

Corporate Plan 2012-2015 Review

Corporate Plan Outcome	June 2015 Assessment
Programme 1: Building the Cairngorms Brand and Visitor Experience	
Strong partnerships with buy-in to the brand and its values, reflected in widespread use of the brand	In progress –visitor survey shows 91% aware of being in the National Park, 103 businesses signed the Brand Charter since Nov 2013. The ‘Make it Yours’ campaign will focus on buy-in to the brand values and its use.
Demonstrable progress on a project with partners to tackle brand / signage clutter.	Not achieved – awaiting Cairngorm and Glenmore Strategy as a trial area
A strategy in place for guiding future evolution of Glenmore area as a visitor destination	In progress - Draft Strategy to go to public consultation summer 2015.
Programme 2: Getting Involved	
A clearly focused set of initiatives to enable people to feel connected to the Cairngorms National Park.	In progress – Research undertaken looking at opportunities to increase volunteering including an evaluation of how other protected areas in UK harness volunteering. Cairngorms Nature Festival 2015 involved 46 event organisers across the Park and attracted 800+ participants with a 10% increase in social media followers.
Active Community Planning Partnerships contributing to delivery of Cairngorms National Park Partnership Plan.	In progress – improved links established with all CPPs, including production of shared briefing notes for 2014-15. This to be repeated for 2015-16 and CNPA recently invited to join Chief Officers Group of Highland CPP.
Communities that have developed their own working models of sustainability and are substantially self financing	In progress – a small (but growing) number of community development companies/development trusts have now established income streams to work towards becoming self financing. A number of the operational and planned income streams come from small-scale renewable energy schemes.
Active LEADER programme contributing to Cairngorms National Park Partnership Plan vision.	Achieved. Programme delivered and closed successfully after funding over 200 community led local development initiatives. New LEADER programme secured.
Programme 3: Land Management and Conservation	
A free standing wildlife partnership, able to act as a ‘delivery arm’ for the Cairngorms National Park Partnership Plan and Local Biodiversity Action Plan objectives	Achieved. Cairngorms Nature now a well established partnership with a continually increasing profile through social media, the annual Cairngorms Nature Festival and Seminar. Achievement of the CN Action Plan is monitored by the CN Strategy Group

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	made up of 12 broad ranging representatives.
A strong relationship of mutual support with the land management community about the Cairngorms National Park	Achieved. Positive relationships between CNPA and individual land managers, land owners and representative groups are fostered in a variety of ways, both formal and informal. Land management advice and training support has been beneficial. Land Management forum, very useful but not key to successful relationships. Group meetings between land owners and CEO, CNPA representation on external forums and advisory groups have been particularly beneficial for building mutual understanding and respect.
An active and supportive land management community engaging on matters of conservation, access, visitor management, the economy	Achieved. The land management sector across the NP have many varied objectives and contribute to all four of the NP Aims in numerous ways. Good progress has been made in many areas, of particular note is the successful achievement of wide scale woodland regeneration through grazing management, the creation of a new Moorland Partnership, the Pearls in Peril projects, Strathspey wetlands and wader initiative, Catchment partnerships and numerous other contributions from land managers.
Programme 4: Cairngorms National Park – A Special Place	
Plans and policies being used to deliver a sense of a place, communities and developers with a good understanding of and using the Local Development Plan and associated guidance to deliver benefits for the Cairngorms National Park	In progress – CNPA Board adopted Local Development Plan (LDP) in March 2015 and Action Programme to deliver the LDP in June 2015. Developers and communities involved in preparation of LDP and kept informed on what's new through Developers Forum and Community Planning Representatives' Network. Supplementary Guidance programmed for adoption late 2015 and a programme of other non-statutory planning guidance in development.
A partnership leading a successful bid to the Heritage Lottery Fund, and subsequently implementing project to deliver range of benefits to Glenlivet/Tomintoul area.	Achieved. The bid was successful and we are now in the Development Phase with a view to submitting a Conservation Action Plan to HLF in May 2016 in order to secure funding for the Delivery Phase. The development officer is in post to co-ordinate the 13 projects that make up the Landscape

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	Partnership in one cohesive scheme.
Demonstrable progress towards low carbon targets, including renewable energy generation and improvements in energy efficiency.	Partially achieved – This work was not a CNPA staff priority from April 2013, relying on other organisations with remit to deliver. CNPA planning service helped approve 14 Hydro Schemes in National Park between 2009 and 2014 with consented energy supply of 3.3MW (enough to power 2750 homes). Two of the approved schemes are community-led developments.
Programme 5: Developing Opportunities for Recreation	
Excellent network of paths, continually improving.	In progress – excellent work on signing community path network undertaken. Speyside way extension complete to Kincaig.
Good information on recreation opportunities, easily accessed by visitors and residents.	In progress – only one community is without a new easy to read path leaflet. Leaflets on all abilities paths developed for Deeside and Badenoch and Strathspey. All information is available on the website.
Effective processes for encouraging responsible behaviour.	In progress. Agreed simple messaging based around ‘Tread Lightly’ campaign. Continued good partnership with ranger services including excellent examples of visitor management achieved in Boat of Garten.
A shared understanding of practical ways to accommodate the needs of wildlife – capercaillie in particular – and recreation.	In progress - First part Capercaillie Framework completed and work progressing on second phase. Excellent examples of visitor management achieved in Boat of Garten. Further work required on managing visitors with dogs and recreational disturbance.
Programme 6: Supporting Sustainable Business	
Strong business voice, leading Economic Forum and ideas for strengthening and diversifying the economy in the Cairngorms National Park.	Partially achieved – After a period without senior staff CBP have now appointed a new Executive Director with a remit to reconvene the Economic Forum and formally launch the Cairngorms Economic Strategy which has been finalised.
Better digital connectivity leading to more business opportunities.	In progress - BT are progressing with Superfast Fibre broadband throughout the National Park. CBS are now able to plan for an aggregated scheme to infill areas that fibre will not affect. Improvements in Mobile signal should improve by the end of 2017 but there will still be areas of the National Park that will not benefit.

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Regeneration programme underway in Glenlivet/Tomintoul, increasingly led by community and business, supported by public sector as appropriate.	In progress – Transform Team recently re-established to oversee progress. TGDT recently recruited new development officer and community heavily involved in Landscape Partnership project.
Programme 7: Delivering Organisational Excellence	
Efficient and effective internal control and governance arrangements in place.	Achieved. Annual accounts certification supported by annual internal audit report of appropriate control systems in place. Balanced scorecard KPIs show only 1 high priority audit recommendation over period, with no cases to Ombudsman or Standards Commission. Review of Board Governance as part of Organisational Development Strategy Leadership workstream.
Comprehensive set of monitoring arrangements which assist management and CNPA board, are readily understood by public, and meet needs of Scottish Government performance framework.	Partially achieved. We have continued to rely on the Balanced Scorecard set of KPIs over the Corporate Plan period, which are robust for internal monitoring of staffing, finance and governance matters. This is limited though for Corporate Plan delivery monitoring and for assessing contribution to National Performance Framework.
Programme 8: High Quality, Effective Planning Services	
Clear, evidence-based planning decisions made within agreed determination periods, supporting wider policies as set out in the National Park Partnership Plan.	Achieved – Planning decisions based on Local Development Plan which transposes relevant policies in the National Park Partnership Plan. Planning Service has offered processing agreements for planning application determinations throughout year to provide more certainty to applicants and CNPA. Determination statistics for quarter 4 of 2014/15 show increasing uptake of processing agreements.
Developers and communities able to easily engage with the planning process.	In progress – Both developers and communities have bespoke feedback and discussion mechanisms with CNPA through the Developers' Forum and Community Planning Representatives Network. Each forum is used to disseminate information about the planning system and to gain feedback on planning process or other issues.
Assessment rating key:	Achieved / completed
	In progress and delivering towards intended longer term outcomes.

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	Partially achieved / completed, and/or delivering majority elements of intended longer-term outcomes.
	Not achieved to expectation