

**Table 1 progress towards five-year outcomes**

Five-year outcomes	Indicators	Targets	Comment
<b>Long-term outcome 1: A sustainable economy supporting thriving businesses and communities</b>			
<b>1. The economy of the Park will have grown and diversified, drawing on the Park's special qualities</b>	Business confidence reported through Cairngorms Business Barometer	Increase	Business confidence for the next year and two years increased throughout 2013.
	Number of jobs created in the Park	To have grown by more than the rate of population growth	This data was created for the Economic Health of the Park report in 2010 but is not readily available. We will identify an alternative indicator with the Strategic Delivery Group.
<b>2. Businesses and communities will be successfully adapting to a low carbon economy</b>	% population living within connection of high speed broadband or equivalent	75%	Currently identifying baseline. Estimated at 0%. 3G mobile network coverage has increased in the Park in early 2014.
	Renewable energy production	To increase year on year	Declared renewable energy capacity increased from 15.3 MW to 19.3 MW between 2012 & 2013.
<b>3. Communities will be more empowered and able to develop their own models of sustainability</b>	The number of community enterprises generating income	Increase by at least 50%	Baseline estimated at 2 in 2012, rising to 4 in 2013.
<b>Long-term outcome 2: A special place for people and nature with natural and cultural heritage enhanced</b>			
<b>4. The quality and connectivity of habitats is enhanced</b>	Area of woodland	Increase of 6% (c.4,000 Ha) in total woodland area	2011 baseline established. Currently collating new woodland planting data for 2012.
	Water quality	Maintenance or increase in water quality status	2011 baseline established. 69% of water bodies at 'high' or 'good' status. % maintained to 2012 & 2013.
<b>5. The species for which the Park is most important are in better conservation status</b>	Active conservation for Cairngorms Nature priority species	Targets identified in Cairngorms Nature Plan achieved	12 of 26 priority species have active conservation projects by March 2014.
	Estates participating in Wildlife Estates Initiative	75% of estates in the Park	Increase in number of estates participating in wildlife estates initiative between 2012-2013, covering 85% of area of the Park.
<b>6. The special landscape qualities, including wildness, are conserved and enhanced</b>	Qualities of wildness	Equivalent or increased area of the Park characterised as high or medium wildness	Baseline established. Not reassessed till 2015.
<b>7. Settlements and built development will</b>	Number of conservation area improvement	To cover all conservation areas	Baseline is 1 in 2011/12. No further work programmed until 2014.

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retain and enhance the distinct sense of place and identity in the Park	projects												
<b>Long-term outcome 3: People enjoying the Park through outstanding visitor and learning experiences</b>													
8. More people will enjoy, learn about and help to conserve and enhance the Park	Number of volunteer days spent caring for the Park per year	Increase by 50% by 2017	Number of volunteer days:										
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9. The expectations of visitors are met or exceeded	Visitor satisfaction reported in Cairngorms Visitor Survey	Increase	Baseline 2010 Survey. Next data 2015										
10. The Park's recreation opportunities have improved the health and enjoyment of residents and visitors	Number of people using promoted core paths	Increased path use overall and more even spread throughout year	Data from 2 sample people counters on Riverside Path, Nethybridge and the Old Logging Way, Rothiemurchus Estate shows year on year increase in path use.  Additional people counters sought for 2014 onwards.										
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**Table 2. Summary of National Park Partnership Plan Programme Activity**

Programme	Key Work Packages
I Supporting business	<p><b>Ia Enterprise Forum, economic strategy development and implementation</b></p> <ul style="list-style-type: none"> <li>Draft Priority Themes, Strategic Outcomes and Actions have been developed for the Cairngorms Economic Development and Diversification and are currently subject to consultation.</li> </ul> <p><b>Ib Skills and Training</b></p> <ul style="list-style-type: none"> <li>CBP, RDCDMO and Business Gateway continue to deliver training for businesses.</li> </ul> <p><b>Ic Food and drink development</b></p> <ul style="list-style-type: none"> <li>Planting is now underway for 18 Community Orchards and a Cairngorms Food &amp; Drink Trail leaflet has been published.</li> </ul> <p><b>Id Growing the Cairngorms Business Partnership</b></p> <ul style="list-style-type: none"> <li>The CBP now has over 300 business members with a good</li> </ul>

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	spread of members across the National Park. The Draft CBP 3 year Business Plan explores potential future funding structures including the potential for a Tourism BID and a trading arm.
2 Infrastructure & communications improvements	<p><b>2a Improving IT and mobile communications connectivity</b></p> <ul style="list-style-type: none"> <li>The HIE and Scottish Government Procurement is progressing with announcements on elements of rollout plans including the upgrade of the Tomintoul and Glenlivet Exchanges. Work continues with two Community Broadband Scotland Pilot Projects in the Park with issues on State Aid funding being considered.</li> </ul> <p><b>2b Improving access to housing for local needs</b></p> <ul style="list-style-type: none"> <li>A Strategic Housing Delivery Sub-Group has been established, including senior officers from the LDP, Housing and Planning teams, to work up a range of planning, policy and other possible delivery mechanisms as part of early policy consideration for the next LDP.</li> </ul>
3 Low Carbon Cairngorms	<p><b>3a Renewable Energy Generation</b></p> <ul style="list-style-type: none"> <li>A range of private individuals, estates and communities have progressed renewable energy project proposals in the Park.</li> </ul> <p><b>3b Low Carbon Living.</b></p> <ul style="list-style-type: none"> <li>Advice provided by mainstream energy advice centres.</li> </ul> <p><b>3c Low Carbon Land Management</b></p> <ul style="list-style-type: none"> <li>SNH Green Stimulus funding for peatland restoration project officer confirmed.</li> </ul>
4 Community Empowerment	<p><b>4a Community action planning</b></p> <ul style="list-style-type: none"> <li>Community Action Plans in place for the majority of communities in the National Park and work has been undertaken to review, prioritise, and deliver these. Community Action Planning now starting in Blair Atholl and options for a lead community group are being explored in Strathdon.</li> </ul> <p><b>4b Community capacity building</b></p> <ul style="list-style-type: none"> <li>Strengthening Communities project leading to many training sessions and new community company in Grantown-on-Spey.</li> <li>The Tomintoul &amp; Glenlivet Development Trust (TGDT) successfully generating income through events and from operation of Smugglers Hostel in Tomintoul.</li> </ul> <p><b>4c Cairngorms LEADER</b></p> <ul style="list-style-type: none"> <li>Local Development Strategy is out for consultation.</li> </ul>
5 Building vibrant places	<p><b>5a Planning the best development</b></p> <ul style="list-style-type: none"> <li>Proposed Local Development Plan submitted to DPEA.</li> </ul> <p><b>5b Delivering the most effective Planning Service</b></p> <ul style="list-style-type: none"> <li>CNPA planning team significantly restructured and strengthened to improve service delivery and efficiency.</li> <li>Developers Forum, Community Council/Association Planning</li> </ul>

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	<p>Network working well and improving communication with planning service.</p> <p><b>5c Supporting the regeneration of Tomintoul and Glenlivet</b></p> <ul style="list-style-type: none"> <li>• The Tomintoul &amp; Glenlivet Development Trust (TGDT) are working to develop events including a Cycling Festival in May, a Community Broadband Project, HLF Bid, and developing options to take on the running of the Tomintoul VIC and museum from the Moray Council.</li> <li>• Work underway delivering the Tomintoul gateway designs.</li> </ul> <p><b>5d Quality in Design</b></p> <ul style="list-style-type: none"> <li>• Second Cairngorms National Park Design Awards planned for 2014</li> </ul> <p><b>5e Townscape Enhancement</b></p> <ul style="list-style-type: none"> <li>• Programming work to complete conservation area appraisals by 2014 with subsequent bid for improvement grants.</li> </ul>
6 Nature and Landscapes	<p><b>6a Cairngorms Nature</b></p> <ul style="list-style-type: none"> <li>• Work started on capercaillie framework with project manager, team and board in place.</li> <li>• Project development for montane woodland project underway.</li> <li>• Woodland Trust Scotland recruiting project officer for Ancient Woodlands sites project.</li> <li>• Funding secured from Green Stimulus Fund to deliver Cairngorms Peatland Restoration Project.</li> <li>• Cairngorms Nature Campaign being developed with Cairngorms Nature Festival and speaking tour to be launched in May.</li> </ul> <p><b>6b Cairngorms Landscapes</b></p> <ul style="list-style-type: none"> <li>• Designed Landscape audit completed</li> <li>• Tomintoul and Glenlivet Landscape Partnership bid developing for first stage application 2014.</li> </ul> <p><b>6c Designated Sites Management</b></p> <ul style="list-style-type: none"> <li>• Joint-Agency Working on priority (Section7) deer sites continues. CNPA gave evidence at RACCE committee on deer management.</li> </ul>
7 Supporting Land Management	<p><b>7a Land Management Training</b></p> <ul style="list-style-type: none"> <li>• Training supported through CNPA/LEADER funding for courses on farm security, snaring, deer stalking certificate, IACS refresher, water quality, heather habitat assessments, cattle management and sheep management.</li> <li>• 159 subsidised training places were provided covering a range of key rural skills and qualifications. In addition 13 training and awareness raising events for larger groups were held.</li> </ul> <p><b>7b Advice and Support Services</b></p> <ul style="list-style-type: none"> <li>• New programme developed for farm audits, Wildlife Estates</li> </ul>

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	<p>support, collaborative project support.</p> <ul style="list-style-type: none"> <li>• CDAG refreshing role to support delivery of management planning in light of RACCE recommendations.</li> <li>• Farmers Forum, Monitor Farm and Land Management Forum continue.</li> </ul> <p><b>7c Wildlife Estates Scotland Initiative</b></p> <ul style="list-style-type: none"> <li>• 85% of the area of the Park now under management by estates who are part of the Wildlife Estates Scotland Initiative.</li> <li>• Additional support agreed to help estates in Park through application process.</li> </ul> <p><b>7d Catchment Management</b></p> <ul style="list-style-type: none"> <li>• Catchment management partnerships (Dee, Spey and South Esk) remain highly active, each now delivering river restoration projects.</li> <li>• Upper Dee riparian woodland project (Pearls in Peril) secured funding for some projects.</li> <li>• Riparian enhancement projects being delivered in Glen Clova</li> <li>• All three catchment initiatives in Park met to discuss common working.</li> </ul>
8 Leading Sustainable Tourism	<p><b>8a Implementing the strategy and action plan for sustainable tourism in the Cairngorms National Park</b></p> <ul style="list-style-type: none"> <li>• Mid-term review completed with recommendations for actions.</li> </ul> <p><b>8b Cairngorm Rothiemurchus and Glenmore Strategy</b></p> <ul style="list-style-type: none"> <li>• Forestry Commission Scotland and CNPA jointly engaged on masterplanning for future of FCS land holding at Glenmore, to be extended to Cairngorm Mountain with HIE.</li> <li>• Highland and Island Enterprise announced preferred bidder for Cairngorm Mountain.</li> <li>• Audit of existing tourism and visitor information in area completed, highlighting new data on the numbers of visitors in the area.</li> <li>• A refreshed biodiversity audit of the area completed by CNPA and Scottish Natural Heritage.</li> </ul>
9 Active Cairngorms	<p><b>9a Delivering and reviewing the Cairngorms National Park Outdoor Access Strategy</b></p> <ul style="list-style-type: none"> <li>• Work to replace the outdoor access strategy with an Active Cairngorms Strategy programmed for 2014.</li> </ul> <p><b>9b Promoting active enjoyment</b></p> <ul style="list-style-type: none"> <li>• Health walks continue to meet demand in each community and proactive work with NHS Scotland and other partners is leading to a more integrated approach to delivering some of the key Scottish Government targets on health and activity.</li> <li>• Media campaign to promote cycling for all the family underway.</li> </ul> <p><b>9c Developing cycling</b></p>

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	<ul style="list-style-type: none"> <li>• Funding bids submitted to support delivery of cycling action plan.</li> <li>• Bike festivals to take place at Glenlivet, Kingussie &amp; Glenmore.</li> <li>• New mountain bike skills facility at Carrbridge completed.</li> </ul>
10 Outdoor learning	<p><b>10a Using National Parks in the Curriculum</b></p> <ul style="list-style-type: none"> <li>• CPD programme for local authority education services has been developed and Outdoor Learning Festivals planned for Highland and Aberdeenshire.</li> <li>• The National Parks Senior pupil residential and teacher training weekend held mid September 2013.</li> <li>• The National Parks media project continuing with primary schools using the 10<sup>th</sup> Anniversary and the Year of Natural Scotland as inspiration.</li> </ul> <p><b>10b Learning from the Park</b></p> <ul style="list-style-type: none"> <li>• The Junior Ranger Project is operating in Highland, Aberdeenshire, Angus and Perth and Kinross with 6 secondary schools involved.</li> <li>• The John Muir Award continues to grow in Cairngorms National Park.</li> </ul> <p><b>10c Volunteering to Support Nature</b></p> <ul style="list-style-type: none"> <li>• Internship to look at the current levels of volunteering in the National Park and to discuss with partners the potential to develop further completed and report delivered. This work is the precursor to developing a coordinated approach to volunteering across the National Park.</li> </ul>
11 Sharing the Stories	<p><b>11a Coordination training and support for visitor managers/communicators</b></p> <ul style="list-style-type: none"> <li>• CBP launched the 'Make It Yours' Campaign to businesses at their conference in November to encourage tourism businesses to link their products and experiences more closely to the national park. The aim is to deliver high quality, sustainable and authentic experiences across the cairngorms.</li> <li>• The Park brand has been re-launched and support materials will be promoted through the 'Make It Yours' campaign</li> </ul> <p><b>11b Developing and delivering inspiring campaigns</b></p> <ul style="list-style-type: none"> <li>• Cairngorms Nature Festival and an inspiring speaking tour will be launched in May aimed at encouraging more people, especially young people, to visit and engage with nature.</li> <li>• A media campaign will promote the Park as an outstanding place for cycling for all the family focusing on the e-bike initiative and Bike Festivals to be held at Glenlivet, Kingussie and Glenmore.</li> <li>• Rangers, community development officers and schools will be encouraged to get involved in the 'Make it Yours' campaign and use the support materials which aim to enhance the visitor experience of the Park.</li> </ul>

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	<p><b>11c Community Heritage Project</b></p> <ul style="list-style-type: none"> <li>• Discussions with RCAHMS confirmed focus for developing community heritage approach with the Tomintoul and Glenlivet communities.</li> </ul> <p><b>11d Experiencing National Nature Reserves</b></p> <ul style="list-style-type: none"> <li>• Work is in progress to upgrade the visitor centres at Nethy Bridge (Abernethy and Dell Wood NNR) and Glenmore (Glenmore NNR). Both are scheduled to open in Spring 2014.</li> </ul>
12 Visitor Access and infrastructure	<p><b>12a Management of core paths and outdoor access</b></p> <ul style="list-style-type: none"> <li>• Community path leaflet for Laggan completed.</li> <li>• New all abilities path at Ellan Wood Carrbridge and alternative path on Ballater Seven Bridges walk created.</li> <li>• Work underway to implement sections of Speyside Way extension.</li> <li>• Scoping study for Deeside Way extension underway.</li> </ul> <p><b>12b Maintaining and improving high quality visitor facilities</b></p> <ul style="list-style-type: none"> <li>• Work has started in Nethy Bridge on a new unstaffed visitor information centre focussing on cultural heritage and the Abernethy and Dell Woods National Nature Reserve as part of a wider refurbishment of Nethy Bridge community hall.</li> <li>• Laggan visitor facilities being tendered for construction following receipt of planning permission.</li> <li>• Two CNP sites identified for inclusion in Scottish Scenic Routes design competition scheduled for launch in March 2014.</li> </ul> <p><b>12c Scotland's National Parks Mountain Path Restoration Project.</b></p> <ul style="list-style-type: none"> <li>• HLF bid for project unsuccessful, partners currently considering options for renewing bid/alternatives.</li> </ul>

<b>Corporate Plan Delivery Highlights</b>			
<b>Prog.</b>	<b>Project Description</b>	<b>Outputs and benefits</b>	<b>Corporate Plan objectives</b>
1	Glenmore – information gathering a planning	Range of works preparing for a new Glenmore Strategy: meta study of visitor surveys & master plan development for Glenmore. Upgrade to Glenmore visitor centre.	c. Glenmore Strategy
1	Brand development	Brand criteria replaced by a charter and increased support to encourage greater brand uptake	a. Strong partnerships
2	Volunteer development	Audit of current volunteering opportunities in CNP and work toward developing a strategy.	a. People connected to CNP
2	Nethy Bridge Hall Refurbishment	Improved village hall with upgraded ranger base	c. Sustainable Communities
2	Our Community A Way Forward and CDO network	Community Action Planning and delivery through a network of Community Development Officers (CDOs).	c. Sustainable Communities d. Active LEADER Programme
2	Strengthening Communities project	Year 2 of a 3 year project designed to enable communities to deliver their action plans by become more self-sustaining and successful.	c. Sustainable Communities d. Active LEADER Programme
3	Cairngorms Nature	Priority projects being delivered and communications campaign to be launched spring 2014.	a. Free standing wildlife partnership
3	Catchment Management	Innovative and pioneering work to demonstrate natural catchment processes on Rivers Spey, Dee and South Esk	c. Land management community engaging in conservation, visitor management and economy
3	Land Management Support	Advice and support to land managers to help deliver NPPP including direct and contracted advice, landowners survey, wildfire prevention/control support, co-ordination of training and skills development events, Land management forum, CDAG, Farmers' forum, woodfuel events	b. Mutual support relationship with land management community



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3	Landscape and Ecological Advice	Development of the web based landscape toolkit to further develop appreciation of landscape and wildness across a wide range of sectors. Casework advice on significant planning projects.	Identify, promote and support opportunities to enhance wildness and landscapes of NP.
4	Local Development Plan	Submission to DPEA and Examination preparation	a. Plans and policies to deliver a sense of place
5	Speyside Way extension & path improvements	Upgrade of range of paths across CNP and start on Speyside way ext.	a. Excellent path network
5	Cycling Action Plan & Laggan Bike Centre	Developing Cycling	b. Increased recreation opportunities
6	Food for Life Project	Year 3 of a 3 year project to increase the availability and use of local, fresh and seasonal produce to seek long-term improvements to our health, environment and economy.	a. Diversify & Strengthen economy
6	Economic Diversification Strategy & Economic Forum	Cairngorms Economic Forum established to support development of an Economic Diversification Strategy to diversify and strengthen the economy (aligned with development of LEADER LDS).	a. Diversify & Strengthen economy
6	Broadband	Influencing delivery of broadband infrastructure including funding and support for two community projects.	b. Better digital connectivity
6	Tomintoul & Glenlivet gateways	Improved visitor experience entering Tomintoul and Tomnavoulin	c. Tomintoul & Glenlivet regeneration
7	Delivering Effective Shared Services	Maintain efficiency and effectiveness of existing shared services to support high quality services and Best Value delivery.	Shared service delivery; Efficient effective business infrastructure
7	LEADER Local Development Strategy	Developing a LEADER Local Development Strategy to support a bid for 2013/20 programme funding allocation.	Business support services for voluntary organisations
7	Close down of 2008/13 LEADER Programme	Efficient close down of 2008/13 LEADER Programme	Efficient effective internal control and governance arrangements

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7	Organisational Development Strategy	Constructing a full Organisational Development Strategy and associated Organisational Change programme.	Efficient effective business infrastructure
8	Delivery of An Camas Mor as one of Scotland's Sustainable Communities	Planning Permission in Principle in place as first steps in establishing strategic location for future growth to help deliver the Local Plan and the National Park Partnership Plan 2012-2017.	a. Clear evidence based planning decisions delivering National Park Partnership Plan
8	Planning Service Performance Management Initiative	Introduce more structured approach to pre-application discussions, including offer of processing agreements, and develop system of pre-specification of applications that will definitely be called-in.	a. Clear evidence based planning decisions delivering National Park Partnership Plan