

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
1. Duties as the outdoor access authority effectively and efficiently delivered										
1	1	Provide secretariat, prepare papers, implement LOAF communication strategy; Organise annual conference		VSR					Five meetings of LOAF held. The Forum providing a useful advisory role. Annual report produced.	Green: First joint meeting with Board members held re. Core Paths Plan
1	2	Develop systems to uphold access rights	Uphold of access rights; Report on progress to Scottish Executive	VSR					All access issues logged immediately and investigated within three months	Green: New casework logging system is working well.
1	3	Publicise the Scottish Outdoor Access Code and promote responsible behaviour	Publicise the Code; Provide training for target groups as agreed with SNH;	VSR					Guidance leaflet for land managers produced. Golf course managers workshop held.	Green: Very successful event held for Golf Course managers in December. Code was publicised at Core Path Plan meetings.
1	4	Develop Core Paths Plan by February 2008	Lead two rounds of public consultation	VSR					Initial consultation successfully completed. Options for criteria for selection of Core Paths to be presented to Board.	Green: Initial consultation under way. Two land managers events held.
1	5	Electronic path management system through GIS	Populate and update the system; Maintain system	VSR					Historical casework data all loaded.	Green: In hand.
Goal 1	Outdoor Access Authority									
2. National Park Plan in place by the end of 2006										
2	1	Conduct a public consultation on the Park Plan.		COM					Receive responses from 95% of partners listed in Annex 1 of Looking to 2030	Green - Park Plan consultation completed on time and consultation report prepared and submitted to Ministers and is available on the website
2	2	Agree a finalised Park Plan in the light of comments		COM					Board agrees finalised Park Plan for submission to Ministers in December 06.	Green - Board agreed final Park Plan for submission to Ministers on 1 December '06 and the plan was endorsed by JUG on 4 December '06
2	3	Agree performance indicators for the National Park.		COM					Board and partner organisations agree "health indicators" by end of March 07.	Amber - it is anticipated that this will not be achieved until Sept '07
2	4	Print and distribute the final plan.		COM					Distribution by end of March 07.	Green - the Park Plan is ready to be printed and distributed as soon as we receive Ministerial approval
Goal 2	National Park Plan									
3. Local plan for Cairngorms National Park adopted by Spring 2007 (P1)										
3	1	Autumn 2006 - Finalised Draft of Local Plan placed on Deposit.	Print, advertise, distribute plan.	PDC					Local Plan formally placed on deposit Oct/Nov 2006.	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.
3	2	Community Consultation Autumn/Winter 2006	Organise with LP Co-ordinators	PDC					Successful round of community consultation events Oct/Nov 2006 to Feb 2007.	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.

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3	3	Summer 2007 - Local Plan Inquiry.	Organise with SEIRU	PDC					LPI date set by SEIRU in summer 2007.	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.
3	4	Late 2007 - Reporters' Report.	Receive, digest, secure agreement on any revisions	PDC					Receipt of Report by end 2007.	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.
3	5	Spring/Summer 2008 - Adopt Local Plan	Report to Committee & secure adoption.	PDC					Planning Committee/Board resolves to adopt CNP Local Plan by end summer 2008.	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.
3	6	Publish Adopted Version - Summer 2008	Print, advertise, distribute plan.	PDC					Plan printed, advertised and distributed by end summer 2008	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.
3	7	Monitor Local Plan Implementation	Joint LP/DC activity.	PDC					Monitoring systems in place and being followed.	Timescale for LP deposit now June 2007 as agreed by Board 11 Aug 06. All other actions will need to be adjusted within context of that date.
3	8	Prepare, consult on & Publish Supplementary Planning guidance	Develop with communities to build on local plan policies - design, hill tracks etc.	PDC					SPG adopted following consultation.	New Local Plan/Policy Officer pursuing design guidance. Aim to get it out for consultation summer 2007 in tandem with Local Plan.
Goal 3 Local Plan										
4. Increased access to all forms of housing tenure for Park residents or people who are meeting economic or social needs within the Park (P1)										
4	1	Finalise housing policies for draft Local Plan (PDC)	PDC Input in line 21 above.	PDC					Local Plan with housing policies formally placed on deposit Oct/Nov 2006.	Economic Modelling being commissioned by Communities Scotland. We are paying 50%. Expenditure Justification approved. Draft report due 31st March 2007. Funding should be spent within accrual dates
4	2	Update Cairngorms Housing Strategy	Co-ordinate partner activity and share best practice	ESD					Finalise 'Making Housing Affordable and Sustainable' priority for action in Park Plan.	NPP Priority for Action finalised
4	3	Work with SRPBA to investigate the potential for landowners to meet local housing needs	Continue to develop/influence the strategic framework for housing	ESD					Training and leaflets for landowners on grant and delivery mechanisms, possible contribution to Landlord Forum, Rural Landlord support service	Amber: SRPBA are developing projects based on previous study. Delivery now likely to commence in 2007/08.
4	4	Work with the Crofters Commission to investigate the potential for crofts to meet local housing needs	Continue to develop the evidence base through research and survey work	ESD					community needs assessments in Grantown on Spey, Cromdale and Dulhain Bridge	Green: Meetings held with community planning partners and local community representatives to progress. Work due to be tendered before year end.
4	5	Work with Forestry Commission to pilot housing project	Pilot new approaches in policy and practice	ESD					final feasibility study	Green: Detailed proposals have been developed and local demand identified. Planning permission to be sought by Highland Small Communities Housing Trust.

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4	6		Local Lettings Initiative	ESD					see Housing Evidence base	Green: Superseded by Community Needs Assessments work.
4	7		Rural Housing Enabler	ESD					community assessments for Ballater and Braemar	Amber: Housing needs survey in Braemar underway. Survey in Ballater postponed to tie in with work being undertaken by the Prince's Foundation.
Goal 4 Housing										
5. All plans, policies and actions developed through a transparent decision-making process that engages with stakeholders on a two-way basis (P1)										
5	3	Develop co-ordinated approach to consultations	develop relationships with community gatekeepers and support broadening of community representation	ESD					range of relevant community gatekeepers supported increased networking	Green: Community engagement ongoing and links through community planning being further developed.
5	4	Provide opportunities for public feedback		COM					Community Engagement Standards in place by December 2006	Green - Community Engagement Standards have been prepared and tested as part of the initial Core Paths Planning consultation exercise
5	5	Put in place standards for public consultation.		COM					Community Engagement Standards in place by December 2006	Green - Community Engagement Standards have been prepared and tested as part of the initial Core Paths Planning consultation exercise
5	6	Put in place a guide to using Plain English in all communications, with appropriate training		COM					Include Plain English as part of CNPA core competency/induction training available to all staff by Dec 2006	Green - Plain English guidelines have been circulated to all staff along with a request to include Plain English as core training for all staff
5	8	Undertake research to develop a structured process for decision making in dealing with conflict.		SPP M					currently on hold	
Goal 5 Transparent decision making process										
6. Be justly perceived as an open, accountable and trusted organisation, which is efficient and effective. (P1)										
6	1	Establish benchmarks for responding to letters / email / information requests.	Review and revise service standards / benchmarks.	CS					Service standards for responding to correspondence are agreed and understood by all staff by March 2007.	Red; activity remains in workplans but not progressed by end of Q3. Risk that this may not be completed by end of year.
6	2	Carry out opinion polling to measure stakeholder perceptions of our work.	Phase 2 opinion polling to take place during 2007/08	COM					Stakeholder opinion poll demonstrates a clear understanding of the role and contribution made by CNPA	Red - currently post-poned until 2008/09

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6	3	Develop standards for clear, robust, non-bureaucratic decision-making processes which allow transparent, evidence-based decision-making	Review policy and procedures against decision-making standards	COM	Red	Red	Red		currently on hold	Red - currently on hold
6	4	Monitor implementation of freedom of information legislation.	Monitor implementation of freedom of information legislation.	CS	Green	Green	Yellow		The discharge of the Authorities FoI responsibilities is logged and reviewed, with all responses meeting target.	Amber: register of FoI requests in place. Reports presented to Management Team and Audit Committee. 1 instance noted of 2 day delay in response.
6	6	Review and Develop Corporate Plan for 2008/09 to 2010/11	Review 2005 to 2008 Plan and develop 2008 to 2011 Plan.	CS	Green	Green	Green		Outline Corporate Plan 2008 to 2011 is developed and submitted to Scottish Executive by end January 2007.	Green: this work well in hand within Authority. Scottish Executive have postponed their timing for submission of information until Summer 2007.
6	7	Establish and communicate operational plans.	Establish and communicate operational plans.	CS	Green	Green	Green		Operational Plans are established, delivery of them monitored, with plans and progress communicated to Board and staff.	Green: ongoing Operational Plan activity and financial monitoring in place and integrated with strategic risk management
6	8	Internal Communications		COM	Green	Green	Green		Staff survey demonstrates internal comms meets the needs of CNPA staff	Green - survey completed and recommendations implemented during 2006
6	9	Review effectiveness of CNPA accounting system and management reports		CS	Green	Green	Green		The Authority efficiently and effectively controls its finances and produces fit for purpose management reports.	Green: revised format of financial reporting to Finance Committee now implemented and well received. Formal review of accounting system planned for end of 2006/07.
6	10	Undertake election for Board members.		CS	Green	Green	Green		Board elections undertaken in accordance with statutory requirements.	Green: being progressed by The Highland Council. CNPA officers involved in finalising arrangements. Work on track.
Goal 6 Open, accountable and trusted organisation										
7. Effective and efficient development control service, seamlessly blending planning policy and the Park aims. (P1)										
7	1	Improve performance (quality & quantity) by ongoing monitoring and refining processes.	Improve performance (quality & quantity) by ongoing monitoring and refining processes.	PDC	Yellow	Yellow	Yellow		100% of applications determined within 2 months from call in when all information is available to make an informed decision.	We had been keeping caseload steady at just over 30, but a few heavy calls mean that it currently (16.01.07) stands at 46. We will use new Committee arrangements to increase number of determinations to regain improvement in performance.
7	2	Provision of landscape and conservation advice into planning control		NH	Yellow	Green	Green			Green: work ongoing
Goal 7 Development control service										

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8. A professional, respected and motivated staffing complement.										
8	1	Implement recruitment policies which ensure appropriate job descriptions and person specifications are developed and that recruitment is transparent, open and conducted with integrity.	Support and advise on recruitment processes.	CS	Green	Green	Green	Green	Recruitment adheres to CNPA policy and provides effective, efficient recruitment of high calibre staff.	Green: 11 new staff recruited to date in year, plus one internal recruitment, in accordance with Authority's recruitment policy.
8	2		Review all person specifications and job descriptions to ensure continued validity within a potentially changing role.	CS	Yellow	Yellow	Yellow	Yellow	All staff are clear on their role in the organisation, with up to date job descriptions supporting clarity.	Amber: this work not yet started by Corporate Services. We are aware of a need to review person specifications in particular in light of new age discrimination legislation.
8	3	Negotiate annual pay remit and pay award		CS	Green	Yellow	Red	Yellow	Staff pay award agreed with staff through Staff Forum and Scottish Executive by end September.	Red: all work completed by the Authority. "Red" due to significant ongoing delays and negotiations on the CNPA's proposals with the Scottish Executive. Performance indicator timetable missed by some distance. End Feb 07 earliest completion date.
8	4	Develop induction and training and development programmes	Review and where appropriate modify induction programme.	CS	Green	Green	Green	Green	Appropriate induction programmes are in place to support staff coming into organisation.	Green: induction programme has been refined following input from staff Training and Induction User Group. Currently working up guidance on governance arrangements, to be supported by training.
8	5	Implement appraisal review system.	Review appraisal and PRP implementation	CS	Green	Green	Green	Green	Appraisal and PRP systems are implemented consistently across the organisation.	Green: mid year appraisals now completed by line managers in line with timetable.
8	6	Develop staff development programmes and implement, within available resources		CS	Green	Green	Green	Green	Training and development needs identified through appraisal are supported by the Authority.	Green: appraisal reviews have identified training and development requirements, supported within available resources. Work done on developing a central database of training opportunities, although limited by availability of CS staff resources.
8	7	Support Staff Consultative Forum.		CS	Green	Green	Green	Green	The SCF operates as an effective forum for two-way communication and airing staff views.	Green: SCF meetings continuing, supported by CS staff, 5 staff representatives and 2 Board members. Five meetings held to date, minutes and papers available for all staff, and minutes copied to Staffing and Recruitment Committee.
8	8	Support "Building the Organisation" project		CS	Green	Green	Green	Green	Delivery of support services over the year takes account of staff views and appropriate improvements made.	Green: delivery plans agreed with SCF and now being monitored.
8	9	Review Staff Handbook	Undertake annual review and identify any areas for additional development	CS	Green	Green	Green	Green	Staff Handbook is up to date, with changes and additions consolidated at least every 2 years.	Green: a number of new policies and procedures have been introduced or developed over the course of the year, working with SCF. Staffing and Recruitment Committee updated with changes.

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8	10		Develop required revisions and additions to staff handbook.	CS					Staff Handbook is up to date, with changes and additions consolidated at least every 2 years.	Green: consolidation work ongoing. Issue originally due towards end of 2006 slipped slightly to March 07.
8	11	Review equal opportunities policies		CS					The Authority meets required equality standards in its activities.	Green: equality training arranged for all staff by end of year. Disability Equality Scheme published.
8	12	Implement IT strategy	Take forward action plans identified within IT strategy for year	CS					The Authority's IT services are delivered in line with approved strategy and support the organisation's wider activities.	Amber: work ongoing in addressing internal audit recommendations on IT services, and with SNH on considering shared IT infrastructure. Some slippage still in establishment of overarching IT services strategy.
8	13	Fully develop Health and Safety policy.	Implement appropriate Health and Safety schemes.	CS					All required Health and Safety procedures are in place, are clear to staff and are used appropriately.	Green: revised Health and Safety policy and procedures launched over Q2 (information to Board within Theme 5 report in September). Staff training put in place Dec 06.
8	14		Audit application of H&S policy and recording	CS					All required Health and Safety procedures are in place, are clear to staff and are used appropriately.	Green: internal audit review in place for completion as part of 2006/07 programme agreed by Audit Committee.
8	15	Take forward results of terms and conditions benchmarking and staff surveys	Identify and consult on proposals for terms / conditions / organisational changes	CS					Pay remit negotiations with SE and through SCF are informed by analysis of terms and conditions in other public bodies.	Green: benchmarking survey completed in Q4 of 2005/06. Consultation on pay remit for 2006/07 informed by this work.
8	16		Progress actions identified from work/life balance survey	CS					Required actions are derived from the staff survey and implemented.	Green: actions built into Corporate Services work programme for 2006/07 with some new policy proposals agreed by SCF in November 2006.
8	17	Embed financial regulations and procedures	Monitor implementation of procedures, assess and deliver training needs.	CS					All staff are clear on the use of the Authority's financial procedures and receive appropriate training on them.	Amber: on whole procedures in place and working well. Classed as amber as work on final guidance notes and training still ongoing. Clear internal and external audit certificates for 2005/06.
8	18		Develop financial procedures and implement necessary guidance	CS					Financial procedures and guidance remain up to date and relevant to the Authority's needs.	Green: financial regulations and guidance issued at end of 2005/06. Levels of delegation reviewed and agreed by Management Team, Finance Committee and Board.
Goal 8 Professional, respected and motivated staff										
9. Good quality outdoor access infrastructure in place and maintained										

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9	1	Determine role of Trust in delivery of Outdoor Access Strategy	Scope legal requirements for establishment	VSR					Board decision by end of Q3	Amber: Slight slppage. Programmed for Board decision in April 07, following aproval of Outdoor Access Strategy in February. See also 9.10
9	3	Interim funding for development of Trust in east of Park (including capital reapiir and ongoing maintenacnncce projects)		VSR					6 path/infrastructure projects completed	Green: work largely complete and paid for
9	4	Contribute to capital repair and ongoing maintenance projects in west of Park		VSR					Middle section of Glenmore off-road route complete	Red: Sustrans funding not available for 06/07 . Plans altered for implementation in 07/08
9	5	Small scale access infrastructure grant scheme	IGP	VSR					Assist 6 community led projects	Green: 6 projects under way
9	6	Contribute to management of Speyside Way to Aviemore	Advise Management Group; Assess Development and Management Plan;	VSR					Grant offered by end Q2	Green: In hand
9	7	Speyside Way Extension to Newtonmore	Scope implementation of extension	VSR					Board approval of route and passed to SNH by end of Q3	Green: Board approved the advice to be given to SNH
9	8	Develop Speyside Way for multi use	Undertake feasibility study	VSR					Study complete	Amber: Partnership funding from Sustrans confirmed and work to commence shortly
9	9	River Spey Outdoor Access Initiative	Convene annual meeting; Contribute to projects	VSR					Annual meeting held	Green: Successful event held in Q3, attended by over 50 paddlers and anglers.
9	10	Research into Trust		CS					Consideration of development of a Trust is informed by appropriate professional advice.	Green: Advice has been sought on leagal aspects
Goal 9 Outdoor Access Infrastructure										
10. Arrangements in place to meet needs of visitors, land managers and communities for information, management of access (i.e. equivalent of ranger functions)										
10	1	Review of management arrangements for ranger services	Decide on recommendations arising from review; Implement changes with partners	VSR					Board decision about management arrangements by end of Q3.	Green: Paper due at Board in February 07
10	2	Put in place Interim funding measures for rangers	Provide financial support for those services that can demonstrate a reduction in external grant aid.	VSR					Agreed programme of works delivered by each supported service	Green: Support given for Angus Glens R.S. in this financial year and agreed work plan is being delivered

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10	3	Provide pan-Park coordination and support function	Organise annual event; Promote communication and information sharing; Develop guidelines for non-funded ranger services	VSR					Annual gathering held. Ranger contact details on CNPA website.	Green: Ranger gathering is planned for December. Ranger contact details are on the website. National training event to take place at Balmoral in March
10	4	Raise quality standards	Provide training based on needs and changing priorities	VSR					Training provided through Land Based Business Project	Green: In hand
10	5	Contribute to International Ranger federation event	Assist in the organisation of the associated field trip to the Cairngorms and provide display material for the conference.	VSR					Successful elements of the conference and field trip relating to Cairngorms NP	Green: CNPA staff spoke at conference and funded the field trip to the Park.
Goal 10 Visitor needs (Ranger equivalent)										
11. Wide range of opportunities to experience the special qualities of the Park in a sustainable manner is available to all										
11	1	Improve visitor information at visitor attractions and centres	Provide branded info and interpretation at 2 ranger bases and 6 visitor attractions.	VSR					Information/interpretation in place	Amber: Competing priorities have slowed this work. In addition, it has been difficult to reach agreement with some partners over content of the panels.
11	2	Develop range of publications for visitors about recreational opportunities and special qualities	Visitor Guide 2007; Countryside events leaflet 2007; Bedroom folder 2007;	VSR					Publications produced and distributed according to target audience	Green: Plans are at advanced stage for production of bedroom folder and Visitor Guide.
11	3	Early actions programme arising from Interpretation Strategy	Undertake an audit of interpretation sites/facilities in the Park.	VSR					Audit and related work complete	Amber: Plans have now been made to draw partners together (8 February) to discuss implementation of Interpretation Framework in context of Park Plan, role of audit and production of popular version of the Framework
11	4	Provide support to interpretation projects run by others	Support for interpretation projects through IGP applications that follow the interpretive framework	VSR					5 community projects supported	Green: More than five projects in development. Interpretation plan for Grantown complete. Plans for international conference in October 2007 progressing well.
11	5	Interpretation/orientation facilities in communities and strategic locations within Park	Provide branded information at 8 existing community information points.	VSR					8 community notice boards about the Park in place	Amber: Discussions still ongoing with various communities and locations. Likely that only work at pilot sites in Nethybridge and Grantown will progress this financial year
11	6	Entry point marker project	Implement Phase 1 on 21 sites	VSR					21 entry point markers in place	Green: Two markers still to be installed due to difficulties reaching agreement with one estate.
11	7		Confirm Phase 2 with Board and SE; Implement on 4 trunk roads	VSR					Clear programme for implementation of Phase 2 agreed by Board	Green: Recommendations in Board paper were approved in December. Landscape architect has been appointed.
11	8	Develop plans for and implement road signage both to and within the Park	Complete feasibility study and install signs 'to the Park' according to priorities identified.	VSR					Scoping report complete	Green: Landscape architects have been appointed and work is under way.

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11	10	Pan Park Visitor Survey	Develop methodology for second Pan Park Visitor Survey.	VSR					Liaise with Loch Lomond and Trosachs NPA	Green: in hand
11	12	Develop proposals for health walks initiative	Continue walk Deeside Project (to ensure pan-Park coverage of health walks delivery)	VSR					Health walks programme available for local people over most of the Park	Green: Deeside project has been funded. Audit of coverage of health walks is planned.
11	13	John Muir Award Project	Implement project with partners; Run bursary scheme to promote participation by all sectors	VSR					1000 Awards made by end September 2006	Green: Targets have been exceeded. Project has been extended (with support from Leader Plus and SNH) for one year. Board paper about extension of this work is programmed for April 07.
Goal 11 Opportunities to experience the Park's special qualities										
12. Public benefits which can be produced by land managers defined and supported through publicly funded integrated schemes.										
12	1	Identify public benefits to be produced across CNPA and communicate this.	Review and develop public benefits work done to date. Part of ILM PfA	NH						Green: Activity delivered through finalisation of NPP Priority for Action, and to be taken forward by Internal Coordination Team
12	2	Continue to deliver Cairngorms moorland project and review	Complete phase 2 Moorland Project	SPP M					Complete final report to HLF satisfaction by Oct 06.	Green: final report submitted to HLF in December 06 and funding received.
12	3		Continuation into Phase 3	SPP M					n/a	Phase 3 not progressing
12	4		Phase 3	SPP M					n/a	Phase 3 not progressing
12	5	Develop (and integrate) public support mechanisms to deliver public benefits	rolled up as part of ILM PfA	NH					ID level of current public sector mechanisms by Oct 06 ID key policies by Aug 06 and influence them	Green: Activity delivered through finalisation of NPP Priority for Action, and research project being initiated
			Develop an upland scheme to support delivery of public benefits as a case study	NH					Project plan for delivery of public goods in upland areas through	Red: Lack of staff has prevented progress on this, as has uncertainty over the RDP. Not being progressed in 2006/07
12	6	Continue to deliver the LBBTP		ESD					Beneficiary targets achieved.	
12	7	Develop longterm plan for LBBTP	Implement longterm plan for LBBTP	ESD					Plan for 2007 agreed	Green: External funding secured for 2007/08.
12	8	Analyse current public support (schemes, advice, training) available	Part of ILM PfA work	NH						Green: Activity delivered through finalisation of NPP Priority for Action, and research project being initiated

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12	9	Develop policies to support ILM	Rolled into ILM PFA work (see 12/5)	NH						Green: Activity delivered through finalisation of NPP Priority for Action, and to be taken forward by Internal Coordination Team
12	10	Develop pilots on several land management units	Public benefits pilot on Rothiemurchus	NH					Complete review of current spend by End September 06 Plan and agree future public support Feb 07	Green: report on public benefits received in October. Draft proposals put to partners in December.
12	11	Develop agri-waste project	continue to run agri-waste project and plan its future	NH					Establish agricultural waste plastics collection and recycling.	Green: contract let and activity ongoing
12	12	Support development of catchment management plans	Support development of catchment management plans and plan integration into ILM as part of PFA	NH						Green: Activity delivered through finalisation of NPP Priority for Action, and to be taken forward by Internal Coordination Team
12	13	Support development of catchment management plans	Support Dee Catchment Management Plan incl support of project officer	NH					Contribute to the Management and Steering Groups and assist in drafting of consultation plan and revision for finalisation	Green: draft out for consultation. Comments to be evaluated.
12	14	Support Deer Strategic plan	Also part of Deer PFA	NH					This will be based upon the priorities for action	Green: Cairngorms Deer Advisory Group established and 2 meetings held to date.
			Develop Deer Priority for Action	NH					Clear Actions for deer management across the park.	Green: Activity delivered through finalisation of NPP Priority for Action, and to be taken forward by Internal Coordination Team
12	15	Co-ordinate comments on Forest Design plans	Board agreement to CNPA's strategic level input into Forestry.	NH					Review and update the Cairngorms Forest and Woodland Framework to provide the strategic basis for evaluating Forest plans	Green: Board has agreed approach to commenting on strategic Forest design plans. Forest and Woodland Framework revision nearing completion.
Goal 12	Public benefits produced by land managers									
13. Good communication and consultation by land managers on objective setting for public benefits										
13	1	Develop policies to support communication and consultation	Communications strategy; prioritise policies; write policies in consultation; Provide guidance on policies	NH						Green: this has been incorporated into Park Plan policies and pfa and the ensuing consultations
13	2	Build support from land managers for the delivery of public goods	In addition to CDAG/ILMAF, time spent on land mgmt liaison	NH						Green: Much liaison with estates and interest groups over a variety of land management issues eg wild fire, hill tracks, wild land, and specific estate management issues.
13	3		Encourage and support land managers in communication of public benefits through grant scheme	NH					Grant scheme to be established and promoted	Green: Grant scheme has been established and promoted.

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13	4		Develop communication and consultation mechanisms (as appropriate) as an integral part of public support mechanisms	NH						Amber: discussions with Scottish Executive on RDP continuing, with timescales uncertain.
13	5	Support CDAG		NH					Establish the Advisory Group to act as a forum for deer managers across the Park.	Green: CDAG established and meetings scheduled.
Goal 13 Communication and consultation by land managers for public benefits										
14. Residents, businesses, organisations and visitors contribute to the protection and enhancement of wildlife, landscapes cultural and natural resources.										
14	1	Development of a Cairngorms Biological Records Centre, which people are encouraged to contribute to	Extend coverage of NESBReC to cover the whole Park, in partnership with SNH, FCS etc.	NH					Establish Service to receive, collate and manage habitat and species records for the whole Park.	Amber: initial delay in proposals from NeSBREC now exacerbated by lack of staff resource at CNPA to progress. Built into proposed 2007/08 Operational Plan
14	2	Continue to deliver the Cairngorms LBAP project	Develop longer-term plan for LBAP	NH						Green: Board and Finance Committee approval now in place.
14	3		Continue to deliver the Cairngorms LBAP project	NH					Employment and management of LBAP Officer in accordance with agreed Job Plan and priorities.	Green: LBAP species and habitat priorities agreed with partners as basis for priorities for action.
14	4	Support projects	Support IGP projects for the Park.	NH					Promote the grants and ensure the LBAP MG are content with applications for projects.	Green: Grants budget all committed for a variety of projects agreed by the CLBAP Management Group
14	5	Support Projects	CNPA contribution in kind for water vole project incl. line management and T&S	NH					Project officer in post and surveys to be started and mink rafts to be placed at strategic locations.	Green: Project well underway on the ground with a number of co-operating estates. Funding agreed with Tubney Trust to employ 2 additional staff to expand the project coverage of priority vole areas. NERC funding also received for research.
14	6	Identify key special landscape qualities in the NSAs and across the Park as a whole.	Contribute to and extend SNH research into Scotland's NSAs to include the whole of the Park	NH					Contract to be let and work completed this F/Y	Red: SNH preliminary work did not adequately determine basis for anticipated project. To be incorporated in-house within preparation for landscape management plan.
14	7	Identify key landscape qualities of the Park, the levels of appreciation to them and people's sensitivity to change.	Contribute to SNH Scenarios research project	NH					Contract to be let and completed this F/Y	Green: contract let and project underway
14	8	Contribute to View from the Road study for the Cairngorms to identify key view points.		NH						Red: This has been dropped from the programme due to lack of funds and low priority.

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
14	9	Develop landscape strategy to plan delivery of Park Plan objectives		NH	Yellow	Green	Green		Will be done in house.	Foundation for work laid in NPP and work will be done in-house next year.
14	10		Consider actions to reduce the use of natural resources in the Park to acceptable levels	NH		Red	Yellow			Amber: This is not a viable project for this year as originally envisaged. Joint meeting held with partners which has agreed future work, including review of carbon footprint in Park and scope for future reductions.
14	12	Provide advice, support and opportunities to communities and organisations across the CNP to deliver wildlife priorities	Provide advice, support and opportunities to communities and organisations across the CNP to deliver wildlife priorities incl. Partnership Against Wildlife Crime.	NH	Green	Green	Green		Recruit project officer, hold meeting for interested parties, and recruit EStates to participate. Attend Wildlife Crime Partnership meetings.	Green: Raptorwatch started in Grampian in April and the field season has been completed with 10 participating estates.
14	13		Carry out targeted habitat surveys to help to identify actions to safeguard special qualities. Will identify location and condition.	NH	Green	Green	Green		Contract to be let by end of July/early August and completed by early October.	Green: survey project ongoing. Fieldwork complete and waiting final report.
14	14		Capercaillie disturbance research.	NH	Red	Green	Green			Research done without CNPA funding and results will be available to us.
14	15		IGP Cultural Heritage Scheme	ESD	Green	Yellow	Green		Range of CH projects supported	Green: Funding committed.
14	16		Cultural heritage research	ESD	Green	Yellow	Green		Outputs and financial package to be confirmed end June 06	Green: Research completed.
14	18		Cultural heritage advisory forum & annual conference	ESD	Green	Green	Green		ESD Forum scheduled for 1/9/06. CH group to be established	Green: Cultural heritage themed ESD Forum held and advisory group established.
Goal 14 Wildlife, landscapes,cultural and natural resources										
15. Stronger and more diverse economic opportunities within the CNP area.										
15	1	Work with partners to develop Green Jobs Action Plan for the Park	Implement actions arising from Green Jobs Action Plan	ESD	Green	Green	Green		Range of relevant projects supported.	Green: Projects include Cairngorms Farmers Market, Larder Bytes initiative and Community Can Banks.
15	2	Develop market opportunities for land managers, including new and existing businesses;	Develop market opportunities for land managers;	NH	Green	Green	Green		Concentration on farm produce and public benefits for 2006/07.	Green: Planning to Succeed now commenced. Monitor Farms project now out to tender.

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
15	3	Promote good practice, training and demonstration to aid land managers achieve private objectives	Promote good practice, training and demonstration to aid land managers achieve private objectives to be delivered via LBBTP	ESD						
Goal 15 Economic opportunities										
16. An increase in the value of sustainable tourism spend consistent with 'Park for All' objectives.										
16	1	Obtain European Charter for Sustainable Tourism in Protected Areas	Attend Charter Park conferences & related meetings	ESD					Attendance at key meetings.	Green: Work ongoing
16	2		Host Charter Park conference/produce report	ESD						Green: Arrangements being made for event in June 2007 with cultural heritage theme.
16	3		Develop part 2 of Charter	ESD						
16	5	Implement CNPA actions within Sustainable Tourism Development Strategy & Action Plan	Strengthen uptake of GTBS	ESD					25% of QA'd businesses to be GTBS accredited (approx 100 businesses)	Currently in use by 75 businesses
16	6		Develop visitor payback schemes	ESD					Visitor payback options identified.	Amber: Work to be scoped out by DMOs.
16	7		Involvement of stakeholders	ESD					Production of Sustainable Tourism Action Update booklet to inform all businesses in the Cairngorms. Annual Tourism Conference to be held in November 2006.	Green: Conference held in November, focused on events and transport issues.
16	8		Support projects to strengthen awareness of Cairngorms	ESD					Continue to develop the use and awareness of the Cairngorms brand. Support a minimum of two projects which aim to raise awareness of the Cairngorms through marketing activity which can be evaluated and monitored.	Green: Work ongoing
16	9		Support projects in connection with distinctiveness of Park area	ESD					Use of Cairngorms brand to encourage distinctiveness of businesses who meet quality and environmental standards.	Green: Work ongoing
16	10		IGS marketing and events scheme	ESD					Support a minimum of 7 new projects and year 2 of 2 continuing projects.	Green: Work ongoing

Goal	Task	Activity	Task	Group	Q1	Q2	Q3	Q4	Performance indicator	Commentary
16	11		Training for tourism stakeholders	ESD					Development of on-line course by Jan 2007	
16	12		Development of monitoring framework	ESD					Production of STEAM report	Amber: STEAM report produced but tourism monitoring framework delayed pending development of Park Plan monitoring framework.
16	14		Support for Aviemore & Cairngorms DMO	ESD					Support for ACDM Ltd to be agreed by August.	Amber: Support agreed in January.
Goal 16 Sustainable tourism spend										
17. Improved community capacity to deliver 4 aims of the Park.										
17	1	Develop and launch Community Investment Programme	IGS communities scheme	ESD					Funding to be fully committed and spent.	Green: funding committed.
17	2		Implement actions identified in Park Plan	ESD					Range of learning and inclusion projects	Green: Work ongoing
17	3	Continue to deliver Cairngorms LEADER+ Programme	Continue to deliver Cairngorms LEADER+ Programme	ESD					Meet n+2 target for 2006 by Nov 06.	Green: n+2 target met.
17	4	Support and develop relationship with the ACCC	Continue to support and develop relationship with the ACCC	ESD					Project review on effectiveness of AofCCC against stated objectives	Green: Review of ACCC conducted and funding agreed for 2007/08.
Goal 17 Community capacity to deliver the Park's 4 aims										
18. High levels of understanding and appreciation of the Park, and of the role of the CNPA and partners.										
18	1	Develop and refine our core messages and ensure these are widely understood and communicated throughout our activity.		COM					All staff and Board members are aware of our core messages and are able to communicate them at any opportunity	Green - core messages were distributed to Board and staff in January '07
18	2	Ensure a high local and national media profile for our work through regular press releases, media interviews, and media events.	Regular press releases and press visits	COM					Media coverage achieved is 80% positive and exceeds last year's coverage by 10%	Green - Stephanie Bungay has been appointed to provide maternity cover for Karen Archer and regular media releases are sent out on an ongoing basis
18	3	Target specialist publications with feature articles about the Park	Commission features for specialist publications	COM					see above	Green - Two articles appeared in Holyrood Magazine during December '06 and January '07 on Sustainable Tourism and Development in the Park
18	4	Improve communication skills within the CNPA through regular media training.	Continue programme of media training	COM					CNPA Board and staff members are available to deliver effective media interviews when required.	Green - media training is planned for CNPA staff during March '07

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
18	5	Develop and refine our website.	Continue content development, and develop e-planning and education uses	COM					CNPA website delivers our core messages and provides an effective mechanism for public feedback	Green - the website is developed and refined on an ongoing basis
18	5	(? SNH education website - Learning Zone?)	see above	COM					see above	Green - SNH education website is expected to go live in April '07
18	6	Produce and issue Park Life two times a year to every local household and to stakeholders	Regular issue of Park Life	COM					Residents and businesses within the Park are kept informed of CNPA activities	Green - Park Life was distributed to all residents and businesses within the Park during January '07 along with a feedback questionnaire
18	7	Publications, including photography.	Development and issue of corporate publications	COM					CNPA corporate publications are available and distributed to identified target audiences	Green - the CNPA annual report has been produced and distributed during January '07
18	8	Put in place a monthly email news bulletin.		COM					Provide an electronic news bulletin service to keep interested parties informed of CNPA activities	Green - a monthly e-bulletin is sent out to 400 subscribers
18	9	Participate fully in National Parks Week 2005.		COM					Raise the profile of the Park and its special qualities during National Park's Week	Green - plans for National Parks Week 2007 are underway
18	11	Have a presence at agricultural shows and summer events in communities across the Park.	Develop visibility of Park; and required display material	COM					Raise the profile of the Park and its special qualities and the role and activities of the CNPA	Green - an events programme for 2007/08 is being developed as part of the Stakeholder engagement programme
18	12	Take a stand at each of the major party conferences and hold one event for political opinion formers in Edinburgh each year.		COM					Raise the profile of the Park and its special qualities and the role and activities of the CNPA	Green - CNPA attended all the Party conferences in the Spring 2006
18	13	Sponsorship or support for appropriate events and initiatives outside the Park		COM					Raise the profile of the Park and its special qualities and the role and activities of the CNPA	Green - CNPA sponsored Scottish Environment Week (5-9 February) organised by Scottish Environment LINK at Holyrood
18	14	Develop a programme Educational Work	Hold 'Park for All' conference	ESD					Hold Park for All Conference	Green: Park for All was theme of November ESD Forum.
Goal 18 Understanding and appreciation of the Park										
19. Improved accessibility and quality of public transport provision within the Park.										

Goal	Task	Activity	Task	Group					Performance indicator	Commentary
					Q1	Q2	Q3	Q4		
19	1	Audit transport provision and need within the Park and linkages to the Park	Complete transport audit (including Heather Hopper feasibility work) and influence developing Local & Regional Transport Strategies	ESD					Audit of Park resident and visitor needs.	Green: see related Board Information paper.
19	2		Initiate cross-Park 'Heather Hopper' bus service	ESD					Re-establishment of Heather Hopper bus service	Green: see related Board Information paper.
19	3	Produce a Park-wide transport map and timetable both separately and integrated with Park Visitor Guide	Continue to produce 'Cairngorms Explorer' transport timetable & information	ESD					CE2 (2006) production	Green: see related Board Information paper.
Goal 19 Accessibility and public transport provision										
20. Good understanding and appreciation by young people of the CNP, and appreciation of its importance										
20	1	Develop Youth Apprenticeship Scheme	Implement Youth Apprenticeship Scheme	ESD					Board Paper due on 11 August	Green: Cairngorms Action on Training & Skills (CATS) bursary scheme has been launched. Funding for Lantra post secured. CCC examining options for supporting business placements.
20	2	Continue work on Youth Communication Initiative	Continue work on Youth Communication Initiative	ESD					Youth seminar targetting 16 to 24 yrs	
20	3	Develop Youth Strategy and Action Plan.	Implement Youth & Education Action Plan	ESD					programme of social inclusion activities	Green: Young Scotland volunteering project with BTCV launched.
Goal 20 Young people's understanding of the CNP										