

## CORPORATE PLAN 2012-15

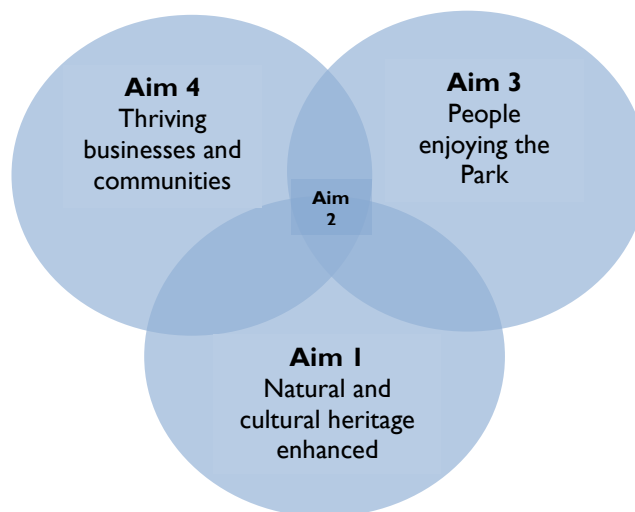
### Introduction

Scotland's National Parks are national assets. They are internationally recognised visitor destinations that showcase the best of Scotland's environment.

The Cairngorms was designated as a National Park in 2003 because of its outstanding and unique landscape, wildlife and cultural heritage, which makes it an exceptional place for enjoying the outdoors, and underpins the local economy. It is important to the people who live and work here, but also important to Scotland as a whole. It embodies the unique selling point of Scotland – its unique natural environment and cultural identity.

Scotland's National Parks are set up as models of sustainable development; they have four aims set out by the Scottish Parliament:

- To conserve and enhance the natural and cultural heritage of the area;
- To promote sustainable use of the natural resources of the area;
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public;
- To promote sustainable economic and social development of the area's communities.



The purpose of a National Park authority is also set out by the Scottish Parliament as being to ensure the “collective and coordinated delivery” of these four aims. To put this another way, the Cairngorms National Park Authority (CNPA) works to ensure that we are all living, working and caring for the National Park in such a way that it remains to be enjoyed by future generations. This means making sure that in whatever we do we don't look at any of these aims on its own, but consider the effects on all of them. In the words of John Muir, the Scot who founded the idea of National Parks, “when we try to pick out anything by itself we find it hitched to everything else in the universe”.

A great many different organisations and individuals have an interest in the Cairngorms. Local communities and businesses are in the forefront; a range of public bodies have statutory duties; and

voluntary organisations have particular objectives. So there are many people with an interest, and with something to contribute. Put simply, the job of the Cairngorms National Park Authority is to bring these interests together, establish a common vision for sustainable development in the Cairngorms, and coordinate its delivery. In doing so, we will be contributing directly to the Scottish Government's Outcomes, and its central *purpose* "to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth".

The shared vision for the Cairngorms National Park is set out in the Cairngorms Partnership Plan 2012-17\* (\* footnote: the name we give to the Cairngorms National Park Plan, prepared under section 11 of the National Parks (Scotland) Act 2000). It has been our job to lead the preparation of this Plan, and its vision; it is now our job to monitor and coordinate its delivery by all the partners involved, as well as to make our own contribution to delivering elements of it.

This Corporate Plan explains how we intend to do that, using our Grant in Aid from the Scottish Government. The Corporate Plan covers 3 years 2012-15; in each of these we will also prepare an Operational Plan setting out more detail of our activities in that particular year, and at the end of each year, publish an Annual report on what we have done.

### **Cairngorms Partnership Plan 2012-17**

The vision for the Cairngorms, agreed with partners and set out in the National Park Partnership Plan for the Cairngorms is

*"An outstanding National Park, enjoyed and valued by everyone,  
where nature and people thrive together"*

To deliver this vision, the Plan sets out three outcomes achieved together:

- A sustainable economy supporting thriving businesses and communities
- A special place for people and nature with natural and cultural heritage enhanced
- People enjoying the Park through outstanding visitor and learning experiences

Running through the whole Park Plan is the ambition to become a low carbon national park

This Corporate Plan sets out what our contribution will be to realising these outcomes. In doing so we are concentrating our efforts on the things we are well placed to do, and a number of particularly important factors:

- The imperative of helping the economy to thrive;
- Helping build capacity in others;
- Developing the Cairngorms National Park visitor experience, reflected in the Cairngorms Brand;
- The importance of connecting people with the National Park – ensuring the place is looked after into the future will only be achieved if people value it;
- Helping young people to develop skills as a basis for employment;

- Recognising the importance of planning/development management, both as a means of delivering wider objectives (housing, economic development, protecting sensitive sites) and also as service that interacts directly with the public.
- Recognising that the landscape is key to the area's attractiveness to visitors. Much of the landscape is wild, while much of it is the result of being managed, and remains the basis of many businesses;
- The need to move towards lower carbon living through increasing use of renewable energy, and using energy more efficiently.

### **What we do**

There are three main strands to how we deliver our purpose:

**We provide leadership and coordination**, so that delivery by a wide range of partners is focused on agreed priorities to create an outstanding National Park. We lead the preparation of the strategic basis for consistent and joined decision making (e.g. National Park Partnership Plan, Local Plan, Core Path Plan, Outdoor Access Strategy, Forest & Woodland framework, Interpretation Strategy, etc)

**We support and add value to activities** of partners: those who live and work in the Park, public private and voluntary sector, and which support the National Park Plan. This role can take a number of forms:

- Acting as coordinator and catalyst for projects and initiatives which are significant contributors to the Park Plan, and which provide a basis for others to build on (such as the Cairngorms Brand);
- Levering in funding
- Facilitating with help/ advice/training;
- Influencing and persuading others;
- Piloting new and innovative ways to manage rural areas and become exemplars in sustainable development and land management

### **We deliver functions directly where appropriate:**

- Planning and development management - as the planning authority for significant applications, and as the Authority responsible for the area's Local Plan, we aim to ensure a well designed sustainable place to live and work.
- Access management - as the Access Authority under the Land reform Act (2003) we facilitate responsible outdoor access in the area.

### **How we work - the values of the CNPA**

Our organisational values which underpin how we go about our work are:

- be open and inclusive;
- be innovative;
- be professional;
- behave with integrity

### **CNPA Programmes of Work for the next 3 years**

Putting together all of the above leads to 8 programmes of work:

1. Building the Cairngorms Brand and Visitor Experience
2. Getting Involved
3. Land Management and Conservation Programme
4. Cairngorms National Park: A Special Place
5. Developing Opportunities for Recreation
6. Supporting Sustainable Business
7. Delivering Organisational Excellence
8. High Quality, Effective Planning Services

These are described in more detail in the following pages:

## **CNPA Programmes 2012-15**

### **Programme I: Building the Cairngorms Brand and Visitor Experience**

**Purpose:** to deliver an excellent visitor experience and ensure we capitalise on the Cairngorms brand as a valuable asset, using it in a consistent way to support business, raise awareness, and create a sense of ownership and inspiration.

**Outcomes:**

- Strong partnerships with “buy-in” to the Brand and its values, reflected in widespread use of the Brand
- Demonstrable progress on a project with partners to tackle brand/signage clutter.
- A strategy in place for guiding future evolution of Glenmore area as a visitor destination

**Brings together work on, among other things:**

- Develop and manage use of Cairngorms NP Brand with more audiences
- Make sure “brand promise” delivered through association with range of high quality experiences (Park aware, visitor facilities, interpretation, merchandising)
- Delivery of Gaelic Language Plan
- Support work on visitor facing information and interpretation
- Coordination of Ranger services
- Developing effective communications vehicles, events, and engagement to promote Cairngorms National Park to wide audience, building on the Communications & Engagement Strategy: (digital communications; training and communications toolkit; engagements & events programme; publications; internal communications)
- Lead a programme of action, widely supported, to ensure the Glenmore area as a visitor destination can develop and support the local economy and community.
- Coordination of sustainable tourism strategy delivery
- Lead coordination of delivery of National Park Partnership Plan programmes: Leading Sustainable Tourism; Sharing the Stories of the Cairngorms.

## **Programme 2: Getting Involved**

**Purpose:** To develop opportunities for people to get involved in, learn from and contribute to the National Park, and in particular support communities to develop capacity to take control and responsibility for their own futures.

### **Outcomes:**

- A clearly focused set of initiatives to enable people to feel connected to the Cairngorms NP.
- Active Community Planning partnerships contributing to delivery of National Park Partnership Plan.
- Communities that have developed their own working models of sustainability and are substantially self financing.
- Active LEADER programme contributing to National Park Partnership Plan vision

### **Brings together work on, among other things:**

- Bring together public sector to support local community needs/action plans and improve public sector support services
- Youth programme and skills development;
- Education project, schools award, John Muir Award, junior rangers, Land Based Business Training Project, apprenticeships, and opportunities for people to get involved in community-led initiatives (Local Biodiversity Action Plan and Community Heritage Project), and volunteering.
- Work, together with partners, through Community Planning Partnerships to support local community action plans.
- Support (via Community Liaison Officers) to bring communities together for action planning and project delivery, and help build capacity in communities;
- Deliver specific services to build capacity: training, funding(LEADER and European Social Fund), information and learning/sharing best practice
- Animation<sup>1</sup> of community based projects for LEADER purposes
- Promote on-line research hub for Cairngorms National Park
- Pilot approach where community takes more control/responsibility with view to becoming more self financing
- Lead coordination of delivery of Cairngorms National Park Plan programmes : Community Empowerment; Outdoor Learning

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<sup>1</sup> “Animation” in terms of LEADER activity relates to support activities to encourage development of project proposals within local communities which fit community aspirations and also are in line with the LEADER Rural Development Strategy.

### **Programme 3: Land Management and Conservation Programme**

**Purpose:** To lead a programme of conservation and land management that conserves and enhances the Park and enthuses and engages partners in managing the special qualities.

**Outcomes:**

- A free standing wildlife partnership, able to act as a “delivery arm” for National Park Plan and Local Biodiversity Action Plan objectives.
- A strong relationship of mutual support with the land management community about the National Park.
- An active and supportive land management community engaging on matters of conservation, access, visitor management, the economy.

**Brings together work on, among other things:**

- Lead establishment of a Cairngorms Wildlife Partnership to deliver projects to conserve and enhance priority habitats and species, review and take ownership of delivering the Local Biodiversity Action Plan
- Identify, promote and support opportunities to enhance the wildness and landscapes of the National Park (includes: Landscape Toolkit; Dark Skies)
- Build effective networks and forums to support effective communications, collaboration and conflict resolution to support land managers delivery benefits to the visitor experience, special qualities and economy of the Park (included Catchment Management Support; Cairngorms Deer Advisory Group; Land Management Forum and Farmers forum support)
- Deliver training, advice and support services to help land managers deliver benefits to the Park and support land management planning
- Support and provide information to inform long term conservation and land management and provide advice to inform land management plans and proposals
- Lead coordination of delivery of National Park Partnership Plan programmes: Nature and Wildlife; Supporting Land Management.

## **Programme 4: Cairngorms National Park: A Special Place**

**Purpose:** To deliver a clear framework of strategic policy and spatial planning that sets out our approach to delivering the aims of the National Park collectively, delivers good development, supported by action to enhance the built environment and a shift towards a low carbon National Park

### **Outcomes:**

- Plans and policies being used to deliver a sense of a place, communities and developers with a good understanding of and using Local Development Plan and associated guidance to deliver benefits for the Park.
- A partnership leading a successful bid to the Heritage Lottery Fund, and subsequently implementing project to deliver range of benefits to Glenlivet/Tomintoul area.
- Demonstrable progress towards low carbon targets including renewable energy generation and improvements in energy efficiency.

### **Brings together work on, among other things:**

- Deliver a clear strategic policy framework through the National Park Plan and its review
- Deliver a clear and effective framework for development planning within the National Park through the Local Development Plans and associated planning policies
- Identify, promote and support opportunities to enhance the built heritage of the Park
- Support and deliver significant improvements to built design and townscapes in the park
- Develop and implement a landscape partnership project for Tomintoul and Glenlivet.
- Promote and support renewable energy generation opportunities.
- Deliver a low carbon living programme on energy efficiency and household renewables
- Lead coordination of delivery of Cairngorms National Park Partnership Plan programmes: Building Vibrant Places; Low Carbon Cairngorms.
- Coordinate research to inform management of the National Park.



## **Programme 5: Developing Opportunities for Recreation**

**Purpose:** Maximise opportunities for enjoying the National Park through recreation so this becomes renowned as a place to enjoy the outdoors, and an exemplar of land, community and recreation interests working together.

### **Outcomes:**

- Excellent network of paths, continually improving.
- Good information on recreation opportunities, easily accessed by visitors and residents
- Effective processes for encouraging responsible behaviour.
- A shared understanding of practical ways to accommodate the needs of wildlife (Capercaillie in particular) and recreation.

### **Brings together work on, among other things:**

- Promotion of responsible behaviour by recreational users and land managers; uphold access rights and Cairngorms Local Outdoor Access Forum
- Review of Outdoor access Strategy
- Investment in Cairngorms Outdoor Access Trust to deliver programme of path improvements/maintenance
- Continued work on Speyside Way improvement and extension to Newtonmore
- Investment in Mountain Paths improvement programme (jointly with Loch Lomond and the Trossachs National Park Authority)
- Substantial improvements in information about paths and access to Park's special qualities
- Delivery of "active Cairngorms" project to promote greater levels of activity
- Developing cycling – promote wide range of cycling opportunities
- Capercaillie and recreation mitigation works
- Lead coordination of delivery of Cairngorms National Park Partnership Plan programmes: Active Cairngorms; Visitor and Access Infrastructure.

## **Programme 6: Supporting Sustainable Business**

**Purpose:** To create a supportive environment for businesses in the long term so they can develop and flourish, helping to create a sustainable economy in the Cairngorms.

### **Outcomes:**

- Strong business voice, leading Economic Forum and ideas for strengthening and diversifying the economy in the Cairngorms.
- Better digital connectivity leading to more business opportunities
- Regeneration programme underway in Glenlivet /Tomintoul, increasingly led by community and business, supported by public sector as appropriate.

### **Brings together work on, among other things:**

- Support establishment of business-led Enterprise Forum and Economic diversification strategy.
- Diversification and distinctiveness, business support and knowledge gathering (3 of the strands of the Sustainable Tourism Strategy)
- Grow and support the Cairngorms Business Partnership (including work in Visitor Payback)
- Coordination of work to improve connectivity (Broadband and mobile) in the Cairngorms
- Tomintoul and Glenlivet Economic Regeneration Project actions (note: separate from the work to develop Heritage Lottery Fund bid in Programme 4).
- Food for Life development plan extended, encompassing production, distribution, marketing, consumption and waste.
- Lead coordination of delivery of Cairngorms National Park Partnership Plan programmes: Supporting Business; and Infrastructure and Communications.

## **Programme 7: Delivering Organisational Excellence**

**Purpose:** To maximise the efficiency and effectiveness of the organisation in delivering its Corporate/Operational Plan, and make sure this can be measured and explained to others.

### **Outcomes:**

- Efficient and effective internal control and governance arrangements in place;
- Comprehensive set of monitoring arrangements which assist management and Board, are readily understood by public, and meet needs of Scottish Government performance framework.

### **Brings together work on, among other things:**

- Efficient and effective business infrastructure services within the Authority, including finance and Information and Communications Technology support services.
- Provision of business support services to community and voluntary organisations, currently Cairngorms Outdoor Access Trust and Cairngorms Local Action Group
- Effective, quantitative systems to assess and monitor performance in delivery of the National Park and Corporate Plans which make clear the National Park's and the Authority's contribution to national targets; communication of these.
- Efficient and effective internal control arrangements and ensuring the Authority meets all the governance standards expected of a public body.
- Delivering effective shared services with Loch Lomond and The Trossachs NPA
- Corporate and operational plans in place
- Effective performance management and monitoring systems implemented

## **Programme 8: High Quality, Effective Planning Services**

**Purpose:** To deliver an outstanding Planning Service across the National Park, in partnership with the five local authorities, which exceeds the requirements of the Scottish Planning Performance framework and which supports the delivery of all the Corporate Plan and Partnership Plan programmes.

### **Outcomes:**

- Clear, evidence-based planning decisions made within agreed determination periods, supporting wider policies as set out in National Park Partnership Plan.
- Developers and communities able to easily engage with the planning process.

### **Brings together work on, among other things:**

- Delivering an efficient, effective development management and planning enforcement service.
- Planning service performance Management initiative
- Delivering e-planning
- Delivering an engagement programme for communities and for developers
- Delivering a programme to enable more affordable housing to meet community needs
- Delivery of An Camus Mor as one of Scotland's Sustainable communities

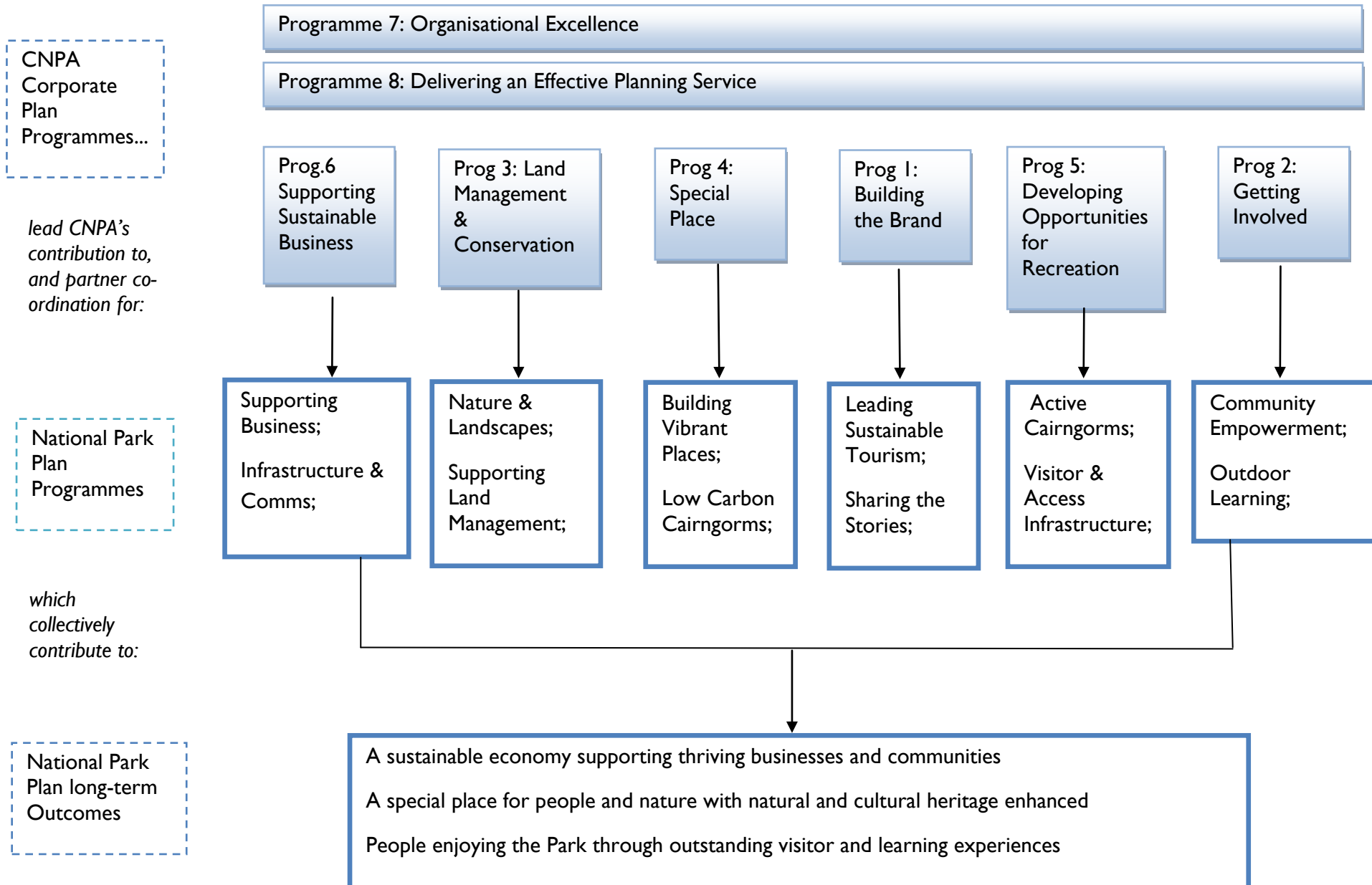
**Table I: Outline Budget**

	<b>2012/13</b> <b>£ '000</b>	<b>2013/14</b> <b>£'000</b>	<b>2014/15</b> <b>£'000</b>
Grant in Aid and Planning Fees	4,681	4,601	4,471
Project Contributions	400	250	250
<b>Core Costs:</b>			
Staff and Board	2,292	2,340	2,387
Other Board and Staff Expenditure	200	202	204
Office Running Expenditure	239	241	243
IT and Professional Support	149	150	152
<b>Total Core</b>	<b>2,880</b>	<b>2,933</b>	<b>2,986</b>
<b>Operational Plan Costs (cash):</b>			
Prog1 – Brand & visitor experience	410	425	445
Prog 2 - Getting Involved	275	280	245
Prog 3 - Land Management & conservation	130	135	135
Prog 4 - A special Place	155	120	120
Prog 5 – Opportunities for Recreation	249	279	342
Prog 6 – Supporting sustainable Business	205	200	200
Prog 7 – Organisational Excellence	83	83	83
Prog 8 – High Quality Effective Planning Svc	205	220	190
<b>Total Op. Plan Costs - estimated</b>	<b>1,712</b>	<b>1,742</b>	<b>1,760</b>
<b>Op. Plan Budget (available – Income less core costs)</b>	<b>1,694</b>	<b>1,521</b>	<b>1,335</b>
<b>Variations</b>	<b>-18</b>	<b>-221</b>	<b>-425</b>

**Note:**

Years 2 and 3 are shown in italics, recognising that the outline budget show an excess of operational plan spend over income. The operational plan spend represents the ambitions of the CNPA; meeting these will depend upon the amount of income than can be levered in from other sources (“Project income”). This is difficult to predict far in advance. In practice, in the February prior to the start of each financial year, an operational plan will be prepared showing a balanced budget, taking into account the level of income anticipated.

**Table 2: How CNPA Programmes of Work contribute to the Cairngorms National Park Partnership Plan**



**Table 3: How CNPA Programmes of Work contribute to Scottish Government Outcomes**

Scottish Government National Outcomes	CNPA Corporate Plan Programmes							
	1	2	3	4	5	6	7	8
	Building the Cairngorms Brand and Visitor experience	Supporting Sustainable Business	Developing Opportunities for Recreation	Getting Involved	Land Management and Conservation	A special Place	High quality effective planning services	Delivering organisational excellence
2. We realise our full economic potential with more and better <u>employment opportunities</u> for our people.	X	X	X			X		
4. Our <u>young people</u> are successful learners, confident individuals, effective contributors and responsible citizens.		X		X				
6. We live longer, <u>healthier lives</u> .			X					
10. We live in well-designed, <u>sustainable places</u> where we are able to access the amenities and services we need.						X		
11. We have strong, resilient and supportive <u>communities</u> where people take responsibility for their own actions and how they affect others.				X			X	X
12. We value and enjoy our built and natural <u>environment</u> and protect it and enhance it for future generations.			X	X	X	X	X	
13. We take pride in a strong, fair and inclusive <u>national identity</u> .	X			X				
14. We reduce the local and global <u>environmental impact</u> of our consumption and production.						X		X
15. Our <u>public services</u> are high quality, continually improving, efficient and responsive to local people's needs.							X	X