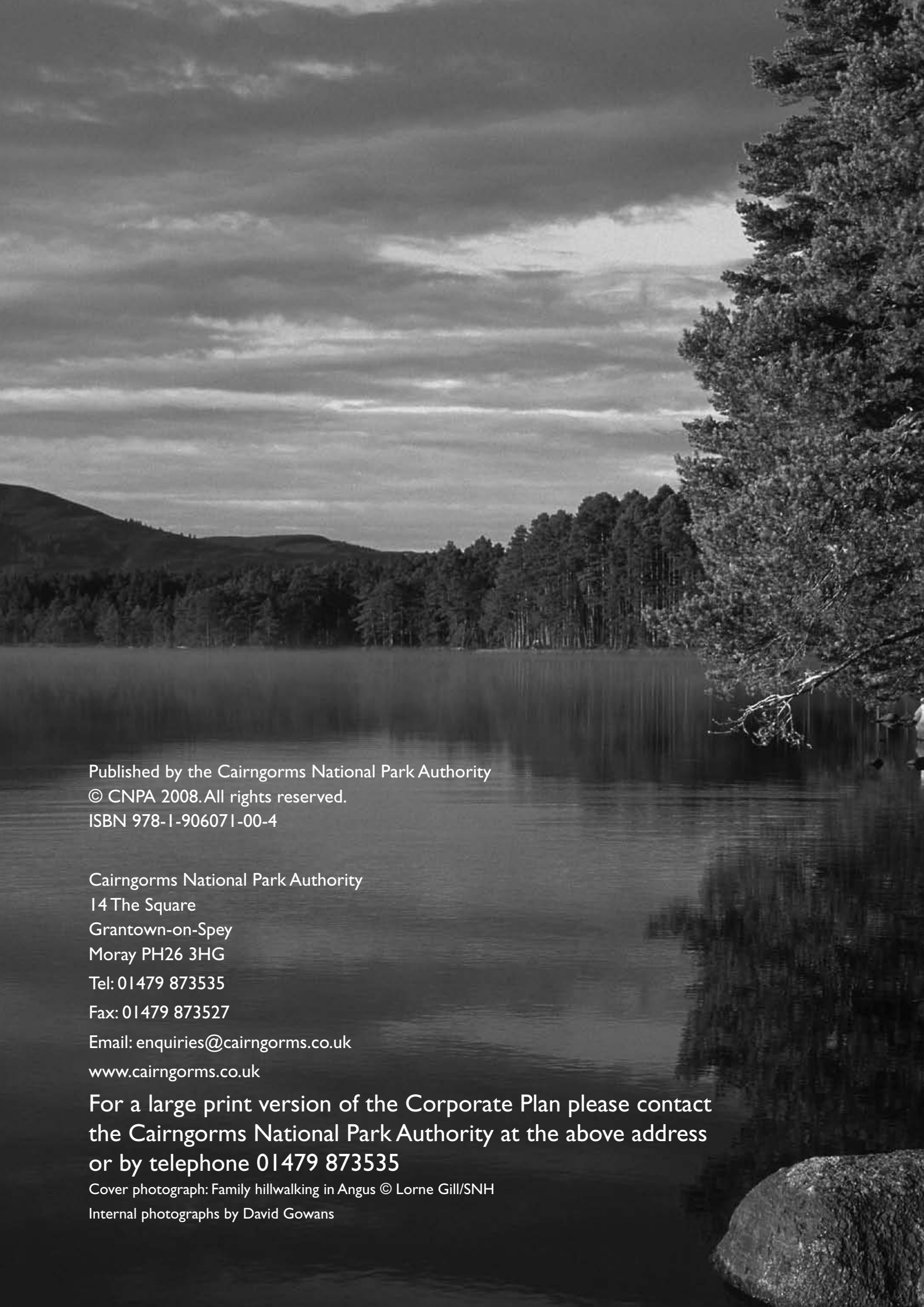


Cairngorms National Park Authority Corporate Plan 2008-2011





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Cairngorms National Park Authority Corporate Plan 2008-2011

Introduction

The purpose of this Corporate Plan is to:

- Set out how the Cairngorms National Park Authority will allocate its resources in the three years 2008-2011;
- Inspire and guide the work of the Cairngorms National Park Authority staff and board members;
- Explain how the Cairngorms National Park Authority is helping to deliver, with partners, the Cairngorms National Park Plan for 2007-2012; and
- Show the special contribution which the Cairngorms National Park and the Cairngorms National Park Authority can make to the Scottish Government's National Performance Framework, which sets out a common set of objectives and outcomes for the whole of the public sector in Scotland.

It is therefore set out in three parts:

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Part A

The Cairngorms National Park and Our Role

The Cairngorms National Park has exceptional wild, natural and cultural qualities. Established in 2003, it is the largest National Park in Britain and as a living, working landscape it is managed so that future generations can enjoy this very special place. The vision for the Cairngorms, agreed with partners and set out in the first National Park Plan for the Cairngorms, is to:

- Create a world class National Park that has an outstanding environment in which the natural and cultural resources are cared for by visitors and the people who live and work there;
- Create a renowned international destination with fantastic opportunities for everyone to enjoy its special places; and
- Be an exemplar of sustainable development showing how people and place can thrive together.

Collectively we want to create a National Park that we are all proud of and which makes a significant contribution to our local and national identity and economy.

The National Parks (Scotland) Act 2000 sets out four aims for National Parks in Scotland:

- To conserve and enhance the natural and cultural heritage of the area;
- To promote sustainable use of natural resources in 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 Cairngorms National Park Authority's statutory purpose is to lead and co-ordinate the collective delivery of the National Park aims. The long-term success of the Park depends on this integrated approach to managing the Park, and in order to achieve it, a National Park Plan has been prepared in partnership with a wide range of interested parties.

An integrated approach to caring for the Park

The Cairngorms have evolved over many thousands of years, strongly influenced by environmental changes and local land uses over the centuries. Due to climate change and social and economic pressure for growth and development the Park is constantly evolving. If this change is to be managed effectively an integrated

approach focused on achieving sustainable development within the Park must be achieved.

The landscape, habitats and species that give the Park its special character continue to be shaped by environmental changes, land management practices and the local communities which have close connections and dependence on these characteristics and practices. The linkages between these mutually dependent interests call for an integrated approach to managing the Park, which means we must work in partnership if we are to achieve our shared vision and create a world class National Park.

The Cairngorms National Park Authority acts essentially as an 'enabling' organisation. It has a small budget and small staffing complement and achieves its effects by promoting partnership working and co-ordinating the work of all those involved in caring for the Park. In particular the Park Authority works closely with a number of public sector partners, local businesses, land managers, communities and voluntary groups who all play a critical part in caring for the Park.

Our Guiding Principles – What we do and how we do it

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

- 1 We provide a strategic framework for the Park**, so that delivery by a wide range of partners is focused on agreed priorities to create a world class National Park. Crucial to this is the Cairngorms National Park Plan, agreed by partners and approved by Ministers in 2007. We co-ordinate delivery, ensuring effective partnership and good use of resources.
- 2 We support and add value to activities** that are delivered by those who live and work in the Park – in the public, private and voluntary sectors – which support the Cairngorms National Park Plan. This role can take a number of forms:
 - Providing the strategic basis for consistent and joined up decision making (Local Plan, Core Paths Plan, Outdoor Access Strategy, Forest and Woodland Framework, Interpretation Strategy, etc)
 - Acting as co-ordinator 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, established for businesses and communities to use as a marketing tool, raise awareness of the Park and its special qualities and raise quality and environmental standards of service);

- Levering in funding (through the creation of a Cairngorms Outdoor Access Trust and other contribution schemes);
- Supporting actions/projects with funding (such as the Heather Hopper and Local Biodiversity Action Plan);
- Facilitating with help/advice/training (such as the Land Based Business Training Project and support for Scotland Rural Development Programme);
- Influencing and persuading others (participating in Community Planning, catchment management planning); and
- Piloting new and innovative ways to manage rural areas and become exemplars in sustainable development and land management (such as the Green Farms initiative).

3 We deliver functions directly where appropriate:

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

Context – The first five years

Since the CNPA's establishment in 2003, our efforts have been concentrated on:

- Getting ourselves established as an effective operational body;
- Setting out an effective strategic framework for the Park, in the form of the Cairngorms National Park Plan, Local Plan, Strategic Environmental Assessments, Core Paths Plan, Interpretation Strategy, Outdoor Access Strategy, etc;
- Making significant progress in establishing an identity for the Park, through the creation of a Cairngorms brand, gaining the European Charter for Sustainable Tourism Award, the installation of high quality entry point markers; and
- Establishing the ethos of our 'enabling' role which would determine how we focused our limited resources. This is described as: adding value to (not duplicating the role of) others/filling gaps/supporting and facilitating through funding and advice/acting as a catalyst for projects which benefitted the Park.

Looking forward

Those first goals have largely been achieved, with a strong strategic platform now in place for activity in the Park, and working relationships established with a range of partners. With those 'building blocks' in place, and the organisation up and running, we are moving into a new phase in which we concentrate on ensuring implementation of the Cairngorms National Park Plan, continuing to develop awareness and appreciation of the Cairngorms National Park, and developing even further the partnership working with others. At the same time, other changes will be taking place which will impact on the organisation's work:

- The first quinquennial review of both Scottish National Park Authorities;
- A new seven year Scotland Rural Development Programme will be taking effect;
- E-government becoming embedded;
- Efficient government targets (2 per cent savings per annum) set by Government for the organisation;
- Scottish Government proposals for simplifying public services, with potential impact on public sector partners and how we work with them;
- Introduction of the Single Environment and Rural Services (SEARS) initiative in June 2008; and
- Scottish Government National Performance Framework in place, and the move towards outcome agreements as a means of focusing and monitoring delivery by public sector organisations.

Strategic priorities and principles for the CNPA 2008-2011

Over this corporate plan period the CNPA will be contributing to the delivery of the Cairngorms National Park Plan, through a range of activities in conjunction with partners, as well as through overseeing and co-ordinating the delivery of the Plan as a whole. The principles underpinning decisions on how we deploy our resources will continue to be as set out on pages 3–4.

Combining those principles with the vision and objectives agreed with partners in the Cairngorms National Park Plan leads to a number of strategic objectives for the work of the CNPA over the Corporate Plan period. These are the drivers for our decisions on what we do and how we do it, against a background of high expectations and limited resources:

- a.** Ensure the Cairngorms National Park Plan outcomes are aligned to and make the biggest possible contribution to support the Scottish Government strategic priorities and outcomes and co-ordinate delivery of the Park Plan to achieve (or make significant progress in achieving) these outcomes by 2012;
- b.** Ensure the Park is a well-designed, sustainable area of high environmental quality which provides affordable places for people to live, work and actively enjoy;
- c.** Engage and give ownership to a wide range of partners; and reinforce awareness that all public sector bodies have a responsibility to support the Park on behalf of the nation, ie managing with a light touch to give others the best opportunities possible to get involved and benefit from the Cairngorms National Park;
- d.** Develop an effective partnership with land managers for delivery of public benefits in tackling climate change, providing access opportunities, supporting the rural economy through the production of high quality local produce and services, tackling biodiversity loss, and conserving and enhancing the natural and cultural heritage of the Park;
- e.** Ensure communities and businesses are engaged with and benefit from the Park, helping to build their capacity to deliver actions in the Cairngorms National Park Plan and create opportunities for them to flourish;
- f.** Ensure the Cairngorms National Park is used as a major tool for inspiration and education on climate change and the area's natural and cultural heritage which helps position the Park and Scotland as a high quality sustainable tourism destination that people are proud of; and
- g.** Provide an effective, efficient and responsive CNPA service to the public that meets people's needs, and delivers the objectives of the Single Environment and Rural Services (SEARS) project.

B

What we aim to achieve in
2008–2011

Part B

Our Contribution to the Cairngorms National Park Plan

Driven by these seven strategic priorities, over the next three years the CNPA will deliver the achievements set out on pages 8 to 23 which reflect our statutory duties and our contribution towards delivering the Park Plan. These achievements are shown under the headings of our corporate functions and the seven Priorities for Action in the Cairngorms National Park Plan, so that the monitoring and reporting arrangements are more easily synchronised. The seven Priorities for Action in the Park Plan are:

- 1 Conserving and Enhancing Biodiversity and Landscapes;
- 2 Integrating Public Support for Land Management;
- 3 Supporting Sustainable Deer Management;
- 4 Providing High Quality Opportunities for Outdoor Access;
- 5 Making Tourism and Business more Sustainable;
- 6 Making Housing More Affordable and Sustainable;
- 7 Raising Awareness and Understanding of the Park.

To which we have added for purposes of this Corporate Plan, three further strands of work which apply to all of these priorities:

- 8 Strategy and Communications;
- 9 Planning and Development Management;
- 10 Corporate Support functions.

Achievements in 2008-2011

Our Contribution to the Cairngorms National Park Plan

I. Conserving and enhancing biodiversity and landscapes to sustain our natural and cultural heritage

In its leadership role, the CNPA will establish a landscape scale framework that supports land management of all areas within the Park to deliver better outcomes for people and the environment. In addition, the CNPA will provide information that is accessible to anyone on biodiversity and cultural heritage resources in the Park and provide direct support for action on the protection of priority species and habitats that other organisations are unable to provide. These achievements will support a number of Scottish Government outcomes including:

- **We value and enjoy our built and natural environment and protect it and enhance it for future generations; and**
- **We take pride in a strong, fair and inclusive national identity.**

Achievements	What impact will this achievement make?
A landscape framework is in place which supports the management of the Park's forests, woodland, moorland, upland and farmland areas.	Future planning and management decisions can be proactive and integrated across the Park area. This is a key tool to address the potential conflicts and tensions inherent in managing a variety of natural and cultural resources to achieve sustainable growth within the Park.
A mechanism is in place which allows biodiversity information to be collated and accessed by anyone interested in the Park.	People can be engaged in collating information that is made available to all to inform proactive management, decision making, and help develop understanding and enjoyment of the biodiversity in the Park. This will allow us and others to prioritise our efforts and resources to best effect.
Action on priority species and habitats most at risk has been stimulated/initiated to stop further loss and enhance biodiversity.	Encourage and co-ordinate a range of people and organisations to take action to protect and enhance the Park's biodiversity and ensure it is in a good position to adapt to climate change.
Information on the cultural heritage resource within the Park is collated, accessible and used to conserve and promote the cultural heritage.	The cultural heritage of the Park has a higher profile, can be managed more proactively to protect and conserve it, and is more widely enjoyed and understood. This will allow us and others to prioritise our efforts and resources to best effect.

2. Integrating public support for land management to deliver ‘public benefits’

In its co-ordinating role, the CNPA will ensure best use of resources by providing a joined up delivery of services and advice for land managers within the Park to deliver a range of benefits for people and the environment. Solutions to tackle climate change through land management action will also be encouraged by taking a landscape scale approach. These achievements will support a number of Scottish Government outcomes including:

- **Our public services are high quality, continually improving, efficient and responsive to local people’s needs;**
- **We value and enjoy our built and natural environment and protect it and enhance it for future generations;**
- **We realise our full economic potential with more and better employment opportunities for our people; and**
- **We reduce the local and global environmental impact of our consumption and production.**

Achievements	What impact will this achievement make?
<p>Tailored public support and advice for land managers within the Park meets their needs and is co-ordinated at a landscape scale.</p>	<p>Public investment in land management in the Park is co-ordinated to best effect so that it helps land managers take the opportunities open to them to meet their needs and deliver high quality public benefits on a landscape-scale, including benefits which help to mitigate or adapt to climate change, protect and enhance the Park’s natural and cultural assets and provides public access to and enjoyment of the Park.</p>
<p>Proactive advice enables land managers to make the most of the SRDP and other funds to deliver outcomes for the Cairngorms National Park.</p>	<p>The Scotland Rural Development Programme has successfully supported land managers and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park while helping their businesses remain or become more viable and sustainable.</p>
<p>Land management action on climate change has been encouraged/initiated to deliver the best possible impact on tackling climate change.</p>	<p>Land managers know what action they can take to reduce carbon emissions and be proactive in adapting to the effects of climate change, and how their collective actions can make a significant contribution towards climate change mitigation and adaptation which is essential to achieve sustainability.</p>

3. Sustainable deer management to benefit both people and the environment

Deer management within the Cairngorms National Park area has had a controversial background which has resulted in a lack of mutual understanding of the issues involved between interested parties. Deer provide a valuable resource to rural businesses and communities while also needing to be effectively managed to achieve sustainable land management objectives. The CNPA's role is to encourage interested parties to come together to facilitate an inclusive approach to deer management within the Park that builds understanding and trust and delivers benefits for a range of different interests. These achievements will support a number of Scottish Government outcomes including:

- **We value and enjoy our built and natural environment and protect it and enhance it for future generations; and**
- **We realise our full economic potential with more and better employment opportunities for our people.**

Achievements	What impact will this achievement make?
There will be a large-scale patchwork of deer densities across the Cairngorms National Park underpinned by an inclusive deer management planning process.	Conflict about deer management objectives is reduced, the opportunities for deer management to deliver benefits for a range of interests are realised and the integration necessary to manage deer in the context of other objectives across the Park is delivered.
Greater public understanding of deer management.	People are able to engage in discussions about deer management, help reduce conflict about deer management objectives, and make the most of the resource for local communities and businesses.
Opportunities to increase the economic value of wild deer are actively promoted.	Deer management contributes as effectively as possible to successful rural businesses and communities.

4. Provide high quality opportunities for outdoor access to encourage more people to actively enjoy the outdoors

The CNPA is the Outdoor Access Authority for the Park and provides considerable direct support to deliver this priority for action. The CNPA has a statutory duty to produce a Core Paths Plan for the Park which will focus our collective efforts to ensure a 'sufficient' core paths network is managed for everyone to enjoy. These achievements will support a number of Scottish Government outcomes including:

- **We live in well-designed, sustainable places where we are able to access the amenities and services we need;**
- **We value and enjoy our built and natural environment and protect it and enhance it for future generations;**
- **We live longer, healthier lives;**
- **We reduce the local and global environmental impact of our consumption and production; and**
- **Our public services are high quality, continually improving, efficient and responsive to local people's needs.**

Achievements	What impact will this achievement make?
<p>Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities is promoted and upheld.</p>	<p>The Park Authority delivers its access authority duties to meet people's needs so that people who visit, live and work in the Park are more likely to understand their outdoor access rights and act responsibly when enjoying the outdoors.</p>
<p>The Core Paths Plan is adopted which identifies over 850km of key links in the Park's path network, including around 25km of new paths that will be built and open for public use by 2011.</p>	<p>People find it easier to get out and about on the lower ground and to enjoy the special qualities of the Park. Public sector support and investment is prioritised and co-ordinated to ensure the core paths network in the Park is 'sufficient', maintained in 'favourable condition' and linked to public transport services.</p>
<p>The Speyside Way is extended from Aviemore to Newtonmore.</p>	<p>The profile of the Speyside Way, the Cairngorms National Park and the surrounding area will be raised and a wider range of users will be encouraged to actively enjoy this part of the Park which will also stimulate the local economy.</p>

(continued over)

Achievements	What impact will this achievement make?
A Park-wide Trust is in place which provides a mechanism to manage outdoor access projects on a co-operative basis.	The flexibility provided by a Trust and its dynamic relationships with funding partners will help deliver a wide range of improvements to visitor infrastructure so that people can enjoy the Park in way that does not damage its special qualities.
Comprehensive information about outdoor recreation opportunities across the Park is available – especially for young people, disabled people and people on low incomes.	Good quality visitor information is provided for the whole of the Cairngorms National Park and people who may be or feel excluded from visiting and enjoying the Park have more information about the opportunities available for them to do so.
Healthy walking groups are available in every community.	More residents in the Park who have not actively enjoyed the Park are more likely to do so.

5. Making tourism and business more sustainable to create a high quality sustainable destination

In its enabling role the CNPA actively encourages and supports local businesses and communities to build their capacity to deliver actions in the Cairngorms National Park Plan and create opportunities for them to flourish. These achievements will support a number of Scottish Government outcomes including:

- **We realise our full economic potential with more and better employment opportunities for our people;**
- **We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;**
- **We take pride in a strong, fair and inclusive national identity;**
- **We value and enjoy our built and natural environment and protect it and enhance it for future generations; and**
- **We reduce the local and global environmental impact of our consumption and production.**

Achievements	What impact will this achievement make?
Businesses within the Park provide a high quality, environmentally friendly service and benefit from using the Park brand.	Encourages businesses that do not already have quality and/or environmental accreditation/standards in place to seek these and helps the area present a coherent identity, raising the profile of the Cairngorms National Park whilst creating commercial benefit for businesses.
Businesses within the Park have environmental plans in place.	Improves standards of environmental management, creates environmental benefits (including reduction in carbon emissions) and increases business profitability through reducing operating costs and demonstrating corporate social responsibility. It also helps underpin the Park’s positioning as a sustainable destination.
A voluntary contribution scheme for visitors and sustainability fund is in place to collect funding for initiatives within the Park.	Captures resources to channel towards conservation and enhancement of the Park and other activities that maintain and improve the visitor experience and local quality of life and creates a better sense of ‘connection’ with the area for visitors and other supporters.

(continued over)

Achievements	What impact will this achievement make?
All communities within the Park have community action plans in place.	Enables communities to work with partners in identifying prioritised actions for their areas and agreeing who leads on these. Allows better targeting of grant resources and other development support.
Active support for communities and other potential beneficiaries within the Park to make the most of LEADER/other funding opportunities to lever extra funds into the Park.	LEADER has successfully supported local communities and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park, including involving local people in the promotion and enhancement of the cultural and natural heritage of the Park, raising understanding and awareness of the Park and providing opportunities to access and enjoy the Park's special qualities.

6. Making housing more affordable and sustainable to help meet the needs of people living in the Park

The lack of affordable housing was the single most important issue raised during the Local Plan consultation process by every community within the Park. Although responsibility for housing predominantly lies with local authorities and Communities Scotland, the CNPA can make a valuable contribution through its planning role and by encouraging others to take an innovative approach to help provide more affordable housing within the Park. These achievements will support a number of Scottish Government outcomes including:

- **Our public services are high quality, continually improving, efficient and responsive to local people’s needs;**
- **We have tackled the significant inequalities in Scottish society; and**
- **We reduce the local and global environmental impact of our consumption and production.**

Achievements	What impact will this achievement make?
The Local Plan is adopted and implemented by the CNPA and the four Local Authorities to help deliver affordable and sustainable housing in the Park.	Provides consistency across the Park and certainty for those using the planning system. Will help create a well-designed, sustainable area of high environmental quality that complements the built heritage and landscape of the Park and helps provide affordable places for people to live and work.
Potential sites have been identified for housing including affordable housing.	Public and private investment in affordable housing cannot be programmed until there is certainty of land being available that is likely to receive planning permission. Identification of land in the Local Plan will increase certainty and encourage that investment. Land identified for deposit housing development could create an additional 1 640 new houses within the Park of which 25 per cent would be affordable.
Action to make a wider range of affordable housing available in the Park has been stimulated/initiated to help people living in the Park.	Affordable housing has been identified as a priority. 75 per cent of households in the Park can not afford to buy a house in the Park with the affordability gap increasing. In addition, the population profile is an ageing one, making it harder for businesses to find employees. CNPA initiatives have provided mechanisms that can

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Achievements	What impact will this achievement make?
	<p>deliver a broad range of affordable housing, low and mid cost, via public and private sector that will meet people's needs across the Park. This, along with increased and enhanced employment opportunities, will allow more people to remain within the Park who wish to stay, and encourage others to come in who wish to contribute to the Park. In the long run this achievement will contribute to a more balanced demographic profile within the Park.</p>
<p>The sustainable design guide has been adopted to provide a consistent basis for pursuing high standards of sustainable design across the Park.</p>	<p>There will be a shared desire to improve the quality of design in terms of aesthetics and all aspects of sustainability. Once adopted and in use for decision making, the guidance will provide assistance and certainty for those submitting planning applications. It will provide a consistent basis for improving standards across the Park. Ultimately, over a period of time, it will raise the quality of development within the Park and contribute towards reducing carbon emissions and achieve developments that complement the built heritage and landscapes within the Park.</p>

7. Raising awareness and understanding of the Cairngorms National Park to encourage the people of Scotland to take pride in this special place

As a relatively new National Park the CNPA is expected to lead and facilitate others to raise awareness of the Park and its special qualities. To create a sustainable approach to managing the Park, people who live in, work in and visit the Park are encouraged to actively get involved in caring for this special place. These achievements will support a number of Scottish Government outcomes including:

- **We take pride in a strong, fair and inclusive national identity;**
- **We value and enjoy our built and natural environment and protect it and enhance it for future generations;**
- **We realise our full economic potential with more and better employment opportunities for our people; and**
- **We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**

Achievements	What impact will this achievement make?
Ranger services, Tourist Information Centres and other visitor centres across the Park are using the Park brand in a high profile way.	A more coherent identity helps raise the profile of the Cairngorms National Park and information about the whole Park is available at various centres across the Park which will encourage people to enjoy other areas within the Park and stay longer.
A Cairngorms National Park web portal is in place and working effectively to meet customer's/user's needs.	It is easy to find information about the Park on the web through a single portal which meets/exceeds user expectations and allows them to find out more about the Park and how they can enjoy it and get involved in/contribute towards caring for it.
Cairngorms National Park is well sign-posted and promoted across Scotland.	More people are aware of the Cairngorms National Park and how to get there.

(continued over)

Achievements	What impact will this achievement make?
<p>Educational resources have been developed and a variety of formal and informal Park-related learning opportunities have been delivered.</p>	<p>More people have an awareness and understanding of the Park. The Park will have added value to the delivery of specific educational and self-development outcomes.</p>
<p>A co-ordinated, Park-wide programme of events promoting the special qualities of the Park is available and publicised for everyone to enjoy.</p>	<p>There is a joined up approach to promote the Park at events by public and private sector partners and easier for people to learn about and enjoy the Park and its special qualities.</p>
<p>A research programme is in place to provide information about the State of the Park.</p>	<p>Information is available that will allow effective strategic decision-making about the future management of the Cairngorms National Park and help prepare future Park Plans.</p>

8. Strategy and communications to deliver our role effectively and efficiently

The CNPA's role is to lead and co-ordinate the collective delivery of the Cairngorms National Park Plan. Considerable effort is made to establish and manage implementation and communication mechanisms which encourage and support all our partners to get involved in the delivery of the Park Plan and to add value by ensuring an integrated approach delivers best value from our collective resources, skills and expertise. These achievements will support a number of Scottish Government outcomes including:

- **We live in well-designed, sustainable places where we are able to access the amenities and services we need;**
- **We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;**
- **We realise our full economic potential with more and better employment opportunities for our people;**
- **We value and enjoy our built and natural environment and protect it and enhance it for future generations;**
- **We take pride in a strong, fair and inclusive national identity;**
- **We reduce the local and global environmental impact of our consumption and production; and**
- **Our public services are high quality, continually improving, efficient and responsive to local people's needs.**

Achievements	What impact will this achievement make?
Lead and co-ordinate the implementation of the Cairngorms National Park Plan and make significant progress towards achieving the Plan outcomes by 2012.	Encourage and support all our partners in the delivery of the Cairngorms National Park Plan and ensure an integrated approach is taken to managing the Park in order to meet the Park aims and make best use of public money in achieving agreed outcomes for the National Park and Scottish Government outcomes for Scotland.
Deliver and report on the CNPA Corporate Plan.	Public and staff are clear what achievements the CNPA will deliver by 2011 and how these will contribute towards the Park Plan outcomes and Scottish Government outcomes for Scotland.

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Achievements	What impact will this achievement make?
Communications to support effective partnership working.	People understand and support the Cairngorms National Park as a major part of Scotland's identity and through the Park Plan we achieve effective partnership working to enhance its reputation on a world stage.
Using the Cairngorms National Park as the inspiration, and collating work by partners, our communications function has been deployed to publicise and promote awareness and understanding of climate change, and actions individuals can take.	Residents, local businesses and visitors to the Park are more aware of climate change issues that affect the Park and what actions they can take to help reduce our ecological footprint. Information and initiatives will encourage and provide opportunities and support so people do take positive action to help tackle climate change.

9. Planning and development management to ensure the Park is a well-designed and sustainable place

The CNPA is responsible, in partnership with the local authorities, for promoting sustainable development in the Park through sustainable economic and social development of its communities, the sustainable use of its natural resources and the conservation, and where possible, the enhancement of its outstanding natural and cultural heritage. These achievements will support a number of Scottish Government outcomes including:

- **We live in well-designed, sustainable places where we are able to access the amenities and services we need;**
- **We have tackled the significant inequalities in Scottish society;**
- **We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;**
- **We value and enjoy our built and natural environment and protect it and enhance it for future generations;**
- **We reduce the local and global environmental impact of our consumption and production; and**
- **Our public services are high quality, continually improving, efficient and responsive to local people’s needs.**

Achievements	What impact will this achievement make?
<p>Planning and Development Management service delivered which is pro-active, efficient and effective and contributes to the Park aims and delivery of the Cairngorms National Park Plan.</p>	<p>In partnership with the local authorities, rigorous and consistent decision making and high quality development is delivered across the Park. This in turn ensures that the planning process is playing a significant role in delivering a well-designed, sustainable place to live and produces maximum benefit for communities. It also provides a mechanism for community involvement in the future development of the Park.</p>
<p>Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park.</p>	<p>Implementation of the Local Plan is essential for delivery of the Cairngorms National Park Plan and in particular in contributing to the delivery of the levels of affordable housing needed for thriving and demographically balanced communities within the Park. Implementation of an adopted Local Plan reflecting the aspirations in the Park Plan will make a significant contribution towards the achievement of the aims of the Park.</p>

(continued over)

Achievements	What impact will this achievement make?
Supplementary guides in place including sustainable design guide, renewable energy.	To provide additional help for those submitting and determining planning applications in the Park, supplementary guidance on a range of issues will provide detail and advice that will result in higher quality applications and reduce the time taken to determine applications and contribute to the reduction in carbon emissions.
Enforcement monitoring of the Local Plan and planning and development management process and conditions.	Monitoring and enforcement are essential to ensure that development takes place in accordance with planning approvals, and hence is helping to deliver a high quality environment and a sustainable and equitable place to live. The role of enforcement is enhanced in the new Planning Act and it is essential to ensure that the aspirations of communities as expressed in the Local Plan are not diluted by the actions of individuals on the ground.
E-planning regime established and widely used.	It is Scottish Government policy and the CNPA's desire to make the planning system more accessible, efficient and easy to use. This will be done as part of the wider community engagement process within the Park, but also specifically by involvement in the Scotland-wide e-planning regime. Applicants will be able to submit applications electronically and consultees/communities etc will be able to obtain details and comment by the same means. Information on development plans will also be available on an interactive basis via the CNPA website. As well as being more sustainable, this process will increase access to planning information, increase the opportunities for inputting to the planning process and speed up decision making to benefit communities and businesses in the Park.

10. Corporate services – as a public sector body the CNPA has a statutory duty to deliver a high quality, continually improving, efficient and responsive service

This service should meet people’s needs and these achievements will support a number of Scottish Government outcomes including:

- **Our public services are high quality, continually improving, efficient and responsive to local people’s needs;**
- **We reduce the local and global environmental impact of our consumption and production; and**
- **We have tackled the significant inequalities in Scottish society.**

Achievements	What impact will this achievement make?
Lead, co-ordinate and deliver service improvements.	The Park Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people’s needs. It will also support the Single Environment and Rural Services (SEARS) project to help deliver better services that specifically meet the needs of land managers.
Staff trained and able to participate in SEARS; working arrangements with other public bodies to facilitate seamless service to the public (such as shared service points; secondments of staff).	The Park Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people’s needs. It will also support the Single Environment and Rural Services (SEARS) project to help deliver better services that specifically meet the needs of land managers.
Lead own internal organisational greening initiatives to identify and implement sustainability improvements in policies and practices.	The Park Authority’s business activities have a reduced environmental impact and provide a lead for others to follow.
Realise two per cent efficiency savings.	The Park Authority’s operations meet government expectations of annual efficiency improvements and outcomes are achieved within the agreed resource allocations.
Implement internal equalities action plans.	The Park Authority’s policies and procedures address any potential inequality of access to the organisation or the Park, while our operations fit with and are complementary to development of a strong, fair and inclusive society.
Encourage others to deliver equality action plans and meet best practice standards.	All businesses, private, public and voluntary are actively encouraged to operate in a way that meets the highest equality standards to develop a strong, fair and inclusive society.

**Corporate Plan 2008-2011
Indicative Budget**

	Budget (£000) 2008/09	Budget (£000) 2009/10	Budget (£000) 2010/11	Budget (£000) Total
Biodiversity and Landscapes	387	405	376	1168
Integrated Land Management	372	351	320	1043
Sustainable Deer Management	100	102	104	306
Outdoor Access	652	686	774	2112
Sustainable Tourism/Business	826	836	748	2410
Affordable/Sustainable Housing	422	346	314	1082
Awareness and Understanding	672	626	565	1863
Sub-total Priorities for Action	3431	3352	3201	9984
Strategy and Communications	424	439	468	1331
Planning and Development Management	618	635	653	1906
Corporate Services	512	571	675	1758
Sub-total Central Services	1554	1645	1796	4995
Total Current Projections	4985	4997	4997	14979

Note: Costs shown are total costs; these include staff and other overhead costs allocated to lines of activity on the basis of estimated input of staff time.

Monitoring the CNPA's Corporate Plan 2008-2011

The performance of the CNPA is monitored in a variety of ways involving both internal and external auditing mechanisms. Regular progress reports are presented to the board which give detailed information on the progress made against agreed milestones set out in the Corporate Plan. The Park Authority's audit committee reviews the organisation's overall performance and decision making processes while the finance committee closely reviews the organisation's financial performance. In addition, Audit Scotland reviews the Park Authority's efficiency and standards of service. Finally, a quinquennial review will take place during 2008 on behalf of Ministers to ensure the governance structures are effective and that the organisation is providing best value for its public 'grant in aid' funding allocation.

To support these mechanisms and provide relevant information to help monitor progress and the delivery of the three E's – economy, efficiency and effectiveness – a monitoring framework has been put in place which measures our progress against agreed milestones and achievements as well as measuring key performance indicators or specific desired outcomes. These have been presented as performance indicators reflecting our strategic objectives, listed below, and as a performance monitoring table against which each achievement in the Plan can be measured. These measures and indicators link into both the Cairngorms National Park Plan's monitoring framework and, where possible, the Scottish Government's National Performance Framework, to ensure we avoid duplication and align our monitoring processes.

Strategic objectives performance indicators

- 1 Percentage of Cairngorms National Park Plan outcomes delivered and contribution made to national outcomes (Park Plan monitoring framework);
- 2 Level of engagement and support for the Cairngorms National Park by our public sector partners (Macaulay Research and references to Cairngorms National Park in public sector corporate plans and annual reports);
- 3 Area of the Park where management practices are consistent with the Park Plan, Local Plan and Landscape Framework and percentage of priority species and habitats and historic buildings, monuments and environments in 'favourable or good condition' (Park Plan monitoring framework);

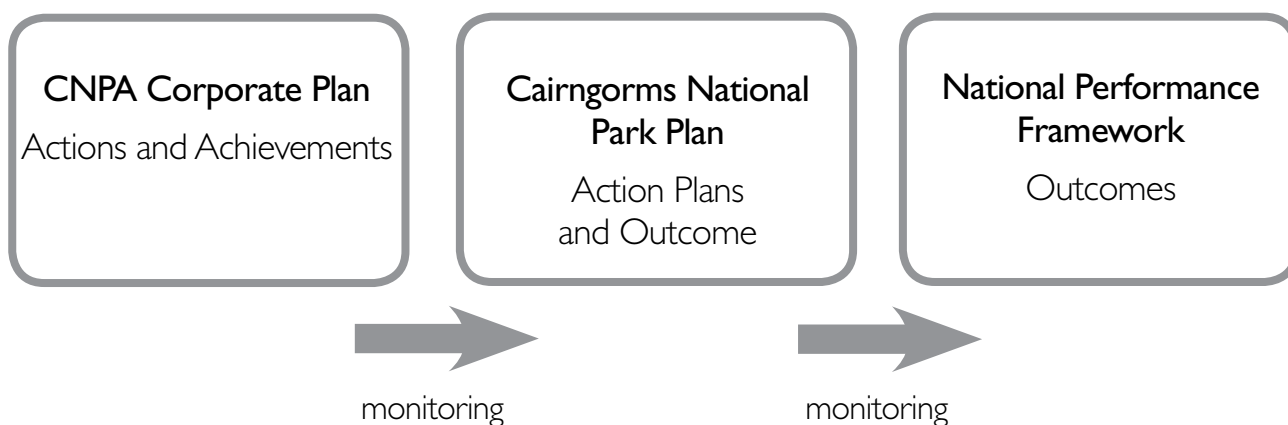
- 4 Number of Rural Development Contracts delivering public benefits derived from the Park Plan and supporting the national outcomes (Park Plan monitoring framework);
- 5 Reduced overall ecological/carbon footprint per household, business and visitor (Park Plan monitoring framework and climate change survey);
- 6 Social economy turnover and number of VAT registered businesses (and start-ups), number of new and affordable houses available and the number of communities (adults) who rate their neighbourhood as a good place to live (Park Plan monitoring framework and opinion poll survey);
- 7 Positive attitudes and high levels of awareness of the Cairngorms National Park, its special qualities and its reputation as a high quality sustainable place to visit, live and work that people are proud of (exemplar in sustainable living) (Park Plan monitoring framework and visitor surveys);
- 8 Number of people who actively enjoy the outdoors of the Park making one or more 'visits' per week (Park Plan monitoring framework and visitor surveys);
- 9 People's perceptions of the quality of CNPA services delivered (opinion poll survey with key customers – local land managers, businesses and communities).



Part C

Our Contribution to the National Performance Framework

The CNPA has a particular contribution to make to the delivery of the Scottish Government's National Performance Framework, because of the special qualities of the Cairngorms National Park and the collaborative nature of the CNPA's role, involving a wide range of stakeholders – public, private and voluntary sector.



The CNPA's work for the next three years is presented on pages 7 to 23 in terms of its contribution to the Cairngorms National Park Plan; this is an important strategic focus for the work of organisations and individuals in caring for this special place, and all public bodies have a statutory duty to have regard to the Plan. It is therefore important to continue to present our work in terms that make clear how we are helping to deliver that plan. The indicative budget and performance monitoring are on pages 24 to 26.

However, there is also an important National Performance Framework, providing a focus for all public bodies. The aspirations in this performance framework are those in the Cairngorms National Park Plan, although the way they are expressed may be different. A proposed Outcome Agreement, on pages 29 to 47, shows how the CNPA's grant in aid will help to deliver the Scottish Government's outcomes in the National Performance

Framework. Because this represents a common approach for all public bodies, expressing our work plans on this basis provides a means, through a common 'language', of reinforcing the partnership working between public sector organisations in the National Park.

CNPA can make a particularly significant contribution to nine of the 15 national outcomes (highlighted below):

- 1 We live in a Scotland that is the most attractive place for doing business in Europe.
- 2 We realise our full economic potential with more and better employment opportunities for our people.**
- 3 We are better educated, more skilled and more successful, renowned for our research and innovation.
- 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- 5 Our children have the best start in life and are ready to succeed.
- 6 We live longer, healthier lives.**
- 7 We have tackled the significant inequalities in Scottish society.**
- 8 We have improved the life chances for children, young people and families at risk.
- 9 We live our lives safe from crime, disorder and danger.
- 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need.**
- 11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**
- 12 We value and enjoy our built and natural environment and protect it and enhance it for future generations.**
- 13 We take pride in a strong, fair and inclusive national identity.**
- 14 We reduce the local and global environmental impact of our consumption and production.**
- 15 Our public services are high quality, continually improving, efficient and responsive to local people's needs.**

**Outcome Agreement –
Contribution of the
Cairngorms National Park
Authority over 2008-2011 to
the Scottish Government’s
National Performance
Framework**

This outcome agreement presents the Cairngorms National Park Authority's Corporate Plan for 2008-2011 in terms of how this will contribute to the delivery of the Scottish Government's National Performance Framework. The Framework, comprises a single purpose, five strategic objectives, 15 outcomes, and 45 national indicators. The 15 outcomes are listed on page 28.

This agreement focuses at the level of outcomes, and shows how the Cairngorms National Park Plan and the CNPA's role in delivering this, contributes to the 15 national outcomes. The CNPA has a particular contribution to make to nine of these outcomes. In the following tables, one for each national outcome, the CNPA outcomes highlighted in **bold** are those set out in our Corporate Plan which we have direct responsibility for, as opposed to having a co-ordinating or supporting role in partnership with others.

Key to group abbreviations

CS	Corporate Services
ESD	Economic and Social Development
HLM	Heritage and Land Management
PDM	Planning and Development Management
SC	Strategy and Communications
VSR	Visitor Services and Recreation

Outcome:

We realise our full economic potential with more and better employment opportunities for our people

Ref	Cairngorms National Park Plan Outcomes
6.2	A diverse, viable and productive land management sector in the Park will provide high quality primary produce such as food and timber whilst delivering public benefits and making a growing contribution to employment and the local economy.
6.3	The economic value of the deer resource in the Park will be enhanced.
HLM	Greater public understanding of deer management.
HLM	Opportunities to increase the economic value of wild deer are actively promoted.
6.5	An increasing proportion of economic activity will be based on the special qualities of the Park.
6.5	The visitor experience will consistently exceed expectations and drive repeat visits/more business opportunities.
6.5	There will be a more even distribution of visitor numbers throughout the year.
6.5	More businesses will meet the quality standards and environmental management criteria of the Park brand and achieve commercial advantage through its use.
ESD	Businesses within the Park provide a high quality, environmentally friendly service and benefit from using the Park brand.
6.5	There will be an increase in use of local suppliers and produce.
6.6	There will be a reduction in the number of businesses identifying housing as a barrier to staff recruitment and retention.
6.7	More people who have visited the Park will have high quality experiences and will tell positive stories about the area.

What impact will this outcome make?

More people will be supported to help them manage the land in a way that allows them to deliver valuable public benefits, such as helping to adapt and mitigate against the impact of climate change, whilst at the same time running a successful business which supports the local economy and helps the rural communities to flourish.

More people will benefit financially from the deer resource in the Park .

So that people are able to engage in discussions about deer management, help reduce conflict about deer management objectives, and make the most of the resource for local communities and businesses.

Deer management contributes as effectively as possible to successful rural businesses and communities.

Currently a significant proportion of the local economy is dependent on tourism. Focusing economic activity on the special qualities of the Park will develop new skills and job opportunities in the area and help diversify economic interests.

Scotland and the Park will have a positive national and international reputation which will encourage more people to visit which in turn will boost Scotland's tourism industry and national economy.

Local businesses will have more consistent levels of business which will help them to flourish and provide permanent rather than seasonal jobs.

More people will be aware of the National Park and the services they experience in the Park will be of the highest quality and environmental standards which will help position Scotland and the Park as a high quality and sustainable place to live, work and visit.

Encourages businesses that do not already have quality or environmental accreditation/standards in place to seek these and helps the area present a coherent identity, raising the profile of the Cairngorms National Park whilst creating commercial benefit for businesses.

Increased use of local produce will benefit both the environment and the local economy which will help the rural communities to flourish.

More people of all ages and income levels will be able to live and work in the Park helping local businesses to find suitable employees.

Scotland and the Park will have a positive national and international reputation which will encourage more people to visit which in turn will boost Scotland's tourism industry and national economy.

Outcome:**We live longer, healthier lives**

Ref	Cairngorms National Park Plan Outcomes
6.4	A wider range of people will have the opportunity to actively enjoy the outdoors.
6.4	There will be locally based healthy walking groups throughout the Cairngorms National Park and active promotion of outdoor activity by health professionals in order to contribute positively to the physical, mental and social health of residents and visitors.
VSR	Healthy walking groups are available in every community.

Outcome:**We have tackled the significant inequalities in Scottish society**

Ref	Cairngorms National Park Plan Outcomes
6.6	There will be a reduction in the gap between housing need and supply in the Park to meet community needs.
6.6	There will be more good quality private rented sector accommodation available at affordable rents to meet local need.
ESD	Action to make a wider range of affordable housing available in the Park has been stimulated/initiated to help people living in the Park.
PDM	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park, including affordable housing.
6.7	There will be more opportunities to learn about and enjoy the Park and its special qualities – especially for young people, people with disabilities and people on low incomes.
CS	Implement internal equalities action plans.
CS	Encourage others to deliver equality action plans and meet best practice standards.

What impact will this outcome make?

People of all ages, abilities and interests will be able to actively enjoy the countryside which in turn will make a significant contribution to people's health and well-being.

People of all ages, abilities and interests who are visiting or live in the Park will be encouraged to actively enjoy the countryside which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural and cultural environment.

More residents in the Park who have not actively enjoyed the Park are more likely to do so.

What impact will this outcome make?

People of all ages, abilities and income levels will be able to live and work in the Park, helping to boost the local economy and balance the population demographics which currently reflect a rapidly increasing ageing population which, if continued, could threaten the sustainability of many of the rural communities in the Park.

People of all ages, abilities and income levels will be able to live and work in the Park, helping to boost the local economy and balance the population demographics which currently reflect a rapidly increasing ageing population which, if continued, could threaten the sustainability of many of the rural communities in the Park.

People of all ages, abilities and income levels will be able to live and work in the Park helping to boost the local economy and balance the population demographics which currently reflect a rapidly increasing ageing population which, if continued, could threaten the sustainability of many of the rural communities in the Park.

Implementation of the Local Plan is essential for delivery of the Cairngorms National Park Plan and contributes to increasing the level of affordable housing needed for thriving and demographically balanced communities within the Park. Implementation of an adopted Local Plan reflecting the aspirations in the Park Plan also makes a significant contribution towards the achievement of the aims of the Park.

People of all ages, abilities and interests will be able to actively enjoy the countryside, which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural and cultural environment.

The Park Authority's policies and procedures address any potential inequality of access to the organisation or the Park, while our operations fit with and are complementary to development of a strong, fair and inclusive society.

All businesses, private, public and voluntary are actively encouraged to operate in a way that meets the highest equality standards to develop a strong, fair and inclusive society.

Outcome:

We live in well-designed, sustainable places where we are able to access the amenities and services we need

Ref	Cairngorms National Park Plan Outcomes
SC	Co-ordinated delivery of the Cairngorms National Park Plan by range of partners; substantial delivery of 2012 outcomes by 2011.
PDM	Planning and Development Management service which is proactive, efficient and effective and contributes to the Park aims and delivery of the Cairngorms National Park Plan.
PDM	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park.
PDM	Potential sites have been identified for housing including affordable housing.
PDM	Supplementary guides are in place including sustainable design guide, renewable energy.
PDM	Enforcement monitoring of the Local Plan and Planning and Development Management process and conditions.
PDM	E-planning regime established and widely used.
VSR	The Core Paths Plan is adopted which identifies over 850km of key links in the Park's path network, including around 25km of new paths that will be built and open for public use by 2011.
SC	A research programme is in place to provide information about the State of the Park.

What impact will this outcome make?

Encourage and support all our partners in the delivery of the Park Plan and ensure an integrated approach is taken to managing the Park, in order to meet the Park aims and make best use of public money in achieving agreed outcomes for the National Park and Scottish Government outcomes for Scotland.

In partnership with the local authorities, rigorous and consistent decision making and high quality development is delivered across the Park. This in turn ensures that the planning process is playing a significant role in delivering a well designed, sustainable place to live and produces maximum benefit for communities. It also provides a mechanism for community involvement in the future development of the Park.

Provides consistency across the Park and certainty for those using the planning system. Will help create a well-designed, sustainable, area of high environmental quality that complements the built heritage and landscape of the Park and helps provide affordable places for people to live and work.

Public and private investment in affordable housing cannot be programmed until there is a certainty of land being available that is likely to receive planning permission. Identification of land in the Local Plan will increase certainty and encourage that investment. Land identified for deposit housing development could create an additional 1640 new houses within the Park of which 25% would be affordable.

To provide additional help for those submitting and determining planning applications in the Park, supplementary guidance on a range of issues will provide detail and advice that will result in higher quality applications and reduce the time taken to determine applications and contribute to the reduction in carbon emissions.

Monitoring and enforcement are essential to ensure that development takes place in accordance with planning approvals, and hence is helping to deliver a high quality environment and a sustainable and equitable place to live. The role of enforcement is enhanced in the new Planning Act and it is essential to ensure that the aspirations of communities as expressed in the Local Plan are not diluted by the actions of individuals on the ground.

It is Scottish Government policy and the CNPA's desire to make the planning system more accessible, efficient and easy to use. This will be done as part of the wider community engagement process within the Park, but also specifically by involvement in the Scotland-wide e-planning regime that is being rolled out to involve every planning authority and consultees. Applicants will be able to submit applications electronically and consultees/communities etc. will be able to obtain details and comment by the same means. Information on development plans will also be available on an interactive basis via the CNPA website. As well as being more sustainable this process will increase access to planning information, increase the opportunities for inputting to the planning process and speed up decision making to benefit communities and businesses in the Park.

People find it easier to get out and about on the lower ground and to enjoy the special qualities of the Park. Public sector support and investment is prioritised and co-ordinated to ensure the core paths network in the Park is 'sufficient', maintained in 'favourable condition' and linked to public transport services.

Information is available that will allow effective strategic decision making about the future management of the Cairngorms National Park and help prepare future Park Plans.

Outcome:

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Ref	Cairngorms National Park Plan Outcomes
6.4	There will be greater involvement of communities, land managers and visitors in the management and maintenance of paths.
6.5	A greater percentage of visitors will contribute to the conservation and enhancement of the Park.
CS	Park-wide Trust is in place which provides a mechanism to manage outdoor access projects on a co-operative basis.
6.5	Communities will feel that quality of life is improving and that they are able to influence the direction of economic growth within the Park.
ESD	All communities within the Park have community action plans in place.
6.7	Residents and visitors will appreciate the special qualities of the Park and understand more about their special management needs.
6.7	There will be more opportunities for people to become practically involved in caring for the Park and its special qualities.
VSR	Educational resources have been developed and a variety of formal and informal Park-related learning opportunities have been delivered.
ESD	A voluntary contribution scheme for visitors and a sustainability fund are in place to collect funding for conservation initiatives within the Park.
ESD	Active support for communities and other potential beneficiaries within the Park to make the most of LEADER/other funding opportunities to lever extra funds into the Park.

What impact will this outcome make?

People of all ages, abilities and interests from within and outside the Park will be encouraged to actively support the National Park and its management, building their capacity to do so and encouraging active citizenship. People will gain new skills and experiences and benefit from an opportunity to learn and understand more about Scotland's natural and cultural environment. Through their active involvement people will also gain a sense of achievement and pride for their work.

People of all ages, abilities and interests from within and outside the Park will be encouraged to actively support the Cairngorms National Park and its management, building their capacity to do so and encouraging active citizenship. People will gain new skills and experiences and benefit from an opportunity to learn and understand more about Scotland's natural and cultural environment. Through their active involvement people will also gain a sense of achievement and pride for their work.

The flexibility provided by a Trust and their dynamic relationships with funding partners will help deliver a wide range of improvements to visitor infrastructure so that people can enjoy the Park in ways that do not damage its special qualities.

Engagement with local communities will encourage people to actively support and get involved in managing the Cairngorms National Park and participate in consultation and discussion forums which influence decisions made about the future management of the Park.

Enables communities to work with partners in identifying prioritised actions for their areas and agreeing who leads on these. Allows better targeting of grant resources and other development support.

People of all ages, abilities and interests will be encouraged to actively enjoy the special qualities of the Park which in turn will make a significant contribution to people's health and well-being and provide an opportunity for people to learn and understand more about Scotland's natural and cultural environment.

People of all ages, abilities and interests from within and outside the Park will be encouraged to actively support the Cairngorms National Park and its management, building their capacity to do so and encouraging active citizenship. People will gain new skills and experiences and benefit from an opportunity to learn and understand more about Scotland's natural and cultural environment. Through their active involvement people will also gain a sense of achievement and pride in their work.

More people have an awareness and understanding of the Park. The Park will have added value to the delivery of specific educational and self-development outcomes.

Captures resources to channel towards conservation and enhancement of the Park and other activities that maintain and improve the visitor experience and local quality of life and creates a better sense of 'connection' with the area for visitors and other supporters.

LEADER has successfully supported local communities and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park, including involving local people in the promotion and enhancement of the cultural and natural heritage of the Park, raising understanding and awareness of the Park and providing opportunities to access and enjoy the Park's special qualities.

Outcome:

We value and enjoy our built and natural environment and protect it and enhance it for future generations

Ref Cairngorms National Park Plan Outcomes

6.1	A landscape plan for the Park is in place which identifies the natural, cultural and built landscape qualities and the factors influencing them to direct positive management actions.
HLM	A landscape framework is in place which supports the management of the Park's forests, woodland, moorland, upland and farmland areas.
6.1	The key areas for the experience of wild land qualities have been identified, protected and enhanced as a major source of enjoyment of the Park.
6.1	The location, scale, layout and design of all new development will make a positive contribution to the natural, cultural and built landscapes of the Park and the adverse impacts of some existing developments will be reduced.
6.1	Species and habitats identified as the highest priorities in the Cairngorms will be protected under proactive conservation management.
HLM	A mechanism is in place which allows biodiversity information to be collated and accessed by anyone interested in the Park.
HLM	Action on priority species and habitats most at risk has been stimulated/ initiated to stop further loss and enhance biodiversity.
6.1	There will be enhanced connectivity within habitat networks.
6.1	All the designated nature conservation sites in the Park will be in favourable condition or under positive management to bring them into favourable condition.
6.1	The habitat and water quality of rivers and wetlands will be enhanced through positive management initiatives.
6.1	The diversity of rocks, minerals, landforms and soils of international, national and regional value will be safeguarded and more widely appreciated.
6.1	An active programme will be underway to safeguard and manage priority historic landscapes and archaeology sites and to promote them to the public.

What impact will this outcome make?

A landscape-scale approach will take a holistic view and focus available resources on the special qualities in the Park that need active management to maintain what we currently value and to enhance the landscape, historic environment, biodiversity and geodiversity of the Park.

Future planning and management decisions can be proactive and integrated across the Park area. This is a key tool to address the potential conflicts and tensions inherent in managing a variety of natural and cultural resources to achieve sustainable growth within the Park.

Wild land is one of the unique qualities of the Park which makes it so special. By identifying the areas where people can access and enjoy the experience of wild land and what actions can enhance this experience while protecting these natural qualities, people will be able to benefit from this experience now and in the future.

Future planning applications will benefit from planning guidance and support to ensure new developments and changes to existing developments enhance the natural, cultural and built landscapes of the Park, which in turn will enhance the experience and enjoyment of those visiting, living and working in the Park.

The Park is home to a significant amount of our rare and protected species and habitats with 39% of the Park identified as designated protected sites. A co-ordinated, proactive conservation management plan ensures these natural assets are cared for through the best use of resources to benefit people now and in the future.

People can be engaged in collating information that is made available to all to inform proactive management, decision making, and help develop understanding and enjoyment of the biodiversity in the Park. This will allow us and others to prioritise our efforts and resources to best effect.

Encourage and co-ordinate a range of people and organisations to take action to protect and enhance the Park's biodiversity and ensure it is in a good position to adapt to climate change.

Enhanced connectivity within habitat networks will ensure rare and protected species have the best chance of surviving the changing climate and environment.

Designated nature conservation sites represent some of the most special places in the world. Positive management will ensure these places are cared for so that they remain special for the benefit of people and the environment.

Enhanced water quality of rivers and wetlands will allow all species to thrive and encourage migrating species, which in turn will enhance the enjoyment of people visiting, living and working in the Park.

There will be greater understanding of the role geodiversity can play in the environmental management of the Park and more people will be aware and able to enjoy the internationally acclaimed qualities of the geodiversity of the Park.

The management of cultural heritage sites in the Park will be co-ordinated so as to prioritise available resources to best effect and more people will be aware and able to enjoy the history of this part of Scotland through the historic landscapes and archaeology sites within the Park.

(continued over)

Ref	Cairngorms National Park Plan Outcomes
HLM	Information on the cultural heritage resource within the Park is collated, accessible and used to conserve and promote the cultural heritage.
HLM	There will be a large-scale patchwork of deer densities across the Park underpinned by an inclusive deer management planning process.
6.3	Designated sites will be protected and enhanced and the deer range throughout the Park will be managed to a good environmental standard appropriate to the management unit.
HLM	There will be good communication and understanding between all sectors involved in deer management. Better understanding of objectives, requirements and deer management activities should reduce conflict between different sectors.
6.3	There will be more opportunities for a wider range of people to enjoy deer stalking.
6.4 (2 in 1)	More people will have the opportunity to actively enjoy the outdoors and people will know their outdoor access rights and responsibilities and behave responsibly.
VSR	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities are promoted and upheld.
VSR	The Speyside Way is extended from Aviemore to Newtonmore.
VSR	Comprehensive information about outdoor recreation opportunities across the Park is available – especially for young people, disabled people and people on low incomes.
VSR	A co-ordinated, Park-wide programme of events promoting the special qualities of the Park is available and publicised for everyone to enjoy.

What impact will this outcome make?

The cultural heritage of the Park has a higher profile, can be managed more proactively to protect and conserve it, and is more widely enjoyed and understood. This will allow us and others to prioritise our efforts and resources to best effect.

Conflict about deer management objectives is reduced, the opportunities for deer management to deliver benefits for a range of interests is realised and the integration necessary to manage deer in the context of other objectives across the Park is delivered.

Deer management will contribute to achieving national biodiversity targets for the favourable condition of designated sites. The natural heritage impacts of deer management in the wider countryside will also be addressed so that it contributes to a good environmental standard across the Park as a whole.

Conflict about deer management objectives is reduced and those with an interest are sufficiently informed and able to participate in discussions about deer management so as to maximise the benefits to a range of interests.

More people will be able to participate in deer stalking which in turn will allow them to value and enjoy Scotland's historic culture and traditions and its natural environment.

People of all ages, abilities and interests will be able to enjoy the countryside which in turn will make a significant contribution to their health and wellbeing and provide an opportunity to learn and understand more about Scotland's natural environment.

The Park Authority delivers its access authority duties to meet people's needs so that people who visit, live and work in the Park are more likely to understand their outdoor access rights and act responsibly when enjoying the outdoors.

The profile of the Speyside Way, the Cairngorms National Park and the surrounding area will be raised and a wider range of users will be encouraged to actively enjoy this part of the Park which will also stimulate the local economy.

Good quality visitor information is provided for the whole of the Cairngorms National Park and people who may be or feel excluded from visiting and enjoying the Park have more information about the opportunities available for them to do so.

There is joined up approach to promote the Park at events by public and private sector partners and it is easier for people to learn about and enjoy the Park and its special qualities.

Outcome:

We take pride in a strong, fair and inclusive national identity

Ref	Cairngorms National Park Plan Outcomes
6.7	More people across Scotland will be more aware of the Cairngorms National Park, what makes it special and the opportunities it offers them.
VSR	A Cairngorms National Park web portal is in place and working effectively to meet customer's/user's needs.
6.7	Everyone will know when they have arrived in the Cairngorms National Park and have a positive feeling about arriving in a special place.
VSR	Ranger services, Tourist Information Centres and other visitor centres across the Park are encouraged to use it in a high profile way.
VSR	Cairngorms National Park is well signposted and promoted across Scotland.

What impact will this outcome make?

More people will be aware of the Cairngorms National Park and its special qualities and will benefit from the opportunities to actively enjoy the Park and learn and understand more about Scotland's natural and cultural environment. Through their experiences people will gain a sense of pride for Scotland's national identity and be inspired to care for Scotland's environment and live in a more sustainable way.

It is easy to find information about the Park on the web through a single portal which meets/exceeds user expectations and allows them to find out more about the Park and how they can enjoy it and get involved in/contribute towards caring for it.

More people will be aware of the Park and feel a sense of pride in Scotland's national identity.

A more coherent identity helps raise the profile of the National Park and information about the whole Park is available at various centres across the Park which will encourage people to enjoy other areas within the Park and stay longer.

More people are aware of the Park and how to get there.

Outcome:

We reduce the local and global environmental impact of our consumption and production

Ref Cairngorms National Park Plan Outcomes

HLM	Land management action on climate change has been encouraged/initiated to deliver the best possible impact on tackling climate change.
6.4	There will be more path networks so that everyone can enjoy the outdoors and move around the Park in a way that minimises reliance on motor vehicles.
6.4	There will be more effective connections between public transport and places with outdoor access opportunities.
6.5	More businesses will meet environmental management criteria of the Park brand.
ESD	Businesses within the Park have environmental plans in place.
6.5	There will be an increase in use of local suppliers and produce.
6.5	New housing will be of a more sustainable design.
PDM	The sustainable design guide has been adopted, and actively promoted, to provide a consistent basis for pursuing high standards of sustainable design across the Park.
CS	Lead own internal organisational greening initiatives to identify and implement sustainability improvements in policies and practices.
SC	Using the Cairngorms National Park as the inspiration, and collating work by partners, our communications function has been deployed to publicise and promote awareness and understanding of climate change, and actions individuals can take.

What impact will this outcome make?

Land managers know what action they can take to reduce carbon emissions and be proactive in adapting to the effects of climate change and how their collective actions can make a significant contribution towards climate change mitigation and adaptation which is essential to achieve sustainability.

More people will be able to enjoy the special qualities of the Park without reliance on their cars which reduces carbon emissions, provides access for people on low incomes who may need to rely on walking, cycling or the use of public transport and encourages people to be more active which enhances their health and wellbeing.

More people will be able to enjoy the special qualities of the Park without reliance on their cars which reduces carbon emissions, provides access for people on low incomes who may need to rely on public transport and encourages people to be more active which will enhance people's health and wellbeing.

More businesses will have environment management plans in place which will reduce carbon emissions, provide them with a competitive advantage and help position the Park and Scotland as a sustainable tourism destination.

Improves standards of environmental management, creates environmental benefits (including reduction in carbon emissions) and increases business profitability through reducing operating costs and demonstrating corporate social responsibility. It also helps underpin the Park's positioning as a sustainable destination.

Increased use of local produce will benefit both the environment and the local economy which will help the rural communities to flourish.

Sustainably designed housing will reduce energy consumption which in turn will reduce carbon emissions and the cost of fuel to the householder.

There will be a shared desire to improve the quality of design in terms of aesthetics and all aspects of sustainability. Once adopted and in use for decision making the guidance will provide assistance and certainty for those submitting planning applications. It will provide a consistent basis for improving standards across the Park. Ultimately, over a period of time, it will raise the quality of development within the Park and contribute towards reducing carbon emissions and achieve developments that complement the built heritage and landscapes within the Park.

The Park Authority's business activities have a reduced environmental impact and provide a lead for others to follow.

Residents, local businesses and visitors to the Park are more aware of climate change issues that affect the Park and what actions they can take to help reduce our ecological footprint. Information and initiatives will encourage and provide opportunities and support so people do take positive action to help tackle climate change.

Outcome:

Our public services are high quality, continually improving, efficient and responsive to local people's needs

Ref	Cairngorms National Park Plan Outcomes
6.2	Public support for land management will be better integrated and directed at delivering tangible public benefits.
HLM	Tailored public support and advice for land managers within the Park meets their needs and is co-ordinated at a landscape scale.
6.2	Public benefits delivered with public sector support will be determined through an open process involving land managers, communities and other stakeholders.
HLM	Proactive advice enables land managers to make the most of the SRDP and other funds to deliver outcomes for the Cairngorms National Park.
VSR	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities are promoted and upheld.
SC	Communications support effective partnership working: communications working group in Park; joint press releases; mutually supportive arrangements for presence at shows.
PDM	Planning and Development Management service delivered which is pro-active, efficient and effective and contributes to the Park aims and delivery of the Cairngorms National Park Plan.
CS	Lead, co-ordinate and deliver service improvements.
CS	Realise two per cent efficiency savings.
CS	Staff trained and able to participate in SEARS; working arrangements with other public bodies to facilitate seamless service to public (such as shared service points; secondments of staff).

What impact will this outcome make?

More land managers will benefit from public support which will allow them to deliver valuable public benefits such as helping to adapt and mitigate against the impact of climate change.

Public investment in land management in the Park is co-ordinated to best effect so that it helps land managers take the opportunities open to them to meet their needs and deliver high quality public benefits on a landscape-scale. These include benefits which help to mitigate or adapt to climate change, protect and enhance the Park's natural and cultural assets and provide public access to and enjoyment of the Park.

Local people will feel public support is provided in an open, inclusive and fair way that responds and meets people's needs.

The Scottish Rural Development Programme has successfully supported land managers and other beneficiaries to deliver a range of public benefits that contribute to the aims of the Park while helping their businesses remain or become more viable and sustainable.

The Park Authority delivers its access authority duties to meet people's needs so that people who visit, live and work in the Park are more likely to understand their outdoor access rights and act responsibly when enjoying the outdoors.

People understand and support the Cairngorms National Park as a major part of Scotland's identity and through the Park Plan we achieve effective partnership working to enhance its reputation on a world stage.

In partnership with the local authorities, rigorous and consistent decision making and high quality development are delivered across the Park. This in turn ensures that the planning process is playing a significant role in delivering a well designed, sustainable place to live and produces maximum benefit for communities. It also provides a mechanism for community involvement in the future development of the Park.

The Park Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people's needs. It will also support the Single Environment and Rural Services (SEARS) project to help deliver better services that specifically meet the needs of land managers.

The Park Authority's operations meet government expectations of annual efficiency improvements and outcomes are achieved within the agreed resource allocations.

The Park Authority will play its part in contributing to high quality, continually improving public services in Scotland that are efficient and responsive to local people's needs. It will also support the Single Environment and Rural Services (SEARS) project to help deliver better services that specifically meet the needs of land managers.



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