

CORPORATE PLAN 2023 TO 2027 - OUTLINE STRUCTURE

Statutory and Strategic Context

Scotland's national parks are set up as models of sustainable development.

Cairngorms National Park has **four aims set out by Scottish Parliament:**

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

The purpose of a National Park Authority is also set out by the Scottish Parliament as being to ensure the four aims are collectively achieved in a coordinated way. If there is a conflict between the first aim and the other aims, the Authority must give greater weight to considerations of conserving and enhancing the natural and cultural heritage of the area.

A key statutory responsibility for the Cairngorms NPA in coordinating the delivery of these four statutory aims in the Cairngorms National Park is to coordinate the development, agreement and implementation of a Cairngorms National Park Partnership Plan (Cairngorms NPPP). The current Cairngorms NPPP was approved by Scottish Ministers in August 2022. This Corporate Plan for the Cairngorms NPA is driven by the Cairngorms NPPP. Our Corporate Plan sets out how the Cairngorms NPA will take forward direct delivery of aspects of the NPPP in some instances, together with our work in coordinating, influencing and supporting a wide range of public, private, voluntary, charitable and community led partners in delivering the agreed objectives of the Cairngorms NPPP.

The Cairngorms NPPP and this Corporate Plan follows **three areas of priority** for the Cairngorms National Park: priority objectives around **nature, people and place** have been agreed in working toward our long term vision:

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

Our **organisational mission** in leading delivery and coordination of the Cairngorms NPPP toward this vision is to:

- **bring people together toward a common purpose;**
- **enhance the Cairngorms National Park for everyone;**
- **inspire new generations.**

In addition to driving forward the agreed priority outcomes established by the Cairngorms NPPP, our Corporate Plan also sets out how we will deliver our own, internal corporate ambitions.

Our organisational development objective is to be the best small public body in Scotland. We will be an open, inclusive, innovative and professional organisation that behaves with

integrity. We will drive a net zero culture to operate in an environmentally sustainable way and deliver sustainability, a green economy, inclusivity and fair work internally within our organisation while using our procurement and grant awarding practices to promote these objectives throughout the Cairngorms and Scotland.

We will continue to seek to deploy our resources in ways that maximises the return on our investment, securing match funding and inward investment to the Cairngorms wherever possible.

Our Statutory Responsibilities

We will deliver our statutory responsibilities as a Planning Authority and Access Authority.

Our Planning Authority Service

[Insert narrative on service delivery and service standards]

Our Access Authority Service

[Insert narrative on service delivery and service standards]

Our Programmes Of Work

Our programmes of work are categorised on the basis of their primary area of impact and internal resourcing, across the three priority delivery areas of nature, people, place and our corporate support functions. This categorisation supports our internal management, resourcing and communication structures. This also represents the focus for our performance management processes through which we assess our success in delivering intended outputs and achieving our agreed strategic goals and objectives.

In practice, each aspect of our work has multiple impacts across a wide range of our priority objectives. For example, our delivery of the Cairngorms Peatland ACTION Programme is led through our nature work. This programme of work will however make the following contributions across our strategic priorities:

- Nature: we will support the restoration of peatland across the Cairngorms;
- Nature: we will enhance carbon capture and reduce carbon emissions, tackling the climate crisis;
- People: we will support the development of relevant skills and new economic opportunities for people in Cairngorms needed to deliver peatland restoration objectives;
- People: investment in peatland restoration will support the development of a green, wellbeing economy in the Cairngorms;
- Place: we will work to assess the implications on housing and infrastructure to meet the changing demands of a Cairngorms green and wellbeing economy driven in part through delivery of our peatland restoration programme;
- Corporate: we will implement effective governance and control systems to ensure our peatland restoration work is delivered within budget and achieves target peatland restoration objectives;
- Corporate: we will communicate with our stakeholders and residents on our peatland restoration work, highlighting the works undertaken and benefits of the outcomes of this work for the Cairngorms National Park and its contribution to Scottish Government's national objectives.

Our work typically has such multiple impacts across our priority areas as a consequence of the interlinked nature of our activities. Consequently, financial and staff investment which is allocated against one element of this Corporate Plan will have multiple impacts across a range of outcomes.

Significant Work Programmes

This Corporate Plan period will cover the completion of the Development Phase and, subject to successfully satisfying assessment criteria, the commencement of the Delivery Phase of the Heritage Horizons: Cairngorms 2030 Programme. This £43 million programme is funded with £12.6 million from the National Lottery Heritage Fund (NLHF) and match funding from the Cairngorms NPA and a wide range of partners.

[Outline description of HH Programme]

The Corporate Plan period will also bring the Cairngorms Capercaillie Project, also NLHF funded, to an operational conclusion and bring the focus to the legacy of the project.

The Cairngorms NPA will also lead the Cairngorms Peatland ACTION Programme as it builds toward an annual operational target of 1,510 hectares of restored peatland by 2026/27 and combined annual resource and capital budget of £5.3 million by this point.

Cairngorms NPA continues to support the work of community bodies and groups such as the Cairngorms Trust in securing funding for community led local development activities for Cairngorms' communities. We have agreed to continue to act as the Accountable Body for these funds if these arrangements are required, with the ambition of at least matching the £3 million secured for community led local development through the previous part-EU funded LEADER programme.

Our Organisational Development Strategy (ODS) continues our work over several years in developing the organisation and our culture, to achieve our objective of being the best small public body in Scotland and build an organisation which is valued by our staff group. Our ODS will continue to focus on fostering organisational behaviours which reinforce our culture and values, and will be informed by the outcomes of the independent staff survey we conduct every two years with our staff. Over the course of this Corporate Plan period, these surveys will be held in 2023 and 2025. Our ODS over this Corporate Plan period has added significance and importance as the Cairngorms NPA emerges from COVID19 restrictions and fully embeds our new working practices around a balanced, hybrid working approach of in office, on site and remote working. The Corporate Plan period will also see the organisation move forward in further embedding Fair Work, Equalities and Inclusivity, Wellbeing, and in implementing Scottish Government direction around a 35 hour working week and four day week.

Our Corporate Delivery Objectives

Cairngorms NPA's delivery objectives are driven by the priorities established through our Cairngorms NPPP as agreed by Scottish Ministers, together with any guidance issued in grant award letters and specific Ministerial guidance. This work is complemented by the successful delivery of the significant specific work programmes highlighted in the previous section.

The Cairngorms NPA's work over the period covered by this plan will be a blend of:

- Direct delivery of projects, programmes and services;
- Direct resource support through grants and other support to partners to assist in their delivery of NPPP outcomes;
- Indirect work to influence policy development and resource deployment by our partners;
- Influencing investment decisions by partners in the Cairngorms through influencing policy and offering essential match funding resource contributions to their projects;
- Coordinating activities and establishing an effective performance management framework through which to assess the effectiveness of delivery and achievement of outcomes.

The following sections of this Corporate Plan sets out the key strategic focal points for our work over the coming four years. These strategic objectives for the Cairngorms NPA set out the organisation's specific role in achieving the agreed Cairngorms NPPP outcomes.

The Cairngorms NPA will establish an operational plan each year as part of its budget setting processes. This operational plan will stem from the strategic objectives established in this Corporate Plan, establishing the contribution to be made each year from our investment of staff and financial resources toward delivery of these objectives and ultimately contributing to achievement of the Cairngorms NPPP outcomes.

Corporate Objectives: Nature (Draft Example)

| Name | NPPP Objective | NPPP Actions by 2027 | CNPA Direct Delivery | CNPA Indirect Delivery |
|------------------------|--|---|--|---|
| A1: Net Zero | Ensure the Cairngorms National Park Reaches Net Zero as soon as possible and contributes all it can to helping Scotland meet its net zero commitments. | <ul style="list-style-type: none"> • Carbon audit and baseline established for the Cairngorms National Park in 2022. • Establish date for Cairngorms National Park to be net zero and carbon negative by 2023. • Establish a Community Climate Action Hub for the National Park. • Heritage Horizons: Cairngorms 2030 programme | <p>CNPA will lead on delivering baseline report and monitoring.</p> <p>CNPA will lead on delivering Cairngorms 2030.</p> | CNPA will work with partners including SG to establish a Community Climate Action Hub |
| A2: Woodland Expansion | Increase the amount of woodland in the National Park to support larger, more natural woodland, expanding in places up to a natural treeline, providing connections across river catchments and around the central core of the mountains. | <ul style="list-style-type: none"> • Expand woodland by a minimum of 7,000 ha through the delivery of the Cairngorms National Park Forest Strategy and targeted grant schemes. • Ensure all scales of woodland are considered and supported, including agro-forestry, and that at least 2,500 ha is achieved through natural regeneration without planting. • Work with land managers to ensure existing woodlands are managed for a range of benefits including timber production, public access, biodiversity etc. | <p>CNPA will lead on delivering Cairngorms 2030.</p> <p>Deliver Woodland Challenge Fund</p> | CNPA will provide advice on potential forestry applications & forest plans in the Park to landowners and Scottish Forestry in line with NPPP, Cairngorms Nature & Cairngorms Forest Strategy. |

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| | | <ul style="list-style-type: none"> • Work to deliver improvements to woodland deer management planning in forest plans. • Heritage Horizons: Cairngorms 2030 programme | | |
| A3: Peatland Restoration | Restore and manage peatland within the National Park to reduce carbon emissions and improve biodiversity. | <ul style="list-style-type: none"> • Restore a minimum of 6,500 ha of peatland. • Increase contractor and estate capacity while creating job opportunities through a peatland skills training programme • Develop guidance on the integration of peatland restoration and woodland expansion in the National Park • Explore protection options for peatland restoration from herbivores. • Heritage Horizons: Cairngorms 2030 programme | We will support and finance the restoration of peatland, with 6,500 hectares restored by 2027 | <p>Peatland skills training programme to be developed with partners</p> <p>Guidance on integration of peatland and woodland to be developed with partners including how to protect from herbivores.</p> |

Corporate Objectives: People

| Name | NPPP Objective | NPPP Actions by 2027 | CNPA Direct Delivery | CNPA Indirect Delivery |
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Corporate Objectives: Place

| Name | NPPP Objective | NPPP Actions by 2027 | CNPA Direct Delivery | CNPA Indirect Delivery |
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Corporate Objectives: Organisational and Communications
The best small public body in Scotland

| Cairngorms NPPP | Objective | Direct Delivery Outcomes | Indirect Activity Outcomes |
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