities possible to get involved and benefit from the National Park)

- d) Develop an effective partnership with land managers for delivery of public benefits in tackling climate change, providing access opportunities, supporting the rural economy through the production of high quality local produce and services, tackling biodiversity loss, and conserving and enhancing the natural and cultural heritage of the Park.
- e) Ensure communities and businesses are engaged with and benefit from the Park, helping to build their capacity to deliver actions in the National Park Plan and create opportunities for them to flourish.
- f) Ensure the Cairngorms National Park is used as a major tool for inspiration and education on climate change and the area's natural and cultural heritage which helps position the Park and Scotland as a high quality sustainable tourism destination that people are proud of.
- g) Provide an effective, efficient and responsive CNPA service to the public that meets people's needs, and delivers the objectives of the Single Environment and Rural Services (SEARs) project.

## **Part B: What we aim to achieve in 2008/11- Our contribution to the cairngorms National Park Plan**

Driven by these 7 strategic priorities, over the next three years the CNPA will deliver the achievements set out in Appendix 1 which reflect our statutory duties and our contribution towards delivering the National Park Plan. These achievements are shown under the headings of our corporate functions and the seven Priorities for Action in the Cairngorms National Park Plan, so that the monitoring and reporting arrangements are more easily synchronised. Those seven Priorities for Action in the Park Plan are:

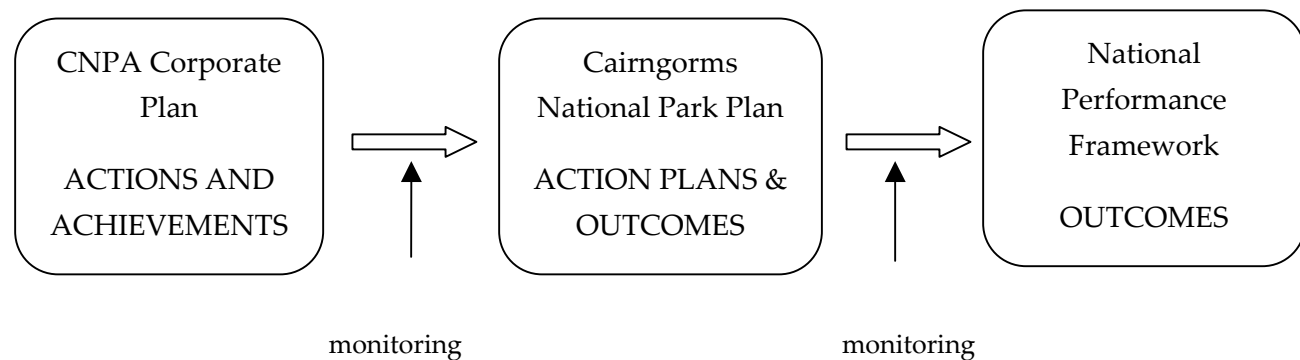
1. Conserving and Enhancing Biodiversity and Landscapes;
2. Integrating Public Support for Land Management;
3. Supporting Sustainable Deer Management;

To which we have added for purposes of this Corporate Plan, three further strands of work which apply to all of these priorities:

8. Strategy and Communications
9. Planning and Development Management
10. Corporate Support functions

### Part C: National Performance Framework – Scottish Government Outcomes

The CNPA has a particular contribution to make to the delivery of the Scottish Government’s national performance framework, because of the special qualities of the Cairngorms National Park and the collaborative nature of the CNPA’s role, involving a wide range of stakeholders – public, private and voluntary sector.



The CNPA’s work for the next three years is presented in **Appendix 1** in terms of its contribution to the

way they are expressed may be different. **Appendix 3** presents a proposed Outcome Agreement, showing how the CNPA's Grant in Aid will help to deliver the Scottish Government's outcomes in the National Performance Framework. Because this represents a common approach for all public bodies, expressing our work plans on this basis provides a means, through a common "language", of reinforcing the partnership working between public sector organisations in the National Park.

CNPA can make a particularly significant contribution to nine of the fifteen national outcomes (highlighted below):

We live in a Scotland that is the most attractive place for doing business in Europe.

1. **We realise our full economic potential with more and better employment opportunities for our people.**
2. We are better educated, more skilled and more successful, renowned for our research and innovation.
3. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
4. Our children have the best start in life and are ready to succeed.
5. **We live longer, healthier lives.**
6. **We have tackled the significant inequalities in Scottish society.**
7. We have improved the life chances for children, young people and families at risk.
8. We live our lives safe from crime, disorder and danger.
9. **We live in well-designed, sustainable places where we are able to access the amenities and services we need.**
10. **We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**
11. **We value and enjoy our built and natural environment and protect it and enhance it for future generations.**
12. **We take pride in a strong, fair and inclusive national identity.**





**1. Conserving & Enhancing Biodiversity and Landscapes to sustain our natural and cultural heritage** – in its leadership role, the CNPA will establish a landscape scale framework that supports land management of all areas within the Park to deliver better outcomes for people and the environment. In addition, the CNPA will provide information that is accessible to anyone on biodiversity and cultural heritage resources in the Park and provide direct support for action on the protection of priority species and habitats that other organisations are unable to provide. These achievements will support a number of Scottish Government outcomes including:

- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We take pride in a strong, fair and inclusive national identity

<b>Achievements</b>	<b>What impact will this achievement make</b>
A landscape framework is in place which supports the management of the Park's forests, woodland, moorland, upland and farmland areas.	Future planning and management decisions can be proactive and integrated across the Park area. This is a key tool to address the potential conflicts and tensions inherent in managing a variety of natural and cultural resources to achieve sustainable growth within the Park.
A mechanism is in place which allows biodiversity information to be collated and accessed by anyone interested in the Park.	People can be engaged in collating information that is made available to all to inform proactive management, decision making, and help develop understanding and enjoyment of the biodiversity in the Park. This will allow us and others to prioritise our efforts and resources to best effect.
Action on priority species and habitats most at risk has been stimulated/initiated to stop further loss and enhance biodiversity.	Encourage and co-ordinate a range of people and organisations to take action to protect and enhance the Park's biodiversity and ensure it is in a good position to adapt to climate change.
Information on the cultural heritage resource within the Park is collated, accessible and used to conserve and promote the cultural heritage.	The cultural heritage of the Park has a higher profile, can be managed more proactively to protect and conserve it, and is more widely enjoyed and understood. This will allow us and others to prioritise our efforts and resources to best effect.

to tackle climate change through land management action will also be encouraged by taking a landscape scale approach. These achievements will support a number of Scottish Government outcomes including:

- Our public services are high quality, continually improving, efficient and responsive to local people's needs
- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We realise our full economic potential with more and better employment opportunities for our people
- We reduce the local and global environmental impact of our consumption and production

Achievements	What impact will this achievement make
Tailored public support and advice for land managers within the Park meets their needs and is co-ordinated at a landscape scale.	Public investment in land management in the Park is co-ordinated to best effect so that it helps land managers take the opportunities open to them to meet their needs and deliver high quality public benefits on a landscape-scale including benefits which help to mitigate or adapt to climate change, protect and enhance the Park's natural and cultural assets and provides public access to and enjoyment of the Park.
Proactive advice enables land managers to make the most of the SRDP and other funds to deliver outcomes for the National Park.	The Scottish Rural Development Programme has successfully supported land managers and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park while helping their businesses remain or become more viable and sustainable.
Land management action on climate change has been encouraged/initiated to deliver the best possible impact on tackling climate change.	Land managers know what action they can take to reduce carbon emissions and be proactive in adapting to the effects of climate change and how their collective actions can make a significant contribution towards climate change mitigation and adaptation which is essential to achieve sustainability.

businesses and communities while also needing to be effectively managed to achieve sustainable land management objectives. The CNPA's role is to encourage interested parties to come together to facilitate an inclusive approach to deer management within the Park that builds understanding and trust and delivers benefits for a range of different interests. These achievements will support a number of Scottish Government outcomes including:

- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We realise our full economic potential with more and better employment opportunities for our people

Achievements	What impact will this achievement make
There will be a large-scale patchwork of deer densities across the National Park underpinned by an inclusive deer management planning process	Conflict about deer management objectives is reduced, the opportunities for deer management to deliver benefits for a range of interests is realised and the integration necessary to manage deer in the context of other objectives across the Park is delivered.
Greater public understanding of deer management	So that people are able to engage in discussions about deer management, help reduce conflict about deer management objectives, and make the most of the resource for local communities and businesses.
Opportunities to increase the economic value of wild deer are actively promoted.	Deer management contributes as effectively as possible to successful rural businesses and communities.

**4. Provide High Quality Opportunities for Outdoor Access to encourage more people to actively enjoy the outdoors** – the CNPA is the Outdoor Access Authority for the Park and also provides considerable direct support to deliver this priority for action. The CNPA has a statutory duty to produce a Core Paths Plan for the Park which will focus our collective efforts to ensure a 'sufficient' core paths network is managed for everyone to enjoy. These achievements will support a number of Scottish Government outcomes including:

- We live in well-designed, sustainable places where we are able to access the amenities and services we need
- We value and enjoy our built and natural environment and protect it and enhance it for future generations

Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities is promoted and upheld	The Park Authority delivers its access authority duties to meet people's needs so that people who visit, live and work in the Park are more likely to understand their outdoor access rights and act responsibly when enjoying the outdoors
The Core Paths Plan is adopted which identifies over 850 km of key links in the Park's path network, including around 25 km new paths that will be built and open for public use by 2011	People find it easier to get out and about on the lower ground and to enjoy the special qualities of the Park. Public sector support and investment is prioritised and co-ordinated to ensure the core paths network in the Park is 'sufficient', maintained in 'favourable condition' and linked to public transport services
The Speyside Way is extended from Aviemore to Newtonmore	The profile of the Speyside Way, the Cairngorms National Park and the surrounding area will be raised and a wider range of users will be encouraged to actively enjoy this part of the Park which will also stimulate the local economy
A Park-wide Trust is in place which provides a mechanism to manage outdoor access projects on a cooperative basis	The flexibility provided by a Trust and their dynamic relationships with funding partners will help deliver a wide range of improvements to visitor infrastructure so that people can enjoy the Park in way that does not damage its special qualities.
Comprehensive information about outdoor recreation opportunities across the Park is available – especially for young people, disabled people and people on low incomes	Good quality visitor information is provided for the whole of the National Park and people who may be or feel excluded from visiting and enjoying the Park have more information about the opportunities available for them to do so.
Healthy walking groups are available in every community	More residents in the Park who have not actively enjoy the Park are more likely to do so

**5. Making Tourism & Business more Sustainable to create a high quality sustainable destination - in its**

- own actions and how they affect others
- We take pride in a strong, fair and inclusive national identity
- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We reduce the local and global environmental impact of our consumption and production

<b>Achievements</b>	<b>What impact will this achievement make</b>
Businesses within the Park provide a high quality, environmentally friendly service and benefit from using the Park brand	Encourages businesses that do not already have quality or environmental accreditation/standards in place to seek these and helps the area present a coherent identity raising the profile of the National Park whilst creating commercial benefit for businesses.
Businesses within the Park have environmental plans in place	Improves standards of environmental management, creates environmental benefits (including reduction in carbon emissions) and increases business profitability through reducing operating costs and demonstrating corporate social responsibility. It also helps underpin the Park's positioning as a sustainable destination.
A voluntary contribution scheme for visitors and sustainability fund is in place to collect funding for conservation initiatives within the Park.	Captures resources to channel towards conservation and enhancement of the Park and other activities that maintain and improve the visitor experience and local quality of life and creates a better sense of 'connection' with the area for visitors and other supporters.
All communities within the Park have community action plans in place	Enables communities to work with partners in identifying prioritised actions for their areas and agreeing who leads on these. Allows better targeting of grant resources and other development support.
Active support for communities and other potential beneficiaries within the Park to make the most of LEADER/other funding opportunities to lever extra funds into the Park	LEADER has successfully supported local communities and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park including involving local people in the promotion and enhancement of the cultural and natural heritage of the Park, raising understanding and awareness of the Park and providing opportunities to access and enjoy the Park's special qualities.

- Our public services are high quality, continually improving, efficient and responsive to local people's needs
- We have tackled the significant inequalities in Scottish society
- We reduce the local and global environmental impact of our consumption and production

Achievements	What impact will this achievement make
The Local Plan is adopted and implemented by the CNPA and the four Local Authorities to help deliver affordable and sustainable housing in the Park	Provides consistency across the Park and certainty for those using the planning system. Will help create a well designed, sustainable, area of high environmental quality that compliments the built heritage and landscape of the Park and helps provides affordable places for people to live and work.
Potential sites have been identified for housing including affordable housing	Public and private investment in affordable housing cannot be programmed until there is a certainty of land being available that is likely to receive planning permission. Identification of land in the local plan will increase certainty and encourage that investment. Land identified for deposit housing development could create an additional 1640 new houses within the Park of which 25% would be affordable.
Action to make a wider range of affordable housing available in the Park has been stimulated/initiated to help people living in the Park	Affordable housing has been identified as a priority and 75% of households in the Park can not afford to buy a house in the Park with the affordability gap increasing. In addition, the population profile is an aging one making it harder for businesses to find employees. CNPA initiatives have delivered mechanisms that can deliver a broad range of affordable housing, low and mid cost, via public and private sector that will meet people needs across the Park. This, along with increased and enhanced employment opportunities, will allow more people to remain within the Park who wish to stay, and encourage others to come in who wish to contribute to the Park. In the long run this achievement will contribute to a more balanced demographic profile within the Park.
The sustainable design guide has been adopted to provide a consistent basis for	There will be a shared desire to improve the quality of design in terms of aesthetics and all aspects of sustainability. Once adopted and in use for decision making the guidance will provide assistance and certainty for those submitting planning applications. It will provide a

**7. Raising Awareness & Understanding of the National Park to encourage the people of Scotland to take pride in this special place** – as a relatively new National Park the CNPA is expected to lead and facilitate others to raise awareness of the Park and its special qualities. To create a sustainable approach to managing the Park people who visit, live and work in the Park are encouraged to actively get involved in caring for this special place. These achievements will support a number of Scottish Government outcomes including:

- We take pride in a strong, fair and inclusive national identity
- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We realise our full economic potential with more and better employment opportunities for our people
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others



Ranger services, Tourist Information Centres and other visitor centres across the Park are using the Park brand in a high profile way	A more coherent identity helps raise the profile of the National Park and information about the whole Park is available at various centres across the Park which will encourage people to enjoy other areas within the Park and stay longer
A National Park web portal is in place and working effectively to meet customers/users needs	It is easy to find information about the Park on the web through a single portal which meets/exceeds user expectations and allows them to find out more about the Park and how they can enjoy it and get involved in/contribute towards caring for it
Cairngorms National Park is well sign-posted and promoted across Scotland	More people are aware of the National Park and how to get there
Educational resources have been developed and a variety of formal and informal Park-related learning opportunities have been delivered	More people have an awareness and understanding of the Park. The Park will have added value to the delivery of specific educational and self-development outcomes.
A co-ordinated, Park-wide programme of events promoting the special qualities of the Park is available and publicised for everyone to enjoy	There is joined up approach to promote the Park at events by public & private sector partners and easier for people to learn about and enjoy the Park and its special qualities
A research programme is in place to provide information about the State of the Park	Information is available that will allow effective strategic decision making about the future management of the National Park and help prepare future National Park Plans

**8. Strategy & Communications to deliver our role effectively and efficiently:** the CNPA's role is to lead and co-ordinate the collective delivery of the National Park Plan. Considerable effort is made to establish and manage implementation and communication mechanisms which encourage and support all our partners to get involved in the delivery of the National Park Plan and to add value by ensuring an integrated approach delivers best value from our collective resources, skills and expertise. These achievements will support a number of Scottish Government outcomes including:

- We live in well-designed, sustainable places where we are able to access the amenities and services we need

generations

- We take pride in a strong, fair and inclusive national identity
- We reduce the local and global environmental impact of our consumption and production
- Our public services are high quality, continually improving, efficient and responsive to local people's needs

Achievements	What impact will this achievement make
Lead & co-ordinate the implementation of the National Park Plan and make significant progress towards achieving the plan outcomes by 2012	Encourage and support all our partners in the delivery of the National Park Plan and ensure an integrated approach is taken to managing the Park in order to meet the Park aims and make best use of public money in achieving agreed outcomes for the National Park and Scottish Government outcomes for Scotland.
Deliver and report on CNPA Corporate Plan	Public and staff are clear what achievements the CNPA will deliver by 2011 and how these will contribute towards the National Park Plan outcomes and Scottish Government outcomes for Scotland.
Communications to support effective partnership working	People understand and support the Cairngorms National Park as a major part of Scotland's identity and through the Park Plan we achieve effective partnership working to enhance its reputation on a world stage.
Using the Cairngorms National Park as the inspiration, and collating work by partners, our communications function has been deployed to publicise and promote awareness and understanding of climate change, and actions individuals can take.	Residents, local businesses and visitors to the Park are more aware of climate change issues that affect the Park and what actions they can take to help reduce our ecological footprint. Information and initiatives will encourage and provide opportunities and support so people do take positive action to help tackle climate change.

**9. Planning and Development Management to ensure the Park is a well designed and sustainable place**

**(PDM)** - the CNPA is responsible, in partnership with the local authorities, to promote sustainable development in the Park through sustainable economic and social development of its communities, the

- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- We value and enjoy our built and natural environment and protect it and enhance it for future generations
- We reduce the local and global environmental impact of our consumption and production
- Our public services are high quality, continually improving, efficient and responsive to local people's needs

Achievements	What impact will this achievement make
<p>Planning &amp; Development Management service delivered which is proactive, efficient and effective and contributes to the Park aims &amp; delivery of the National Park Plan</p>	<p>In partnership with the local authorities, rigorous and consistent decision making and high quality development is delivered across the Park. This in turn ensures that the planning process is playing a significant role in delivering a well designed, sustainable place to live and produces maximum benefit for communities. It also provides a mechanism for community involvement in the future development of the Park.</p>
<p>Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park</p>	<p>Implementation of the local plan is essential for delivery of the National Park Plan and in particular in contributing to the delivery of the levels of affordable housing needed for thriving and demographically balanced communities within the Park. Implementation of an adopted local plan reflecting the aspirations in the National Park Plan will also make a significant contribution towards the achievement of the aims of the Park.</p>
<p>Supplementary guides are in place including sustainable design guide, renewable energy</p>	<p>To provide additional help for those submitting and determining planning applications in the Park, supplementary guidance on a range of issues will provide detail and advice that will result in higher quality applications and reduce the time taken to determine applications and contribute to the reduction in carbon emissions.</p>
<p>Enforcement monitoring of the local plan and planning and development management process and conditions</p>	<p>Monitoring and enforcement are essential to ensure that development takes place in accordance with planning approvals, and hence is helping to deliver a high quality environment and a sustainable and equitable place to live. The role of enforcement is enhanced in the new Planning Act and it is essential to ensure that the aspirations of communities as expressed in the Local Plan are not diluted by the actions of individuals on the ground.</p>
<p>E. Planning regime</p>	<p>It is Scottish Government policy and the CNPA's desire to make the</p>

authority and consultees. Applicants will be able to submit applications electronically and consultees/communities etc. will be able to obtain details and comment by the same means. Information on development plans will also be available on an interactive basis via the CNPA website. As well as being more sustainable this process will increase access to planning information, increase the opportunities for inputting to the planning process and speed up decision making to benefit communities and businesses in the Park.

**10. Corporate Services – as a public sector body the CNPA has a statutory duty to deliver a high quality, continually improving, efficient and responsive service** that meets people’s needs and supports the Scottish Government’s outcomes. These achievements will support a number of Scottish Government outcomes including:

- Our public services are high quality, continually improving, efficient and responsive to local people’s needs
- We reduce the local and global environmental impact of our consumption and production
- We have tackled the significant inequalities in Scottish society

Achievements	What impact will this achievement make
Lead, co-ordinate & deliver service improvements	The Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people’s needs. It will also support the Single Environment and Rural Services (SEARs) project to help deliver better services that specifically meet the needs of land managers.
Staff trained and able to participate in SEARS; working arrangements with other public bodies to facilitate seamless service to public (such as shared service points; secondments of staff)	The Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people’s needs. It will also support the Single Environment and Rural Services (SEARs) project to help deliver better services that specifically meet the needs of land managers.
Lead own internal organisational greening initiatives to identify and	The Authority’s business activities have a reduced environmental impact and provide a lead for others to follow.

Realise 2% efficiency savings	The Authority's operations meet government expectations of annual efficiency improvements and outcomes are achieved within the agreed resource allocations.
Implement internal equalities action plans	The Authority's policies and procedures address any potential inequality of access to the organisation or the Park, while our operations fit with and are complementary to development of a strong, fair and inclusive society.
Encourage others to deliver equality action plans and meet best practice standards	All businesses, private, public and voluntary are actively encouraged to operate in a way that meets the highest equality standards to develop a strong, fair and inclusive society

## CORPORATE PLAN 2008-2011 INDICATIVE BUDGET

	Budget (£000) 2008/09	Budget (£000) 2009/10	Budget (£000) 2010/11	Budget (£000) Total
Biodiversity and Landscapes	387	405	376	1168
Integrated Land Management	372	351	320	1043
Sustainable Deer Management	100	102	104	306
Outdoor Access	652	686	774	2112
Sustainable Tourism / Business	826	836	748	2410
Affordable / Sustainable Housing	422	346	314	1082
Awareness and Understanding	672	626	565	1863
Sub-total Priorities for Action	3431	3352	3201	9984
Strategy and Communications	424	439	468	1331
Planning and Development Management	618	635	653	1906
Corporate Services	512	571	675	1758
Sub-total central services	1554	1645	1796	4995
<b>Total Current Projections</b>	<b>4985</b>	<b>4997</b>	<b>4997</b>	<b>14979</b>

auditing mechanisms. Quarterly operational plan reports are presented to the Board which give detailed information on the progress made against agreed milestones set out in the Corporate Plan. The Park Authority's audit committee reviews the organisation's overall performance and decision making processes while the Finance Committee closely reviews the organisations financial performance. In addition, Audit Scotland reviews the Park Authority's efficiency and standards of service. Finally, a quinquennial review will take place during 2008 on behalf of Ministers to ensure the governance structures are effective and that the organisation is providing best value for its public 'grant in aid' funding allocation.

To support these mechanisms and provide relevant information to help monitor progress and the delivery of the three E's – economy, efficiency and effectiveness – a monitoring framework has been put in place which measures our progress against agreed milestones and achievements as well as measuring key performance indicators or specific desired outcomes. These have been presented as performance indicators reflecting our strategic objectives, listed below, and as a performance monitoring table against which each achievement in the plan can be measured. These measures and indicators link into both the National Park Plan's monitoring framework and, where possible, the Scottish Government's Strategic Framework performance indicators and targets, to ensure we avoid duplication and align our monitoring processes.

### **Strategic Objectives performance indicators:**

1. % of NPP outcomes delivered & contribution made to national outcomes (NPP monitoring framework)
2. level of engagement & support for the National Park by our public sector partners (Macaulay Research & references to National Park in public sector corporate plans & annual reports)
3. Area of the Park where management practices are consistent with the NPP, Local Plan and Landscape Framework and % of priority species & habitats and historic buildings, monuments & environments are in 'favourable or good condition' (NPP monitoring framework)
4. Number of RDCs delivering public benefits derived from the NPP and supporting the national outcomes (NPP monitoring framework)
5. Reduced overall ecological/carbon footprint per household, business & visitor (NPP monitoring framework & climate change survey)
6. Social economy turnover and number of VAT registered businesses (& start-ups), number of new and affordable houses available and the number of communities (adults) who rate their neighbourhood as a good place to live (NPP monitoring framework & opinion poll survey)
7. Positive attitudes and high levels of awareness of the Cairngorms National Park, its special qualities and its reputation as a high quality sustainable place to visit, live and work that people are proud of (exemplar in sustainable living) (NPP monitoring framework & visitor surveys)
8. Number of people who actively enjoy the outdoors of the Park making one of more 'visits' per week (NPP monitoring framework & visitor surveys)

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<b>6.1 Con &amp; enhancing biodiversity &amp; landscapes</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Landscape framework in place	Landscape character assessment carried out	Modelling of public perceptions carried out	Framework in place to direct development and allow consistent decision making across the Park. to enhance the natural and cultural heritage	% of consented developments that comply with the Landscape Framework (NPP)
Biodiversity information collated and accessible	Gaps in research and opportunities for public input identified	Research and records collated	Research and records accessible to all	No. of people engaged in collating and using biodiversity information
Priority species and habitat action stimulated	Level of additional work addressing priority species and habitats stimulated or levered in	Level of additional work addressing priority species and habitats stimulated or levered in	Level of additional work addressing priority species and habitats stimulated or levered in	% of priority species in 'favourable condition' (NPP)
Accessible information on the cultural heritage resource	Gaps and knowledge requirements identified.	No. of knowledge gaps filled	Information available to inform conservation and understanding of cultural heritage	No. of people engaged in collating and using cultural heritage information to improve the state of Scotland's Historic buildings & monuments



<b>6.2 Integrating public support for land mgmt</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Support co-ordinated at landscape scale	SRDP regional priorities consistent	Alignment of support with Landscape Framework	% of public investment in land mgt contributing to delivery of the NPP and landscape framework	No. of RDCs delivering public benefits derived from the NPP (NPP)
SRDP levered in extra funds	Value of funds invested in NP	Value of funds invested in NP	Value of funds invested in NP	Total value of funds invested in the Park
Land management advice tailored to the NP	LMSOs in place	No. of RDCs in place	No. of RDCs in place	No. of RDCs delivering public benefits derived from the NPP (NPP)
Land management action on climate change	No. Green Farm Audits	No. Green Farm Audits	No. Green Farm Audits	Reduction in carbon emissions from land-based businesses (NPP)

<b>6.3 Sustainable Deer Management</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Inclusive deer management plans	Area covered by inclusive process	Area covered by inclusive process	Area covered by inclusive process	% of NP covered by an inclusive deer mgt plan (NPP)
Promote increased economic value of deer	Socio-economic study completed	Changes against socio-economic sample baseline	Changes against socio-economic sample baseline	Increase in value of stalking, deer-tourism and venison (NPP)

<b>6.4 Provide high quality opps for outdoor access</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Access Authority Services	No. & type of access cases reported to CNPA	No. & type of access cases reported to CNPA	No. & type of access cases reported to CNPA	No. & type of access cases reported to CNPA (NPP)
CPP adopted and 850km easy to access paths in place	CPP adopted	X% of paths in favourable condition	10% increase of paths in favourable condition	Number of people actively enjoying the Park
3 new low ground routes	Glenmore off-road route in place	Speyside way extension in place	25km of new paths in place	Number of people actively enjoying the Park
A park-wide trust is in place	Cairngorms Outdoor Access Trust established	Total spend (£) invested in outdoor access projects	Total spend (£) invested in outdoor access projects	Total spend (£) invested in outdoor access projects
Visitor info. available for all especially young people, disabled people and people on low-incomes	Cairngorms on a shoestring available	50% of TICs & Ranger bases use branded information about the Park	100% of TICs & Ranger bases use branded information about the Park	Number of visitors and people from excluded groups actively enjoying the Park
Healthy walking groups are in place in every community	No. of communities with a healthy walking group	No. of communities with a healthy walking group	No. of communities with a healthy walking group	Number of residents actively enjoying the Park

<b>6.5 Making tourism &amp; business more sustainable</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Businesses using the brand	120 businesses awarded brand	80 businesses awarded brand	70 businesses awarded brand (200% increase over 3 year period)	Visitor satisfaction average score equals a min of 8.6 out of 10 (NPP)
Business with environmental plans in place	40+ businesses developing envtl plans	40+ businesses developing envtl plans	40+ businesses developing envtl plans (% increase over 3 year period)	Reduction in carbon emissions from local businesses (NPP)
Visitor 'payback' scheme in place	Scoping study completed	Roll out of scheme	Scheme evaluation	Total spend (£) from the schemes invested in the Park
Community action plans in place for every community	3+ new action plans	3+ new action plans	3+ new action plans and 10+ community-led projects delivered	Proportion of community councils/groups that feel quality of life in the Park is improving (NPP)
LEADER & other funding mechanisms in place	LEADER allocation spent & other funding mechanisms in place	LEADER allocation spent & extra funding (£) levered into the Park	LEADER allocation spent & extra funding (£) levered into the Park	Total spend (£) from the schemes invested in community-led projects

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<b>6.6 Making housing more affordable &amp; sustainable</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Local Plan adopted	Modifications agreed/consulted on, Local Plan Inquiry held.	Local Plan adopted and programme in place for active implementation	Framework in place to direct development and allow consistent decision making across the Park.	100% of consented developments comply with the new Local Plan (NPP)
Land identified for Affordable Houses	Sufficient land allocated across the Park to meet identified needs for next 5 years.	Reporter accepts land allocation and it is included in adopted LP.	Programme identifies roll out of land.	Number of new affordable houses applications received
Wider range of Affordable Houses available	Policies and allocations in local plan reflect range of housing needed.	Reporter accepts policies for range of housing and it is included in adopted LP.	Programme identifies provision of range of housing on sites across the Park	No of private affordable rented accommodation units supported by public grants (NPP)
Sustainable design guide is in place and being used effectively	Design guide prepared, consulted on, adopted as supplementary guidance.	% of planning decisions taken on basis of design guidance.	100% of planning decisions taken on basis of design guidance.	% of households & businesses using renewable energy (NPP)

<b>6.7 Raising awareness &amp; understanding of the Park</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Brand used in ranger visitor centres and TICs	50% of ranger centres & TICs use the Brand	75% of ranger centres & TICs use the Brand	100% of ranger centres & TICs use the Brand	% of visitors know they are in the National Park (NPP)
Park web portal in place	Park web portal launched & phase 1 complete (visitors)	Phase 2 complete (local business & communities)	Phase 3 complete (education & research)	Web statistics

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<b>6.7 Raising awareness &amp; understanding of the Park</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
Tourist signs to the Park in place across Scotland	X signs in place	X signs in place	X signs in place	% of visitors know they are in the National Park (NPP)
Education schemes in place	Increase in volunteers & JMA awards	Increase in volunteers & JMA awards	Increase in volunteers & JMA awards	No of volunteer days & JMA Awards (NPP)
Co-ordinated programme of events in place	No. of events held promoting the Park	No. of events held promoting the Park	No. of events held promoting the Park	% of visitors know they are in the National Park (NPP)
Research programme in place	Gaps and knowledge requirements identified	No. of knowledge gaps filled	No. of knowledge gaps filled	% of information gaps in the state of the Park report addressed (NPP)

<b>Strategy &amp; Communications</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Lead & co-ordinate NPP implementation	NPP Annual Report	NPP Annual Report	NPP Annual Report	% NPP outcomes on track (NPP monitoring reports)
Corporate Plan in place and being implemented & Annual Reports published	CNPA Annual Report & operational plan updates	CNPA Annual Report & operational plan updates	CNPA Annual Report & operational plan updates	Corporate plan achievements delivered (CP monitoring reports)
Communications mechanisms in place	Opinion Former Survey & partner engagement (attendance figures)	Partner engagement (attendance figures)	Partner engagement (attendance figures)	Effective partnership working (Macaulay Research Study reports)
Promote awareness and understanding of climate change and what actions people can take	Carry out climate change survey & produce promotional materials for events & on websites	No. of local business & community led initiatives in place to tackle climate change	No. of local business & community led initiatives in place to tackle climate change	Reduction in carbon emissions across the Park (NPP)

<b>Planning &amp; development management</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Deliver PDM duties	All applications determined within 3 months of call in where necessary information to allow decision available.	Maintain Year 1 Milestone in context of adopted CNP Local Plan	Assessment of call in levels in context of adopted CNP Local Plan and decisions of 4 LAs.	100% of consented developments comply with the new Local Plan(NPP) & all applications determined within X months of call in
Supplementary guides	Sustainable design guide, open space strategy, Aviemore Masterplan prepared and adopted	Housing, Renewables, Developer Contributions, Development Briefs for allocations.	Settlement Design Statements, Community Engagement Charter, Conservation Areas/Listed Buildings.	100% of consented developments comply with the new design guides.
Local Plan adopted & implemented	Modifications agreed/consulted on, Local Plan Inquiry held.	Local Plan adopted and programme in place for active implementation	Framework in place to direct development and allow consistent decision making across the Park.	100% of consented developments comply with the new Local Plan (NPP)
Enforcement monitoring actively taking place	Enforcement Charter and Enforcement post in place	All development actively monitored in accordance with programme.	All development actively monitored in accordance with programme.	% reduction in planning contraventions

<b>Corporate Services</b>	<b>Performance Monitor 2008/09</b>	<b>Performance Monitor 2009/10</b>	<b>Performance Monitor 2010/11</b>	<b>Impact on CNPA Outcomes Monitor 2011</b>
<b>Achievements</b>	<b>Milestone Year 1</b>	<b>Milestone Year 2</b>	<b>Milestone Year 3</b>	<b>Final Measure</b>
Service improvements delivered	“Best Value” service improvement action plan delivered satisfactorily	“Best Value” service improvement action plan delivered satisfactorily	Updated Best Value service assessment indicates significant progression in quality of services.	Opinion Poll Survey shows high % of customer satisfaction in relation to CNPA services
CNPA greening initiatives reduce carbon emissions	2% to 3% annual reduction in carbon emissions from CNPA business travel.	2% to 3% annual reduction in carbon emissions from CNPA business travel.	2% to 3% annual reduction in carbon emissions from CNPA business travel.	% reduction in carbon emissions by CNPA (NPP)
2% efficiency savings made per annum	2% efficiency savings delivered	2% efficiency savings delivered	2% efficiency savings delivered	2% efficiency saving p.a.
Internal equality actions implemented	Internal equality actions implemented satisfactorily and in line with Equality Schemes Action Plan	Internal equality actions implemented satisfactorily and in line with Equality Schemes Action Plan	Internal equality actions implemented satisfactorily and in line with Equality Schemes Action Plan	Opinion Poll Survey shows high % of customer satisfaction in relation to CNPA services

Appendix 3

**OUTCOME AGREEMENT**

**CAIRNGORMS NATIONAL PARK AUTHORITY  
AND THE SCOTTISH GOVERNMENT  
2008-2011**

**Contribution of CNPA over 2008-2011 to the Scottish Government Performance Framework**

This outcome agreement presents the CNPA's corporate plan for 2008/11 in terms of how this will contribute to the delivery of the Scottish Government's National Performance Framework. The framework, comprises of a single purpose, 5 strategic objectives, 15 outcomes, and 45 national indicators, and a list of the 15 outcomes is attached.

This agreement focuses at the level of outcomes, and shows how the National Park Plan for the Cairngorms, and the CNPA's role in delivering this, contributes to the 15 National outcomes. The CNPA has a particular contribution to make to 9 of these outcomes.

In the following tables, one for each National Outcome, the CNPA outcomes highlighted in red are those set out in our corporate plan which we have direct responsibility for, as opposed to having a co-ordinating or supporting role in partnership with others.



**OUTCOME: We value and enjoy our built and natural environment and protect it and enhance it for future generations**

Ref	NPP Outcomes	What impact will this outcome make?
6.1	A landscape plan for the Park is in place which identifies the natural, cultural and built landscape qualities and the factors influencing them to direct positive management actions	A landscape scale approach will take a holistic view and focus available resources on the special qualities in the Park that need active management to maintain what we currently value and to enhance the landscape, historic environment, biodiversity and geodiversity of the Park.
HLM	A landscape framework is in place which supports the management of the Park's forests, woodland, moorland, upland and farmland areas.	Future planning and management decisions can be proactive and integrated across the Park area. This is a key tool to address the potential conflicts and tensions inherent in managing a variety of natural and cultural resources to achieve sustainable growth within the Park.
6.1	The key areas for the experience of wild land qualities have been identified, protected and enhanced as a major source of enjoyment of the Park	Wildland is one of the unique qualities of the Park which makes it so special. By identifying the areas where people can access and enjoy the experience of wildland and what actions can enhance this experience while protecting these natural qualities, people will be able to benefit from this experience now and in the future.
6.1	The location, scale, layout and design of all new development will make a positive contribution to the natural, cultural and built landscapes of the Park and the adverse impacts of some existing developments will be reduced.	Future planning applications will benefit from planning guidance and support to ensure new developments and changes to existing developments enhance the natural, cultural and built landscapes of the Park which in turn will enhance the experience and enjoyment of those visiting, living and working in the Park.
6.1	Species and habitats identified as the highest priorities in the Cairngorms will be protected under proactive conservation management	The Park is home to a significant amount of our rare and protected species and habitats with 39% of the Park identified as designated protected sites. A co-ordinated, proactive conservation management plan ensures these natural assets are cared for through the best use of resources to benefit people now and in the future.
HLM	A mechanism is in place which allows biodiversity information to be collated and accessed by anyone interested in the Park.	People can be engaged in collating information that is made available to all to inform proactive management, decision making, and help develop understanding and enjoyment of the biodiversity in the Park. This will allow us and others to prioritise our efforts and resources to best effect.
HLM	Action on priority species and habitats most at risk has been stimulated/ initiated to stop further loss and enhance biodiversity.	Encourage and co-ordinate a range of people and organisations to take action to protect and enhance the Park's biodiversity and ensure it is in a good position to adapt to climate change.
6.1	There will be enhanced connectivity within habitat networks	Enhanced connectivity within habitat networks will ensure rare and protected species have the best chance of surviving the changing climate and environment.
6.1	All the designated nature conservation sites in the Park will be in favourable condition or under positive management to bring them into favourable condition.	Designated nature conservation sites represent some of the most special places in the world. Positive management will ensure these places are cared for so that they remain special for the benefit of people and the environment.

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Ref	NPP Outcomes	What impact will this outcome make?
6.1	The habitat and water quality of rivers and wetlands will be enhanced through positive management initiatives	Enhanced water quality of rivers and wetlands will allow all species to thrive and encourage migrating species which in turn will enhance the enjoyment of people visiting, living and working in the Park.
6.1	The diversity of rocks, minerals, landforms and soils of international, national and regional value will be safeguarded and more widely appreciated	There will be greater understanding of the role geodiversity can play in the environmental management of the Park and more people will be aware and able to enjoy the internationally acclaimed qualities of the geodiversity of the Park.
6.1	An active programme will be underway to safeguard and manage priority historic landscapes and archaeology sites and to promote them to the public	The management of cultural heritage sites in the Park will be co-ordinated so as to prioritise available resources to best effect and more people will be aware and able to enjoy the history of this part of Scotland through the historic landscapes and archaeology sites within the Park.
HLM	Information on the cultural heritage resource within the Park is collated, accessible and used to conserve and promote the cultural heritage.	The cultural heritage of the Park has a higher profile, can be managed more proactively to protect and conserve it, and is more widely enjoyed and understood. This will allow us and others to prioritise our efforts and resources to best effect.
HLM	There will be a large-scale patchwork of deer densities across the National Park underpinned by an inclusive deer management planning process	Conflict about deer management objectives is reduced, the opportunities for deer management to deliver benefits for a range of interests is realised and the integration necessary to manage deer in the context of other objectives across the Park is delivered.
6.3	Designated sites will be protected and enhanced and the deer range throughout the Park will be managed to a good environmental standard appropriate to the management unit.	Deer management will contribute to achieving national biodiversity targets for the favourable condition of designated sites. The natural heritage impacts of deer management in the wider countryside will also be addressed so that it contributes to a good environmental standard across the Park as a whole.
HLM	There will be good communication and understanding between all sectors involved in deer management. Better understanding of objectives, requirements and deer management activities should reduce conflict between different sectors.	Conflict about deer management objectives is reduced and those with an interest are sufficiently informed and able to participate in discussions about deer management so as to maximise the benefits to a range of interests.
6.3	There will be more opportunities for a wider range of people to enjoy deer stalking	More people will be able to participate in deer stalking which in turn will allow them to value and enjoy Scotland's historic culture and traditions and its natural environment
6.4 (2in1)	More people will have the opportunity to actively enjoy the outdoors and people will know their outdoor access rights and responsibilities and behave responsibly	People of all ages, abilities and interests will be able to get outside and enjoy the countryside which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural environment.
VSM	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and	The Park Authority delivers its access authority duties to meet people's needs so that people who visit, live and work in the Park are more likely to understand their outdoor access rights

Ref	NPP Outcomes	What impact will this outcome make?
	responsibilities is promoted and upheld	and act responsibly when enjoying the outdoors
VSM	The Speyside Way is extended from Aviemore to Newtonmore	The profile of the Speyside Way, the Cairngorms National Park and the surrounding area will be raised and a wider range of users will be encouraged to actively enjoy this part of the Park which will also stimulate the local economy
VSM	Comprehensive information about outdoor recreation opportunities across the Park is available – especially for young people, disabled people and people on low incomes	Good quality visitor information is provided for the whole of the National Park and people who may be or feel excluded from visiting and enjoying the Park have more information about the opportunities available for them to do so.
VSM	A co-ordinated, Park-wide programme of events promoting the special qualities of the Park is available and publicised for everyone to enjoy	There is joined up approach to promote the Park at events by public & private sector partners and it is easier for people to learn about and enjoy the Park and its special qualities

**Measuring the effectiveness of our contribution to this outcome:**

% of priority species & habitats in 'favourable condition'

% of historic buildings, monuments and historic landscapes in 'favourable condition'

% of consented developments comply with the National Park Plan, Local Plan and Landscape Framework

No of people actively enjoying/contributing to caring for the Park

**OUTCOME: We reduce the local and global environmental impact of our consumption and production**

Ref	NPP Outcomes	What impact will this outcome make?
HLM	Land management action on climate change has been encouraged/initiated to deliver the best possible impact on tackling climate change.	Land managers know what action they can take to reduce carbon emissions and be proactive in adapting to the effects of climate change and how their collective actions can make a significant contribution towards climate change mitigation and adaptation which is essential to achieve sustainability.
6.4	There will be more path networks so that everyone can enjoy the outdoors and move around the Park in a way that minimises reliance on motor vehicles	More people will be able to enjoy the special qualities of the Park without reliance on their cars which reduces carbon emissions, provides access for people on low incomes who may need to rely on walking, cycling or the use of public transport and encourages people to be more active which enhances their health and well-being.
6.4	There will be more effective connections between public transport and places with outdoor access opportunities	More people will be able to enjoy the special qualities of the Park without reliance on their cars which reduces carbon emissions, provides access for people on low incomes who may need to rely on public transport and encourages people to be more active which will enhance people's health and well-being.
6.5	More businesses will meet environmental management criteria of the Park brand	More businesses will have environment management plans in place which will reduce carbon emissions, provide them with a competitive advantage and help position the Park and Scotland as a sustainable tourism destination.
ESD	Businesses within the Park have environmental plans in place	Improves standards of environmental management, creates environmental benefits (including reduction in carbon emissions) and increases business profitability through reducing operating costs and demonstrating corporate social responsibility. It also helps underpin the Park's positioning as a sustainable destination.
6.5	There will be an increase in use of local suppliers and produce	Increased use of local produce will benefit both the environment and the local economy which will help the rural communities to flourish
6.6	New housing will be of a more sustainable design	Sustainably designed housing will reduce energy consumption which in turn will reduce carbon emissions and the cost of fuel to the householder
PDM	The sustainable design guide has been adopted, and actively promoted, to provide a consistent basis for pursuing high standards of sustainable design across the Park.	There will be a shared desire to improve the quality of design in terms of aesthetics and all aspects of sustainability. Once adopted and in use for decision making the guidance will provide assistance and certainty for those submitting planning applications. It will provide a consistent basis for improving standards across the Park. Ultimately, over a period of time, it will raise the quality of development within the Park and contribute toward reducing carbon emissions and achieve developments that complement the built heritage and landscapes within

Ref	NPP Outcomes	What impact will this outcome make?
		the Park.
CS	Lead own internal organisational greening initiatives to identify and implement sustainability improvements in policies and practices	The Authority's business activities have a reduced environmental impact and provide a lead for others to follow.
SC	Using the Cairngorms National Park as the inspiration, and collating work by partners, our communications function has been deployed to publicise and promote awareness and understanding of climate change, and actions individuals can take.	Residents, local businesses and visitors to the Park are more aware of climate change issues that affect the Park and what actions they can take to help reduce our ecological footprint. Information and initiatives will encourage and provide opportunities and support so people do take positive action to help tackle climate change.

**Measuring the effectiveness of our contribution to this outcome:**

Reduction in carbon emissions from local businesses and communities

Reduction in carbon emissions from the CNPA

No of public supported initiatives that help address the impact of climate change (SRDP)

Levels of public awareness and changes in behaviour in relation to climate change (survey)

**OUTCOME: We realise our full economic potential with more and better employment opportunities for our people**

Ref	NPP Outcomes	What impact will this outcome make?
6.2	A diverse, viable and productive land management sector in the Park will provide high quality primary produce such as food and timber whilst delivering public benefits and making a growing contribution to employment and the local economy	More people will be supported to help them manage the land in a way that allows them to deliver valuable public benefits, such as helping to adapt and mitigate against the impact of climate change, whilst at the same time running a successful business which supports the local economy and helps the rural communities to flourish
6.3	The economic value of the deer resource in the Park will be enhanced	More people will benefit financially from the deer resource in the Park
HLM	Greater public understanding of deer management	So that people are able to engage in discussions about deer management, help reduce conflict about deer management objectives, and make the most of the resource for local communities and businesses.
HLM	Opportunities to increase the economic value of wild deer are actively promoted.	Deer management contributes as effectively as possible to successful rural businesses and communities.
6.5	An increasing proportion of economic activity will be based on the special qualities of the Park	Currently a significant proportion of the local economy is dependent on tourism. Focusing economic activity on the special qualities of the Park will develop new skills and job opportunities in the area and help diversify economic interests
6.5	The visitor experience will consistently exceed expectations and drive repeat visits/more business opportunities.	Scotland and the Park will have a positive national and international reputation which will encourage more people to visit which in turn will boost Scotland's tourism industry and national economy
6.5	There will be a more even distribution of visitor numbers throughout the year	Local businesses will have more consistent levels of business which will help them to flourish and provide permanent rather than seasonal jobs
6.5	More businesses will meet the quality standards and environmental management criteria of the Park brand and achieve commercial advantage through its use	More people will be aware of the National Park and the services they experience in the Park will be of the highest quality and environmental standards which will help position Scotland and the Park as a high quality and sustainable place to live, work and visit
ESD	Businesses within the Park provide a high quality, environmentally friendly service and benefit from using the Park brand	Encourages businesses that do not already have quality or environmental accreditation/standards in place to seek these and helps the area present a coherent identity raising the profile of the National Park whilst creating commercial benefit for businesses.
6.5	There will be an increase in use of local suppliers and produce	Increased use of local produce will benefit both the environment and the local economy which will help the rural communities to flourish
6.6	There will be a reduction in the number of businesses identifying housing as a barrier to staff recruitment and retention	More people of all ages and income levels will be able to live and work in the Park helping local businesses to find suitable employees
6.7	More people who have visited the Park will have high quality	Scotland and the Park will have a positive national and international reputation which will

	experiences and will tell positive stories about the area	encourage more people to visit which in turn will boost Scotland's tourism industry and national economy
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**Measuring the effectiveness of our contribution to this outcome:**

Total value of funds invested/levered into the Park through the SRDP (other funding initiatives?)

Social economic turnover and number of VAT registered businesses (& new start ups)

No of business using the Park Brand

**OUTCOME: We live in well-designed sustainable places where we are able to access the amenities and services we need**

Ref	NPP Outcomes	What impact will this outcome make?
SC	Coordinated delivery of the National Park Plan by range of partners; substantial delivery of 2012 outcomes by 2011.	Encourage and support all our partners in the delivery of the National Park Plan and ensure an integrated approach is taken to managing the Park in order to meet the Park aims and make best use of public money in achieving agreed outcomes for the National Park and Scottish Government outcomes for Scotland.
PDM	Planning & Development Management service which is proactive, efficient and effective and contributes to the Park aims & delivery of the National Park Plan	In partnership with the local authorities, rigorous and consistent decision making and high quality development is delivered across the Park. This in turn ensures that the planning process is playing a significant role in delivering a well designed, sustainable place to live and produces maximum benefit for communities. It also provides a mechanism for community involvement in the future development of the Park.
PDM	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park	Provides consistency across the Park and certainty for those using the planning system. Will help create a well designed, sustainable, area of high environmental quality that compliments the built heritage and landscape of the Park and helps provides affordable places for people to live and work.
PDM	Potential sites have been identified for housing including affordable housing	Public and private investment in affordable housing cannot be programmed until there is a certainty of land being available that is likely to receive planning permission. Identification of land in the local plan will increase certainty and encourage that investment. Land identified for deposit housing development could create an additional 1640 new houses within the Park of which 25% would be affordable.
PDM	Supplementary guides are in place including sustainable design guide, renewable energy	To provide additional help for those submitting and determining planning applications in the Park, supplementary guidance on a range of issues will provide detail and advice that will result in higher quality applications and reduce the time taken to determine applications and contribute to the reduction in carbon emissions.
PDM	Enforcement monitoring of the local plan and Planning & Development Management process and conditions	Monitoring and enforcement are essential to ensure that development takes place in accordance with planning approvals, and hence is helping to deliver a high quality environment and a sustainable and equitable place to live. The role of enforcement is enhanced in the new Planning Act and it is essential to ensure that the aspirations of communities as expressed in the Local Plan are not diluted by the actions of individuals on the ground.
PDM	E-Planning regime established and widely used	It is Scottish Government policy and the CNPA's desire to make the planning system more accessible, efficient and easy to use. This will be done as part of the wider community



Ref	NPP Outcomes	What impact will this outcome make?
		engagement process within the Park, but also specifically by involvement in the Scotland wide e planning regime that is being rolled out to involve every planning authority and consultees. Applicants will be able to submit applications electronically and consultees/communities etc. will be able to obtain details and comment by the same means. Information on development plans will also be available on an interactive basis via the CNPA website. As well as being more sustainable this process will increase access to planning information, increase the opportunities for inputting to the planning process and speed up decision making to benefit communities and businesses in the Park.
VSM	The Core Paths Plan is adopted which identifies over 850 km of key links in the Park's path network, including around 25 km new paths that will be built and open for public use by 2011	People find it easier to get out and about on the lower ground and to enjoy the special qualities of the Park. Public sector support and investment is prioritised and co-ordinated to ensure the core paths network in the Park is 'sufficient', maintained in 'favourable condition' and linked to public transport services
SC	A research programme is in place to provide information about the State of the Park	Information is available that will allow effective strategic decision making about the future management of the National Park and help prepare future National Park Plans

**Measuring the effectiveness of our contribution to this outcome:**

% of consented developments that comply with the National Park Plan, Local Plan and Landscape Framework

% of core paths in 'favourable condition'

No. & type of access cases

Customer satisfaction survey in relation to CNPA's planning and access authority services

**OUTCOME: We live longer, healthier lives**

Ref	NPP Outcomes	What impact will this outcome make?
6.4	A wider range of people will have the opportunity to actively enjoy the outdoors	People of all ages, abilities and interests will be able to get outside and actively enjoy the countryside which in turn will make a significant contribution to people's health and well-being
6.4	There will be locally based healthy walking groups throughout the National Park and active promotion of outdoor activity by health professionals in order to contribute positively to the physical, mental and social health of residents and visitors	People of all ages, abilities and interests who are visiting or live in the Park will be encouraged to get outside and actively enjoy the countryside which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural and cultural environment.
VSM	Healthy walking groups are available in every community	More residents in the Park who have not actively enjoy the Park are more likely to do so

**Measuring the effectiveness of our contribution to this outcome:**

Number of people who actively enjoy the Park (adults/week – visitor survey)

Number of people who actively help care for the Park (volunteering/conservation projects)

Total value of funds invested/levered into footpaths maintenance and development in the Park

No. of community healthy walking groups

**OUTCOME: We have tackled the significant inequalities in Scottish society**

Ref	NPP Outcomes	What impact will this outcome make?
6.6	There will be a reduction in the gap between housing need and supply in the Park to meet community needs	People of all ages, abilities and income levels will be able to live and work in the Park helping to boost the local economy and balance the population demographics which currently reflect a rapidly increasing aging population which if continued could threaten the sustainability of many of the rural communities in the Park
6.6	There will be more good quality private rented sector accommodation available at affordable rents to meet local need	People of all ages, abilities and income levels will be able to live and work in the Park helping to boost the local economy and balance the population demographics which currently reflect a rapidly increasing aging population which if continued could threaten the sustainability of many of the rural communities in the Park
ESD	Action to make a wider range of affordable housing available in the Park has been stimulated/initiated to help people living in the Park	People of all ages, abilities and income levels will be able to live and work in the Park helping to boost the local economy and balance the population demographics which currently reflect a rapidly increasing aging population which if continued could threaten the sustainability of many of the rural communities in the Park
PDM	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park, including affordable housing	Implementation of the local plan is essential for delivery of the National Park Plan and contributes to increasing the level of affordable housing needed for thriving and demographically balanced communities within the Park. Implementation of an adopted local plan reflecting the aspirations in the National Park Plan also makes a significant contribution towards the achievement of the aims of the Park.
6.7	There will be more opportunities to learn about and enjoy the Park and its special qualities - especially for young people, people with disabilities and people on low incomes	People of all ages, abilities and interests will be able to get outside and actively enjoy the countryside which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural and cultural environment.
CS	Implement internal equalities action plans	The Authority's policies and procedures address any potential inequality of access to the organisation or the Park, while our operations fit with and are complementary to development of a strong, fair and inclusive society.
CS	Encourage others to deliver equality action plans and meet best practice standards	All businesses, private, public and voluntary are actively encouraged to operate in a way that meets the highest equality standards to develop a strong, fair and inclusive society

**Measuring the effectiveness of our contribution to this outcome:**

No. of new affordable housing made available within the Park

No. of young people, disabled people and people on low incomes who actively enjoy the Park (visitor survey)

**OUTCOME: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others**

Ref	NPP Outcomes	What impact will this outcome make?
6.4	There will be greater involvement of communities, land managers and visitors in the management and maintenance of paths	People of all ages, abilities and interests from within and outside the Park will be encouraged to actively support the National Park and its management, building their capacity to do so and encouraging active citizenship. People will gain new skills and experiences and benefit from an opportunity to learn and understand more about Scotland's natural and cultural environment. Through their active involvement people will also gain a sense of achievement and pride for their work.
6.5	A greater percentage of visitors will contribute to the conservation and enhancement of the Park	People of all ages, abilities and interests from within and outside the Park will be encouraged to actively support the National Park and its management, building their capacity to do so and encouraging active citizenship. People will gain new skills and experiences and benefit from an opportunity to learn and understand more about Scotland's natural and cultural environment. Through their active involvement people will also gain a sense of achievement and pride for their work.
CS	A Park wide Trust is in place which provides a mechanism to manage outdoor access projects on a co-operative basis	The flexibility provided by a Trust and their dynamic relationships with funding partners will help deliver a wide range of improvements to visitor infrastructure so that people can enjoy the Park in way that does not damage its special qualities.
6.5	Communities will feel that quality of life is improving and that they are able to influence the direction of economic growth within the Park	Engagement with local communities will encourage people to actively support and get involved in managing the National Park and participate in consultation and discussion forums which influence decisions made about the future management of the Park.
ESD	All communities within the Park have community action plans in place	Enables communities to work with partners in identifying prioritised actions for their areas and agreeing who leads on these. Allows better targeting of grant resources and other development support
6.7	Residents and visitors will appreciate the special qualities of the Park and understand more about their special management needs	People of all ages, abilities and interests will be encouraged to actively enjoy the special qualities of the Park which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural and cultural environment.
6.7	There will be more opportunities for people to become practically involved in caring for the Park and its special qualities	People of all ages, abilities and interests from within and outside the Park will be encouraged to actively support the National Park and its management, building their capacity to do so and encouraging active citizenship. People will gain new skills and experiences and benefit from an opportunity to learn and understand more about Scotland's natural and cultural environment.

Ref	NPP Outcomes	What impact will this outcome make?
		Through their active involvement people will also gain a sense of achievement and pride for their work.
VSM	Educational resources have been developed and a variety of formal and informal Park-related learning opportunities have been delivered.	More people have an awareness and understanding of the Park. The Park will have added value to the delivery of specific educational and self-development outcomes.
ESD	A voluntary contribution scheme for visitors and sustainability fund is in place to collect funding for conservation initiatives within the Park.	Captures resources to channel towards conservation and enhancement of the Park and other activities that maintain and improve the visitor experience and local quality of life and creates a better sense of 'connection' with the area for visitors and other supporters.
ESD	Active support for communities and other potential beneficiaries within the Park to make the most of LEADER/other funding opportunities to lever extra funds into the Park	LEADER has successfully supported local communities and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park including involving local people in the promotion and enhancement of the cultural and natural heritage of the Park, raising understanding and awareness of the Park and providing opportunities to access and enjoy the Park's special qualities.

**Measuring the effectiveness of our contribution to this outcome:**

Total value of funds made available for community-led initiatives (SRDP)

No. of community-led initiatives/projects delivered

No. of community healthy walking groups

No. of 'learning opportunities' delivered

% of community councils/groups that feel their quality of life is improving

**OUTCOME: We take pride in a strong, fair and inclusive national identity**

Ref	NPP Outcomes	What impact will this outcome make?
6.7	More people across Scotland will be more aware of the National Park, what makes it special and the opportunities it offers them	More people will be aware of the National Park and its special qualities and will benefit from the opportunities to actively enjoy the Park and learn and understand more about Scotland's natural and cultural environment. Through their experiences people will gain a sense of pride for Scotland's national identity and be inspired to care for Scotland's environment and live in a more sustainable way.
VSM	A National Park web portal is in place and working effectively to meet customers/users needs	It is easy to find information about the Park on the web through a single portal which meets/exceeds user expectations and allows them to find out more about the Park and how they can enjoy it and get involved in/contribute towards caring for it
6.7	Everyone will know when they have arrived in the National Park and have a positive feeling about arriving in a special place	More people will be aware of the National Park and feel a sense of pride for Scotland's national identity.
VSM	Ranger services, Tourist Information Centres and other visitor centres across the Park are encouraged to use it in a high profile way.	A more coherent identity helps raise the profile of the National Park and information about the whole Park is available at various centres across the Park which will encourage people to enjoy other areas within the Park and stay longer
VSM	Cairngorms National Park is well sign-posted and promoted across Scotland	More people are aware of the National Park and how to get there

**Measuring the effectiveness of our contribution to this outcome:**

% of visitors know they are in the National Park (visitor survey)

Level of awareness of the National Park and its special qualities (visitor survey/opinion poll)

**OUTCOME: Our public services are high quality, continually improving, efficient and responsive to local people's needs**

Ref	NPP Outcomes	What impact will this outcome make?
6.2	Public support for land management will be better integrated and directed at delivering tangible public benefits	More land managers will benefit from public support which will allow them to deliver valuable public benefits such as helping to adapt and mitigate against the impact of climate change.
HLM	Tailored public support and advice for land managers within the Park meets their needs and is co-ordinated at a landscape scale.	Public investment in land management in the Park is co-ordinated to best effect so that it helps land managers take the opportunities open to them to meet their needs and deliver high quality public benefits on a landscape-scale including benefits which help to mitigate or adapt to climate change, protect and enhance the Park's natural and cultural assets and provides public access to and enjoyment of the Park.
6.2	Public benefits delivered with public sector support will be determined through an open process involving land managers, communities and other stakeholders	Local people will feel public support is provided in an open, inclusive and fair way that responds and meets people's needs
HLM	Proactive advice enables land managers to make the most of the SRDP and other funds to deliver outcomes for the National Park	The Scottish Rural Development Programme has successfully supported land managers and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park while helping their businesses remain or become more viable and sustainable.
VSM	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities is promoted and upheld	The Park Authority delivers its access authority duties to meet people's needs so that people who visit, live and work in the Park are more likely to understand their outdoor access rights and act responsibly when enjoying the outdoors
SC	Communications support effective partnership working: communications working group in Park; joint press releases; mutually supportive arrangements for presence at shows.	People understand and support the Cairngorms National Park as a major part of Scotland's identity and through the Park Plan we achieve effective partnership working to enhance its reputation on a world stage.
PDM	Planning & Development Management service delivered which is pro-active, efficient and effective and contributes to the Park aims & delivery of the National Park Plan	In partnership with the local authorities, rigorous and consistent decision making and high quality development is delivered across the Park. This in turn ensures that the planning process is playing a significant role in delivering a well designed, sustainable place to live and produces maximum benefit for communities. It also provides a mechanism for community involvement in the future development of the Park
CS	Lead, co-ordinate and deliver service improvements	The Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people's needs. It will also support the Single Environment and Rural Services (SEARs) project to help deliver better services that specifically meet the needs of land managers.
CS	Realise 2% efficiency savings	The Authority's operations meet government expectations of annual efficiency improvements and outcomes are achieved within the agreed resource allocations.

Ref	NPP Outcomes	What impact will this outcome make?
CS	Staff trained and able to participate in SEARS; working arrangements with other public bodies to facilitate seamless service to public (such as shared service points; secondments of staff)	The Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people's needs. It will also support the Single Environment and Rural Services (SEARs) project to help deliver better services that specifically meet the needs of land managers.

**Measuring the effectiveness of our contribution to this outcome:**

No. & type of access cases reported (no. of cases resolved within X months and with a favourable outcome for the Park)

PDM statistics (no. of applications determined within 3 months and with a favourable outcome for the Park and applicant)

Effective Partnership working (Macaulay Research Project)

Opinion poll survey shows high % of customer satisfaction in relation to CNPA services

2% efficiency savings delivered per annum



## NATIONAL PERFORMANCE FRAMEWORK – 15 OUTCOMES

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.
13. We take pride in a strong, fair and inclusive national identity.
14. We reduce the local and global environmental impact of our consumption and production.
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.