
CAIRNGORMS NATIONAL PARK AUTHORITY

FOR INFORMATION

Title: REVIEW OF CNPA CORPORATE PLAN 2005/08

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Purpose

This paper presents a review of the CNPA's first full corporate plan, covering the years 2005-2008, and considers how well the Plan's goals have been delivered; to what extent activities and projects will carry forward to the next corporate plan, and what lessons we can draw from this 3 year period of work.

Recommendations

To note. For possible further discussion at staff awayday, and Board discussion session.

Executive Summary

The 2005/08 Corporate Plan set 20 goals. These have been substantially delivered, with one exception. The period of this first Corporate Plan has been essentially one of becoming established, and setting strategic frameworks in place. The next Corporate Plan for 2008/11 takes the CNPA into a new phase focused on delivery of the agreed National Park Plan. The 2005/08 period has been characterised by a number of very successful projects, on which we can build and develop.

REVIEW OF CNPA CORPORATE PLAN 2005/08 – FOR INFORMATION**Introduction**

1. The Cairngorms National Park Authority came into existence in March 2003. Its first corporate plan covered 2004/07, but was only current for a year because of the spending review cycle, and so the first “full” corporate plan covered the three year period 2005/08, setting out the CNPA’s aims and objectives in its early years.
2. At the current point in time, exactly five years since the CNPA and the Cairngorms National Park were created, and at the end of the CNPA’s first full corporate plan, it is opportune to look back at how well the Plan’s goals have been delivered, to what extent activities and projects will carry forward to the next corporate plan, and what lessons we can draw from this 3 year period of work.
3. National Parks were introduced in Scotland to ensure a more integrated approach to the management of areas of outstanding heritage value, in support of sustainable development objectives. The role of the CNPA is to secure the long-term interests of the Cairngorms National Park by, in the words of the founding legislation, ensuring “the coordinated and collective achievement of the 4 aims of the Park”.
4. A complex mosaic of public sector bodies already exists operating within the National Park, each with a specific and relatively narrow remit (whether in geographical, policy or operational terms). By contrast the CNPA has a very broad policy remit, covering the whole area of the National Park. The CNPA is not set up to duplicate the functions already being delivered by these other statutory bodies; its role is to add value and leadership by “joining up” the activities of the range of other organisations, bringing a degree of synergy by coordinating the overlapping responsibilities of other bodies, and delivering the objectives of sustainability.
5. The 2005/08 corporate plan made clear that CNPA would fulfil this role of integration by:
 - a) Providing for long term planning in cooperation with others, to ensure integration of, and synergy between, the activities of stakeholders;
 - b) Adding value in situations where our remit enables us to bring a broad perspective and overview;
 - c) Working with and through others, enabling and facilitating the activities of others who are better placed to deliver agreed outcomes; and
 - d) Providing leadership in situations which require coordination of others with diverse and differing interests
6. The 2005/08 corporate plan set out 5 strategic themes, delivered through 20 goals. In addition there were three cross cutting themes identified as running through all the organisation’s activities, projects and plans. These themes and goals are set out in Annex 1.

Have We Delivered the 2005/08 Corporate Plan?

7. Annex 1 shows the 20 goals, the 3 year milestones and the difference expected in the long term from achieving those goals – those three columns are taken directly from the corporate plan, while the fourth column gives a very brief summary of the progress made with delivering the 3 year milestone. The first column is coloured to reflect the delivery of the 3 year milestone for the goal:
Green – substantially delivered (i.e. main/important elements delivered);
Amber – partially delivered;
Red – substantially not delivered in respect of main/important elements
8. While there is an element of subjective judgement, the overview of Annex 2 is broadly of successful delivery – of 20 goals, 15 are assessed green, 4 amber, and one red. In other words, we largely delivered those goals which we set at the start of the plan period. The single red-assessed goal was that of the local plan adoption by spring 2007. This proved overly optimistic in practice, and although considerable effort was devoted to this work, including a huge input to public consultations, the complexity of the issues (most notably affordable housing) coupled with the desire to develop a different approach, proved a much longer job than originally anticipated. Work on this continues, along with the accompanying Sustainable Design Guide; modifications to the deposit plan are expected in June 2008, and if a PLI follows, then adoption is anticipated in 2009.
9. This assessment of broadly successful delivery of goals is not a comment on how much impact these goals have had, and their relative importance in the eyes of others. That will require a public opinion survey, which is planned for the 2008/09 (to replicate the survey first done in 2004).

Analysis/Overview

10. Looking at the delivery under the 5 strategic themes and the 3 cross cutting themes, the main achievements have been as follows:
11. **Theme 1:** *To enable current and future generations to understand and enjoy the special qualities of the Park in a way that fosters those qualities and supports the activities of others.*
- Draft Core Path plan ready for formal consultation,
 - Cairngorms Outdoor Access Forum established and operating effectively; systems operational for recording and dealing with access issues;
 - Outdoor access strategy for Park completed;
 - Funding support provided to important parts of the path network (Glenmore off-road route; various UDAT works, Speyside Way);
 - New Outdoor Access Trust established as partnership mechanism for long term management of path network across the Park and associated works;
 - Design and installation of high quality granite markers at the 25 road entry points to the Park and at railway stations, accompanied by upgrading of lay-bys and car parks.

- g) Selection of Park Branded visitor information leaflets supported; work on Park portal nearly completed;
- h) Range of events and activities supported/attended; Park newsletter implemented.
- i) Broad agreement in place to develop a more coordinated arrangement for management of ranger services grant -aided by CNPA.

12. **Theme 2:** *To promote sustainable resource, land and water management; and to protect and enhance our wildlife and landscapes.*

- a) Range of projects supported through the Local Biodiversity Action Plan group. In 3 years, £0.5million has been invested in a range of projects, for example: a water vole conservation project; the Cairngorms is one of the last strongholds of the water vole left in the UK; the non-native fish project has trialled an innovative fish survey method for freshwater lochs, leading to methods for controlling/reducing non-native species which can damage populations of important native species.
- b) Agri waste project: to assist farmers within the National Park achieve high standards of environmental care; in three years CNPA have assisted the disposal of sheep dip from over 30 farms within Badenoch and Strathspey.
- c) Pilot study completed with local estate on identifying public benefits;
- d) Input into SRDP priority setting at national and regional level.
- e) Worked with several estates on local communications; supported establishment of Cairngorms Deer Advisory Group to bring about cooperative approach to deer issues.
- f) Support to Dee catchment management officer.
- g) Land Based Business Training scheme highly successful and well received in helping businesses develop skills of the workforce, and deliver public benefits for the Park. Developed into Cairngorms Awareness and Pride project to extend benefits to everyone in the Park (e.g. Leave No Trace; cultural heritage; ticks and lymes disease).
- h) Two partnership schemes supported, "Planning to Succeed" and "Monitor Farm", designed to enable farmers and crofters to learn from each other and specialist advisers, with the aim of increasing business viability, and ability to adapt to change.

13. **Theme 3:** *To support and stimulate economic and social development within the Park that sustains and is sustained by its special natural and cultural qualities.*

- a) Creation and roll-out of the Cairngorms Brand for businesses and organisations, enabling an integrated approach to the marketing and promotion of the area underpinned by quality criteria and the iconic landscapes and wildlife of the area.
- b) An effective pan Park "small" grant scheme for communities, incorporating LEADER+, and monies from other partners.
- c) Awarded the European charter for Sustainable Tourism (first UK National Park to do so), providing recognition of this Park's lead in putting Scotland on the map as a sustainable tourism destination.

- d) Support for national tourism targets through support for private sector led Destination Management Organisations.
- e) Better and more integrated transport, through the provision and funding of the Cairngorms Explorer (integrated transport timetable), and funding the Heather Hopper cross Park bus service.
- f) Ensuring a clear and collective voice for local business community through support for the Cairngorms Chamber of commerce, and Association of Cairngorms communities.
- g) Cairngorms Connections – a training initiative for tourism businesses – piloted and now web-based.
- h) Pilot projects carried out on ideas for helping to create housing at affordable prices.

14. **Theme 4:** *To ensure our commitment to future generations we will look beyond the horizon and put in place plans to guide and co-ordinate the long-term integrated management of the Park.*

- a) National Park plan in place, with partner endorsement, and delivery mechanisms in place, focusing activity on agreed priorities for the Park, and creating a strategic basis for joined up government ahead of the SEARS initiative.
- b) Progress made with Local Plan preparation;
- c) Wide range of other supporting strategies prepared in partnership, as basis for future activity: e.g. forest and woodland framework; interpretive guidelines; outdoor access strategy;

15. **Theme 5:** *To be an open, innovative, and professional organisation that engages effectively with the public and behaves with integrity.*

- a) Organisation established with appropriate internal controls; clean bill of health from auditors;
- b) Monitoring and reporting arrangements established to ensure direct links between Corporate Plan, operational plan, individual staff targets and staff development.
- c) Processes geared to openness: Board meetings in public; website used to make information publicly available; good record on dealing with FOI;
- d) Range of thorough consultations undertaken; engagement standards in place.
- e) Independent research project by Macaulay Institute monitoring National park Plan preparation and implementation on-going and providing useful (and broadly positive) feedback on effectiveness of processes.
- f) Staff Consultative Forum established to ensure open internal consultation.

16. **Sustainability:** *ensuring that our actions do not compromise those of future generations.*

- a) Office greening initiatives in place;
- b) Sustainability fund set up
- c) Training courses provided through LBBT and CAP
- d) Joint project supported to establish Carbon footprint for Park

- e) A pilot Green Farms project is providing free carbon audits to 16 farms in the Park, as a precursor to finding ways to mitigate climate change and reduce carbon emissions.
17. **A Park for all:** *creating a Park which is accessible to everyone, not just the fit and the few.*
- a) John Muir award - 17% of the award winners have been from socially excluded backgrounds.
 - b) Big Issue initiative
 - c) Youth work – youth website; highly acclaimed youth media project involving seven secondary schools.
 - d) Core Paths network established with range of objectives including providing for a wide range of abilities, and providing paths within, around and between communities and to public transport connections and places of local importance.
 - e) Equalities training for all staff and Board Members;
 - f) Piloted consultation method based on National Standards for Community engagement, aiming to widen representation and address barriers to participation.
 - g) Park Life available on tape.
 - h) Supported All Abilities Communications network.
18. **Delivering the 3 Es:** *ensuring economy, effectiveness, efficiency in our use of resources.*
- a) Good reports from auditors
 - b) Operational plan monitoring shows milestones largely delivered on time and within budget
 - c) Best Value self assessment completed and approved
 - d) Not significant underspend or overspend in financial years
 - e) Progress made with shared/collaborative services with other public bodies.
 - f) We have levered in funding over and above the CNPA's grant in aid equivalent to around 20% of the GIA, which has contributed to "operational plan" spend (projects and initiatives).
 - g) Efficiencies through internal Greening programme (car pool etc)

Where Are We Now?

19. The period in question has been one of getting the organisation established – its culture, its operating systems and its working relationships - and of putting in place the foundations for the future. A wide range of strategic frameworks are now in place which provide the basis for "collective and coordinated" delivery of the Park's aims by a wide range of people and organisations, not just the CNPA. In particular the National Park Plan is in place and endorsed by partners; delivery and monitoring arrangements are also in place. Our statutory functions are bedded in. The Outdoor Access function is well in hand. The development management function with its unique call-in aspect is established.

"How" have we Delivered

20. To what extent have we been “Enabling”? This term has on occasions been misunderstood, but is used as a shorthand expression to encompass the idea that rather than just achieve things by “doing to” others, we should as much as possible be helping others in the Park to do for themselves, i.e. building capacity – hence the concentration on facilitating and supporting with funds, advice and staff time; acting as a catalyst, especially for partnerships; and developing new approaches. Clearly we have not been able to apply this approach to all issues, but examples of how we have include the following:
- a) By putting the NP Plan and other strategies in place we have focused public sector spend on agreed priorities for the area;
 - b) We have grant aided others to do things – through the LEADER+ programme (which we host) and Integrated Grants Programme have put £1.7m (from a combination of sources) to local communities and organisations to enable them to deliver benefits for the Park;
 - c) We have supported the Cairngorms Chamber of Commerce as a strong voice for business in the Park; similarly we have supported the Association of Cairngorms Community Councils; and latterly, the Community Needs Initiative.
 - d) We have supported and encouraged the creation of two Destination Management Organisations, both business-led initiatives for managing and promoting the area for tourism.
 - e) We have created the Cairngorms brand as a marketing opportunity for use by businesses and organisations;
 - f) The highly successful Land Business Training Project, a brokering initiative for bespoke training, has helped businesses broaden their skills, as well as enhancing their business performance and delivering benefits for the Park. In each of the three years of the Plan, between 700 and 800 people were trained from between 100 and 200 businesses.
 - g) The John Muir project has enabled over 4,000 people to experience, understand, and contribute to the conservation of the National Park, and achieve the John Muir award – this has been done by getting 58 organisations actively involved in providing the award.
 - h) Installation of high quality entry point markers, and brown directional signs, have helped create a sense of place.
 - i) We have continued to support and foster the 13 different ranger services through a working partnership between public sector and private and voluntary sectors;
21. Have we been innovative? Examples include the following (which in some cases are those cited above as “enabling” – it is no coincidence that projects which are innovative tend to be the ones which are “enabling”):
- a) Cairngorms Brand – a tool enable businesses and organisations to present themselves as part of the Park and raising quality and environmental standards.

- b) Ranger services – partnership approach between public, private and voluntary sector. This breaks the usual mould of a NPA employing and operating the ranger service in a National Park.
- c) LBBT project as a brokering scheme to provide training in the right place in response to demand, and change attitudes to training; and the development of the Cairngorms Awareness and Pride project involving the general public in helping to contribute to the Park;
- d) Developed innovative relationship with national NGO (John Muir Trust) to boost uptake of JMA within Park, using relevance of Park as the driver. Partnership with the Big Issue, using the Park as a means to widen the horizons of socially excluded and disadvantaged;
- e) Securing the European charter for Sustainable Tourism (first NPA in UK to do so).

Implications and Lessons for the Future

22. Some work is unfinished and will carry forward into the next Corporate Plan. In particular:
- a) Completion of the Local Plan and sustainable design guide. Both are crucially important, and given that we “share” the planning function with Local authorities, an effective working relationship needs continual attention, not least because the local authorities will in time be making decisions based on these two documents prepared by the CNPA. Further, during the course of preparing drafts of the local plan, it has become clear that
 - b) Completion of the funding and management arrangements for ranger services;
 - c) Continue to work with CDAG to ensure good understanding and cooperation between all sectors in deer management, with the aim of CDAG becoming self sustaining;
 - d) Completion of landscape strategy/plan (including wild land);
 - e) Complete web portal for Park.
23. Other work will continue because the statutory function remains, but we need to challenge the way we deliver these, in light of experience and given that circumstances will have changed:
- a) Planning and development management. After 5 years of delivering a unique call-in planning function, we have established a modus operandi. Our ability to deliver a responsive planning service has been demonstrated, but consistently delivering to short timescales has been hampered by the impact of the Beaulay-Denny inquiry, and by our philosophy of working for a positive outcome rather than a quick one (reflected in the statistic of over 70% of called-in applications being approved). Public understanding of the call-in system also not very high. A review of our planning operation would seem sensible after 5 years, including a consideration of what can be done to assist applicants in making the system more accessible.
 - b) Outdoor Access function. We now nearly have the Core Path plan in place, the CLOAF in place, and a system for dealing with access complaints; we also

have the Outdoor Access Trust in place as a mechanism for managing the path network. So the emphasis of our work in this area will change.

- c) National Park Plan. The plan is approved and in place; delivery arrangements are in place, and work in the next 3 years will need to concentrate on ensuring these are effective, and on the results of the monitoring framework, feeding this back into the delivery arrangements. By the end of the next Corporate Plan period we will need to consider the review of the current Park Plan which covers 2007-2012.
 - d) Adoption of Core Paths Plan and implementation on the ground.
24. Many other projects and initiatives have been very successful in the 2005/08 Corporate Plan period. The challenge in the next corporate plan period will be to build on those successes. We must look for ways of:
- a) developing the successful projects in innovative ways to deliver the new corporate plan priorities;
 - b) generating or responding to new ideas for projects and initiatives which “enable” and engage others, and create opportunities for communities (of interest and locale) to take forward;
 - c) continuing to lever in funding;
 - d) looking to hand over projects we have piloted, for others to take forward and develop, freeing us up to develop new ideas.
 - e) continuing to work with partners, and ensure that other public sector organisations recognise the importance of the National Park.
25. **Conclusions**
- a) We have achieved a considerable amount in the last 5 years, and have been largely successful in delivering what we promised in the 2005/08 corporate plan: 19 out of 20 goals delivered or partially delivered.
 - b) However, some lines of activity have proved more difficult than anticipated, the Local Plan being the most obvious. This must be a priority for 2008/11.
 - c) The 2005/08 corporate plan was very much a phase of becoming established as an organisation, and establishing a strategic direction for the Park as a whole with partners; in that we have been reasonably successful.
 - d) That phase is now over, and the next Corporate Plan will clearly require us to move into a “delivery” phase. But we must continue to set ourselves the challenge of enabling others to do rather than necessarily doing “to” people; and being innovative, not afraid to try new ideas.
 - e) We have had successes in the 2005/08 plan, but we cannot be complacent and must be prepared to challenge our operations and approach as we move into the very different 2008/11 Plan. This will be the subject of staff awaydays in the near future, and it may be helpful to have a Board discussion session.

Annex 1

5 Strategic Themes

Theme 1: To enable current and future generations to understand and enjoy the special qualities of the Park in a way that fosters those qualities and supports the activities of others.

Theme 2: To promote sustainable resource, land and water management; and to protect and enhance our wildlife and landscapes.

Theme 3: To support and stimulate economic and social development within the Park that sustains and is sustained by its special natural and cultural qualities.

Theme 4: To ensure our commitment to future generations we will look beyond the horizon and put in place plans to guide and co-ordinate the long-term integrated management of the Park.

Theme 5: To be an open, innovative, and professional organisation that engages effectively with the public and behaves with integrity.

20 Goals

(Shading shows the 7 priority goals)

1. Duties as the outdoor access authority effectively and efficiently delivered.
2. National Park Plan in place by end of 2006, agreed by stakeholders, setting out achievable targets and indicators of measuring progress over next 10 years.
3. Local Plan for CNP adopted by spring 2007
4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park
5. Plans, policies and actions developed through transparent and robust processes that engage with stakeholders.
6. Justly perceived as an open, accountable and trusted organisation
7. Effective and efficient development control service, blending planning policy and Park aims
8. A professional, respected and motivated staffing complement
9. Good quality outdoor access infrastructure in place and maintained.
10. Arrangements in place to meet needs of visitors, land managers and communities for information and management of access (equivalent of ranger svc)
11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all
12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes, advice and training.
13. Communication and consultation by land managers on objective setting for public benefits
14. Residents, businesses, organisations and visitors contribute to protection and enhancement of wildlife, landscapes, cultural heritage and natural resources.
15. Stronger and more diverse economic opportunities within the CNP area (including for land managers)
16. An increase in value of sustainable tourism spend.

17. Improved Community capacity to help deliver 4 aims of the Park
18. High levels of understanding and appreciation of the Park, and of the role, of the CNPA and partners.
19. Improved accessibility and quality of public transport within the Park
20. Good understanding and appreciation by young people of the CNP, and its importance.

In addition to the 5 main themes, **Three Cross Cutting themes** were identified:

Sustainability: ensuring that our actions do not compromise those of future generations.

A Park for all: creating a Park which is accessible to everyone, not just the fit and the few.

Delivering the 3 Es: ensuring economy, effectiveness, efficiency in our use of resources.

Annex 2 – Overview of Delivery of Milestones in Corporate Plan 2005/08

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	PROGRESS AT END OF PLAN PERIOD
1. Duties as the outdoor access authority effectively and efficiently delivered.	Cairngorms LOAF up and running; Core path plan identified; and outdoor access strategy in place.	Everyone exercising their access rights and duties and responsibly	Substantially completed. CLOAF up and running; active cases and number of cases to CLOAF relatively low. Core path plan in final consultation phase spring 2008. Outdoor access strategy in place. Thorough consultation on CP Plan, raised awareness.
2. National Park Plan in place by end of 2006.	National Park Plan agreed by stakeholders and approved by Scottish Ministers.	All those active in managing the Park will have an agreed long-term strategy in place to guide their actions. With an agreed strategic plan in place, public money directed more effectively and efficiently to caring for the special qualities of the area.	Completed. Plan agreed and endorsed by partners; approved by Scottish Minister 2008. Delivery teams in place; monitoring framework in place Q1 2008. First Annual report on NP Plan due mid 2008.
3. Local Plan for CNP adopted by spring 2007	Local Plan adopted.	Consistent approach to development which delivers aims of the Park, including key objectives of affordable housing, and protecting and enhancing special qualities of the area.	Process very thorough, but has taken a lot longer than original optimistic estimates. Deposit phase in late 2007, with Board approval of modifications likely Q2 2008. PLI could follow in late 2008, so adoption not before 2009.
4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park	Policies in Local Plan which address need for affordable housing and supporting actions agreed within refreshed Cairngorms Housing Strategy.	Thriving local communities in which everyone, especially young people who wish to stay in the area, and those who have a job in the area, are able to secure a house to live in.	Cairngorms Housing strategy updated (Heriot Watt study); economic modelling completed. Ambitious housing policies in draft local plan, still under debate. Pilot projects carried out: Community Needs Initiative; Rural empty Property project; Sustainable Housing

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	PROGRESS AT END OF PLAN PERIOD
			(Milehouse); Rural Housing Enabler. Too early to judge meaningful impacts.
5. Plans, policies and actions developed through transparent and robust process that engages with stakeholders.	Methodology in place for decision-making, incorporating SEA and s9 duty. Permanent infrastructure and operating principles in place for consultation.	Everyone clear how decisions have been reached/ policies made, and able to contribute to the process.	SEA methodology established through NP Plan and Local Plan; structure of all Board decision papers shows decision criteria. Several major consultations during the period – community engagement standards tested, and in place by end of period. Macaulay research quite positive about NP Plan consultation, but some improvements on feedback from consultation suggested.
6. Justly perceived as an open, accountable and trusted organisation	Internal control systems in place to ensure we are meeting FOI requirements; dealing with risk; communicating effectively with public; and general efficiency, effectiveness and economy.	Public confidence that queries will be dealt with properly, and that public money is being used properly.	FOI system in place; risk register embedded; website used to make Board and other papers public; regular reporting to Board, audit and finance committees. Operational plans delivered each year to budget. Clean bill of health from auditors. Public opinion to be judged through repeat of 2005 opinion poll in 2008/09. 4 complaints to official bodies – none upheld. Office greening initiatives underway, following early green audit.
7. Effective and efficient development control service, blending planning policy and Park aims	Set of performance targets agreed with Scottish Executive, and met.	Public confidence that planning applications will be dealt with in a fair and timely fashion, in line with the local plan.	Have not consistently met Scottish Government targets – but that does not reflect unique caseload, and particular challenges of Beaulieu Denny enquiry. Good progress made in dealing with case backlog. Positive engagement adopted with over 70% of cases

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	PROGRESS AT END OF PLAN PERIOD
			approved. Some notable successes in responsiveness, reflected in media coverage e.g. AHR in December 07.
8. A professional, respected and motivated staffing complement	Systems in place for performance appraisal and pay, effective training programme, internal communication and consultation.	Well developed range of skills across the organisation, enabling it to deal professionally with difficult issues, and changing priorities over the long term.	Systems in place for appraisal, PRP, training appraisal. Staff consultative forum in place; internal communication systems include intranet. Internal staff survey overall positive. IIP sought Q1 2008.
9. Good quality outdoor access infrastructure in place and maintained.	Effective partnership mechanisms in place for developing and managing the path network.	Public can easily find and use network of paths to enjoy accessing the outdoors.	Considerable funding support given to network. Park wide Outdoor Access trust established 2008, building on good work of UDAT.
10. Arrangements in place to meet needs of visitors, land mngrs and communities for information and management of access (equivalent of ranger svc)	Agreed management arrangements in place for use of existing ranger services to deliver agreed elements of Park aims as well as private objectives.	Effective partnership of private and public resources to deliver range of needs of Park such as habitat management, path maintenance, interpretation, etc.	Complex situation – progress slowed by ranger review by SNH. Now at point of agreeing transfer of discretionary grant from SNH to CNPA; Board agreement to retaining existing private public partnership approach. Partnership agreement itself still to be put in place.
11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all	Interpretation strategy in place for whole Park as a basis for signage, information provision, etc. Park signage in place.	Consistent and joined-up approach by all interpretation providers which enhances enjoyment of the area and ensures appreciation of the Park's special qualities.	Interpretive guidance in place Q1 2008. Point of entry markers in place; brown directional signage started. Start made on placing Park branding in information points. Public awareness to be monitored through visitor survey (2009 repeat of 2003 survey).
12. Public benefits which can be produced by land managers defined and supported through publicly funded	Range of public benefits which are/can be provided by land managers is agreed and more integrated ways of supporting these through publicly funded schemes, advice and training	Public support for land management more focused on needs of Park, and less confusing and complex.	Pilot study completed SRDP now brings more integrated approach. Didn't succeed in getting CNP a single area for SRDP purposes, but have had considerable input into SRDP priority setting.

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	PROGRESS AT END OF PLAN PERIOD
integrated schemes.	have been developed and piloted.		Advice sessions on SRDP provided. LBBT successfully used to support this goal.
13. Good communication and consultation by land managers on objective setting for public benefits	Awareness by all of benefits of effective communication; support given to projects to develop this. Objective setting a part of land management schemes	Public input into objective setting for public benefits. Confidence in stewardship of land in the Park, and acceptance of need to balance public interests with private objectives.	Progress made in wild deer sector, with CDAG. Some successful work with a number of estates on local communication.
14. Residents, businesses, organisations and visitors contribute to protection and enhancement of wildlife, landscapes, cultural and natural resources.	Support in place for range of projects for enhancing and protecting natural and cultural resources through communities and other organisations. Developed policy on landscape protection.	Everyone has a stake in the natural and cultural heritage, and takes some responsibility for it.	LBAP project and small grants programme supported involvement. LBBT and CAP projects highly commended and successful in training and engaging businesses and individuals Landscape protection strategy in hand, not completed.
15. Stronger and more diverse economic opportunities within the CNP area	Sustainable business development strategy for the Park in place. New market opportunities, training and demonstration projects trialled and developed appropriate to the Park. Park Brand in place.	Youth Apprenticeship scheme and other training opportunities which are related to special qualities of Park are available. Range of new marketing opportunities developed (e.g. food) based on special qualities of the Park.	Good progress made with Cairngorms Brand. Tourism training supported. DMOs in place and supported. Youth training trialled. Supported development of creative Cairngorms and Cairngorms Farmers Market.
16. An increase in value of sustainable tourism spend.	European Charter for Sustainable Tourism awarded for the Park. Visitor marketing and information delivered on a pan-Park basis.	Tourism industry which with reputation for environmental quality, operating on sustainable principles, based on special qualities of the Park.	European Charter awarded. Uptake of GTBS supported. Progress made with visitor information on pan Park basis (e.g. visitor guide). Cairngorms connections (training) developed and available on web.
17. Improved Community capacity to deliver the 4 Park aims.	Community investment programme in place.	Communities helping to deliver significant number of Park Plan objectives of environmental, social and economic development.	ACC supported. Community projects funded via LEADER+ & Community Investment Programme. Actively engaging in community planning partnerships and supporting linked projects such as the Badenoch & Strathspey community support officers. Community

GOAL	3 YEAR MILESTONE	DIFFERENCE IN THE LONG TERM	PROGRESS AT END OF PLAN PERIOD
			action planning piloted in Grantown, Cromdale & Dulnain Bridge.
18. High levels of understanding and appreciation of the Park and the role of the CNPA and partners.	Range of publications about the Park and CNPA available; effective website; and range of events and activities completed each year for raising awareness.	Residents and visitors are aware of the Park and the role of the CNPA.	CNPA website in place – Park web portal in progress. Levels of awareness of Park to be assessed in opinion poll – probably low but growing. Supporting DMOs who are marketing the area and attracting events.
19. Improved accessibility and quality of public transport within the Park	Audit completed of transport provision across Park, and how this could be better integrated.	Park-wide timetable and better integration, mean visitors able to easily move around Park by public transport and visit attractions. Visitors and residents not dependent on cars for getting around the Park.	Integrated timetable published; Heather Hopper in place, which has stimulated connecting service. Transport audit completed and used as input for transport strategies developed by RTPs and LAs.
20. Good understanding and appreciation by young people of the CNP, and its importance	Youth strategy and programme of educational work in place.	High levels of involvement and understanding of the Park as a special place by young people.	Agreed as part of NP Plan process to avoid plethora of strategies, so this milestone superceded by NP Plan approval. Some progress with involvement of youth (e.g. films; website). John Muir Award successful. Incorporation into curriculum a longer term aim. Educational website completed with SNH. Events held for secondary schools around Park.