

CORPORATE PLAN REPORTING

Conservation and Land Management	
Priority 1 – 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 	Peatland Action awarded £1.3million this financial year (2018/19) for ten projects covering 1052 hectares. Only one site is complete by October 2018, while contractors are currently working on restoration management of 497 hectares of peatland. Restoration management is also underway across the Monadhliath Deer Management Group Estates led by Strath Caulaidh. Contractor capacity, weather and delays in awarding grant funding is delaying delivery.
<ul style="list-style-type: none"> Develop and deliver Cairngorms Nature Strategy with wider partnership 	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. Consultation has finished on the next Action Plan (2019 – 2024) which is scheduled to be launched at a Holyrood reception in February 2019.
<ul style="list-style-type: none"> Deliver Capercaillie Framework 	5 new members of staff have been recruited to work on the £550,000 HLF and LEADER supported development phase of the Cairngorms Capercaillie Project. The development phase includes a pilot programme of community engagement work in Carr-bridge, putting people at the heart of conservation decision making, alongside information gathering and planning for a £3.5 million delivery phase application in December 2019.
Priority 2 - Ensure deer management is focused on delivering public interest priorities specifically the expansion of native woodlands and peatland restoration	
Key Work Areas	Update
<ul style="list-style-type: none"> Support population modelling and herbivore impact assessments 	Utilising funding from SNH, Habitat Impact Assessments (HIA) carried out over balance of landholdings within West Grampian Deer Management Group (DMG) and South Deeside North Angus DMG. Woodland deer population and impact assessment project launched across Abernethy and Rothiemurchus (Cairngorms Speyside DMG). Other HIA projects agreed for Spring 2019 across Dorback, Phoines, Ralia (possibly Delnabo), funded by estates (CSDMG). Supporting population model development, based on regular counts, across West Grampian DMG and South Deeside

	<p>North Angus DMG. Cairngorms Speyside DMG population management based on habitat performance. Facilitating ongoing review and discussion of culling regimes to meet different land use policies between Wildland, Atholl, Dalnacardoch.</p>
<ul style="list-style-type: none"> Work closely with Deer Management Groups to deliver public interest priorities 	<p>Association of Deer Management Groups (ADMG) initiated 'Health Check' review of Deer Management Plan implementation (public interest priorities) carried out, prior to SNH review of all DMGs in 2019, across Cairngorms Speyside DMG, South Deeside North Angus DMG, West Grampian DMG, Upper Deeside DMG, East Grampian DMG. Results reported to DMGs, ADMG, SNH.</p> <p>Working with SNH, South Deeside North Angus DMG and East Grampian DMG regarding cull planning to address Caenlochan SAC impacts.</p>
<p>Priority 3 - Support sustainable moorland management to deliver greater habitat diversity and good management practice</p>	
<p>Key Work Areas</p>	<p>Update</p>
<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> <ul style="list-style-type: none"> # Initial phase of Wader Monitoring project (in partnership with BTO) complete. # Peatland Restoration projects underway on Balmoral, Invercauld, Mar. Potential projects identified for 2019 on Glenavon, Glenlivet, Mar Lodge. # Recent woodland expansion and potential quantified. # Ongoing raptor discussions with ECMP and local RSGs. # Existing muirburn plans reviewed and mapping in progress with Mar Estate & Balmoral. # Collecting and collating data on wildlife management (including Mountain Hares) with view to development of a planned management approach. Training & implementation of mountain hare monitoring as developed by JHI/GWCT for SNH in progress. # Engaging People: developing proposal for Ballater-based interpretation facility.
<ul style="list-style-type: none"> Establish a Cairngorms Upland Advisory Group 	<p>Cairngorms Deer Advisory group is now closed and members have been informed. The remit of CUAG and the broad categories of membership have been agreed by the board. Contact has been made with the majority of organisations outlining purpose of the group. We had intended to hold the first meeting by the end of this year, but it is taking time to establish membership so we may hold the first meeting in the new year.</p>

<ul style="list-style-type: none"> Eliminate raptor persecution and develop wildlife tourism project around raptors 	<p>5 special constables appointed in CNP. Work on developing a wildlife crime raptor tracker with BTO ongoing. Discussions with Werritty 'grouse management review' ongoing. Work with East Cairngorms Moorland Partnership will, we hope, lead to raptor tourism projects in due course.</p>
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Visitor Experience	
Priority I - 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 in place to complete construction autumn 2019. One planning consent outstanding to be submitted Dec 2018</p> <p>Deeside Way – Braemar to Invercauld Bridge planning consent submitted Sept 2018</p> <p>Mountains & People - 63% of mountain path improvements complete</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 has met twice. 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 Local Action Group Trust Manager was appointed Aug 2018 to lead on implementation.</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).</p>
<ul style="list-style-type: none"> Progress with delivery of Cairngorm/Glenmore Strategy 	<p>Forestry Commission Scotland is developing visitor management plan including the RTIF project above</p> <p>HIE has commissioned an uplift review to determine future development at Cairngorm with recommendations for £27M of investment over next 10 years.</p> <p>Funicular is closed for engineering investigations which should be available early December. CNPA is attending the Funicular Response Group which is coordinating the response and will contribute to marketing the area.</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. Funding is agreed to produce detailed designs by 2020.</p> <p>CNPA is now supporting 15 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>14 volunteer rangers trained with 12 more scheduled for early 2019 as part of our ongoing project supported by Cairngorms LEADER . Work underway on sustaining volunteer work developed by Mountains and People project.</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	
Key Work Areas	Update
<ul style="list-style-type: none"> Continue to support and promote the John Muir Award and Junior Ranger programme 	<p>Some 2684 people completed a John Muir Award in and around Cairngorms by Oct 2018.</p> <p>66 young people trained as Junior Rangers in 2018</p>
<ul style="list-style-type: none"> Work with Inclusive Cairngorms and partners to reduce barriers and encourage participation. 	<p>Work underway to develop a more effective way of engaging with partners with Inclusive Cairngorms. CNPA presenting at Disability Equality Scotland transport event in Kingussie in Nov 2018.</p>

Rural Development	
Priority 1 - Support delivery of housing for local needs through an efficient and effective planning service	
Key Work Areas	Update
<ul style="list-style-type: none"> Develop and implement Local Development Plan 2020 	<p>Consultation responses for the Main Issues Report have been summarised, analysed and considered by Planning Committee. A further consultation on seven additional proposed sites for development has been held. Discussions have been held with the Developers Forum the Planning Representatives Network, with key public sector partners and the Cairngorms Business Partnership. Taking account of all this work, and guided by the Committee, staff have worked up the proposed Local Development Plan for the December Board meeting when the Plan will be presented for approval for consultation. All work is on target with the Development Plan Scheme.</p>
<ul style="list-style-type: none"> Support community-led housing in the National Park 	<p>5 communities are now actively looking to develop community led housing projects.</p> <p>Dalnain Bridge – Development Trust now established (delivery mechanism). Working Group have undertaken own housing survey and analysis. Site for potential collaboration identified (with the landowner). Rural Housing Fund (RHF) application for feasibility study in progress.</p> <p>Braemar – Currently recruiting a consultant for a feasibility study on the Kindrochit Court site. Application for RHF study funding being progressed.</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 – public meeting held in Oct, confirmed demand for more affordable housing. Steering group being established to look at options available.</p> <p>Tomintoul – Tomintoul and Glenlivet Development Trust (TGDT) looking at potential to develop Old School site.</p>
Priority 2 - Support communities, specifically focussing on the most fragile, to deliver their agendas for change	
Key Work Areas	Update
<ul style="list-style-type: none"> Conclude Tomintoul/Glenlivet Landscape Partnership, 	<p>Tomintoul and Glenlivet Landscape partnership is progressing well. The Discovery Centre is up and running (although closed now for the winter). 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</p>

<p>develop new focus area in Badenoch and help deliver Great Place Scheme</p>	<p>migrating salmon. Stabilisation of Blairfindy castle has presented a major challenge for the team and the TGLP Board but recent excellent detailed work by architects we hope will enable us to move forward with this major project. At the end of November the Tomintoul and Glenlivet – Cairngorms Dark Sky Park will be launched in Tomintoul – this is a major achievement for the community and a great accolade for the National Park.</p> <p>TGDT continues to progress with delivery of the Landscape Partnership project and their programme of work within it. Badenoch Great Place Scheme is now established with Board and Team meeting regularly. Project Officer, employed by Voluntary Action Badenoch and Strathspey started in April. Series of heritage engagement events took place over the summer. Consultants have started work on interpretation strategy based on heritage of the area and work on alternative tourist route is out to tender.</p>
<ul style="list-style-type: none"> Support community organisations to deliver projects that help deliver NPPP 	<p>VABS has undertaken and completed 2 community action plans in 2018 (Boat of Garten and Kingussie) and will start the process in Laggan and Blair Atholl in the late autumn/winter. Key partner in the BGPP, sitting on Board, Team and employing project officer.</p> <p>MAP –Ballater CAP was published in June, then supported the setting up of a Community Action Team and several working groups to tackle specific issues. Supported creation of the Upper Donside Business & Tourism Group, LEADER Application for a community transport initiative in Upper Donside and ongoing support for the Braemar Care Initiative.</p> <p>Inverallan 2020 – support with HLF and LEADER applications to develop a community facility and secure future of building for public use</p> <p>Tomintoul and Glenlivet Development Trust - now has 254 members, 9 paid employees and 20+ active volunteers. Regular advice, guidance and support to the Board and PO to deliver their 2018-22 Strategic Plan. They now have two operation assets, the newly renovated Discovery Centre (which recently celebrated 10,000th visitor) and The Smugglers Hostel. In addition to growing these assets, the Trust have delivered successful events (Skerryvore and Go Wild) and are investigating possible new income generating schemes. HIE have recently funded a governance health check and a facilitation process as some sensitivities have arisen with local businesses as the Trust progresses towards financial self-sustainability.</p> <p>AOCC – Have submitted a joint application with CBP to Brexit Stakeholder Engagement Fund to run 2 x workshop on Brexit impact on rural communities. Not heard back yet.</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 30 projects in the programme to date, with a total value of over £3.2 million. Nine of these projects cover Park-wide operations; two cover all of the Aberdeenshire area of the Cairngorms NP; with remaining applications coming from 14 different communities within the Cairngorms.</p> <p>The Trust is now moving toward the final stages of project funding allocations, with meetings in November 2018 and February 2019 expected to fully commit the Cairngorms Programme LEADER allocation. There is some potential that remaining unfunded “pipeline” projects may be funded through residual funds recovered centrally by Scottish Government. However, this position is very uncertain and project applicants are being made fully aware of the limited funds currently available and therefore of the risks in working on project applications at this time.</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>Update</p>
<ul style="list-style-type: none"> • Review and help deliver Economic Strategy for the Park with partners 	<p>The existing Economic Strategy has been reviewed with partners including HIE and local authorities and an Economic Action Plan is due for approval by Board in December for consultation and finalisation by March 2019.</p>
<ul style="list-style-type: none"> • Ensure impacts of A9 dualling are understood and addressed where appropriate by the Park Authority 	<p>CNPA has fed back on various section A9 dualling project. Objections have been submitted to Transport Scotland on two sections: near Killiecrankie in relation to lack of information on the historic battlefield; and between Aviemore and Carrbridge in relation to lack of provision for non-motorised users.</p>

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	
Key Work Areas	Update
<ul style="list-style-type: none"> Implement, review and refresh Organisational Development Strategy as part of continual improvement work. 	<p>ODS 2 in process with most actions either completed or in the process of being developed. ODS3 will commence in late 2019 / early 2020 working with Staff Engagement Survey results</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.</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, and staff moved in to the building. Operation of the extension to date has been very successful, with the formal opening held on 16 November.</p> <p>The final account for the development is yet to be complete. However, estimates to date continue to suggest that the final account will be under budget.</p>
<ul style="list-style-type: none"> Implement GIS Strategy 	<p>The implementation of GIS Strategy and service provision has made 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. This area of work will be given greater priority from the final quarter of 2018/19.</p>
<p>Implement cyber security framework and wider IT development</p>	<p>A draft report from the Cyber Security Plus review has been received, with 3 medium and 3 low recommendations, many of which correlate with actions highlighted from a recent internal audit report. Work is now progressing on implementation of these actions.</p> <p>We are near the end of procurement for implementation of Customer Relationship Management (CRM) and enhanced</p>

	Document and Records Management System (DRMS) with final contractor interviews being held in November prior to decision on contracting. Implementation will take place during 2019 assuming a contract award is made. IT services have been successfully extended into the office extension.
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	
Key Work Areas	Update
<ul style="list-style-type: none"> Deliver corporate support to Scottish Land Commission, and charitable and community organisations. 	HR support (policy development, caseload and payroll) for SLC commenced in January 2018, and is ongoing. CNPA provide payroll service to OATS. Ad hoc HR support provided as required to local charitable trusts
<ul style="list-style-type: none"> Provide accommodation and facilities support to NPPP delivery partners 	3 x SNH staff currently hot desking whilst Auchintoul office undergoing repairs. Grantown Archive Project using office temporarily for archiving work.
Priority 4 - Promote and support the highest standards of governance and management, including equalities actions, within the 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. 	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. http://cairngorms.co.uk/resource/docs/boardpapers/23112018/181123AuCtteePaper5AA1718AuditCtteeAnnualReport.pdf
<ul style="list-style-type: none"> Implement Greening Strategy and deliver Youth Development Strategy 	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; Project Scotland Volunteer hosted and now working on an internship to March 2019; Gaelic Internship successfully delivered June – September; two work shadowing opportunities supported.

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>Digital Communications strategy prepared and being implemented. Total digital audience is over 85K with the number of Facebook followers increasing by 7%, Twitter increasing by 4.5%, and Instagram increasing steadily, with a total of 1,328 followers as of September.</p>
<ul style="list-style-type: none"> Campaigns: Cairngorms Nature, Active Cairngorms & 'Make it Yours' 	<p>Cairngorms Nature: A report on the Cairngorms Nature Action Plan was shared at the Cairngorms Nature Seminar in June with 88 partners attending. Cairngorms Nature is promoted via the Cairngorms Nature Big Weekend, Volunteering Cairngorms, Young Ambassadors and the Capercaillie Framework project. CNBW strategic approach has been agreed with the steering group and 2019 dates confirmed as 10-12 May. CN Seminar dates & theme still to be agreed. Xander Johnstone, Cairngorms Nature Young Ambassador, has been shortlisted for the Nature of Scotland Young Nature Champion Award.</p> <p>Active Cairngorms: Wee Walks Week focussed on school children (parents & grandparents), Health Walk groups and business participation. <i>Health Walks and 'Getting Started' Pathway</i> saw 38 new walkers join the 15 Health Walks and 4 training sessions reaching 35 volunteers including first aid and health walk leader training. Additional development work for the remainder of the year includes piloting 'Dementia Friendly' Health Walk accreditation and continuing to work in partnership with <i>The Mountains and The People</i> project. Active Aviemore proposals are being prepared to go out for public consultation in December.</p> <p>'Make it Yours': Feedback following MIY presentations is positive and a more detailed learning experience, alongside the one hour presentations, for tourism businesses has been trialled with an outdoor activity provider. CNPA will offer independent VICs support with CNP information and the opportunity to sell branded merchandise. Visitor Giving options are being prepared to raise funds for conservation and an outdoor access projects in the Park.</p>

<ul style="list-style-type: none"> Deliver stakeholder engagement & events 	<p>EUROPARC conference 2018 attracted over 600 delegates from 39 countries and received favourable feedback. A conference report will be finalised by the end of the year. Stakeholder engagement work included visits by the Minister for Rural Affairs and the Natural Environment Mairi Gurgeon, The First Minister Nicola Sturgeon and Deputy First Minister and CabSec for Education & Skills John Swinney. A report on our resident engagement along with our ongoing stakeholder engagement programme will be reviewed and presented for Board approval in March 2019.</p>
<ul style="list-style-type: none"> Corporate Communications: publications, consultations, media & issues management, Gaelic Language Plan 	<p>Annual Review 2017/18 has been published on the CNPA website. Forest Strategy consultation is complete and published on the CNPA website. Cairngorms Nature Action Plan consultation is complete and the final plan is ready for Board approval. LDPMIR consultation is complete and the proposed LDP 2020 is ready for Board approval. The Gaelic Language Plan 2018-2022 has been formally approved by Bòrd na Gàidhlig and published on the CNPA website in English and Gàidhlig.</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>Update</p>
<ul style="list-style-type: none"> Organisational Development Strategy 	<p>An all staff improvement workshop promoted SG innovation process models to support staff with innovation projects. Subsequently, a number of improvements have been implemented including a change in our outdoor access case management procedures. Another all staff session is planned for spring 2019.</p>