

CORPORATE PLAN REPORTING

Conservation and Land Management	
Priority I – Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management	
Key Work Areas	Update
<ul style="list-style-type: none"> Deliver peatland restoration and woodland expansion targets 	<p>Peatland Action in the National Park was awarded funding in 2018/19 for ten projects covering 1052 hectares.</p> <p>Scottish government recently gave Peatland Action across Scotland a major funding boost. We have made use of this opportunity to employ an intern to map and prioritise further areas for peatland work and to employ contractors to carry out peat depth and habitat surveys in key locations. Achieving peatland restoration on the ground in remote and challenging high altitude terrain, alongside a shortage of available skilled contractors and a lengthy funding approval process brings a lot of challenges. Despite this, Stephen and Emma are currently overseeing over 600 hectares of restoration work with another 965 hectares at the feasibility study stage. Scottish government recently gave Peatland Action across Scotland a major funding boost. We have made use of this opportunity to employ an intern to map and prioritise further areas for peatland work and to employ contractors to carry out peat depth and habitat surveys in key locations.</p> <p>Since 2017 2,948.43 ha of woodland has been created through the Scottish forestry Grant Scheme. Woodland expansion is progressing in key areas through deer management e.g. on Mar Lodge Estate and the ‘Cairngorms Connect’ Estates (RSPB, Wildland Ltd, Forest and Land Scotland and SNH). We are also in discussion with a number of other private estates potentially leading to some large schemes amounting to >1000ha. In the six East Cairngorms Moorland Partnership estates we are discussing woodland expansion proposals. Across the National Park as a whole we now have in place a “woodland challenge fund” to support the preparation of applications to the Forestry Grant Scheme – uptake on the challenge fund is slow but we are working with a number of estates who have shown an interest.</p>
<ul style="list-style-type: none"> Develop and deliver Cairngorms Nature Strategy with wider 	<p>The review of the first Cairngorms Nature Action Plan (2013-2018) was well received by stakeholders and partners at the Cairngorms Nature seminar in June 2018. The on-line report http://cairngorms.co.uk/working-partnership/national-park-strategies/cnap describes the partnership’s main achievements and progress against targets. The next Action Plan (2019 –</p>

partnership	2024) was launched at a Holyrood reception and in Boat of Garten in February 2019. The Strategy Group continues to meet quarterly to monitor and oversee delivery of the Plan.
<ul style="list-style-type: none"> Deliver Capercaillie Framework 	<p>The £550,000 HLF and LEADER supported development phase is ongoing with work focussed on identifying where residents and visitors can play a part in capercaillie conservation. The pilot programme of community engagement work in Carr-bridge is putting people at the heart of conservation decision making, complementing audience development work with other communities of place and interest, work to establish more information about the capercaillie population and work to develop proposals for woodland expansion and enhancement. Learning and evidence from the development phase will support a second round application for a £3.5 million delivery phase in March 2020.</p>
<p>Priority 2 - Ensure deer management is focused on delivering public interest priorities specifically the expansion of native woodlands and peatland restoration</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Support population modelling and herbivore impact assessments 	<p>Comprehensive HIA implemented for Dwarf Shrub Heath habitats across CNP. Initiated improved cover of HIA for Blanket Bog habitats across all Deer Management groups (DMGs) within CNP, leading to comprehensive coverage by Spring 2020. Data will also advise priorities for Peatland Action projects. Supporting population model development, based on regular counts, across West Grampian DMG and South Deeside North Angus DMG. Cairngorms Speyside DMG population management based on habitat performance. Upper Deeside and Donside DMG initiating annual counts to advise ongoing population modelling. South Grampian DMG focused on population management to address issues on Caenlochan SAC in partnership with SNH. Facilitating ongoing review and discussion of culling regimes to meet different land use policies between Wildland, Atholl, Dalnacardoch. Initiated 'CNP wide deer count' over 2020/2021 including partnering with SNH for helicopter counts over open range and extrapolation of woodland populations based on Strath Caulaidh Ltd experience in assessing populations in National Forest Estate.</p>
<ul style="list-style-type: none"> Work closely with Deer Management Groups to deliver public interest priorities 	<p>SNH report on performance of DMGs in delivering public interest as defined in deer management plans submitted to Scot Govt. Awaiting response from SG. General feeling is that private sector has responded well. Awaiting report of SG commissioned Deer Working Group and response from SG. Working with SNH, South Deeside North Angus DMG and South Grampian DMG regarding cull planning to address</p>

	Caenlochan SAC impacts.
Priority 3 - Support sustainable moorland management to deliver greater habitat diversity and good management practice	
Key Work Areas	Update
<ul style="list-style-type: none"> Deliver with estates the work programme of the East Cairngorms Moorland Partnership 	<p>Work Programme agreed covering potential for 9 individual ECMP project topics.</p> <p># Initial phase of Wader Monitoring project (in partnership with BTO) complete and set to continue for a second year in 2019.</p> <p># Peatland Restoration projects underway on Balmoral, Invercauld, Mar. Potential projects identified for 2020 on Glenavon, Glenlivet, Mar Lodge.</p> <p># Recent woodland expansion and potential quantified. Discussion still ongoing on potential woodland expansion schemes.</p> <p># Discussions with ECMP and local Raptor Study groups on numbers of raptors breeding on the estates has helped develop a shared understanding of raptor status. More fieldwork planned in 2019 to provide more detailed information.</p> <p># Muirburn plans reviewed and mapping in progress with all six estates indicating areas of 'no burn'.</p> <p># Collecting and collating data on wildlife management (including Mountain Hares) with view to development of a planned management approach. Implementation of mountain hare monitoring as developed by JHI/GWCT continues.</p> <p># Engaging People: developing proposal for Ballater-based interpretation facility.</p>
<ul style="list-style-type: none"> Establish a Cairngorms Upland Advisory Group 	<p>Cairngorms Uplands Advisory group met for the first time in March 2019 and again in the beginning of October. Both meetings were well attended and already have stimulated some useful suggestions for CNPA playing a lead role in developing policies of National interest. The draft Best Practice Guidance for ATV use discussed in October has attracted a lot of interest from National Bodies interested in promoting best practice management.</p>
<ul style="list-style-type: none"> Eliminate raptor persecution and develop wildlife tourism project around raptors 	<p>The wildlife crime raptor tracker (being developed with BTO and SNH) will be deployed in 2020. We understand that the Werritty 'grouse management review' is finalised but has not yet been made public. The new Ballater interpretation centre will include elements of raptor conservation.</p>

Visitor Experience

Priority 1 - Continue to ensure visitor infrastructure meets the expectations of visitors to the National Park and help deliver a

sustainable tourism economy	
Key Work Areas	Update
<ul style="list-style-type: none"> • Finish Speyside Way extension, the Mountains and the People Programme and start Deeside Way extension 	<p>Speyside Way Extension – funding and planning consent in place to complete construction December 2019 with an official opening scheduled for Spring 2020. Speyside Way Spur to Tomintoul has been upgraded as part of Tomintoul & Glenlivet Partnership Project. Work also underway with THC and MC to update information and interpretation on the new route.</p> <p>Deeside Way – Braemar to Invercauld Bridge planning consent approved with funding being investigated.</p> <p>Mountains & People - 84% of the 54km of mountain path improvements complete with the 5yr project scheduled for completion in July 2020</p>
<ul style="list-style-type: none"> • Deliver Tourism Action Plan and develop and deliver with partners a Visitor Giving scheme 	<p>Tourism Action Plan – Cairngorms Tourism Partnership twice yearly. Programme is on target with the exception of delays in VS Total Quality Destination Programme.</p> <p>Visitor Giving – CNPA Board agreed this work June 2018 & Cairngorms Trust launched in May 2019.</p> <p>Rural Tourism Infrastructure Fund (RTIF) - CNPA successfully secured funding for two projects on National Nature Reserves at Glenmore (multiuse tarmac path) and Muir of Dinnet (car parking, toilet upgrade and sewage disposal) with work on Muir of Dinnet scheduled for completion in 2019 and Glenmore Spring 2020.</p>
<ul style="list-style-type: none"> • Progress with delivery of Cairngorm/Glenmore Strategy 	<p>Forestry & Land Scotland is developing visitor management plan including the RTIF project above.</p> <p>HIE having commissioned an uplift review to determine future development at Cairngorm is evaluating long term opportunities. A new interpretation centre at Coire Cas was opened in summer of 2019.</p> <p>Funicular is closed for 2019 and 2020 while engineering investigations are fully evaluated. CNPA is attending the Funicular Response Group which is coordinating the future. HIE has provided Aviemore and Glenmore Community Trust (AGCT) a funding package of over £90,000) to support their development of detailed plans for community ownership of the Cairngorm Mountain Ski Resort.</p>
Priority 2 - Increase physical activity in both residents and visitors and support delivery of Scotland's Natural Health Service	
Key Work Areas	Update

<ul style="list-style-type: none"> Develop and deliver Active Cairngorms with Active Aviemore and Health Walks as flagship projects 	<p>Active Aviemore – CNPA in partnership with Highland Council, Hitrans, Sustrans, NHS Highland and AVCC has completed Stage 1 Project Development study into improving multi-use transport in Aviemore. Stage 2 detailed design is currently in abeyance until the partners can secure 50% of the capital. CNPA is now supporting 16 Health Walk groups within the National Park with those outwith the Park supported by local authorities.</p>
<ul style="list-style-type: none"> Expand and deliver volunteering programme and specifically Volunteer Rangers 	<p>26 Volunteer Rangers have now been trained and are supporting the work of partners cross CNP as part of our ongoing project supported by Cairngorms LEADER. Work underway on sustaining volunteer work developed by Mountains and People project.</p>
<p>Priority 3 - Create a 'Park for All' by encouraging people from all backgrounds to come and recreate, learn in or visit the National Park</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Continue to support and promote the John Muir Award and Junior Ranger programme 	<p>Some 2477 people completed a John Muir Award in and around Cairngorms by Oct 2019. This is on target but some 880 fewer than the same exceptional period last year.</p> <p>80 young people trained as Junior Rangers in 2019 which is 14 more young people than 2018. Eight Junior Rangers attended a winter exchange in Bavaria, 15 attended a summer camp on Balmoral Estate, and 15 went to a UK National Parks gathering in Peak District.</p>
<ul style="list-style-type: none"> Work with Inclusive Cairngorms and partners to reduce barriers and encourage participation. 	<p>CNPA is currently reviewing the most effective way to support and engage with an Inclusive Cairngorms group Backbone are being supported to work with some 100 Syrian refugees based in and around Inverness encouraging them to visit and enjoy the National Park while learning how to repeat and share these experiences with others.</p>

<p>Rural Development</p>	
<p>Priority 1 - Support delivery of housing for local needs through an efficient and effective planning service</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Develop and implement Local Development Plan 2020 	<p>Consultation on the proposed Local Development Plan was completed in April 2019 and response are now being compiled into the 'Schedule 4' documents for examination. Work is on target with the Development Plan Scheme and will be formally reported to the Board in August 2019, prior to submission to the DPEA.</p>

<ul style="list-style-type: none"> Support community-led housing in the National Park 	<p>5 communities are actively looking to develop community led housing projects.</p> <p>Dulnain Bridge – Have secured funding through Highland Council to assess the feasibility of project and develop associated business plan. Consultancy work to be undertaken by Highlands Small Communities Housing Trust (HSCHT)</p> <p>Braemar – Feasibility study complete, confirming a significant need for affordable housing to rent in the village. It concludes there is viable potential for 15 affordable homes on the identified site. BCL now looking at site acquisition, developing the proposal further and making an application to the Rural Housing fund.</p> <p>Ballater – Working group established and looking to update housing needs demands survey whilst investigating potential sites and options available.</p> <p>Boat of Garten – have identified a site for 2 x 2 bed bungalows and now applying for funding for a feasibility study.</p> <p>Tomintoul – Feasibility study to develop the Old School site was completed in Aug. Aspiration is to build 12 mixed tenure houses on the site. Applications now being made to Scottish Land Fund and Rural Housing Fund for land acquisition and site development costs respectively.</p>
<p>Priority 2 - Support communities, specifically focussing on the most fragile, to deliver their agendas for change</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Conclude Tomintoul/Glenlivet Landscape Partnership, develop new focus area in Badenoch and help deliver Great Place Scheme 	<p>The hugely ambitious Tomintoul and Glenlivet Landscape Partnership is progressing well. The Discovery Centre and the bird hide, both in Tomintoul are up and running and attracting a lot of visitors. . Fantastic work has been achieved on farms to improve the water environment including bank stabilisation with woody debris and live willow spiling and more recently removal of obstructions to migrating salmon. Stabilisation of Blairfindy Castle, first stages of developing Scalan Mill and path building on the Speyside Way Spur have all started. The Tomintoul and Glenlivet – Cairngorms Dark Sky Park (DSP) was launched in December in Tomintoul and this has led to extremely detailed application for funding for a £1.3m observatory facility that will work extremely well with the DSP.</p> <p>Badenoch Great Place Scheme. 2 major studies have now been completed (Cultural Heritage and Marketing Strategy and Heritage Highway Route) which will now guide the development of other strands of the project including the development of the “Badenoch the Storylands” brand. The Gaelic language of the area has been researched and is being used in new interpretation for the area. A website is being developed which will launch in Dec. The inaugural Badenoch Heritage Festival took place in Sep, offering over 40 events over 2 weeks. This was hugely successful, celebrating the culture of the area and also raising the profile of the project.</p>

<ul style="list-style-type: none"> Support community organisations to deliver projects that help deliver NPPP 	<p>VABS has recently undertaken Community Action Plan reviews in Laggan and Boat of Garten. Key partner in the BGPP, sitting on Board, Team and employing project officer.</p> <p>MAP – Continues to support community development of Deeside. Has undergone key personnel changes over last 3 months.</p> <p>Tomintoul and Glenlivet Development Trust – Continue to work to deliver their 2018-22 Strategic Plan. They have just completed their 2nd season of operating the Discovery Centre (where visitor numbers were similar to the opening season). The Smugglers Hostel continues to be the main source of generated income. In addition to growing these assets, the Trust have continued to deliver a successful events programme, taking on Tea in the Park for 2019. TGDT is leading the Old School affordable housing project and are also trying to develop a campsite aspiration for the area.</p> <p>Strengthening Communities Conference. CPNA hosted 2 fringe events for local community delegates around the main HIE organised conference. The Youth focused event was particularly well received.</p> <p>Town Centre Fund – we have provided support to all 4 communities (Grantown, Aviemore, Kingussie, Newtonmore) that were eligible to bid into this fund, such that all were ultimately successful in their applications. These projects which have to be delivered by Mar 20 are worth £325,000, even though the area’s initial allocation was £295,000.</p>
<ul style="list-style-type: none"> Successfully conclude LEADER programme and consider future funding for Community Led Local Development 	<p>The Cairngorms Trust now has approved 39 projects in the programme to date, with a total value of over £3.8 million. Twelve of these projects cover Park-wide operations; two cover all of the Aberdeenshire area of the Cairngorms NP; with remaining applications coming from 13 different communities within the Cairngorms. Almost £1.5 million of the project value supports Economic Development and Farm Diversification projects.</p> <p>The Trust has now fully committed all project funding allocations, with £67,000 additional funding allocation secured through competitive bids into residual allocations recovered centrally by Scottish Government from other LAG areas across Scotland.</p>
<p>Priority 3 - Work closely with the business community and partners to support a sustainable Park economy</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Review and help deliver Economic Strategy for 	<p>The consultation on the Economic Action Plan took place between July and September 2019.</p>

the Park with partners	
<ul style="list-style-type: none"> Ensure impacts of A9 dualling are understood and addressed where appropriate by the Park Authority 	CNPA has fed back on various section A9 dualling project. Objection remains on section between Aviemore and Carrbridge in relation to lack of provision for non-motorised users.

Corporate Services

Priority 1 - Implement the Organisational Development Strategy and embed the organisational and cultural improvements to make the CNPA the best small public body in Scotland
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Key Work Areas	Update
<ul style="list-style-type: none"> Implement, review and refresh Organisational Development Strategy as part of continual improvement work. 	<p>Following comprehensive consultation and engagement with staff, the Organisational Development Strategy (ODS3) has now been drafted and approved, and the 5 themes of the ODS3 are: - Leadership; Working Environment; Culture and Behaviour; Efficient and Agile Workforce; Informed and Engaged Staff. Working groups have been established to identify action plans for the delivery of the strategy over the next 18 – 24 months. The Best Companies survey has just been completed and the results will feed in to the evolving ODS3.</p> <p>Work toward the objective of the “Best Small Public Body in Scotland” was marked by the Authority being awarded an “Above and Beyond” award by Family Friendly Working Scotland for going far beyond the levels that may be expected of an organisation our size in our range of policies to support work-life balance and flexible working.</p>
<ul style="list-style-type: none"> Support effective staff consultation processes 	<p>SCF continues to work effectively, with support of 2 board members and good engagement with the trade union. Policies consulted with staff and adopted in the last 6 months include the new Mental Health First Aid Policy; as well as engagement with staff around: - the ODS3; the roll out of Insights Discovery; IT updates, Accommodation updates; Fair Work update.</p>

Priority 2 - Ensure that the office extension, existing accommodation and ICT facilities are ‘fit for purpose’ and help to deliver the ODS

Key Work Areas	Update
<ul style="list-style-type: none"> Complete extension project 	<p>Extension completed in August 2018, and staff have now settled well in the building.</p> <p>The final account for the development is now drafted and subject to final verification. The figures indicate that the development remained on budget and rental for the extension has now commenced on basis of expected values.</p>

<ul style="list-style-type: none"> Implement GIS Strategy 	<p>The implementation of GIS Strategy and service provision continues to make slower than planned progress during the current year, with a number of interruptions caused by capacity restraints within the Authority while other key projects are progressed, and also some interruption in communications with consultants. We are not as far forward with this work as hoped and this will need added impetus toward the end of 2019/20 and into 2020/21.</p>
<ul style="list-style-type: none"> Implement cyber security framework and wider IT development 	<p>Cyber Security Plus Accreditation has now been achieved following completion of work on 3 medium and 3 low recommendations, many of which correlate with actions highlighted from a recent internal audit report. Procurement for implementation of Customer Relationship Management (CRM) and enhanced Document and Records Management System (DRMS) was completed in the prior reporting period. Staff changes and work prioritisation have led to a short delay in our original roll-out plans of May/ June 2019, together with a minor technical issue in resolving integration of aspects of the CRM with the email system. However, this delay has not significantly impacted project objectives and installation should complete by the end of this operational year.</p>
<p>Priority 3 - Deliver ongoing service improvement, including appropriate shared service development and operation, to the Authority, other public bodies and the community and charitable organisations we support</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Deliver corporate support to Scottish Land Commission, and charitable and community organisations. 	<p>HR support (policy development, caseload and payroll) for SLC commenced in January 2018, and is ongoing. Ad hoc HR support provided as required to local charitable trusts. The Authority continues to act as the accountable body for Cairngorms LEADER and support the administration of the LEADER Programme. The Authority provides support to the Cairngorms Local Action Group Trust (“Cairngorms Trust”) as the charity develops and rolls out its approach to developing voluntary donations mechanisms, through supporting the costs of the Trust Manager post and providing a small administration budget. The Authority’s support means that currently 100% of all donations raised by the Trust go towards project investments in the National Park.</p>
<ul style="list-style-type: none"> Provide accommodation and facilities support to NPPP delivery partners 	<p>Grantown Archive Project using Grantown office temporarily for archiving work. The Grantown office has also been used for occasional hot-desking by partner staff. The Ballater office hub continues to accommodate a range of partners, with VisitScotland now seeking to accommodate a member of staff within the hub on a part time basis.</p>
<p>Priority 4 - Promote and support the highest standards of governance and management, including equalities actions, within the</p>	

Authority, other public bodies and the community and charitable organisations we support	
Key Work Areas	Update
<ul style="list-style-type: none"> Design and implement effective and efficient management and control systems. 	<p>Our internal and external audit review processes continue to confirm the effectiveness and efficiency of our management and control systems. Further information on the work of audit over the course of the year can be found in the Audit and Risk Committee’s annual report. Overall, there is positive feedback on design and implementation of our management and control systems.</p> <p>http://cairngorms.co.uk/resource/docs/boardpapers/23112018/181123AuCtteePaper5AA1718AuditCtteeAnnualReport.pdf</p>
<ul style="list-style-type: none"> Implement Greening Strategy and deliver Youth Development Strategy 	<p>Greening Policy adopted during Climate change week in October 2018. Youth Development Strategy adopted winter 2017, and implemented on an on-going basis: - IT apprentice joined in August 2018, and progressing extremely well with positive publicity on the Developing Young Workforce blog – https://dywich.co.uk/blog/reece-musgrave-apprentice-it-technician-cairngorms-national-park?platform=hootsuite , as well as being shortlisted for the Highland Business Award Young Apprentice of the Year. 3 Internships 2019 (Hill Tracks; Gaelic and Digital Mapping Internships) on 3-month contracts; one project Scotland Volunteer placement supported in summer 2019; two work shadowing opportunities supported in partnership with UHI, and one young person from the local secondary school supported on a work experience placement.</p>
Communications	
Priority I - Deliver the Communication and Engagement Strategy and increase awareness, engagement and involvement with the Park	
Key Work Areas	Update
<ul style="list-style-type: none"> Digital Communications & Social Media 	<p>A Digital Communications strategy has been prepared and is being implemented. The Communications & Engagement Strategy has set targets to increase awareness through digital communications by achieving 400,000 website sessions and 50,000 social media followers by 2022. During 2018 we achieved 240,968 website sessions and 33,000 social media followers with a combined reach of our social media content at almost 4 million. An overview of our digital performance during 2018 was presented to the CNPA Board in March 2019.</p>
<ul style="list-style-type: none"> Campaigns: Cairngorms Nature, Active 	<p>Cairngorms Nature: The LEADER funded Cairngorms Nature BIG Weekend took place 10 – 13 May with over 100 events across the Park. 3,273 people (61% Park residents) took part across the Park getting out into our amazing</p>

<p>Cairngorms & 'Make it Yours'</p>	<p>landscapes and nature including 400 school children involved in the art competition and the rural skills day. Six private estates, two farms, 10 ranger services, 17 private businesses and 18 organisations and projects were involved and the feedback survey results confirm 81% of participants said the CNBW was excellent or very good, 97% would attend again and 94% would recommend it to others. In addition, 82% said they would get out into nature more often and 76% said they learnt something new. To date Cairngorms Nature has over 19.9K social media followers.</p> <p>Active Cairngorms: Wee Walks Week took place 5-19 September and focused on encouraging less active residents and visitors to 'get out' for a short walk for both function and enjoyment, and encouraging school involvement. It also celebrated and promoted the 16 health walks groups in the Park. In order to encourage greater path use we are creating a mobile phone app to allow the 17 community path leaflets to be accessed in this way. Active Cairngorms is promoted via the Wee Walks Week, Volunteer Cairngorms and our social media activity. To date Active Cairngorms has 3,759 social media followers.</p> <p>'Make it Yours': Some 360 visitor facing staff across the National Park have participated in this training programme that shares why the Cairngorms is designated a National Park, its special qualities and looks at the experiences and information people are likely to want. The Gaelic as an Asset online toolkit has been launched to encourage businesses and community groups to offer Gaelic experiences in the Park. Branded Merchandise continues to support the Cairngorms Trust fundraising efforts and the Trust has launched a new approach to collect voluntary donations from businesses, residents and visitors for community-led conservation and outdoor recreation projects in the Park. The 5-yearly visitor survey started in May with 2,500 people being interviewed across the Park throughout the year. The full results will be available in summer 2020 and will direct our visitor services work. Facing a challenging winter with a closed funicular railway this year's marketing budget has been used to promote the visitor experience on the western side of the National Park with CBP leading this work. The BBC Winter Watch, Spring Watch and Autumn Watch programmes have also raised the profile of the Cairngorms National Park across the UK.</p>
<ul style="list-style-type: none"> • Deliver stakeholder engagement & events 	<p>A Communications Grid has been prepared to help coordinate our communication activities across the organisation to deliver stronger and more consistent messages about the work of the Park and role of the Park Authority. The Communications Grid identifies a core theme and key messages for each month of the year alongside the communication activities: digital communications, traditional media, stakeholder communications & events. This new approach will be managed by the Management Team and Organisational Management Group and will be reviewed on a quarterly basis.</p>

<ul style="list-style-type: none"> Corporate Communications: publications, consultations, media & issues management, Gaelic Language Plan 	<p>The consultation on the proposed Local Development Plan ended in early April and a final plan was submitted to Ministers in September 2019. CNPA's Annual Report 2018/19 was submitted to Ministers and published on our website in autumn 2019 and Bòrd na Gàidhlig approved the second iteration of the CNPA's Gaelic Language Plan which has been published on our website in both Gaelic and English. The Economic Action Plan is complete and a final plan has been prepared for Board approval. The National Park Partnership Plan Annual Review was published in an e-storybook format in June.</p>
<p>Priority 2 - Ensure high quality internal communications that help to deliver the key priorities of the Corporate Plan</p>	
<p>Key Work Areas</p>	<p style="text-align: center;">Update</p>
<ul style="list-style-type: none"> Organisational Development Strategy 	<p>Following comprehensive consultation and engagement with staff, the Organisational Development Strategy (ODS3) has now been drafted and approved, and the 5 themes of the ODS3 are: - Leadership; Working Environment; Culture and Behaviour; Efficient and Agile Workforce; Informed and Engaged Staff. Working groups have been established to identify action plans for the delivery of the strategy over the next 18 – 24 months.</p>