

## 4. PRIORITIES FOR 2007-2012

### 4.1 IDENTIFYING THE PRIORITIES

The draft document 'Looking to 2030' sets out the long-term policy context and direction for managing the Park. The strategic objectives will direct the corporate planning and day-to-day working of all organisations in the Park, and provide a clear agenda to pursue.

Work towards these objectives will form part of good day-to-day management and governance for all public bodies and others involved in managing the Park. However, given the breadth of the Park Plan, particular focus is required to ensure that the varied partners combine and co-ordinate resources effectively and over the same timescale to ensure that the most pressing issues and challenges are tackled.

This section sets out seven priority areas in which to focus resources and effort over the next five years, over and above on-going work. The Park Authority considers these to be priorities because there is either an important need to address the issue now, or because there is a valuable opportunity which should be grasped.

***The priorities identified are:***

- Conserving and Enhancing the Park's Biodiversity and Landscapes;
- Developing Sustainable Deer Management;
- Supporting Integrated Land Management;
- Providing High Quality Opportunities for Outdoor Access;
- Making Housing Affordable and Sustainable;
- Making Tourism and Businesses Sustainable;
- Developing Awareness and Understanding of the Park.

These priorities will give a focus to the effort and investment of the public sector in particular. Once they have been refined and agreed, then all partners will be able to plan for the resources needed through their corporate planning processes for the period 2007-2012.

The key partners identified for each priority have started to develop a detailed five year action programme, based on the outlines in Section 4.2. These programmes will be informed by the consultation and will set out who will do what, the timetable and a monitoring and review framework to assess progress.

The detailed programmes will be completed following the consultation and included in the Final Park Plan, due to be submitted to The Scottish Executive by the end of 2006. At this stage, the National Park Authority is consulting on whether these are the right priorities to pursue, and on what each should expect to achieve by 2012.

The selection of these priorities has been informed by the wide range of discussions held with partners and other organisations to develop the Draft Park Plan including local communities within the Park.

These priorities address strategic objectives across several topic areas of the Plan, and relate to many of the management sectors in the Park. They provide a practical basis for delivering the integrated approach described in 'Looking to 2030' (Section 3). The proposed action programmes will contribute to achieving many of the Plan's objectives across different sectors, while consistently achieving the conservation and enhancement of the special qualities of the Park. Section 4.2 outlines what the proposed action programme under each priority is expected to achieve by 2012.

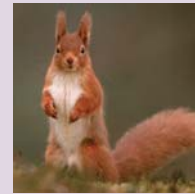
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## 4.2 PROPOSED ACTION PROGRAMMES...cont

### 4.2.1 Conserving and Enhancing the Park's Biodiversity and Landscapes



#### Why is this a priority?

The biodiversity of habitats and species, and landscapes of the Park are two of the most valued special qualities. They are prized for their own innate value and as the basis for many of the Park's socio-economic resources. Their conservation and enhancement is interdependent with land-use, relying to a large extent on the maintenance of land management systems supporting them.

This is a long-term commitment, but additional action is required to tackle specific issues in order to ensure the Park's biodiversity and landscapes are as strong and robust as possible to adapt to future changes. This will enable their value to be retained and enhanced now and for the future, and for the benefit of local and national interests.

One of the major changes that will affect biodiversity is climate change – the range and diversity of species and habitats, and the landscapes associated with them, will alter as temperatures and rainfall change. Although the full effects cannot be predicted, positive management can ensure that species and habitats are in good and robust condition to adapt to changes, and plans for mitigating some likely changes can be put in place.

Extensive habitat networks strengthen the ability of species to adapt to change and survive, by supporting more robust populations and the ecological processes underpinning them. They also increase opportunities for migration in response to changing conditions. In a national context, the scale and connectivity of habitats in the Cairngorms gives the Park a particular opportunity and responsibility to manage its biodiversity for the long-term benefit of the nation.

The EU commitment to halt biodiversity loss by 2010 made at the Gothenburg Summit in 2001 and the recent Nature Conservation (Scotland) Act provide an impetus for all public bodies to play a part in conserving biodiversity and halt the loss of biodiversity.

**Work within this priority includes:**

- Enhancing the Park’s landscapes;
- Identifying and enhancing habitat networks;
- Enhancing the condition of designated sites within networks;
- Protecting biodiversity.

**This priority will contribute directly to the Plan’s strategic objectives under:**

- 5.2 Conserving and Enhancing the Natural Heritage;
- 5.3 Sustainable Use of Natural Resources;
- 5.4 Integrated Land Management.

OUTLINE ACTION PROGRAMME: Conserving and Enhancing the Park’s Biodiversity and Landscapes		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Enhancing the Park’s landscapes	Landscape Character Assessments of the Park used to identify the specific natural, cultural and historic landscapes that are especially appreciated by various interest groups. This will be combined with collation of information on, and assessment of, the management practices sustaining them to inform targeted landscape management plans.	SNH, CNPA, HS
	Landscape capacity studies to inform development planning.	SNH, CNPA, HS
	Management plans for designed landscapes.	SNH, CNPA, HS
	Provision of landscape interpretation at viewpoints that show the diverse Cairngorms landscapes.	SNH, CNPA, HS
Identifying and enhancing habitat networks	Existing information on the distribution and condition of montane habitats collated and supplemented by additional surveys to fill gaps. Key threats identified in areas where condition is unfavourable or declining, with plans and supporting incentives in place to bring the area into favourable condition.	SNH, DCS, CNPA, Land Managers, SEERAD, LBAP Group
	Existing habitats and networks such as woodland, juniper scrub, moorland, blanket bog, wetlands, and grassland identified and mapped, together with an assessment of ongoing management and resultant condition.	SNH, FCS, CNPA, SEERAD, Land Managers, LBAP Group, SEPA

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## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Conserving and Enhancing the Park's Biodiversity and Landscapes...cont		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Identifying and enhancing habitat networks...cont	The above information used to identify areas for targeting incentives to promote maintenance, or introduction of, favourable management systems and new habitat linkages and networks. This will include identification of 'Preferred Uptake Areas' for support schemes such as Land Management Contracts.	SNH, FCS, CNPA, SEERAD, Land Managers, Communities, NGOs, LBAP Group
	Public support for land management tailored to promote expansion of habitat networks and target sites identified.	SEERAD, SNH, FCS, DCS, CNPA, SRPBA, SEBG, SCF, NFUS, CC, SEPA
Enhancing the condition of designated sites within networks	All designated nature conservation sites in favourable condition, or under active management to reach favourable condition.	SNH, FCS, DCS, CNPA, Land Managers
	Effective monitoring regimes for designated sites.	SEERAD, SNH, CNPA, Land Managers
Protecting biodiversity	Partnerships Against Wildlife Crime established targeted at raptor persecution, fresh water pearl mussel fishing, and game poaching.	CNPA, SNH, Police, LAs, SRPBA, SEBG, NFUS, SCF, SGA
	Information about wildlife law, policy and management widely available.	CNPA, SNH, Police, LAs, SRPBA, SEBG, NFUS, SCF, SGA
	Cairngorms Local Biodiversity Action Plan used to identify all priority species for conservation action in the Park. The key areas for and the main factors affecting these species will be identified, mapped and recorded as the basis for development and implementation of targeted action plans. Priority will be given to species that need special conservation initiatives over and above general land management, such as water vole, capercaillie, black grouse, fresh water pearl mussels.	LBAP Group

### KEY

CC Crofters Commission CNPA Cairngorms National Park Authority DCS Deer Commission for Scotland FCS Forestry Commission Scotland HS Historic Scotland LAs Local Authorities LBAP Group Local Biodiversity Action Plan Group NFUS National Farmers Union of Scotland NGOs Non-Governmental Organisations SCF Scottish Crofting Foundation SEBG Scottish Estates Business Group SEERAD Scottish Executive Environment and Rural Affairs Department SEPA Scottish Environment Protection Agency SGA Scottish Gamekeepers Association SNH Scottish Natural Heritage SRPBA Scottish Rural Property and Business Association

#### 4.2.2 Developing Sustainable Deer Management



##### **Why is this a priority?**

Deer are a major ecological and economic resource in the Park. In recent years their management has been the subject of passionate debate amongst managers, public agencies and the people of Scotland as a whole. Deer populations are an essential part of the Park's biodiversity, but where they are too high, they can cause serious damage on important habitats. Due to the significant impact deer populations can have on the natural heritage qualities and socio-economic conditions of the Park, there is a particular management need to address the complex issues facing deer management. This must build on the existing work of Deer Management Groups and public agencies, and make best use of voluntary agreements and statutory powers.

More sustainable deer management requires populations to be managed at levels which do not have a significant negative impact on the natural heritage qualities of the Park. In so doing, they will contribute to an integrated approach to delivering land management objectives.

##### ***Work within this priority includes:***

- Collaborative deer management;
- Improving information.

##### ***This priority will contribute directly to the Plan's strategic objectives under:***

- 5.2 Conserving and Enhancing the Natural Heritage;
- 5.4 Integrated Land Management;
- 6.2 Economy and Employment;
- 6.4 Sustainable Tourism;
- 7.4 Learning and Understanding.

## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Developing Sustainable Deer Management		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Collaborative Deer Management	Cairngorms Deer Advisory Group established to advise on deer management issues and communication between managers, public agencies and communities.	ADMG, CNPA, DCS, SNH, FCS, NGOs, SGA, Land Managers, SE, Communities
	Collaboration between deer managers and public agencies strengthened at management planning and implementation levels in order to bring all deer populations into balance with the ability of habitats to support them without being damaged.	DCS, CNPA, ADMG, SGA, SNH, FCS, SE, Land Managers
	A Strategic Deer Management Plan for the Park identifying and addressing key management issues and forming a useful framework for managers.	ADMG, CNPA, DCS, SNH, FCS, SGA, NGOs, Land Managers
	Greater co-operation in marketing of sport and venison and wider take-up.	DCS, LECs, ADMG, Land Managers
	Support for deer management as a part of integrated habitat management.	SE, SNH, CNPA, ADMG, DCS, FCS
Improving Information	An accessible database for deer management data and information in the Park.	DCS, CNPA, ADMG, SNH, Land Managers
	Good practice demonstration events regularly held in the Park.	DCS, SGA, ADMG, CNPA, SNH, FCS, Land Managers

### KEY

**ADMG** Association of Deer Management Groups **CNPA** Cairngorms National Park Authority **DCS** Deer Commission for Scotland **FCS** Forestry Commission Scotland **LEC's** Local Enterprise Companies **NGOs** Non-Governmental Organisations **SE** Scottish Executive **SGA** Scottish Gamekeepers Association **SNH** Scottish Natural Heritage



### 4.2.3 Supporting Integrated Land Management



#### Why is this a priority?

Land management is one of the principal influences in creating and enhancing many of the special qualities of the Park, including landscape, habitats and species, access and recreation. Public support, in the form of advice, training and grant schemes, plays an important role in shaping management. It also provides an opportunity to encourage management that delivers a range of public benefits.

To help land management contribute to all four of the Park's aims, a more joined-up and simplified system of public support is needed. There is a particular opportunity in the next five years arising from changes in European and Scottish rural policy which emphasise delivery of public benefits, more integrated policy, cross-compliance and a greater recognition of local priorities. Making the most of this opportunity could make significant progress towards many of the objectives.

#### Work within this priority includes:

- Identifying the public benefits land managers should deliver;
- Joining-up public support;
- Improving communication.

#### This priority will contribute directly to the Plan's strategic objectives under:

- 5.2 Conserving and Enhancing the Natural Heritage;
- 5.3 Sustainable Use of Natural Resources;
- 5.4 Integrated Land Management;
- 5.5 Conserving and Enhancing the Cultural Heritage;
- 6.2 Economy and Employment;
- 6.4 Sustainable Tourism;
- 7.2 Outdoor Access and Recreation.



## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Supporting Integrated Land Management		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Identifying the public benefits land managers should deliver	Prioritised public benefits identified with support for their delivery.	CNPA, CC, FCS, SNH, DCS, SEERAD, SRPBA, SEBG, NFUS, NGOs, Land Managers, Communities
	Pilot 'whole-unit' support system to deliver public benefits.	CNPA, FCS, SNH, DCS, SEERAD, Land Managers
	Updated Cairngorms Forestry and Woodlands Framework providing a strategy for woodland in the Park.	CNPA, FCS, SNH, DCS, Land Managers
Joining-up public support	Land management support schemes, including catchment management, moving into a single contract tailored with clearly defined public benefits, following review of effectiveness of current and past schemes.	FCS, SNH, DCS, CC, NFUS, SRPBA, SEBG, SCF, SEERAD, SEPA, CNPA, Land Managers
	Mechanisms for upland management support to deliver public benefits.	SNH, CNPA, SEERAD
	Increased support for food marketing and processing.	LECs, CNPA, Land Managers
	Whole-unit land management plans established as a basis for public support.	SEERAD, SNH, CNPA, FWAG, SAC, Land Managers
	More co-ordinated advice and training to assist delivery of public benefits.	SEERAD, SNH, DCS, FCS, CNPA, FWAG, SAC, Land Managers
Improving communication	Grant scheme to assist land managers to communicate with local communities and interest groups about management objectives and practices.	SEBG, NFUS, SCF
	Advice and information networks to promote good practice and support management.	CNPA, SEERAD, SNH, FCS, DCS, LandManagers
	Good practice demonstration events regularly held in the Park.	All agencies, Land Managers

### KEY

CC Crofters Commission CNPA Cairngorms National Park Authority DCS Deer Commission for Scotland FCS Forestry Commission Scotland FWAG Farming and Wildlife Advisory Group LECs Local Enterprise Companies NFUS National Farmers Union of Scotland NGOs Non-Governmental Organisations SAC Scottish Agricultural College SCF Scottish Crofting Foundation SEBG Scottish Estates Business Group SEERAD Scottish Executive Environment and Rural Affairs Department SEPA Scottish Environment Protection Agency SNH Scottish Natural Heritage SRPBA Scottish Rural Property and Business Association

#### 4.2.4 Providing High Quality Opportunities for Outdoor Access



##### Why is this a priority?

To understand and enjoy the Park, residents and visitors of all ages, abilities and interests need to be able to get outside and enjoy the countryside. There is an existing network of access routes, but more work is needed to bring the opportunities for access up to the excellent standard that is expected in a National Park, and achieve the objectives for outdoor access, recreation, learning and understanding set out in the Plan. For the first time, the Park's designation brings an opportunity to integrate access management across different areas and sectors in the Cairngorms.

The relatively new right of responsible access under the Land Reform (Scotland) Act 2003 gives Scotland some of the most permissive access legislation in the world. It now creates a need to work with all access users and land managers to develop an effective understanding of responsible access and management in the context of the National Park, consistent with all four aims and the special qualities.

##### Work within this priority includes:

- Improving route provision and promotion;
- Supporting responsible outdoor access and management.

##### This priority will contribute directly to the Plan's strategic objectives under:

- 5.2 Conserving and Enhancing the Natural Heritage;
- 5.4 Integrated Land Management;
- 6.4 Sustainable Tourism;
- 6.5 Transport and Communications;
- 7.2 Outdoor Access and Recreation;
- 7.3 Visitor Services;
- 7.4 Learning and Understanding.

## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Providing High Quality Opportunities for Outdoor Access		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Improving route provision and promotion	Improved provision of functional walking and cycling routes to serve schools and work places where appropriate.	CNPA, LAs, Land Managers, NGOs, NGBs, SNH, SE
	Strategic routes completed: <ul style="list-style-type: none"> <li>• Extension of Speyside Way;</li> <li>• Ensure Speyside Way is suitable for multi-use;</li> <li>• Completion of Aviemore to Glenmore Off-road Route;</li> <li>• Completion of Deeside Way to Ballater.</li> </ul>	CNPA, SNH, FCS, Land Managers, LAs, NGOs, NGBs, SE
	A Trust or similar mechanism established to allow partners to contribute towards agreed priority work programmes.	CNPA, Ranger Services, Community Paths Groups, LAs
	Core Paths Plan completed by February 2008.	CNPA, Local Communities, Land Managers, NGOs, NGBs
	Core Paths Plans for each community used as the basis of planning and managing future work.	CNPA, Local Communities, NGOs, NGBs
	Continued production of the Cairngorms Explorer public transport timetable.	CNPA, LAs, NESTRANS, HITRANS
	Pilot service for a cross-Park bus service commissioned if viable.	CNPA, LAs
	Current and latent demand for public transport routes within and to/out of the Park assessed.	CNPA, LAs
	Itineraries and promotional initiatives linking visitor sites and public transport.	CNPA, LAs
	Cycle carriage provision on public transport and associated promotion.	HITRANS, NESTRANS, LAs, Cycle Scotland, CNPA
	Good understanding of visitor profiles (numbers, trends, distribution, attitudes, perceptions, etc) through visitor monitoring.	CNPA, VS, Ranger Services
	High quality and dynamic visitor information, both pre and post-arrival, available through new visitor information website, leaflets and people.	CNPA, Ranger Services, VS
	Programmes to encourage people to habitually exercise in the Park.	LAs, Health Promotion Groups

OUTLINE ACTION PROGRAMME: Providing High Quality Opportunities for Outdoor Access...cont		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Supporting responsible outdoor access and management	A series of 'Sharing Good Practice Groups' for practitioners in the Park (based on model of Deeside Access Group).	CNPA, Access Groups, Land Managers, NGBs, SNH
	Mechanism for integrated management of strategic routes, including integration of the Speyside Way Long Distance Route and River Spey.	Partners in Speyside Way Management Group
	Systems for land managers to report access problems/issues.	CNPA, SRPBA, SEBG, NFUS, SCF, SNH
	Systems for residents and visitors to report problems on paths and signs and any outdoor access issue.	CNPA, SNH, Local Communities, NGBs
	Adoption of sponsorship schemes for paths	CNPA, SNH
	Potential visitor payback schemes including car-parking and menu/accommodation surcharges investigated and pursued where appropriate.	CNPA, SNH, CCC, Land Managers, NGOs, NGBs
	System to encourage adoption and maintenance of low-ground paths by local community path groups.	CNPA, SNH, Local Communities, Land Managers
	A proactive plan to publicise the Scottish Outdoor Access Code and promote understanding and awareness of it, based on agreed target groups.	Outdoor Access Forum, CNPA
	A scheme to promote compliance with the Scottish Outdoor Access Code on a whole land management unit basis.	Outdoor Access Forum, CNPA, SNH, SRPBA, SEBG, SCF, NFUS, Land Managers
	Regular exchanges of experience and communication between land managers and recreational interests.	CNPA, SNH, SRPBA, SEBG, NFUS, SCF, NGOs, NGBs, Land Managers
Annual workshop for land managers on responsible use in relation to access.	CNPA, Land Managers	

## KEY

**CCC** Cairngorms Chamber of Commerce **CNPA** Cairngorms National Park Authority **FCS** Forestry Commission Scotland  
**HITRANS** Highlands and Islands Transport Forum **LAs** Local Authorities **NESTRANS** North-East Scotland Transport Forum  
**NFUS** National Farmers Union of Scotland **NGBs** National Governing Bodies (Sports) **NGOs** Non-Governmental Organisations  
**SCF** Scottish Crofting Foundation **SE** Scottish Executive **SEBG** Scottish Estates Business Group **SNH** Scottish Natural Heritage  
**SRPBA** Scottish Rural Property and Business Association **VS** VisitScotland

## 4.2 PROPOSED ACTION PROGRAMMES...cont

### 4.2.5 Making Housing Affordable and Sustainable



#### Why is this a priority?

The lack of access to affordable and good quality housing has been identified by many communities as a key issue facing the Park. Young people and those on low incomes in particular have difficulty in securing suitable accommodation in their communities. The popularity of the area leads to high demand for housing, including second homes, which increases prices beyond the range of many and places pressures on the special qualities of the Park. This has long-term implications for the communities, as well as the wider environmental, social and economic health of the Park.

The high demand for housing therefore creates a particular need to ensure that housing provision is managed to provide affordable homes for people in the Park, and that it does not detract from the special qualities of the Park. Action is also needed to ensure that housing meets high environmental and sustainability standards that are consistent with the area's status as a National Park as well as the first aim of the Park – to conserve and enhance the natural and cultural heritage.

#### Work within this priority includes:

- Increasing supply and accessibility;
- Promoting effective co-ordination and co-operation;
- Improving the quality and sustainability of design.

#### This priority will contribute directly to the Plan's strategic objectives under:

- 5.3 Sustainable Use of Natural Resources;
- 6.2 Economy and Employment;
- 6.6 Housing;
- 6.9 Strengthening Communities.

OUTLINE ACTION PROGRAMME: Making Housing Affordable and Sustainable		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Increasing supply and accessibility	Planned and prioritised affordable housing development projects with Local Authorities Development Forums.	CNPA, LAs, CS, HAs
	Assessment of potential benefits and feasibility of introducing a local lettings initiative to ensure lettings contribute to balanced local communities.	HAs, CNPA
	Role of the private rented sector in providing good quality affordable housing is fully realised by engaging with private landlords and increasing supply of quality affordable rented accommodation.	SRPBA, CS, LAs
	Available schemes to bring non-effective stock back into use (eg rural leasing scheme) promoted.	CNPA, LAs,
	Low cost home ownership developments using mechanisms to ensure housing remains affordable in perpetuity	CNPA, CS LAs, Housing providers
	Impact of holiday and second homes reviewed. Additional actions to complement Local Authority amendments to council tax payments identified.	CS, CNPA
	Support for Local Authorities who wish to apply for pressured area status.	CNPA, LAs
	Local Authority information assessed for coverage and consistency and additional information incorporated as appropriate.	CNPA, LAs
	Provision of effective land in the Local Plan for housing.	CNPA
	Alternative mechanisms to secure funding, land and procurement for housing development, including private/public partnerships, investigated.	CNPA, FCS, CC, SRPBA
	Private developers wishing to develop affordable housing in the Park identified.	CNPA
Effectiveness of the introduction of Rural Housing Burdens on delivering affordable housing in the Park monitored.	CS, CNPA, LAs, HSCHT	
Promoting effective co-ordination and co-operation	Cairngorms Housing Group established to provide co-ordination and remit and effectiveness reviewed annually.	CNPA
	Impact of lack of housing supply on business monitored.	CNPA, HIE, SE, CS, CCC

Continued over ▶

## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Making Housing Affordable and Sustainable...cont		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Promoting effective co-ordination and co-operation...cont	Current information gaps in Local Housing Strategies addressed by research.	CNPA
	Information needed to monitor the operation of the housing system in the Park identified and provision by relevant organisations agreed.	CNPA
	Full profile of housing needs in the Park prepared.	CNPA, LAs, CS
Improving the quality and sustainability of design	A sustainable design guide to encourage new development to complement the built and landscape character of the Park and meet high standards of energy efficiency and sustainable design.	CNPA
	Planning guidance on building design and infrastructure to complement the landscape character.	CNPA
	Programme of innovative activities to promote and increase awareness and understanding of sustainable and energy efficient design.	CNPA, LAs
	Agreement secured with Scottish Water and SEPA on infrastructure requirements to enable future developments.	CNPA, SW, SEPA, LAs, CS
	A private landlord accreditation scheme and targeted assistance to improve house condition and management by accredited landlords.	CNPA, SRPBA, LAs, CS

### KEY

**CNPA** Cairngorms National Park Authority **CC** Crofters Commission **CCC** Cairngorms Chamber of Commerce  
**CS** Communities Scotland **FCS** Forestry Commission Scotland **HAs** Housing Associations **HIE** Highlands and Islands Enterprise  
**HSCHT** Highlands Small Communities Housing Trust **LAs** Local Authorities **SE** Scottish Executive  
**SEPA** Scottish Environment Protection Agency **SRPBA** Scottish Rural Property and Business Association **SW** Scottish Water



#### 4.2.6 Making Tourism and Businesses Sustainable



#### Why is this a priority?

The long-term sustainability of the Park requires a vibrant tourism and business sector that underpins the economy, and at the same time contributes to conserving and enhancing the special qualities whilst not damaging them. Tourism is one of the principal economic sectors in the Park and it has the potential to impact on the special qualities of the Park and its communities to a significant extent. There is therefore a need to ensure that tourism and business development in the Park takes place in a sustainable way, consistent with conserving and enhancing the natural and cultural heritage, while encouraging use and enjoyment of the special qualities and supporting economic activity.

#### Work within this priority includes:

- Supporting strong businesses with high quality standards;
- Managing the impacts of tourism and business;
- Improving environmental performance;
- Supporting entrepreneurship and business development.

#### This priority will contribute directly to the Plan's strategic objectives under:

- 5.2 Conserving and Enhancing the Natural Heritage;
- 5.3 Sustainable Use of Natural Resources;
- 5.5 Conserving and Enhancing the Cultural Heritage;
- 6.2 Economy and Employment;
- 6.4 Sustainable Tourism;
- 7.3 Visitor Services.



## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Making Tourism and Businesses Sustainable		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Supporting strong businesses with high quality standards	Annual open tourism industry meeting.	CNPA
	Effective mechanisms for two-way communication with business stakeholders	CNPA, CCC
	Up to date knowledge of industry performance and needs through a regular 'how's business?' check.	CCC
	Omnibus tourism enterprise survey.	CNPA, CCC
	Co-ordinated delivery of small business support and training.	LECs, CNPA
	An accessible pool of experts to provide advice on sustainable tourism to businesses.	LECs
	Potential for more diversification of land-based businesses into tourism, and the support required, investigated.	LECs
	Strengthened awareness and spending on local crafts and produce through research on producers, branding, and visitor information.	LECs, CNPA, VS
	Improved availability of local labour supply matching business needs.	LECs, CNPA
	Pilot Youth Apprenticeship Scheme.	CNPA, HIE, SE, LECs, CCC
	A strengthened Chamber of Commerce and network of Business Associations.	CCC, LECs, CNPA, BAs
	Effective and appropriate use of Park brand linked to accreditation.	Brand Management Committee, LECs, LAs, VS
Managing the impacts of tourism	Specific management policies in relation to recreational intensity in different parts of the Park.	CNPA
	Information on specific resource protection issues available to managers and users.	CNPA
	Policy on organised events in fragile areas.	CNPA, SNH, CCC

OUTLINE ACTION PROGRAMME: Making Tourism and Businesses Sustainable...cont		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Managing the impacts of tourism...cont	'Least negative option' approach for outdoor access developed, understood and applied to make sure special qualities can be appreciated by people of all abilities.	CNPA, Ranger Services, SNH
	A spatial strategy in place relating to visitor volumes, visitor spreads and flows across the Park to protect fragile areas and spread the benefits.	CNPA, SNH, Visitor Attractions, Ranger Services
	Regular monitoring of visitor and traffic volumes and movements.	CNPA, LAs
	Park wide information on visitor numbers (vehicle counters, car park usage, visitor attraction numbers and people counters) collated and regularly disseminated.	SNH, LAs, Tourism Businesses, VS
Improving environmental performance	Increased use of environmental management plans and accreditation by businesses.	LECs, CCC, VS
	Biodiversity conservation schemes for non land-based businesses.	CCC, SNH, LBAP Group
	Information on reducing energy and resource use widely available to businesses.	LECs

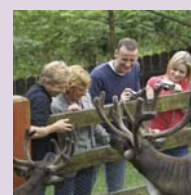
**KEY**

**BAs** Business Associations **CNPA** Cairngorms National Park Authority **CCC** Cairngorms Chamber of Commerce  
**HIE** Highlands and Islands Enterprise **LAs** Local Authorities **LBAP Group** Local Biodiversity Action Plan Group  
**LECs** Local Enterprise Companies **SE** Scottish Enterprise **SNH** Scottish Natural Heritage **VS** VisitScotland



## 4.2 PROPOSED ACTION PROGRAMMES...cont

### 4.2.7 Developing Awareness and Understanding of the Park



#### Why is this a priority?

As a new National Park, the next five years are a critical time for the Cairngorms National Park to establish itself locally, nationally and beyond. It is important that people locally and across Scotland develop an increasing awareness of the Park, why it is a special place, and why it is a national asset that has particular management and investment needs.

Promoting a strong sense of place is crucial to so much of what we want to happen in the Park. It is important to the vitality of the communities within the Park; to attracting visitors and marketing; to reinforcing the need for responsible behaviour in the countryside; and to effective communication and participation in its management.

#### Work within this priority includes:

- Raising national awareness and increasing people's engagement;
- Understanding the special natural and cultural qualities;
- Establishing the brand identity of the Park;
- Park signage.

#### This priority will contribute directly to the Plan's strategic objectives under:

- 5.2 Conserving and Enhancing the Natural Heritage;
- 5.5 Conserving and Enhancing the Cultural Heritage;
- 6.3 Education and Training;
- 6.4 Sustainable Tourism;
- 6.9 Strengthening Communities;
- 7.3 Visitor Services;
- 7.4 Learning and Understanding.

OUTLINE ACTION PROGRAMME: Developing Awareness and Understanding of the Park		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Raising national awareness and increasing people's engagement	National Park website to be a user-friendly portal for visitor enquiries.	CNPA
	Strategic marketing campaigns to promote specific themes of the National Park.	VS, Private Sector
	A series of illustrated talks about the Park in Scotland's major centres of population.	CNPA
	National outreach programme targeting young people, schools and excluded communities.	CNPA, CS, SYHA, BTCV, Big Issue, MCoS, JMT
	Participation by community interests in policy development and operational decision-making (building on Community Planning).	LAs, LECs, CS, CNPA, ACCC, CVs, Local Development Trusts, Land Managers, Businesses
	Effective community councils in the Park.	Community Councils
Understanding the special natural and cultural qualities	A range of initiatives to encourage visitors to use the ranger services as an accessible source of specialist information about the Park.	CNPA, SNH, Ranger Services
	A cohesive approach to the management of ranger services that meets the needs of visitors, land managers and communities.	CNPA, SNH, Ranger Services
	National Nature Reserves used to full potential to raise awareness and understanding of the special natural heritage of the Park and its management.	SNH, CNPA, Land Managers
	Training on the special qualities (natural and cultural heritage) of the Park for those working with visitors.	CNPA, SNH, Local Associations, Ranger Services, Land Managers

Continued over ▶

## 4.2 PROPOSED ACTION PROGRAMMES...cont

OUTLINE ACTION PROGRAMME: Developing Awereness and Understanding of the Park...cont		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Understanding the special natural and cultural qualities...cont	Information on biodiversity and the natural heritage shared between public bodies, land managers and others to inform management.	SNH, CNPA, Land Managers, NGOs, SEERAD, Research Institutions
	An audit of the Park's built heritage and archaeology to identify its character, distribution and condition.	LAs, HS, RCAHMS, HEACS, SCT
	An accessible Historic Environment Record for the Park.	LAs, HS, RCAHMS, HEACS, SCT, Universities, Local Societies, Heritage Organisations
	Interpretation in every community telling the story about their place in the Park.	CNPA, Community Councils
	Mechanisms for the protection and support for the historic environment.	HS, LA's, Communities, CNPA
	Listed building survey for the park.	HS
	People's experiences of changes in the Park recorded through an oral history project.	Elphinstone Institute, CNPA, Communities
	Training and information on the historic environment and archaeology for land manger and communities.	RCAHMS, HRSG, HS, Communities
	Educational materials based on the Park's special qualities linked to the national curriculum.	LAs, CNPA
	Entitlement for every school child in the National Park to undertake the John Muir Award.	LAs, JMT
	Public sector workers in the Park undertaking the John Muir Award.	All Public Bodies
	Grant scheme to support community research and interpret local natural and cultural heritage.	CNPA, Communities
	Events linking people to the land, its working practices and traditions.	Ranger Services, Communities
Regular visiting groups from other protected areas meeting a wide range of people living and working in the Cairngorms and sharing their knowledge.	CNPA, All	

OUTLINE ACTION PROGRAMME: Developing Awereness and Understanding of the Park...cont		
THEME	WHAT WILL THIS ACHIEVE IN 5 YEARS?	KEY PARTNERS
Establishing the brand identity of the Park	Effective presence for the Park within the new VisitScotland network.	VS, CNPA
	Strong links with local tourism associations and other networks.	CCC, VS, CNPA
	National Park brand applied to appropriate Park print and internet sites.	CNPA
	Guidelines on the use of the brand for tourism and business.	Brand Management Committee
	Copy and images of the Park available to tourism businesses for their marketing.	CNPA, VS, SNH
	A strong National Park presence in destination marketing, especially area guides.	VS, Private Sector, CNPA
	A strong National Park presence on visitscotland.com.	VS, CNPA
Park signage	Point of entry markers at all road and rail entries to the Park.	CNPA
	Pre-arrival signs on principal routes to the Park.	CNPA
	Steps towards an integrated system of signage for outdoor access.	CNPA
	A co-ordinated system of visitor signage on roads to key attractions and places within the Park.	CNPA

## KEY

**ACCC** Association of Cairngorms Community Councils **BTCV** British Trust for Conservation Volunteers **CCC** Cairngorms Chamber of Commerce  
**CNPA** Cairngorms National Park Authority **CS** Communities Scotland **CVs** Community Volunteers  
**HEACS** Historic Environment Advisory Council for Scotland **HRSG** Historic Rural Settlement Group **HS** Historic Scotland **JMT** John Muir Trust  
**LAs** Local Authorities **LECs** Local Enterprise Companies **MCoS** Mountaineering Council of Scotland **NGOs** Non-Governmental Organisations  
**RCAHMS** Royal Commission for Ancient and Historical Monuments in Scotland **SEERAD** Scottish Executive Environment and Rural Affairs Department  
**SCT** Scottish Civic Trust **SNH** Scottish Natural Heritage **SYHA** Scottish Youth Hostels Association **VS** VisitScotland



### 4.3 TIMETABLE FOR DEVELOPING ACTION PROGRAMMES

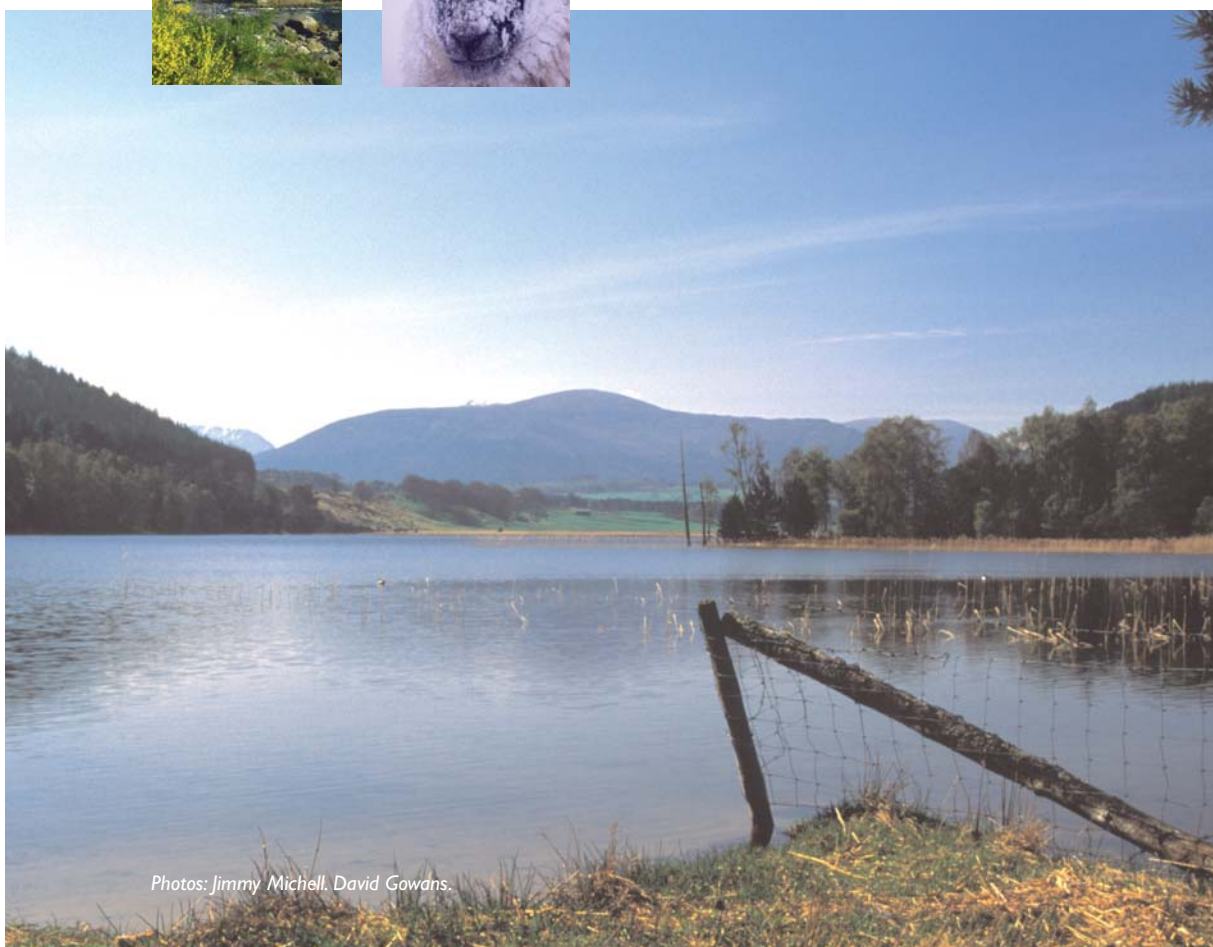
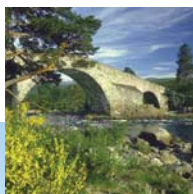
The key partners identified in the outline programmes are working together to prepare a detailed action programme for each priority, informed by the public consultation. The programmes will detail who will be responsible for actions, how they will be taken forward, the timescale for each and the proposals for monitoring the delivery of the actions and their impact on the Park.

The programmes will be completed for the final Park Plan, drawing on the information and views obtained during the public consultation. They will then form a part of the finalised Park Plan that will be submitted to The Scottish Executive towards the end of 2006 and implemented from 2007 onwards.

### 4.4 WHAT ABOUT OTHER WORK REQUIRED?

The priorities for action identified here do not preclude other work towards all objectives of the Plan. Instead, they give a focus to activity that is needed if all partners in the Park are to make a tangible difference to important issues. However, they are over and above ongoing good management and governance in the Park. All public bodies have a duty to have regard to the Park Plan in full in carrying out their duties. It also provides a framework for the private, community and voluntary sectors to pursue their objectives in the context of the Park.

This means, for example, that in carrying out its function as a planning authority, the National Park Authority will be guided by the relevant objectives of the Plan such as landscape, nature conservation and housing, and these will shape the detailed policies of the Local Plan. It also means that the Park Authority and all other public bodies will ensure that the way they go about their day-to-day business is consistent with the objectives, for example in terms of community engagement or protecting the natural heritage.



*Photos: Jimmy Michell, David Gowans.*

## 4.5 IMPLEMENTING THE PLAN AND ITS PRIORITIES – A PARTNERSHIP APPROACH

The 'Looking to 2030' document and 'Priorities for Action', which together make up the Draft Park Plan, have been developed in partnership with a diverse range of organisations involved in managing the Park. The implementation of these objectives and priorities relies equally on this diverse range of organisations. The agenda set out by the Park Plan has a scope beyond the remit of any one organisation, including the Park Authority. The Plan sets out the co-ordinated approach needed across a range of organisations to achieve the four aims of the Park.

The principal role of the Park Authority is to lead the partnerships required and co-ordinate delivery of the action programmes under each priority, in which a range of organisations have responsibility to take action.

The Park Authority and all public bodies prepare corporate plans which set out the priorities for the organisation over a three to five year period, guide their allocation of resources and determine their operational activities. The Park Authority's corporate plan will in future be shaped by the objectives and priorities set out in the Park Plan. Similarly, the corporate plans of other public bodies will reflect the objectives and priorities of the Park Plan, so far as their work affects the aims of the Park.

This co-ordination will be overseen by the National Park's Advisory Panel on Joined-up-Government, which brings together senior representatives of public agencies. Its role is to ensure sufficient co-ordination across the public sector to deliver the Plan effectively and efficiently.





## 5. MONITORING AND REVIEW

### 5.1 MONITORING THE PRIORITIES FOR ACTION

As part of the work to develop the action programmes during 2006, the key partners involved will set out the relevant indicators and targets to monitor progress under each priority over the coming five years. These will monitor progress against the agreed work programme and report what has been achieved on a two yearly basis. The monitoring programme for each priority will be included in the final Park Plan.

### 5.2 MONITORING THE 'HEALTH' OF THE PARK

As well as monitoring delivery of the Priorities for Action, it is important to assess what impact our collective work towards all the strategic objectives of the Park Plan is having on the Park as a whole, and the four aims. The accompanying document 'Looking to 2030' describes this in more detail and suggests a set of indicators, to be developed through the public consultation (see Section 9).

### 5.3 REVIEW OF THE PRIORITIES FOR ACTION

The full Park Plan, including the Priorities for Action, will be reviewed at five year intervals, with the first review due in 2012. While 'Looking to 2030' will be reviewed and adapted to any changed circumstances or new knowledge, it is expected that it will remain relatively constant.

The Priorities for Action, by contrast, will be fully revised for the next five year period. It is likely that the priorities at that point may be different to those identified now. If significant progress has been made in some of the priorities identified for 2007-2012, they may no longer need to be treated as priorities for the subsequent five years.

There may also be new issues or challenges that emerge over the next five years that give rise to new priorities at that time. Equally, it may be apparent that not enough progress has been made on some of the priorities identified here, and they may remain priorities after 2012.

The Priorities for Action will remain a working document that adapts as necessary to changes during the five year period. It is important that the Park Plan remains a live process to guide the management of the Park.





**Cairngorms**  
NATIONAL PARK

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Published by Cairngorms National Park Authority © CNPA 2006  
Printed on 100% virgin fibre from managed trees and is totally chlorine free.  
Design: **2bcreative.co.uk** Print: Nevisprint.co.uk