

## Evaluating the Cairngorms National Park Planning Process

The paper provides an overview of our research on the Cairngorms National Park Planning (NPP) process to date - therefore it presents a snapshot of a long term process of cultural change. The research is funded through the Scottish Government's five-year Environment and Rural Stewardship Programme. It aims to support the adaptive management of the Park by creating a dialogue between researchers and stakeholders.

### ***Why do this Research?***

Cairngorms National Park is an example of the new approach to planning and management that: integrates many different issues; works with many different partners in delivering the desired outcomes; and functions at the local, national and international level. It should be remembered that the first NPP was an experiment as (a) it was first time a strategic plan for the Cairngorms under the *National Parks (Scotland) Act* had been developed; and (b) we are only part way through the first planning cycle. National Parks and the model of an enabling National Park Authority are new although many of the challenges highlighted below are faced by many other processes (e.g. community planning).

### ***Purpose of this Paper***

This paper has been written to stimulate discussion by the CNPA (Cairngorms National Park Authority) management team and the CNPA Board. It does not present all the detailed findings but focuses on our interpretations of the data. It highlights what we believe to be the main learning points that could inform the transition from the first to the second planning cycle.

The paper is designed to be provocative and poses questions about how the CNPA and their Board are responding to challenges or might respond in the future. The paper highlights what we believe has already been learnt and where future challenges remain. Some of these challenges can be, or are being, tackled by the CNPA and the Board, but others are more generic challenges to be tackled by *all* those delivering the Cairngorms National Park Plan (NPP). A modified version of this paper will be used as part of the early engagement with partners when developing the next NPP.

### ***How has the research been done?***

The **research questions** are:

- Who is involved in developing and implementing the Park Plan?
- How is the integration of the various issues managed within the overall Park Plan?
- Are there changes in those involved, and the issues raised, over time?

This paper reports on research undertaken between April 2006 and September 2009; with most attention paid to the implementation phase of the National Park Plan process. We have focussed on three of the seven delivery teams (Conserving and Enhancing, Integrated Land Management and Enjoying and Understanding) as well as attending some advisory forums and the Strategy group. Therefore, our data only covers some of the ongoing processes and will provide a partial view; although our regular communications with CNPA staff help to ensure we remain as up to date as possible.

The data consist of:

- Semi structured interviews (total of 15 people) – follow up interviews planned for Dec 09/Jan 2010<sup>1</sup>
- Field notes from meetings (total of 27 meetings)
- Field notes from meetings, phone calls and emails with CNPA staff (total of 20 interactions)
- Field notes from published documents (total of 21 groups of documents)

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<sup>1</sup> As we note in the Roles and Responsibilities section, we have little data on views of land managers, local residents, visitors and the wider Scottish public, so our findings need to be interpreted in light of these absences.

These different data provide multiple perspectives on the development of the National Park Plan. The data are mainly qualitative in order to explain why certain trends might be occurring rather than ‘proving’ relationships using statistical analysis. The framework was designed to collect data over time with minimal requirements from stakeholders and within a modest research budget.

## Summary

We perceive that the National Park Plan (NPP) is the vehicle by which the CNPA can demonstrate:

- National Parks make a difference;
- How the ‘special qualities’ are protected and enhanced; and
- Joined up working between public, voluntary and private sector stakeholders.

These outcomes require a long term process of changing the way people think about the Cairngorms and encouraging them to work together.

The paper highlights six interacting themes arising from the data:

- Consolidating the concept of a Scottish National Park

The process of developing and delivering the NPP has helped establish a shared conceptualisation of the National Park’s purpose. A Scottish National Park is special, unique and different, requiring innovative ways of working together to deliver planned outcomes.

- Developing & Consulting on the NPP

In general, the process of developing and consulting the NPP seems to have been done well and was relatively inclusive. There were more mixed views on the content of the NPP and the concerns about how effectively the NPP would be implemented.

- Implementing the NPP

The implementation phase was slow to get going but seems to have hit its stride. The CNPA are communicating a sense of progress and examples of partnership working. Overall, there has been a shift from engaging multiple stakeholders on multiple topics when developing the plan towards working with specific stakeholders delivering particular projects.

- Roles and Responsibilities of those Involved

Deciding who to engage, how to engage effectively, and how to sustain commitment continues to challenge the CNPA. Although the CNPA and their partners are seeking to deliver the NPP in an inclusive manner, it is often a set of ‘key’ individuals who are relied upon to deliver the Priorities for Action (PfA). These individuals are often from public sector organizations.

- Establishing the authority of the CNPA

The CNPA identifies itself as an enabling organisation but this approach has proved difficult to deliver. There has been an ongoing tension between the CNPA leading the implementation of the NPP and the CNPA building ownership of the NPP amongst other stakeholders.

- Managing Change

There are two main tensions when managing change. Firstly, in order to maintain commitment to a shared vision of the National Park, the CNPA staff go to considerable lengths to smooth over disagreements. Secondly, the NPP strategic objectives are often long term problems that are resistant to a short term fix but to maintain commitment to the concept of the NPP, the CNPA are currently focusing on delivery of the shorter-term PfAs.

To borrow a cliché, there is a time and place to deal with the above issues. During the five year planning cycle, there will be periods for strategic thinking and agreeing a collective vision for the NPP. This will be followed by a period of operational delivery, leading to a review of progress and into a new phase of strategic thinking about

the next NPP. Being inclusive and harnessing the ‘wisdom of crowds’ is essential during strategic reviews and agreeing the plan, but the implementation stage requires a more targeted engagement with those delivering specific projects within each PfA. Essentially there are two aspects to the NPP – the longer term strategic objectives and the current set of PfAs – that are being implemented and managed simultaneously (see Figure One). There is a complementary third strand, focusing on awareness raising, education and empowering communities that is also delivered by the CNPA and their partners, although it is less clear how this is explicitly integrated with the strategic thinking and operational delivery.

The paper finishes by illustrating what lessons have been learnt and what challenges remain for the next planning cycle.

## **Consolidating the concept of a Scottish National Park**

There have been two main aspects to establishing a shared conceptualisation of the National Park: to ensure people understand that a Scottish National Park is different from many other models of protected areas through its focus on sustainable development; and to ensure that people recognise that the Cairngorms National Park is a collective enterprise, that is delivered by the CNPA in partnership with many others. The ongoing distinction between the National Park Brand and the CNPA logos illustrate the attempts to highlight these differences. The consultation phase for the NPP illustrated the need to distinguish between the National Park Plan and others .e.g. the Local Plan and the CNPA Corporate Plan but this confusion appears to have lessened over time within the ‘partner’ organisations engaged in the Delivery Teams. Our data doesn’t tell us about perceptions of wider stakeholders, such as local residents or visitors.

Threaded through many meetings and discussions is the notion that the National Park is special, unique and requires different methods of delivery. During the development of the NPP, there were considerable differences in how stakeholders perceived the role and rationale of a National Park and the balance between the four aims. The phrase ‘the special qualities of the National Park’ has been extensively used, but to an outsider, these special qualities are not always defined or self-evident. Furthermore, illustrating that having a National Park makes a difference is problematic when the criteria by which various individuals and organisations judge ‘difference’ are not homogenous, static or even explicit. One example is that illustrating how a National Park is different to other areas creates tensions for other partners with important roles and responsibilities for areas beyond the National Park boundary.

## **Developing and Consulting on the NPP**

The consultation phase was affected by the timing of the Scottish elections and ‘consultation fatigue’ in communities of place and of interest, whereby representatives were struggling to keep up with all the demands placed on them. During the consultation phase, a suspicion was voiced by some stakeholders that their comments would not be listened to, and that the public agencies were more influential than other voices in the development of the NPP. There were two procedural concerns. Firstly, there was some confusion over whether stakeholders could influence how the draft NPP was altered in response to the consultation. Secondly, because the CNPA has the statutory duty to prepare the plan but the NPP is delivered in partnership with others, there was a discussion over how to synchronize the endorsement of the Plan by both the CNPA Board and Strategy Group.

There were two main aspects about the NPP content to note. Firstly, the consultation process indicated different opinions regarding to what extent the NPP should restrict delivery to issues that are exclusive to the National Park and allow generic nation-wide issues to be resolved by existing nation-wide solutions. Secondly, a criticism was that there were no priorities set within each PfA and that these PfA were not costed or SMART (SMART meaning Specific, Measurable, Agreed, Realistic and Time-limited). Many partners were concerned that they would not have the resources to implement the action plans, and therefore the NPP would raise unrealistic expectations. However, others were concerned that only noting actions that were already resourced would not provide a stimulating or visionary plan for the Park. We understand that the next NPP will focus on

agreed and measurable 5 year outcomes. It will not prescribe the mechanisms for delivering these outcomes, allowing more flexible responses to future funding opportunities, policy signals and other factors that influence implementation.

## Implementing the NPP

There was been a loss of momentum between submitting the plan and starting the implementation process, due to a lag between adopting PfA plans and securing resources in multiple partners' annual budgets. This was despite the recognition by CNPA that the good will and commitment developed during the consultation on the NPP would need to be consolidated through demonstrating early progress. The implementation process has continually evolved (e.g. revising the membership of delivery teams and advisory forums; restructuring and renaming delivery teams and advisory forums; and experimenting with how progress is tracked and presented).

Therefore, there was a great deal of focus on the processes necessary to ensure delivery of the PfA plans. However, when progress on implementation is communicated, there is much more emphasis put on tangible and concrete actions rather than processes of resolving problems and social learning. This may reflect the sense that those organisations and individuals on the delivery teams want to avoid being a 'talking shop'. They want to be seen to be getting things done and to get recognition for taking action and achieving progress. This is more difficult for an 'enabling organisation' like the CNPA, as enabling processes that help others deliver actions can remain somewhat invisible. Constraints on what is 'getting done' related to the availability of funding - many meetings revolved around how to find funding to allow a project to move ahead.

Figure One illustrates an 'ideal' trajectory whereby the CNPA simultaneously engages others in strategic thinking as well as in delivery. To date, there has been more energy going into the delivery than the strategic thinking. In many ways, the focus on delivery of PfAs is positive, and may reflect the CNPA's ethos of taking risks and trying things, to avoid being seen as a another layer of bureaucracy that squashes innovation and creativity. However, there has been very little explicit attention (in the data we have collected) on the strategic NPP objectives and virtually no mention of the guiding principles by name. Furthermore, the PfA progress and their case studies tend to be presented separately with few examples of cross-over and integration between them. The recent NPP Mid-term Health Check paper noted the need to take account of the changing environment and strategic issues such as Climate Change as the next NPP is developed, indicating a shift towards this strategic approach.

## Roles and Responsibilities of those Involved

We perceive a contrast between the often expressed but rather vague desire to engage the 'public' and local residents and the more targeted approach to working with other public sector bodies and specific voluntary sector organisations. The pattern of attendance at the three main formal NPP engagement mechanisms: the delivery teams; the advisory forums and the strategy group reinforced our earlier analysis of a hierarchy of engagement. The CNPA NPP staff have most interaction with 'People like the CNPA' (representatives of public agencies); some with People the CNPA need (those that do not have a statutory duty within the Park but without whom the Plan can not be delivered) and People CNPA ought to engage (voluntary organisations representing the public interest in the National Park) and least interaction with the 'Public'. Local communities and the public are not directly engaged using the above NPP mechanisms although they are represented through the Association of Cairngorms Community Councils (ACCC). Indirect engagement occurs via community planning processes, including ongoing community needs audits within the Park; and as part of specific projects and initiatives (e.g. Core Path Planning).

Figure Two demonstrates the organisations involved in the first three levels of our hierarchy and the structures through which they are engaged. Public agencies (national and local authorities) are engaged in all three of the NPP mechanisms (delivery teams; advisory forums and the strategy group). Local Authorities tend to focus more on social and economic development; whilst the national public agencies tend to focus more on

environmental aspects. The advisory forums offer the main opportunity for voluntary sector, private and local interests to input to the NPP process. These forums have been restructured to make them more responsive to the stakeholders' needs. The two new forums –Land Management and Sustainable Tourism - will join a further three forums run by the CNPA. The role of the newly developed Cairngorms Business Partnership will be important for both these forums. There are further forums run by others (e.g. the Youth Forum) and it is unclear how the issues raised in these latter forums are communicated and considered within the NPP process. Further work has been done by the CNPA behind the scenes e.g. the creation of 'account managers' for partnership organisations. This illustrates how there has been a shift away from collective meetings involving many stakeholders to an 'iceberg' model whereby the formal meetings represent a fraction of the ongoing communication being done informally between individuals on specific issues.

Ensuring engagement and commitment depends on whether those attending the delivery teams, advisory forums and strategy group feel able to express their opinions and believe that their concerns are listened to and acted on. Some individuals have noted that their suggestions have been taken up and the time consuming nature of participation has paid off in better choices being made. Some private sector interests seem keen to embrace the benefits of being in a National Park as there seems to be less 'red tape' than they originally feared. The need for evidence of commitment to delivering the NPP has been raised. Indeed, we perceive a function of the meetings is to use public 'peer pressure' to elicit and confirm commitment to delivery. It is striking to compare the logos on the NPP to the logos on the first progress report, illustrating success in involving a much broader set of partners in delivering projects.

Retaining commitment requires that the transaction costs involved in partnership working to deliver the NPP must be seen to be worthwhile and deliver benefits to the partners' own organisations or interests as well as the overall benefits to the Park and to Scotland. This may explain the current focus on demonstrating how the NPP is delivering concrete improvements in order to build confidence in the idea of a National Park and illustrate the benefits of working together. Commitment is often measured by the degree of resource (normally money, but occasionally staff time or data) that is pledged to enable a project to be delivered, rather than reaffirming a commitment to a shared vision or the strategic direction of the National Park. There seem to be a variety of motivations for individuals, groups and organisations to become involved in delivering the NPP – from meeting public policy targets to protecting commercial interests – and these different motivations influence the roles and responsibilities that individuals take forward within the teams, forums and the strategy group.

## **Establishing the authority of the CNPA**

The CNPA is the only organisation whose remit is to have an overview of the NPP. Given the limited sticks and carrots available to the CNPA staff, they provide leadership in generating consensual and collective vision and encouraging joint working to achieve mutual objectives. The CNPA is a new organisation and the National Park is a new institution, albeit built on ongoing traditions and shared history. It is therefore understandable why the CNPA has sought *multiple* ways of claiming authority to coordinate others to deliver the NPP. The CNPA has used the policy signals coming from Scottish Government, particularly about integration of public bodies via Scottish Environment And Rural Services (SEARS) and Local Authority Single Outcome Agreements (SOA), to get leverage with other public sector organisations. These policy signals also indirectly influence private interests through public grant schemes that reflect Scottish Government priorities. Staff also use a mixture of building inter-personal relationships and claiming mutual interests to influence land managers and local businesses.

The actual decision-making within the NPP process is quite complicated. Draft decisions are made by the Management Team within the CNPA and these decisions are approved or amended by the Board. There is no formal authority relationship between the CNPA or the CNPA Board and other partner organisations. Where decisions taken (e.g. changing the forums; how to engage with the public) will effect organisations and individuals beyond the CNPA, the paper put to the Board will be based on the outcome of earlier discussions with partner organisations. This returns us to the question of whether the CNPA Board has a role to represent

multiple organisations and communities of place and interest; or just to scrutinise and direct the actions of the CNPA<sup>2</sup>.

Decisions are not generally made at delivery team, advisory forum or strategy group meetings. Project specific decision making occurs in informal and one-to-one discussions. Some partners appear to like the informality of this approach, as the 'private' nature of the discussions means they can be both more honest, and also more aspirational, than they could if all comments and commitments were formally minuted. Therefore the NPP delivery team, advisory forum and strategy group meetings provide an arena for issues to be aired and views to be expressed; for future decisions to be signposted, or existing decisions fed back. This approach to the use of the NPP collective meetings might explain why some stakeholders still perceived the CNPA as dictating, rather than the enabling, the delivery of the NPP. One possibility, to be explored in further interviews, is whether adopting the 'iceberg' model risks increasing mistrust of the CNPA by those not included in these informal decision-making processes.

## Managing Change and Evolution

Although there are some ongoing tensions, there was very little overt conflict and much good will and good humour observed at meetings. It seems that the collective arenas are not the place to express or resolve conflicts, but somewhere to formally present views and to pledge commitments. This might explain why some seemed to perceive meetings as just 'talking shops' that do not achieve much. The expressed need to manage 'difficult' individuals and organisations suggests a tendency to remove, rather than engage with, challenging behaviours or strongly held viewpoints. There have been situations when the CNPA's approach or suggestions have been resisted or amended by other stakeholders but as final operational decisions are sometimes unclear, it is not always apparent if the CNPA have acted on these partners' requests.

Change is integral to the NPP as it is the vehicle for delivering a new approach to integrated and sustainable development in the Cairngorms. However, the main drivers of change appear to be 'top down' e.g. Scottish/UK/European government policies, climate change and the changing macro-economic climate. There were very few references to 'bottom up' drivers such as the specific expressed needs of communities of interest and place, despite the references to the need to be inclusive, to engage 'the public' and ensure that the National Park delivered for local communities and the nation.

The emphasis on managing change through the NPP explains the discussion of monitoring procedures, especially indicators. Monitoring appears to be seen as the way to ensure progress; to demonstrate accountability for public funding and to retain public support. Talking about the need to monitor, what to monitor and how to use the results did start to create a common language within the advisory forums and delivery teams, and focus them on a shared and holistic overview of the NPP. However, it seems that it is easier to talk about the need to monitor than to actually collect data; discuss monitoring results or agree what the results mean in terms of outcomes.

## Lessons Learnt

There has been useful reflection on what has been learnt, with several changes already made or being discussed.

### Things that CNPA have learnt to date:

The CNPA have demonstrated that they are a learning organisation and are enthusiastic about learning from other organisations and other regions (from within the UK to international collaborations). They are increasingly working with the Loch Lomond and Trossachs NPA. The CNPA also use existing frameworks, e.g. National Standards for Community Engagement, to try to ensure they are delivering good practice. They have both identified and invested in training their staff in aspects such as leadership, facilitation and communication. They

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<sup>2</sup> Which encompass more than just delivering the NPP but include the local planning functions and corporate governance.

have recognised the ratio of visible to invisible work required to deliver partnership working and that talking can lead to doing!

The CNPA have adapted to a change in Government, three changes in Ministers and new policy imperatives, and have tried to use these changes to build commitment to the National Park. They have recognised that they have to adapt and have changed internal management and communication structures. They have adapted their approaches to engagement when they felt that existing processes weren't working. The intention to run coordinated consultation processes for the local and National Park Plan in future, ensuring that the CNPA officers rather than the communities of place and interest do the work in separating what issues are relevant to what plan, is a concrete example of responding to expressed needs.

The CNPA have tried to be open and acknowledge their short comings and being honest about their mistakes. They have used the implementation of the NPP to continue to learn collectively and build relationships. Where this has occurred, stakeholders have expressed their appreciation. Adopting the traffic-light approach as a check on progress has helped indicate where more effort is needed by all concerned.

The CNPA have been generous about sharing success stories and including other partners in their publicity. They also have been very successful at persuading national and regional partners to utilize the National Park for pilot studies, demonstrating how the National Park is a centre for innovation.

The CNPA are continually seeking ways to get more ownership of the NPP process. The CNPA are considering ways to share the process of developing the Plan with others. There was a great deal learnt from the much criticized State of the Park Report process. The CNPA have successfully lobbied for changes to how some data is collected and have worked at getting better data sharing between partners. The next State of the Park Report is seen as an opportunity to consolidate working relationships and to focus on the meaning of the data as much as the need to collect it.

The CNPA have learnt from the limitations of the current NPP structure and are hoping to produce a shorter and snappier NPP next time that outlines a shared vision with agreed outcomes, but provides flexibility about how these outcomes will be achieved. There is likely to be changes in the current PfAs as problems are resolved and new issues become more pressing, showing adaptation.

The CNPA are already planning the next phase of engagement for the developing NPP that involves ongoing relationship building with partners; using partners and other processes to learn what residents and visitors have asked for; informing all about the purpose and degree of empowerment within the consultation process; how responses will be dealt with; how decisions regarding final content will be made; and who will be involved in finalising the plan. The use of an early issues paper will also help get views into the process before the more formal draft plan is released; as well helping to make the choice of content transparent.

## **Challenges remaining**

There was a diversity of views regarding whether the CNPA does listen to feedback. There are some aspects that will always be challenging as stakeholders may hold opposing views about what is to be done and how this should be achieved. For these issues, applying the 'Northern Ireland' criterion (is the CNPA equally criticized by all sides) might illustrate if an appropriate balance has been struck. However, maintaining clear communication that explicitly identifies where the CNPA has listened to and acted on feedback is essential.

The tension between transparency and inclusion versus delivering using a close-knit and trusted group of partners needs more attention. The choices made about with whom, how and when to involve stakeholders must be made on explicit criteria and communicated clearly. The model of engaging with local residents and local businesses via other mechanisms was not working as well as it could, although it is being addressed through the development of the Cairngorms Business Partnership. The indirect engagement of local

residents through existing mechanisms should reduce consultation fatigue, but risks these stakeholders becoming disconnected from the ethos of the NPP.

It is still unclear who is expected to resolve the conflicts about delivering the NPP and whether the CNPA have the legitimacy to make these kinds of decisions. The Scottish Government appears to have a role to play here, but the relationship seems to be quite distant with no particular champion within the Government available to advise or guide the CNPA.

Although there is evidence of adaptive management, there is less evidence of the adaptation being guided by the strategic vision or being informed by horizon scanning for challenges and risks from changing policy drivers within the data we have analysed. The focus on delivery is entirely appropriate for the delivery teams at this stage in the cycle, but we question whether the strategy group is providing sufficient long term strategic direction. We recognise that the CNPA is starting some horizon scanning for the future but it is not clear whether other partners will support this process. Given that the balance between strategy and operations and inclusion and focused engagement shifts over time, it is important to discuss when to shift the balance with partners.

It is hard to tell whether the emphasis on integration has been embedded sufficiently to survive threats from cuts in public spending and the economic downturn. Whilst working together on specific projects might be the best way to pool resources, more strategic collective working might be seen as a luxury that individuals can't afford. Therefore the need to personalize the presentation of the NPP in terms of the partners' interests may become more pressing.

Individual commitment doesn't always translate into organisational commitment. Likewise, ensuring that representatives facilitate knowledge exchange within their organisations is dependent on the commitment, energy and status of the individual. The CNPA staff should ask themselves whether they are clear about the different motivations held by their partners and if the expectations of CNPA staff (and Board) match those of their colleagues.

New stakeholders generated by the extension of the Park Boundary will have to be identified. Resources will have to be expended to bring them up to speed and to integrate them into the existing group dynamics within the strategy group, advisory forums and delivery teams.

As the NPP consists of a long term set of strategic objectives and short term PfAs, there should be two sets of indicators. Developing a long term set of health indicators that are simple, elegant, and meaningful remains a challenge. It will also be interesting to see how both sets of indicators interact and whether the combined data provide an overall 'story' for management decisions.

The mid term health check has started to set out how the NPP is embedded in a strategic environment. However, there is still a need to put more effort into an explicit framework that highlights how sections link together and how the Plan works alongside other plans, policies and strategies to deliver the four aims of the *National Park Act*. This will also help tease out where the NPP can add value to national sustainability issues and which other issues should not be included in the next set of PfAs.

## ***What next for our research?***

We are now entering a process of finishing our data collection and writing up papers from the research for publication. We are hoping to write some of these with staff from the CNPA. Further information can be found at: <http://www.programme3.net/rural/rural38governanceSpacialPlanning.php> and <http://www.macaulay.ac.uk/staff/staffpublications.php?kirstyblackstock> ; a list of current and pending publications is below. We expect to work with key stakeholders in the National Park, including the CNPA, in the next Scottish Government programme 2011-2016 (under development at present). We will continue our

European project 'SMILE' (Synergies in Multi-scale Inter-Linked Eco-social systems) until 2011. This involves further interviews with key informants in December 2009 and January 2010; and feeding back the results of applying sustainability indicators during 2010. These results might support the development of the State of the Park report and identify trends for the next NPP.

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## Publications under development

Research with, not just in, the Cairngorms National Park for the **Scottish Geographical Journal**.  
Outline structure agreed. Limited progress. Aim for a December 09 submission. Other Papers for 2010-2011.

## Updated publications to date:

Sustainable Tourism Indicators in Scotland: What should we be considering? **McCrum, G. S.; Blackstock, K.L.; Hunter, C.J.**, (In press) *Tourism Geographies*.

Measuring responsibility: an appraisal of a Scottish National Park's sustainable tourism indicators. **Blackstock, K.L.; White, V.; McCrum, G.; Scott, A.; Hunter, C.**, (2008) *Journal of Sustainable Tourism*, 16, 276-297.

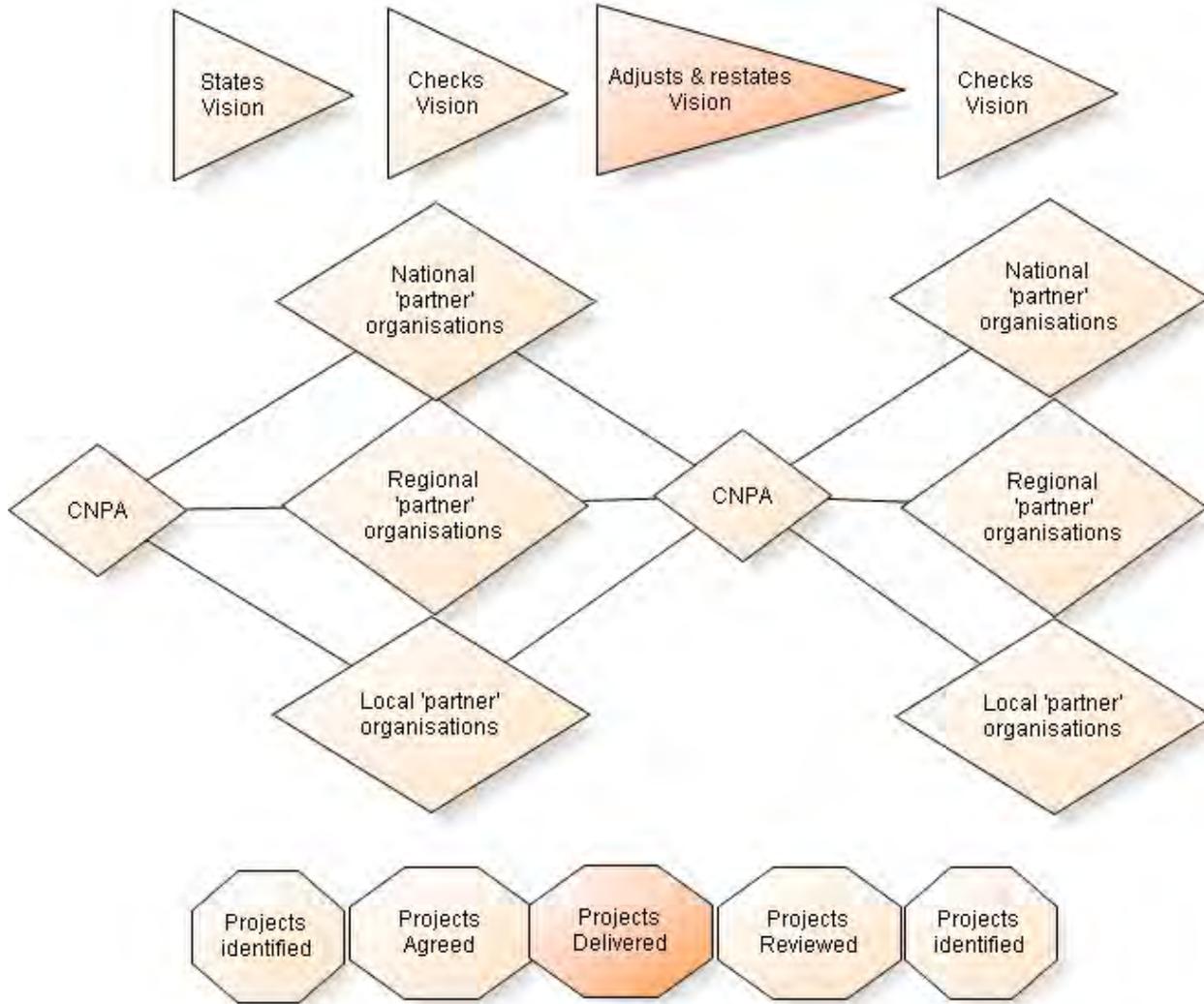
Multiple Understandings of the Cairngorms National Park: What should the Park deliver and for whom? **Blackstock K.L., Dilley R., Trench H. and Miles G** (2009) *Presentation to Rural Law Conference, 3<sup>rd</sup> September 2009*.

Necessary but not sufficient: Tools for analysing multi-scale integrated eco-social systems., **Blackstock, K.L.; Matthews, K.M.; Buchan, K.; Miller, D.G.; Aspinall, R.; Rivington, M.**, (2009) *World IMACS / MODSIM Congress, 18th, Cairns, Australia, 13th-17th July 2009*.

Clinging to, or captaining, the action research juggernaut? (Trying to) research partnership working in the Cairngorms National Park, Scotland., **Blackstock, K.L.; Dilley, R.**, (2008) *Presented within Towards Transformative Knowledges/Practices for Sustainable Rural Futures Session at the RGS -IBG Conference, Royal Geographical Society, London, 27 - 29th August 2008*.

Enabling or extractive: collaborative evaluation of partnership working?, **Blackstock, K.L.**, (2007) *Presented at the XXII Congress European Society for Rural Sociology, 20-24th August 2007*.

**Figure One: An Ideal Model of Engagement?**



**Figure Two: The National Park Planning Structures**

