

CAIRNGORMS
NATIONAL PARK AUTHORITY

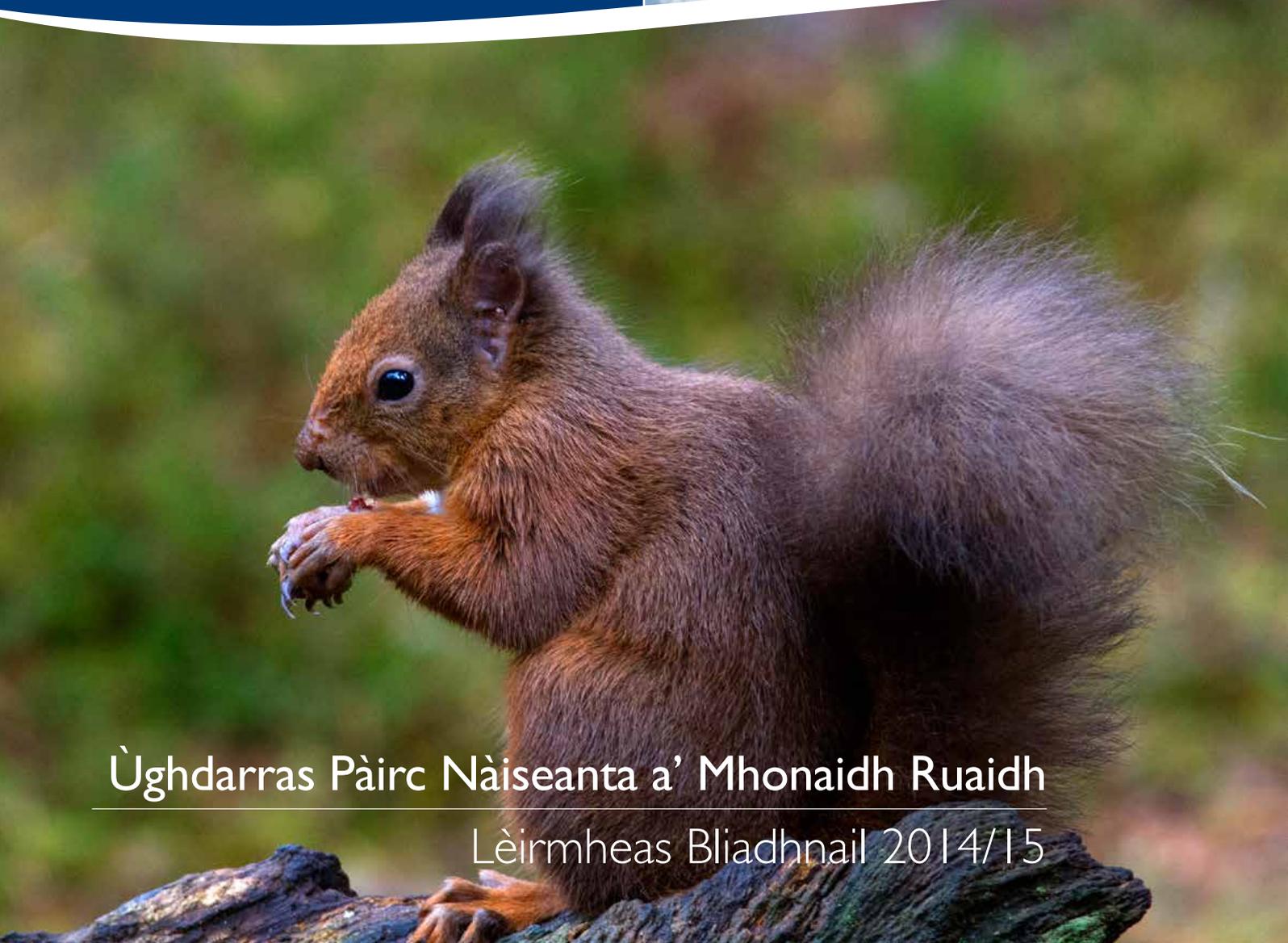
ÙGH DARRAS PÀIRC NÀISEANTA A'
MHON AIDH RU AIDH

Cairngorms National
Park Authority
Annual Review
2014/15



Ùghdarras Pàirc Nàiseanta a' Mhonaìdh Ruaidh

Lèirmheas Bliadhnail 2014/15





- VisitScotland Information Centre
- Information point in partnership with VisitScotland
- Community Visitor Information Point
- Ranger base
- Long distance footpath
- National cycle route
- National Park Boundary
- Woodland
- 1244 Height in metres



© Ashworth Maps and Interpretation Ltd 2015.
 © Crown Copyright and database right 2015. All rights reserved.
 Ordnance Survey Licence number 100040965 Cairngorms National Park Authority.
 © Scottish Government, National park boundary © Scottish Natural Heritage.

Whilst every care has been taken in the creation of this map, no responsibility can be taken for errors or omissions or for changes in the information given.

Published by the Cairngorms National Park Authority

© CNPA 2015. All rights reserved.

ISBN 978-1-906071-84-4

Photography by Niall Benvie; Peter Cairns/2020VISION/CNPA; CNPA – Alison Fleming, David Hetherington, Will Boyd Wallis; Angus Findlay; Glenmore Lodge; Glenshee Tourist Association; Wee Epics

CONTENTS

Foreword/Facal-toisich	04
The Cairngorms National Park Authority	05
The Cairngorms National Park Authority Corporate Plan 2012-2015	06
National Parks' Delivery of Services in Scotland	08
Alignment Between National Park Authorities: Achievements in 2014/15	08
Delivering Sustainable Economic Growth	09
Delivery of Scottish Government's Strategic Outcomes	10
Strong, Sustainable Economy – Top Facts and Figures	11
Empowering Communities – Top Facts and Figures	12
Improving Public Services – Top Facts and Figures	13
Strategic Outcomes	14
Conservation	15
Visitor Experience	16
Rural Development	17
Park Authority Services	18



FOREWORD/FACAL-TOISICH



The Cairngorms National Park welcomes and inspires millions of visitors and helps to conserve the nature and landscapes we most value.

Scottish Parks in the 21st century provide an array of social and economic benefits too. They are

increasingly seen, for example, as meaningful partners in addressing national health issues and as important supporters of the education system being a school or university without walls and as leaders in tackling international issues like climate change. They are authentic touchstones for what and who we are as a society.

In 2014/15 the Cairngorms National Park Authority continued to invest in nature, the visitor experience and rural development – I've picked three highlights. About 80 per cent of the UK capercaillie population lives in the Park, particularly in Badenoch & Strathspey and our pioneering capercaillie management framework will help them to thrive alongside development and recreation. Woodland near Blair Atholl rang to shouts of joy and laughter during the first ever Cairngorms Outdoor Festival for All targeted at people who would rarely, if ever, visit and enjoy the Cairngorms. The Cairngorms National Park Local Development Plan, adopted in early 2015, is a major milestone for the Park as it is the first one to cover the entire Park and guide the right developments into the right places.

I am delighted to present the Cairngorms National Park Authority's Annual Review 2014/15, which records our priorities and investments and shows how we, with help from our partners, have delivered change in effective, efficient and economical ways.

Duncan Bryden, Convener

Cairngorms National Park Authority board

Tha Pàirc Nàiseanta a' Mhonaidh Ruaidh a' fàilteachadh agus a' brosnachadh nam milleanan de luchd-tadhail agus a' cuideachadh ann a bhith a' gleidheadh an nàdair agus nan seallaidhean-tìre as motha air a bheil sinn a' cur luach.

Tha Pàirc na h-Alba san 21mh linn a' solarachadh raon de shochairan sòisealta agus eaconamach cuideachd. Tha iad nas motha agus nas motha air am faicinn, mar eisimpleir, mar chom-pàirtichean brìghmhor a thaobh a bhith a' dèiligeadh ri cùisean slàinte nàiseanta agus mar luchd-taic cudromach de shiostam an fhoghlaim le bhith coltach ri sgoil no oilthigh gun bhallachan agus mar cheannardan ann a bhith a' dèiligeadh ri cùisean eadar-nàiseanta leithid atharrachadh na gnàth-shìde. Tha iad mar chlach-bhuaidh da-rìribh a thaobh dè agus cò a tha annainn mar chomann-shòisealta.

Ann an 2014/15 lean Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh air adhart a' cur seilbh ann an nàdar, fèin-fhiosrachadh an luchd-tadhail agus leasachadh dùthchail – Tha mi air trì bàrr-phuingean a thaghadh. Tha mu 80% de chapall-coille na RA rim faotainn sa Phàirc, gu h-àraidh ann am Bàideanach & Srath Spè agus bidh ar frèam-obrach rianachd a' chapall-coille tùsaireach na chuideachadh dhaibh a bhith soirbheachail taobh ri taobh ri leasachadh agus cur-seachad. Chualas guth gàirdeachais agus ceòl-gàire sa choille faisg air Blàr Athaill an uair a chùm sinn a' chiad Fhèis Bhlàr a-muigh do na h-Uile sa Mhonaidh Ruaidh a bha ag amas air daoine a bhiodh gu h-ainneamh, nam biodh idir a' tadhal air neo a' mealtainn a' Mhonaidh Ruaidh. Tha Plana Leasachaidh Ionadail Pàirc Nàiseanta a' Mhonaidh Ruaidh, ris an deach gabhail aig toiseach 2015, na chlach-mhìle chudromach dhan Phàirc oir is e a' chiad fhear a tha a' dèiligeadh ris a' Phàirc air fad agus a tha a' treòrachadh nan leasachaidhean cearta dha na h-àiteachan iomchaidh.

Tha mi air leth toilichte cur far comhair Lèirmheas Bliadhna Pàirc Nàiseanta a' Mhonaidh Ruaidh 2014/15, a tha a' clàradh tùs-amasan is tasgaidhean agus a tha a' sealltainn mar a tha sinne, le taic bho ar com-pàirtichean, air atharrachaidhean a libhrigeadh ann an dòighean buadhach, èifeachdach agus eaconomaigeach.

Duncan Bryden, Neach-gairm

bòrd Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh

The Cairngorms National Park Authority

The Cairngorms National Park is an outstanding part of Scotland and the UK. Its glacial landforms, wild arctic tundra and heather moorlands foster an enormous ecological diversity. Here, among ancient Caledonian pine forests, rivers, lochs and marshes, is where you can still find many of the UK's most threatened, localised and endangered species.

It is also home to around 18,000 people and supports numerous businesses. As well as our permanent residents, 1.5 million visitors flock here every year, largely for the exceptional quality of our outdoor pursuits. They come from down the road and increasingly from across the world. Building sustainable communities and businesses will ensure that future generations continue to benefit from this national asset.

The Cairngorms National Park is a place for people, a place for nature, a place for enterprise and a place for enjoyment. Against this backdrop, the Cairngorms National Park Authority (CNPA) possesses the ideal vantage point. Though by no means the sole guardian of these landscapes, the Park Authority has a unique role to play in providing leadership and bringing together the very many individuals and organisations that have an interest in the Park.

At the same time, we deliver our planning and access authority roles and encourage low carbon living, inclusion and the use of Gaelic through our Language Plan. We have a duty to deliver excellent everyday public services in this 'Park for All'.

We take the lead through means such as ensuring development and delivery of the Cairngorms National Park Partnership Plan: a five year plan prioritising the work and investment of a wide range of organisations who are active in the Cairngorms National Park. We invite partners around the table to tackle the big issues, and our people work on the ground to ensure that the right things happen in the right places at the right time. We also help to build capacity in community groups so they can work more effectively towards our collective goals.

Together we're working towards a time when the Cairngorms National Park will be mentioned in the same breath as established world-class National Parks like Yosemite, Fiordland and Jotunheimen. And we have evidence that we are getting there – with an increasing number of international visits by people interested in learning about how we and our partners manage the Cairngorms National Park.

With so many partnerships and plans in motion, the Cairngorms National Park Authority is the place where myriad paths converge. We can't get where we want to go without the continued support of our partners. It's our job to make sure that we're all heading in the same direction.





The Cairngorms National Park Authority Corporate Plan 2012-2015

The 2014/15 year reviewed here brought the Cairngorms National Park Authority to the end of its existing Corporate Plan period. Over the last three years, the CNPA has focussed on eight programmes of work that address the aims of the National Park, to deliver three strategic outcomes.

■ A special place for people and nature with natural and cultural heritage enhanced (conservation)

■ People enjoying the Park through outstanding visitor and learning experiences (visitor experience)

■ A sustainable economy supporting thriving businesses and communities (rural development)

See pages 14 to 19 for case studies of work undertaken during 2014/15 to deliver these outcomes, as well as information about the Park Authority services.

Our Corporate Plan sets out what we will do to realise these outcomes and we are concentrating our efforts on a number of particularly important factors.

- Helping the economy to thrive.
- Protecting and enhancing the landscape which is key to the Park's attractiveness to visitors and is the basis of many businesses.
- Delivering a planning/development management service to meet housing, economic development and conservation objectives.
- Increasing the use of renewable energy, and using energy more efficiently.
- Building capacity in others and helping young people develop skills as a basis for employment.
- Supporting the delivery of an outstanding visitor experience.
- Connecting people with the National Park so they value and look after it into the future.



Putting together all of the above leads to our eight programmes of work which are set out here, together with an illustration of our achievements over the last three years.

1. Building the Cairngorms Brand and Visitor Experience

The visitor survey shows that 91% of respondents are aware of being in a National Park – this around only 10 years after its creation.

2. Getting People Involved

The Cairngorms Nature Festival, including events taking place all across the National Park, attracted more than 800 participants. We have also supported the LEADER Local Action Group in securing a £2.97 million allocation for a community development programme running to 2020.

3. Land Management and Conservation

Cairngorms Nature is now a well established partnership with a continually increasing profile.

4. Cairngorms National Park: A Special Place

We have worked with partners to secure Heritage Lottery Funds for a significant investment into the Glenlivet and Tomintoul area, and adopted a new five year Local Development Plan for the National Park.

5. Developing Opportunities for Recreation

We have completed with partners the first phase of a Capercaillie Framework, aiming to balance our encouragement of people enjoying the National Park, with conservation of our iconic and endangered species and habitats.

6. Supporting Sustainable Business

With local business and partners we have developed an Economic Strategy for the Cairngorms National Park. This strategy will help prioritise and coordinate economic development activity for all partners in the coming years toward building more sustainable businesses, jobs and communities across the Park.

7. Delivering Organisational Excellence

We have consistently delivered within our set service standards over the last three years, with low staff absence rates; effective financial management and low levels of service complaints.

8. High Quality, Effective Planning Services

We have initiated an offer of processing agreements for planning applications with evidence of an increasing uptake, while we have completed a Best Value review of our planning services to help guide future service improvement activities.

National Parks' Delivery of Services in Scotland

Scotland's two National Parks – Loch Lomond and the Trossachs and the Cairngorms – share the same four statutory aims. While there are differences of landscape, visitor impact and special qualities which distinguish each Park, both National Park Authorities (NPAs) are charged with achieving many common outcomes. Both NPAs are responsible for delivering a diverse range of similar services from managing planning development; administering grant schemes and developing vibrant rural communities, to conserving and managing priority species; outreach education and visitor information and management.

Alignment Between National Park Authorities: Achievements in 2014/15

Work between the two National Parks, the Cairngorms Outdoor Access Trust (COAT) – a registered charity specialising in path works and environmental management activities – and other funding partners, has led to our largest collective project. Funding of over £3 million has been secured from the Heritage Lottery Fund toward The Mountains and The People Project. The project will invest over £6 million on mountain paths, address erosion, and support accredited training and encourage volunteering in both National Parks over the next five years. The final funding announcement was made just after the end of the 2014/15 year and represents a highly successful culmination of work by all partners over the last years.

Our ongoing work in establishing and delivering collaborative working arrangements between Loch Lomond and the Trossachs (LLTNPA) and Cairngorms National Park Authorities (CNPA) has also continued. Developing and delivering shared services by the NPAs focuses on three aims.

1. Establishing more robust service delivery for two relatively small organisations with high risk of adverse impact to service delivery from staff absence or turnover.
2. Realising efficiencies in service delivery.
3. Establishing single support or policy platforms where justified by commonality of need by two organisations, while respecting the differences of organisational culture and local priorities of each partner.

We continue to demonstrate efficiencies through collective activities and shared services, with, for example, operating single, collective pay and job evaluation systems, and participating jointly in national initiatives like the Procurement Capability Assessments. We share staff expertise and knowledge and, where most effective and economical to do so, undertake joint procurements and service delivery.

Both National Parks' senior teams and also Corporate Services management teams continue to meet regularly to build on these strengthened foundations and explore further ways of working more collaboratively, effectively and efficiently.



Delivering Sustainable Economic Growth

The Park's four statutory aims are:

- 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.

Collective and coordinated delivery of these statutory aims contributes to the Scottish Government's purpose, to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

In particular, we aim to make a significant contribution to the National Outcome – 'We realise our full economic potential with more and better employment opportunities for our people'. In promoting partnership working and giving leadership to all those involved in the Cairngorms National Park, the Park Authority coordinates delivery of these four statutory aims through the Cairngorms National Park Partnership Plan, which was launched by Ministers in May 2012.

Over the course of 2014/15, there have been a number of specific achievements with regard to delivering sustainable economic growth within the National Park.

- The Park Authority continues to support the sustainable development of the tourism based economy within the National Park, working with the Cairngorms Business Partnership (CBP), VisitScotland and the enterprise agencies as our key partners. We now have an Economic Strategy for the National Park with a strong business lead facilitating its delivery. Key to this

strategy is the development and diversification of the economy which is heavily reliant on tourism at present.

- The Park Authority continues to take a lead in seeking and securing investment supporting development of a valuable infrastructure to support growth in a sustainable tourism economy. We have worked in the year to support completion of visitor facilities at Laggan Wolftrax. We have entered into funding agreements totalling more than £300,000 to further extend the Speyside Way to Kincaig and link this to Aviemore.
- The Park Authority continues to support the Cairngorms Outdoor Access Trust (COAT), with whom we have secured the forward funding for The Mountains and The People project.
- Supporting training opportunities relevant to the local economy while supporting skills development enhancing individual employment prospects. During 2014/15, we supported COAT's completion of a three year path work and environmental skills training project in partnership with the Park Authority and European Social Fund, delivering 22 SQA accredited people.

In conclusion, our work along with our partners, aims to establish exemplars of sustainable development within Scotland's rural economy – delivering sustainable economic growth within the Cairngorms National Park, while illustrating best practice that other rural areas in Scotland may follow.

Delivery of Scottish Government's Strategic Outcomes

The CNPA has set out a business case demonstrating our contribution to the Scottish Government's purpose, creating a more successful country, with opportunities for all to flourish through increasing sustainable economic growth.

We achieve this through our eight programmes of work combining to contribute to nine of the Scottish Government's 16 strategic outcomes.

Our work makes a contribution to the following national strategic outcomes.



Outcome 2	We realise our full economic potential with more and better employment opportunities for our people.
Outcome 4	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
Outcome 6	We live longer, healthier lives.
Outcome 10	We live in well-designed, sustainable places where we are able to access the amenities and services we need.
Outcome 11	We have strong, resilient and supporting communities where people take responsibility for their own actions and how they affect others.
Outcome 12	We value and enjoy our natural and built environment and protect it and enhance it for future generations.
Outcome 13	We take pride in a strong, fair and inclusive national identity.
Outcome 14	We reduce the local and global environmental impact of our consumption and production.
Outcome 16	Our public services are high quality, continually improving, efficient and responsive to local people's needs.

A small number of Key Performance Indicators (KPIs) demonstrate the Park Authority's contribution to the above strategic outcomes. These measure performance against our eight programmes of work and also, as a set of 'proxy' indicators, the contribution made to the Scottish Government's wider national

strategic outcomes. We report on the KPIs regularly to the CNPA board and Scottish Government.

The following three infographics provide a snapshot of our performance and successes over the last 10 years.

Strong, Sustainable Economy

Top Facts and Figures



Cairngorms
NATIONAL PARK
Pàirc Nàiseanta a' Mhonaidh Ruaidh



Strong Identity

Park Visitors

1.5m
per year

91% know they are in the Park

50% National Park status influenced decision to visit

Park Businesses

200+
use Park brand

79% say Park status attracts first time customers

Economic Collaboration



Strengthening Park economy by linking businesses and communities

Celebrating Good Design



Design Awards 2012

3 winners
12 commended
20 short-listed
56 entries



Working with Transport Scotland to dual A9 by 2025

Rural Development

90% 'called in' planning applications approved

1500
full planning permission

1000
built

250
affordable

Renewable Energy Since 2011

Production



Woodfuel usage



Supporting Land Based Businesses

200
businesses strengthened through training

4,800
staff benefiting

Guidance and Advice

SRDP investment of

£5.25 million

between 2007-2013

Young Trainee Opportunities

Path Skills Certificate
Environmental Conservation SVQ Level 2+

Strengthening Communities

Community Development Officers **6** funded by CNPA



Community Leaders

Superfast broadband coming 2015 to:

- Tomintoul
- Grantown-on-Spey
- Aviemore



May 2015

Empowering Communities

Top Facts and Figures

Community-led Initiatives

£ **16+** million invested via Cairngorms National Park partnerships

228 Community projects supported by LEADER

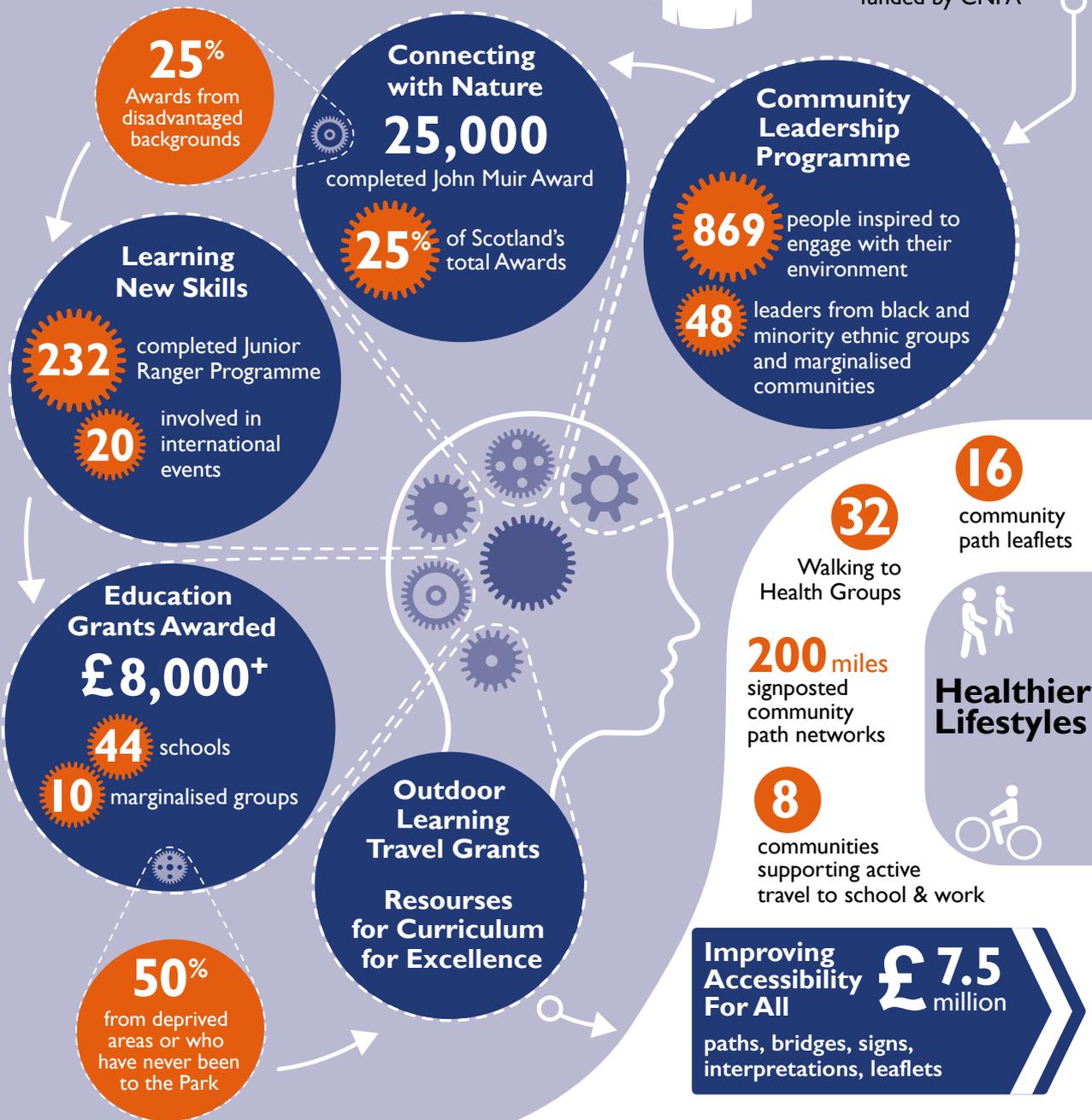
30 active Development Trusts (or equivalent)

4 successful community development projects

90% communities with an Action Plan

12 community enterprises generating income

6 Community Development Officers funded by CNPA



May 2015

Improving Public Services

Top Facts and Figures

Working in Partnership

Co-ordinated management plan

40+ partners

20+ public sector organisations

Leverage Figures

For every **£1** Grant-in-Aid received **£4** invested into Park

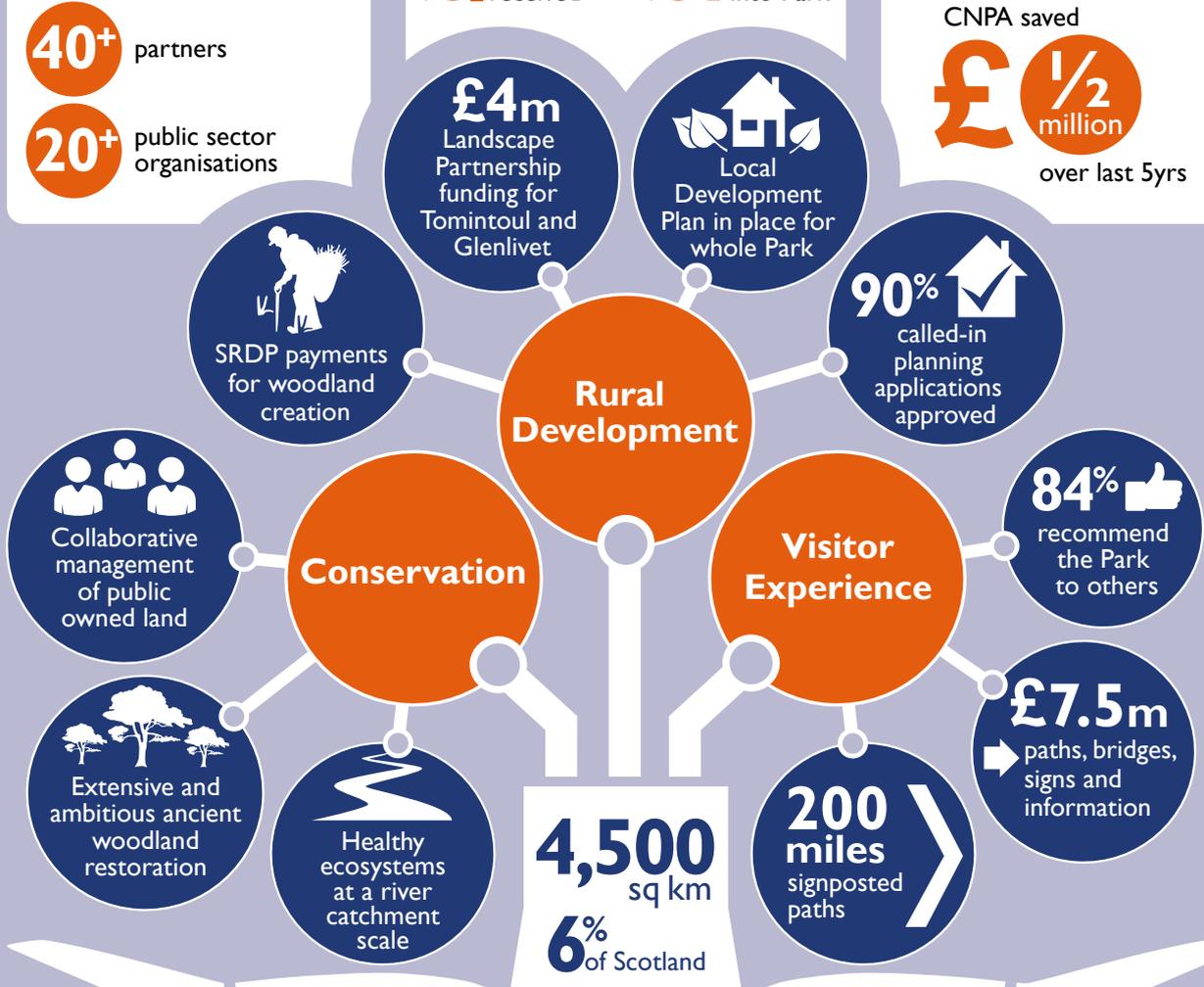
£4m Landscape Partnership funding for Tomintoul and Glenlivet

Local Development Plan in place for whole Park

Shared services

Annual efficiency savings

CNPA saved **£ 1/2 million** over last 5yrs



Planning Applications

14% faster

determination speed in 2013/14 of like for like local applications than the national average

Sustainable Travel Policy

40% reduction in carbon emission since 2007

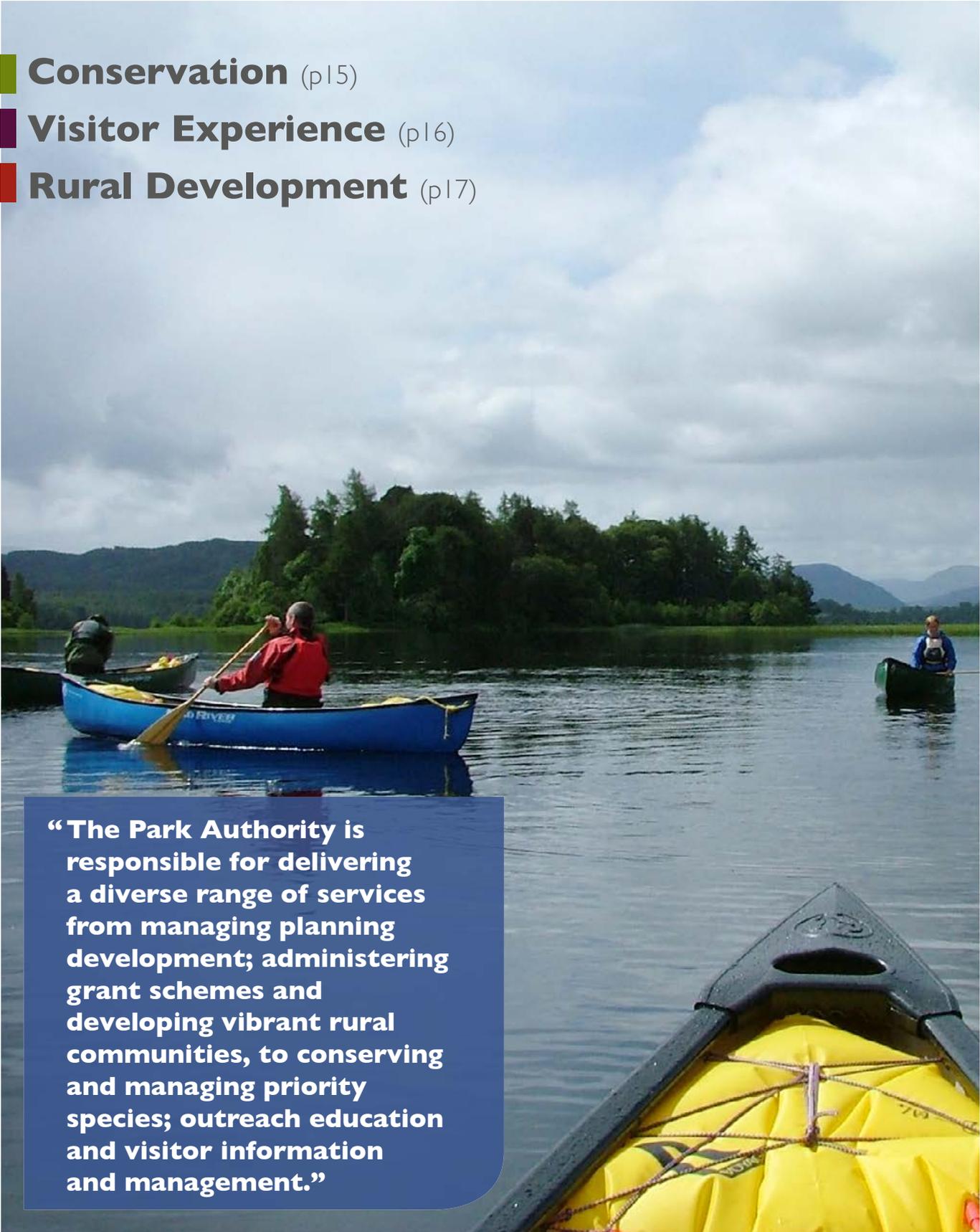
22,850 tonne reduction

£ 20 million extra funding over last 10 years

- Community-based Projects
- Land-based businesses
- Improved access and recreation facilities

STRATEGIC OUTCOMES

- **Conservation** (p15)
- **Visitor Experience** (p16)
- **Rural Development** (p17)



“The Park Authority is responsible for delivering a diverse range of services from managing planning development; administering grant schemes and developing vibrant rural communities, to conserving and managing priority species; outreach education and visitor information and management.”

CONSERVATION

Capercaillie Framework

The capercaillie is one of Scotland's most iconic birds but the population is now dangerously low. However a new Cairngorms Nature project, which will target future management on a landscape scale, aims to reverse that decline.

In 1970 there were around 20,000 capercaillie estimated to be living in Scotland. But some 40 years later, the population has shrunk to approximately 1,000 with the Cairngorms National Park being the last remaining stronghold for the species. At least 80 per cent of the population lives here, particularly in the forests of Badenoch & Strathspey.

The decline in capercaillie populations over the last four decades is down to a mixture of reasons. Some of these, such as a lack of suitable habitat, disturbance and predation, can be tackled through targeted management. Others, such as cold, wet spring weather, are out of our hands, although research is underway to help us understand how we can best manage for the impacts of climate change in future.

One of the key areas the Capercaillie Framework will focus on is supporting woodland expansion on a landscape scale. By creating new areas of forest in the right places, wildlife corridors will result that will strengthen and link capercaillie habitats giving them a better chance of breeding successfully.

Work is also focusing on improving recreation management in key locations with an emphasis on responsible outdoor access – and with an estimated human population increase of 26 per cent in the next 20 years – there will also be a coordinated effort to mitigate against the potential impacts from new housing developments in the Park.

As well as working with a range of partners, including the RSPB, Scottish Natural Heritage, SportScotland, Forestry Commission Scotland, Seafield Estate and Game & Wildlife Conservation Trust, working with local communities is a very important part of the Capercaillie Framework.



Communities close to capercaillie habitats are being asked to support the conservation work, which might mean altering dog walking habitats during the capercaillie breeding season. Local people have a huge part to play in saving this iconic emblem of the Caledonian forest and only by working together can the capercaillie's future be safeguarded.

VISITOR EXPERIENCE

Outdoor Festival for All

The Cairngorms National Park's first ever Outdoor Festival for All was held in Blair Atholl in the autumn of last year, celebrating the diversity of Scotland's landscapes, woodlands and its people.

The Cairngorms National Park Authority worked with Forestry Commission Scotland and Backbone to organise the event in the beautiful setting of Blair Castle in Highland Perthshire, which attracted over 350 people from across Scotland including groups from Aberdeen, Edinburgh and Perth.

Activities and workshops at the Outdoor Festival for All included walks, cycling, bushcraft skills, exploring for insects and bugs, climbing, archery, wild cooking, dance and storytelling with something to suit everyone regardless of background, age or ability.

Backbone – a social enterprise – aims to entice and excite communities of all backgrounds and abilities to own and benefit from being in the outdoors and getting close to nature. The organisation specifically targets groups that would not normally visit and benefit from Scotland's countryside, including its National Parks.

Among the groups to attend the Outdoor Festival for All were Disability Groups Perthshire, Ross Community Mental Health Team, Nepalese Community of Aberdeen, Cairngorms Walking to Health Project, the Multi Ethnic Access Development Project and the Scottish Arabic Women's Association.

The event helped to promote links between groups and the ranger services operating in the Park and the feedback received was hugely positive with participants saying it gave them the confidence and knowledge to plan a future visit.

Promoting social inclusion in the Cairngorms National Park with a view to helping create a Park for All has been a core principle of the Park Authority since the organisations inception in

2003. The CNPA is keen to encourage many more underrepresented groups to come to the Cairngorms National Park through projects like this and others like the popular Travel Grant Scheme.



RURAL DEVELOPMENT

Local Development Plan Approved

The first ever Local Development Plan for the entire Cairngorms National Park was formally adopted in March 2015 with the clear aim of delivering new housing, enhancing recreational opportunities and promoting economic development – while protecting and caring for the special environment and landscapes of the Park.

The adoption of the Cairngorms National Park Local Development Plan 2015 is a major milestone for the Park and replaces the Cairngorms National Park Local Plan 2010 and the Local Plans covering the parts of Perth and Kinross that are now inside the National Park.

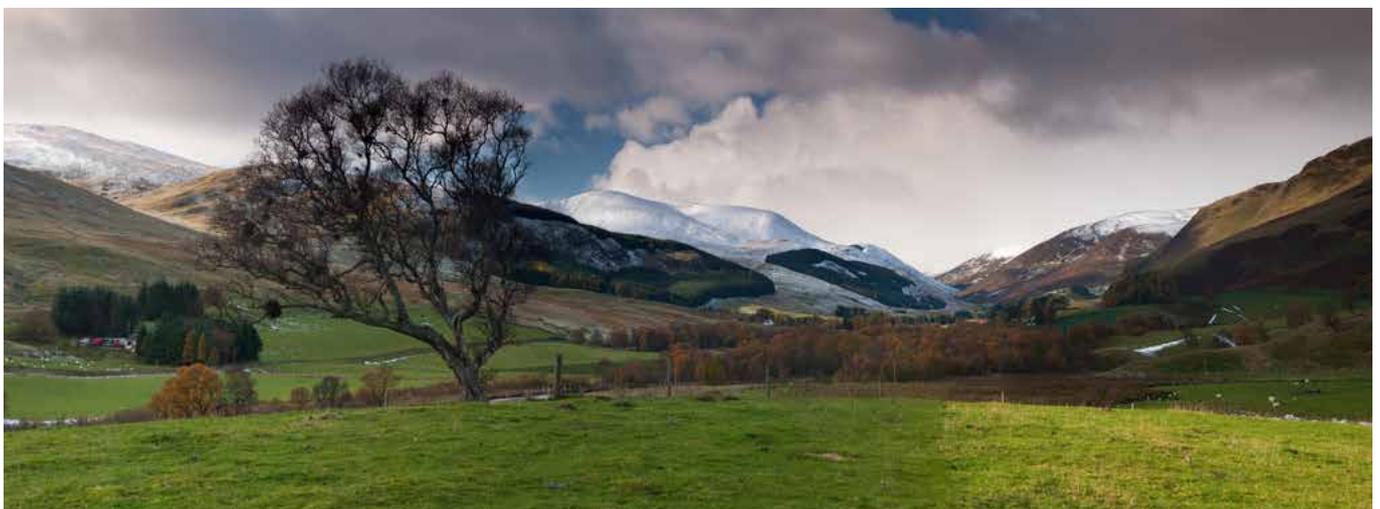
The previous Local Plan did not cover the area of Atholl and Glenshee that was brought into the National Park when the boundary was extended in October 2010. This means that planning officials at the CNPA and the five local authorities covering the Park are now able to work to a single development plan for the entire area, simplifying the process, bringing continuity across the National Park and ensuring that the right development happens in the right place.

The Local Development Plan sets out a strategy for built development within the Park, land use policies and site specific proposals for development,



enhancement and protection of this special place. The process involved consultation with a wide range of interested parties including communities, businesses, public sector partners and interest groups from all across the Park and further afield.

The Local Development Plan plays a key part in ensuring the Cairngorms National Park is protected and enhanced for current and future generations by getting the appropriate development in the right place, by promoting investment, by protecting and enhancing the natural and cultural environment and by creating places that can be valued and enjoyed by everyone.



PARK AUTHORITY SERVICES

Overview

Much of the work undertaken by the Cairngorms National Park Authority, as outlined in this review, involves working in partnership with others, influencing, building relationships and facilitating projects through taking a lead or hosting staff where other delivery partners perhaps do not have the full operational or business systems capacity to deliver the full range of activities required.

Our people and our organisational structures are therefore critical to our continued success. In 2014/15, we launched implementation of our agreed Organisational Development Strategy, through which we aim over a number of years to continue to improve and develop as an organisation through our leadership, our people, our culture, our knowledge, our facilities and our communications. This has established a coordinated change management programme where we seek to improve our services we deliver internally and externally, and demonstrate our ongoing delivery of best value in management and use of the public resources we have responsibility for.

Improving efficiency, effectiveness and economy

The Park Authority focuses on the delivery of best value, and on the improvement in efficiency, effectiveness and economy in exercising our functions. The contribution to the Scottish Government's National Outcome, that 'Our public services are high quality, continually improving, efficient and responsive to local people's needs' represents a key linkage between the Park Authority's corporate strategies and national policy.

We maintain our oversight of effectiveness of service delivery through a direct linkage between our complaints handling procedure and development of best value services. We ensure complaints and any other forms of feedback on our services are used



to inform service development and help identify service improvements where these are required. We have also delivered specific, focussed Best Value reviews, such as our intensive review of our planning services undertaken in 2014/15, while continuing to monitor overall service improvement against an organisation-wide Best Value Action Plan. We also value input from internal audit and other areas of external review to identify potential areas for service improvement and enhanced effectiveness.

In terms of the Park Authority's delivery of efficiencies in its operations, we continue to deliver against target cumulative efficiency savings. Consequently, the Park Authority is able to maintain investment, through its Operational Plan, in projects within the National Park despite reductions in public sector funding, by redirecting these efficiency savings from organisational support into project investment.

Our delivery of services through shared services, particularly with Loch Lomond and the Trossachs National Park Authority, has been a contributory factor to successful delivery of efficiency savings and also to development of economic, effective service provision. The Park Authority both delivers and receives shared services as a consequence of these arrangements. All functional areas of corporate services have been involved in the development of these shared services arrangements: governance and standards, audit, human resources, finance, and information technology.

Planning Service improvements

The Planning Service plays a key role in creating the Park we all want by promoting development of high quality in the right places, by stimulating investment and protecting and enhancing the natural and cultural environment. During the year we have continued to implement a series of changes that bring us closer to our customers and improve our effectiveness. All our Planning Team are now located in our main office in Grantown-on-Spey, which helps promote integration with other specialists and is closer to where most development takes place. In addition to this significant change, we were delighted to adopt our new Local Development Plan for the Park following several years of work with partners. This is a significant milestone that will shape the location and form of development for the next five years. Our Development Management Team has been very busy, but through focussed and determined effort, we have managed to get the overall caseload down and the processing times improved by dealing with a number of significant cases – including the processing of all our legacy cases – and by clarifying the categories of development applications that we call-in. This has resulted in us having no cases which are older than six months. Meanwhile, our Developers Forum, and our network of Planning Representatives from the Community Councils and Associations, continue to be well-attended and the discussions – which are always stimulating – help inform how we do our work to provide a better service.

Gaelic Language Plan

The CNPA's first five year Gaelic Language Plan was adopted in 2013 and focuses on four core commitments; identity, communications, publications and staffing. Progress against the plan includes the redesign of our corporate logo and bi-lingual Park brand to increase the visibility of Gaelic, a translation service in place to allow us to deal with any enquiries received in Gaelic, a Gaelic Place names leaflet and Gaelic in the Landscape training delivered to 33 land management partners to encourage use and understanding of Gaelic and following a staff survey Gaelic Language training has been delivered to 24 staff and board members.

Am Plana Gàidhlig

Ghabh an CNPA ris a' chiad Phlana Gàidhlig aice ann an 2013 agus tha am Plana a' cur cudrom air ceithir dleastanasan bunaiteach; dearbh-aithne, conaltradh, foillseachaidhean agus luchd-obrach. Tha adhartas an lùib a' Phlana a' gabhail a-steach; ath-dhealbhadh den t-suaicheantas corporra againn agus brannd dà-chananach na Pàirce gus faicsinneachd na Gàidhlig a mheudachadh; seirbheis eadar-theangachaidh Gàidhlig a bhith ann gus leigeil leinn dèiligeadh ri cùisean sa Ghàidhlig; bileag Ainmean-àite Gàidhlig; trèanadh a thaobh na Gàidhlig san Dealbh-tìre a bhith air a libhrigeadh gu 33 com-pàirtichean rianachd fearainn gus cleachdadh agus tuigse na Gàidhlig a bhrosnachadh; agus an dèidh suirbhidh a dhèanamh air luchd-obrach chaidh trèanadh sa Ghàidhlig a libhrigeadh gu 24 neach-obrach agus buill a' bhùird.



CAIRNGORMS
NATIONAL PARK AUTHORITY

ÙGH DARRAS PÀIRC NÀISEANTA A'
MHON AIDH RUAIDH

Cairngorms National Park Authority

14 The Square

Grantown-on-Spey PH26 3HG

www.cairngorms.co.uk

Email: enquiries@cairngorms.co.uk

Tel: 01479 873535

Fax: 01479 873527

© CNPA 2015. All rights reserved.

ISBN 978-1-906071-84-4
