



Operational Plan – Annex 1

Nature

NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24 FTE
A1 – Net zero	Delivering baseline report, monitor and annually report on progress towards CNP achieving net-zero and subsequently acting as a carbon sink Lead on delivering Cairngorms 2030, empowering people to contribute to net zero ambitions	Park Authority will work with partners including SG to establish a Community Climate Action Hub.	Gavin Miles		0.25
	Deliver 1,000 ha of new or expanded woodland with	CNPA will inspire, encourage and provide advice on	Colin McClean	£10k - woodland Challenge Fund	1.0



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A2 – Woodland expansion	<p>new and innovative uses of the Forest Grant Scheme as part of Cairngorms 2030.</p> <p>Promote and administer a Woodland Challenge Fund to support land managers in the preparation of FGS applications.</p>	<p>woodland creation, potential forestry applications & forest plans in the Park to landowners and Scottish Forestry in line with NPPP, Cairngorms Nature & Cairngorms Forest Strategy.</p>			
A3 – Peatland restoration	<p>Support and finance the restoration of peatland, with 6,500 hectares restored by 2027</p>	<p>Peatland skills training programme to be developed with partners</p> <p>Guidance on integration of peatland and woodland to be developed with partners including how to protect from herbivores.</p>	Colin McClean	Peatland Restoration Budget	7.6



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A4 – Deer and herbivore impacts	<p>Work with Deer Management Groups, as part of Cairngorms 2030, to deliver strategic land management plans to support a reduction in deer numbers.</p> <p>Investigate and trial models which achieve policy outcomes and retain skills and employment in the sector</p> <p>Investigate the efficacy and practicalities of measures used in assessing impacts</p>	<p>CNPA will work with partners on the Strategic Board and Working Groups in implementing recommendations from the Deer Working Group.</p>	Colin McClean	£40K - future models work	0.6



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A5 – Moorland management	Lead the East Cairngorms Moorland Partnership (ECMP) as a demonstration of sustainable moorland management delivering both public and private interests.	Contribute to the development and implementation of grouse moor licensing Coordinate and support Cairngorms Upland Advisory Group	Colin McClean	£40K - ECMP projects	0.6
A6 – Gamebird management	Establish baseline and assess impact of gamebird releases on native biodiversity. Produce report & recommendations on potential options based on impact assessment.		Colin McClean	£30K - Impact Study	0.2
A7 – Fire management	Develop an integrated wildfire management plan	Contribute to the development and	Colin McClean		0.2



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	Establish a baseline of deep peat	implementation of muirburn good practice and licensing regime and clear communication about the risk of fires and appropriate behaviour.			
A8 – Farming	Complete pilot RLUP and RLUF Lead oversight of delivery of Cairngorms Nature Action Plan Deliver Cairngorms 2030 Future Farming projects supporting farmers in achieving carbon neutrality and helping address the	Coordinate and support Cairngorms Nature partnership and Cairngorms Upland Advisory Group Work with partners to support farmers and crofters through transitions	Sarah Henshall	£42k - project support	1.4



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	twin crises in the context of a profitable farm business.				
A9 – Freshwater systems	Deliver Cairngorms 2030 Climate Resilient Catchment projects demonstrating restoration complimentary to surrounding land use that benefits communities and wildlife.	Support Catchment Management Partnerships and Fisheries Boards	Sarah Henshall	£60K Catchment management partnership support £67K restoration projects £38K survey & monitoring	1.2
A10 – Ecological network	Design, deliver and showcase a template for Nature Networks to guide habitat restoration priorities and support land use decision making.	Encourage using test cases in the National Park to develop new thinking and models for the role of designated sites in meeting the nature and climate crises	Sarah Henshall	Aspen Project - £50K Other ecological network project support and mapping - £53k	2.4



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	Develop, publicise and administer a system for encouraging land managers to engage with creating Nature Networks including a call for sites.				
A11 - Ecological restoration	Define and establish a baseline on land managed principally for ecosystem restoration. Encourage more land in the National Park to be managed principally for ecosystem restoration to meet the target in the Park Plan.	Showcase ecological restoration through landscape scale partnerships in the Park Contribute to the development and implementation of 30 x 30	Sarah Henshall	Spey restoration study - £20K Other project support, communication and engagement activities - £80K ECMP ref A5	0.2



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A12 – Cairngorms Nature Index	Design, deliver and showcase a Cairngorms Nature Index Establish a biological data portal	Support Cairngorms Nature partnership	Sarah Henshall	£50K Cairngorms Nature Index £15K other project investment	1.8
A13 – Species recovery	Lead on beaver reintroduction. Lead on a capercaillie emergency plan and long - term strategy. Lead on the Cairngorms raptor project.	Coordinate and support the Cairngorms Nature partnership and delivery of the Cairngorms Nature Action Plan. Foster collaboration with Police Scotland, Raptor Study Groups and land managers	Sarah Henshall	£65k -Cairngorms Nature projects £45k - Raptor project £33k - Beaver reintroduction project support £60k - Other project investment including Caper emergency plan	7.1



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A14 – Green investment	Pilot approaches to blended public and private finance to deliver net zero and biodiversity targets, whilst also providing long-term benefits for land managers, investors and local communities.	Support restoration activities at scale via landscape partnerships.	Andy Ford	£20k - Pilot projects	0.6

25.15FTE



People

NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
B1: Working-age population	Deliver and monitor Local Development Plan 2021 Lead development of new Local Development Plan Lead the coordination and development of Cairngorms Youth Action Team	Promote development of sites within LDP Work in partnership with LAs to promote coordinated delivery of LDP Support partners delivering green skills youth apprenticeship or equivalent skills and training initiatives.	Gavin Miles	LDP costs under Place (C1) Cairngorms Youth Action Team supported via CLLD funding	0.5
	Lead the development of Cornerstone Indicators	Promote accreditation schemes to promote	Gavin Miles	(Budget requirement shown under B4)	0.6



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
B2: Wellbeing economy	Lead development of Wellbeing Economy Action Plan to integrate economic and community-led development	equalities and equal opportunities Coordinate and support Economic Steering Group			
B3: Real Living Wage	Promote the development of Real Living Wages through Economic Steering Group as part of Wellbeing Economy Action Plan	Contribute to research on Real Living Wage and support initiatives to increase participation	Murray Ferguson		0.1



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B4: Skills and training	Develop CNPA as exemplar of good practice in youth training and skills – emphasis on Planning Service, Peatland, Ranger Service and Outdoor Access and Corporate functions	Financially support targeted skills initiatives, mentoring schemes and collaborative business organisations (e.g. Growbiz, Countryside Learning Scotland, Cairngorms Business Partnership) Promote scholarships and training opportunities	Gavin Miles	£90k - Grants to community focused organisations including Cairngorms Business Partnership Trainee ranger £ shown under C9	0.2 1.5 Ranger trainees
B5: Community assets and land	Coordinate and promote the development of Local Action Plans/ Local Place Plans	Promote LCS Guidance through all partnership work	Gavin Miles	Funding to come from B7	0.2



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	Deliver Cairngorms 2030 projects – community managed grant scheme; effective community engagement, etc.	Coordinate and promote the development of community owned or managed assets in the Park.			
B6: New approaches to citizen participation	Deliver Cairngorms 2030 projects – community managed grant scheme; effective community engagement, etc	Support development of training for community participation in planning.	Gavin Miles		0.2
B7: Community-led planning and development	Coordinate and promote the development of Local Action Plans/ Local Place Plans	Influence strategic development of national focus on and design of CLLD to secure an adequate level of	Gavin Miles	£87k - Grants to community led organisations	2.4



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
	Act as accountable body or other supporting role as required to underpin delivery of Community Led Local Development (CLLD) in Cairngorms.	resourcing which continues to focus on Cairngorms NP as an administrative boundary.		£20k - direct support for community projects £20k - Local Place Plans support £300k - CLLD Grant funding via Cairngorms Trust	
B8: Gaelic language and culture	Develop the Gaelic Language Plan for CNPA Lead development and delivery of Active Cairngorms Action Plan Deliver Cairngorms 2030 projects – Green Health	Promote Gaelic especially through work on sustainable tourism, community development and relevant heritage projects	Olly Davies		0.1



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		Support suitable initiatives through grant aid and advice			
B9: Mental and physical health	Lead development and delivery of Active Cairngorms Action Plan Deliver Cairngorms 2030 projects – Green Health	Support suitable initiatives through grant aid and advice	Colin Simpson	£10k - Health Walks	0.6
B10: A Park for All	Lead on developing delivering new Active Cairngorms Action Plan	Promote suitable schemes and information	Kate Christie Colin Simpson	Budgets allocated under individual actions	0.6



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
	<p>Deliver the Strategic Tourism Infrastructure Plan and Sustainable Tourism Action Plan.</p> <p>See B1 above re Youth Action Team</p> <p>Develop Equalities Mainstreaming Report and Plan</p> <p>Refresh and promote Park for All campaign</p> <p>Lead coordination of Equalities Advisory Panel</p>	<p>Support suitable projects and initiatives through grant aid and advice</p>			
B11: Volunteering	<p>Lead on delivering new Active Cairngorms Action Plan</p>	<p>Work in partnership with landowners, communities and Third</p>	<p>Colin Simpson</p>	<p>£25k - junior rangers / JMA / education</p>	<p>1.25</p>



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and outdoor learning	Lead on recruitment/ training/ coordination of volunteers to care for Park	sector bodies to use volunteers to care for the Park		£55k - volunteer coordination & inclusion support	

8.25 FTE



Place

NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
C1: Access to housing	<p>Deliver and monitor Local Development Plan (LDP) 2021</p> <p>Lead development of new Local Development Plan.</p> <p>Coordinate community-led housing network</p>	<p>Promote need for investment in public/community ownership of land.</p> <p>Work with local authorities to purchase housing land through local housing strategies and strategic housing investment plans.</p> <p>Support community and business housing projects and initiatives through grant aid and advice.</p>	Gavin Miles	£20k - LDP viability review	3.1



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
C2: New housing	<p>Deliver and monitor Local Development Plan 2021</p> <p>Lead development of new Local Development Plan.</p> <p>Coordinate community-led housing network</p>	<p>Promote need for investment in public/community ownership of land.</p> <p>Work with local authorities to purchase housing land through local housing strategies and strategic housing investment plans.</p> <p>Support community and business housing projects and initiatives through grant aid and advice.</p>	Gavin Miles	£20k - Community Housing Support	0.4



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
		Support development and and monitoring of mechanisms to promote housing for living working in Park			
C3: Housing and community benefit	Lead development of new Local Development Plan Coordinate community-led housing network	Share best practice and sources of funding with communities. Promote need for investment in public/community ownership of land. Work with local authorities to purchase housing land through local housing	Gavin Miles	Funding would come from B7	0.1



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		strategies and strategic housing investment plans. Support community and business housing projects and initiatives through grant aid and advice.			
C4. Village and town centres	Promote regeneration through Wellbeing Economy Action Plan and Community Action Plans Lead development of new Local Development Plan	Financially support targeted initiatives and collaborative business organisations (e.g. Growbiz, Countryside Learning Scotland, Cairngorms Business Partnership)	Gavin Miles	Funding would come from B7	0.4



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
	Deliver Cairngorms 2030 projects – active travel, community grant scheme	Participate in Scotland's Towns Partnership scheme Support suitable projects and initiatives through grant aid and advice			
C5: Visitors to the National Park	Deliver Sustainable Tourism Action Plan (TAP) and Strategic Tourism Infrastructure Plan.	Support projects to develop the legacy of previous projects to develop the Park (eg Badenoch; The Storylands, Dark Skies	Gavin Miles	£20k - Deliver TAP £20k - STEAM/SPAN & visitor surveys	1



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
	Lead the development of Active Cairngorms Action Plan Undertake visitor surveys and collate and share visitor data.	Park, Snow Roads, etc) Use digital technology to monitor and influence visitor distribution and behaviour Support suitable initiatives through grant aid and advice			
C6: A sustainable destination	Deliver Sustainable Tourism Action Plan and Strategic Tourism Infrastructure Plan.	Support suitable projects and initiatives through grant aid and advice	Gavin Miles	Covered by C5	0.2



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
	Deliver Cairngorms 2030 projects – active travel, community grant scheme				
C7: Transport to and around the Park	Deliver Strategic Tourism Infrastructure Plan. Deliver Cairngorms 2030 projects – active travel, community grant scheme, Glenmore Transport project.	Support suitable projects and initiatives through grant aid and advice Promote need for investment	Colin Simpson	Included under C8	1.1



NPPP Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Delivery	Head of Service Lead	Financial Resource 23/24	Staff Resource 23/24
C8: Accessible path and cycle network	<p>Deliver Strategic Tourism Infrastructure Plan</p> <p>Develop and deliver Active Cairngorms Action Plan – including proposals to reduce disturbance to key species and habitats.</p> <p>Lead on planning and investment in the Speyside Way Long Distance Route</p> <p>Deliver Cairngorms 2030 projects – active travel, community grant scheme</p>	<p>Work in partnership with CBP to increase the promotion and business engagement in the Speyside Way</p> <p>Work to support community path groups</p> <p>See B11 on volunteering</p>	Colin Simpson	<p>£375k - capital for VIIP including digital infrastructure</p> <p>£165k - maintenance and improvement</p> <p>£50k - Active travel</p>	4.5
C9: High-quality	Deliver Strategic Tourism Infrastructure Plan	Assist HIE in delivery of the Cairngorm Mountain Masterplan.	Colin Simpson	£180k - partner ranger grants	12.7



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visitor experience	Develop and deliver Active Cairngorms Action Plan. Directory deliver CNPA Ranger Service and coordinate and support family of Ranger Services	Assist CBP to ensure promotion of accessible facilities to visitors.			
C10: Cultural heritage	Lead the development of Cairngorms Cultural Heritage network as part of Wellbeing Economy Action Plan with focus on community involvement and interpretation	Support suitable initiatives through grant aid and advice See B8 on Gaelic Language and Culture	Gavin Miles	£15k - Contract to support heritage network	0.2

23.7 FTE



Corporate Objectives: Organisational and Communications

Draft Corporate Plan Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Activity	Head of Service Lead	Financial resource 23/24	Staff resource 23/24
Planning Service	Deliver Development Management Service Deliver Local Development Plan Monitoring & Enforcement Service Improvement	See Nature, People and Place	Gavin Miles	£30k - service improvements and project support £30k - legal £40k - eplanning	7.6
Coordinating delivery, monitoring and evaluation of the NPPP delivery	Develop and implement effective NPPP performance management framework.	Influence and advise on partners' resourcing and delivery plans as they relate to Cairngorms investment and activity.	David Clyne (Project management Office)		2.5



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The best small public body in Scotland to work for	<p>HR and wider organisational policy and procedures are in place which reflect and where appropriate go beyond national policy, industry standards and staff feedback, and thereby contribute to positive overall staff survey feedback and engagement.</p> <p>Meet the unique and diverse needs of all staff.</p> <p>Achieve recruitment and retention targets, as well as absence</p>		Kate Christie	<p>£70k - Facilities Improvements</p> <p>£13k - organisational development actions</p> <p>£70k - Audio visual / ICT investment</p>	7



Draft Corporate Plan Objective	Draft Corporate Plan Direct Delivery	Draft Corporate Plan Indirect Activity	Head of Service Lead	Financial resource 23/24	Staff resource 23/24
	and staff safety standards. Achieve equalities targets and delivery of equality outcomes				
A responsive, effective accountable body for the community led local development (CLLD) programmes we support	Provide Accountable Body Services: financial stewardship, governance, HR and organisational support.	Influence the development of national CLLD policy: Recognise NP as a distinct CLLD area and achieve funding aspirations.	David Cameron		0.9
Lead successful delivery of the Heritage Horizons: Cairngorms 2030 programme	Programme Delivery Phase Bid approved. Programme milestones met. Programme performance management		David Clyne		5



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	framework shows effective delivery of agreed programme outcomes.				
Effectively communicate the work of the Park Authority and partners in delivering the NPPP.	<p>New Comms and Engagement strategy delivered aligned to NPPP objectives.</p> <p>Comms activity coordinated across a range of channels, matched to specific audiences and desired outcomes (incl. behaviour change).</p>	<p>Work with partners to establish regular sharing of key successes / project activities.</p> <p>Demonstrating value of partnership with CNPA, encouraging others to collaborate.</p>	Oliver Davies	<p>£115k - new website plus current hosting / maintenance</p> <p>£68k - non web publications and interpretation and media activity</p> <p>£57K - Nature Festival & Nature comms</p>	5.5
Celebrate the diversity of stakeholders that live, visit and work in the	Refresh the 'Park for All' campaign.	Providing a platform for under-represented	Oliver Davies	£5k - Gaelic Language Plan	2.7



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National Park through our comms activity.	Deliver specific comms campaigns aligned to our Public Sector Equalities Duty (including LGBTI communities, ethnic minorities and audiences with disabilities).	individuals / communities of interest to share their stories. Providing advice and training for key partners on how to adopt a similar approach.		£60k - stakeholder engagement and accessibility work £50k resident surveys	
Implement robust, effective and efficient internal control and administration systems supporting delivery of our corporate objectives	Scheduled review and renewal of policies and procedures. External review mechanisms support policy development. Agreed recommendations acted on within timetable.	Implement robust, effective and efficient internal control and administration systems supporting delivery of our corporate objectives	Louise Allen Kate Christie	£55k - data management and business continuity planning outsourced support £20k - UKNP/NPP	10.8



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	Data management and IT services transitioned to fully support hybrid and cloud based working.			£63k - IT hardware and software replacement and renewal £50k Shared services support with Loch Lomond	

42FTE