



Delivering the National Park Partnership Plan (2024-2029): year one progress update

Agenda Item 8

National Park Authority Board Meeting

8 December 2025

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1. Purpose

- 1.1. This paper outlines the progress made towards our National Park Partnership Plan (NPPP) over the first year of delivery (2024/25) and partially into 2025/26.
- 1.2. It provides an update against the 13 measurements of success, indicating where these are on track. For the others, we have outlined where we have partial reports, where the methodology is still in development or whether it is not due to report.
- 1.3. The paper also provides additional context on wider delivery contributing to the measures and therefore the progress to date in delivering the objectives set out in the National Park Partnership Plan.

2. Recommendation(s)

2.1. The Board are asked to note the contents of this paper.

3. Contribution to National Park Partnership Plan and/or our Corporate Plan

3.1. The measurements of success are our agreed methodology for monitoring the progress of the National Park Partnership Plan.

4. Background

4.1. The National Park Partnership Plan (NPPP) is the Plan that sets the strategic priorities for the National Park, as a place. While the National Park Authority is responsible for drafting the Plan and reporting on its progress, delivery of the outcomes within the Plan relies on work from a wide range of partners.

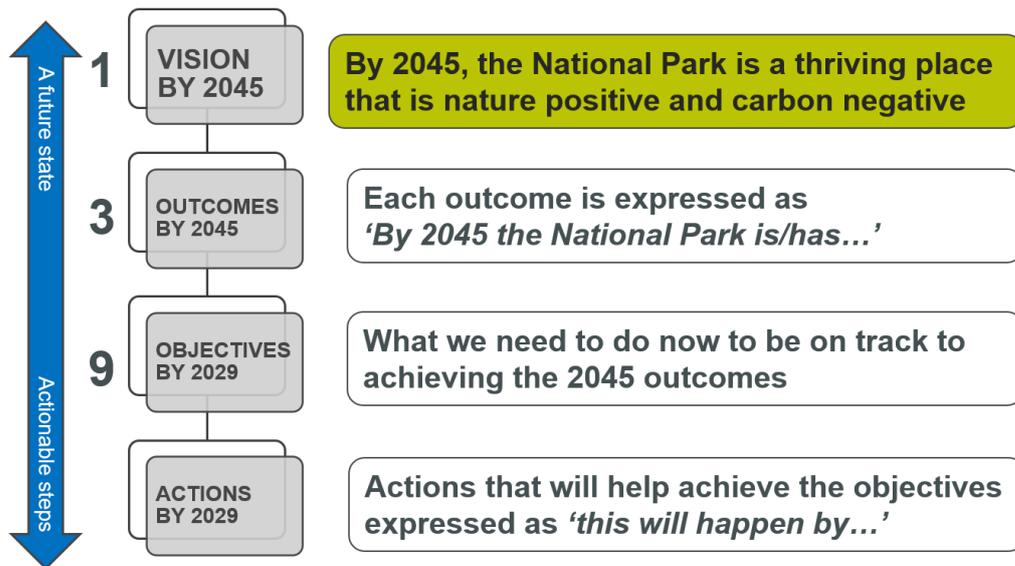
4.2. In addition to informal engagement with partners while drafting the NPPP, a formal consultation on the Draft Plan took place in 2023. Members received a [report on the consultation response](#) at the September 2023 Board meeting.

4.3. The National Park Partnership Plan (2024-2029) outlines an ambitious vision for 2045 for Loch Lomond & The Trossachs National Park to be ***“a thriving place, that is nature positive and carbon negative”***.

4.4. As well as setting a clear vision for the Partnership Plan, this vision guides the work of the National Park Authority through our Corporate Plan, which is our organisational strategy for 2025-2030.

4.5. The NPPP is split into three chapters: Restoring Nature; Creating a Low-Carbon Place and Designing a Greener Way of Living. As can be seen in Figure 1 below, each chapter has three outcomes, expressed through as a statement that is structured ‘by 2045, the National Park is / has...’. Each outcome has three objectives that explain the actions that need to be taken by 2029 to achieve our outcomes.

Figure 1: The structure of the National Park Partnership Plan



4.6. As a result, for the whole Plan we have 9 outcomes and 27 objectives. The 'Plan on a Page' is supplied as Appendix 1 to visualise these.

4.7. The National Park Authority plays various roles across these objectives. Delivery of many of the objectives are led by us, and in others we play more of an enabling or supporting role. As the name suggests, being a Partnership Plan, it also identifies partners whose action is required to achieve each of the objectives.

4.8. Given the ambitious nature of the Plan, the objectives were not, and still are not, at the same delivery stage. This also reflects the varying scale and nature of the objectives, with some of them requiring more urgent action now in order to achieve the 2045 vision, and some requiring more exploratory work or more systems-level change in order to progress significantly. This was highlighted to Members when the Plan was being developed.

4.9. To understand this, each objective has a delivery status, ranging from scoping through to in delivery. Those in delivery are largely committed and ongoing programmes from the last NPPP. The more aspirational objectives in scoping or initiation reflect our understanding of the arising action required to meet our ambitions.

4.10. To assist in understanding progress towards the outcomes, the Plan outlines relevant measures of success by 2029 for each chapter. These measures were designed to capture high level indicators of progress, providing an overview of the most important factors to understand whether we are on track overall. There are 13 measures across the three chapters. Three measures help track progress towards the 2045 vision and will be monitored

every five years. The others are indicators of progress against the outcomes in the Plan and are designed to be reported on annually once in place.

- 4.11. It is stressed that these are representative, and do not necessarily capture all the activity or progress. Members should note the additional narrative provided below each of the tables, which provides more detail on delivery to date and future focus.
- 4.12. Like the delivery status of the objectives, not all measures of success were at the same maturity. Where possible, we continued with longstanding measurements, such as the amount of peatland restored annually or participation in our outdoor learning and volunteering programmes, to allow us to understand long term trends.
- 4.13. Some of the newer measures stood as a statement of intent for what we wanted to better understand over the course of this Plan period (2024 to 2029). The methodologies for these new measures were created in principle, but further work was required to develop pragmatic and practicable indicators of success.
- 4.14. Since adopting the Plan, we've aligned supporting plans and programmes towards this strategic vision. For example, our Corporate Plan 2025-2030 shares the same vision, and brings to life the organisation the National Park Authority needs to be to carry forward these ambitions and our wider responsibilities as a public body. On a more operational basis, we have updated our Annual Operating Plan to directly align to the structure provided by the Plan and Corporate Plan. This allows for annual planning towards the Plan as well as quarterly progress updates on action, which Board members have received at every Board meeting.
- 4.15. 18 months into this Plan's delivery period, significant work has progressed toward our objectives, as Members will have noted through AOP quarterly updates and other strategic updates to the NPA Board. As the update provided here only covers the first full financial year, not all areas of work are expected to be as mature as others.
- 4.16. For each of the chapters of the NPPP, in Sections 5 to 7 of this report, we have outlined the reporting status of the measurement of success, as well as providing further insight into those areas and themes that have allowed us to realise good progress, whilst also noting areas we need to focus on in subsequent years.
- 4.17. In Sections 8 and 9 of this report, we reflect on emerging themes from reviewing progress to date and consider the risks that could impact delivery in future years.

5. Chapter 1: Restoring Nature

5.1. There are five measures of success for the Restoring Nature chapter. Two of these have a full report for 2024/25 and are on track. One is providing partial reporting and two are not reporting this year. This is summarised in the table, with additional information provided below.

	Measurement of success	Update
Outcome 1.1: The National Park is a natural carbon sink	1a Track the amount of restored peatland and monitor its condition using standard protocols. More than treble the average annual rate of peatland restoration from 240ha to 840ha, achieving at least 5,900ha by 2030.	This measure is on track. 751 ha of peatland restoration projects were delivered in 2024/25 by the National Park Authority and delivery partners.
	1b Track the location, extent, and condition of the National Park's tree cover. Double the average annual rate of woodland expansion from 200ha to 400ha, focusing on priority areas.	This measure is on track. 562ha of new woodland was created in the National Park in 2024/25.
Outcome 1.2: a restored landscape for nature	2a Track the percentage of land under effective conservation and restoration management. Establish baseline and increase the percentage year on year.	The methodology for this measure is still in development as part of National Park and Scotland wide work to develop policy in nature networks and 30 by 30 targets. This work will be developed over the remainder on 2025/26 with the aim to establish the baseline and methodology during next financial year.
	2b Track completion of Herbivore Impact Assessments for all Deer Management Groups and measure average deer densities. Achieve nationally recognised target levels of average deer densities - currently a maximum of 5 deer per km ² in woodland and a maximum of 10 deer per km ² on the open hill.	There is a partial methodology for this measure focused on mean deer densities and not herbivore impact assessments. Mean deer densities vary across the National Park. The most recent open range count data from Deer Management Groups show that half of the Deer Management Groups (or 48.5% of the National Park area) have achieved deer population densities below the Scottish Government's suggested national target of 10 deer/km ² across open range.

Outcome 1.3: an exemplar of regenerative land use	<p>1.3 Track the number of pilot regenerative farming projects in the National Park and complete pilots on 5 land holdings by 2030.</p>	<p>This work area has been delayed this year due to NPA staffing changes and the need to focus on Local Development Plan and Herbivore work as the two priorities for land management.</p> <p>The aim is to instigate pilots and build the wider network of regenerative farming in 2026/27.</p>
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What's going well so far?

- 5.2. Overall progress under the Restoring Nature chapter has been very positive. Driven by the established Future Nature Route Map and partnership and realised in particular through long-term commitment by Scottish Government on peatland funding, a large allocation of Nature Restoration Funding, and concerted National Park Authority and Scotland-wide focus on deer management, many areas of the plan have made strong progress over the last twelve months.
- 5.3. National Park Authority approaches are well established and demonstrate the scaling up of delivery which can be achieved with the right combination of staffing resource, committed budgets, and the right partnerships and levers for action. Peatland Action is the primary example of this where we have successfully scaled up delivery, are meeting targets annually and have a good degree of confidence in continuing to do so. We also met the woodland target this year through increased partnership working with both agencies and land managers. More broadly, the large programme of Nature Restoration Funded projects this year has enabled us to deliver at scale with multiple different partners on topics ranging from Invasive Non-Native Species to land manager projects such as supporting targeted cattle conservation grazing and supporting deer management.
- 5.4. However, for those key programmes, and for woodland in particular, there remains heavy reliance on the decisions of individual land managers to bring forward further peatland or woodland projects to keep up this rate of delivery.
- 5.5. A considerable challenge is the lack of the certainty of long-term funding. For example, current funding packages for projects in the Wild Strathfillan and The Great Trossachs Forest landscape scale programmes end in the next six months, and there is uncertainty over the allocation of Nature Restoration Funding for next year. This makes long-term planning difficult, and much will rely on the next round of annual budget decisions as well as the imminent decision on a major National Lottery Heritage Fund application to decide if we

remain on track next year and into future years. Budget uncertainty also negatively impacts land manager confidence and willingness to sign up to nature restoration projects which is essential if we are to meet our targets.

5.6. The areas of Restoring Nature which are progressing more slowly reflect the National Park Authority's own lack of resource in some areas (such as resilient farming), but more often reflect this wider uncertainty around policy, funding and partnerships – in particular, in areas such as agricultural subsidies, or funding and policy to support restoration of our water environment.

Where do we need to focus our attention in subsequent years?

5.7. In the coming years we want to scale up our work on nature restoration through land management – specifically, doing more with the agriculture sector through the Resilient Farming Network as well as making the connection between more sustainable land use and the new Local Development Plan.

5.8. We have started to move forward a more strategic approach to improving our water habitat network, but this will require a considerable scaling up of partner capacity and support, as well as a clearer funding and delivery model to meet the ambitions of the Partnership Plan.

5.9. On the policy front, we need to work alongside the nationally developing picture on nature networks and '30 by 30'¹ in order to define and baseline what percentage of the National Park is effectively managed for nature. Whilst the initial step in this work is about analysis and policy, the real key to success will then be what practical, operational and strategic levers we are able to put in place to then drive up that percentage. This will inevitably return to the issues discussed above around long-term policy and funding certainty, as well as the capacity of the Park Authority and partners to deliver projects.

6. Chapter 2: Creating a Low-Carbon Place

6.1. There are four measures of success for the Creating a Low-Carbon Place chapter. Two of these are on track. One is providing partial reporting, and the final measure is not due to report this year. This is summarised in the table, with additional information provided below.

¹ The Scottish Government Scottish Biodiversity Strategy outlines the commitment to protect at least 30% of our land and sea for nature by 2030 (30x30 Target).

	Measurement of success	Update
Outcome 2.1: a place for all to enjoy safely and responsibly	2.1a Measure participation in and impact of Volunteering, Outdoor Learning and Youth Action programmes.	<p>This measure is on track.</p> <p>In 2024/25, we had 162 active Volunteers, delivering 11,743 hours of volunteering. We supported more than 2,000 children and young people, and more than 150 adults to have an outdoor learning experience. We delivered an enhanced programme of Youth Action activities for Youth Committee and Junior Rangers, with 54 young people participating across the year.</p>
	2.1b Measure the number of people visiting the National Park every year. Track how representative our domestic visitors are of Scottish society.	<p>There is a partial report on this measure.</p> <p>A new methodology was developed to track annual visits. More than 4.5 million people visited the National Park in 2024 (Moffat Centre report 2025). This methodology will be repeated annually.</p> <p>The total economic impact of tourism for the National Park in 2024 was worth £553.78m (up 9.6% from the previous STEAM report) 1.16 million staying visitors, an increase of 8.88% up on 2023.</p> <p>Total employment supported – 7199 FTE jobs an increase of 9.3% on 2023 (STEAM DATA 2024)</p> <p>We are awaiting an updated report on the visitor representativeness (due Q4 2025/26) as we have updated our methodology to utilise the national Scottish People and Nature Survey data.</p>

Outcome 2.2: high quality visitor infrastructure and facilities	<p>2.2 Track the investment in and completion of priority visitor infrastructure projects as part of our Place Programme and across the recreation path network.</p>	<p>This measure is on track.</p> <p>Four completed priority visitor infrastructure projects (Conic Hill Path Upgrade, Tarbet Phase 1; Trossachs Connectivity (sustainable Travel Hub at Ben Venue car park); Tyndrum Changing Places Toilet) and 1 recreation path network project (NCN Callander Barrier Reduction).</p> <p>Investment in Year 1 2024/25 was £2.2 million.</p>
Outcome 2.3: an inclusive, low-carbon travel network	<p>2.3 Monitor rural transport provision. Reduce transport emissions from travel to and from the National Park by at least 61% from the 2019 baseline by 2030.</p>	<p>This measure was not due to report in 24/25 as the National Park Mobility Partnership was still being established.</p> <p>The methodology for this indicator is under development with new data sharing processes being established across transport partners.</p> <p>We expect to see a moderate increase in rural transport provision from new services and strengthened capacity across the sector.</p>

What's going well so far?

6.2. Participation in our engagement programmes (outcome 2.1) continues to be strong. Our outdoor learning offer remains popular, and in 2024/25 we have maintained the same delivery rate as non-Covid impacted years from the previous Partnership Plan. Volunteering continues to rebuild following a trend of lower participation in formal volunteering across Scotland following the Covid pandemic. We're achieving this by continuing to grow our volunteering offer, aligning our available opportunities more strategically to the themes of the Partnership Plan so volunteers can see how they're contributing to the big picture, and offering quality training and development opportunities. Our Ranger Service has also dedicated additional time to leading volunteering opportunities as part of their wider delivery of Future Nature projects and this has proven particularly popular with volunteers.

6.3. In addition to these programmes, we've offered more youth action opportunities through regular Junior Ranger and Youth Committee activities. Moreover, we began enhanced delivery of summer inclusion opportunities, aimed for those who might have experienced marginalisation or barriers to accessing the National Park, offering supported visits through the Ranger

Service. The success of these programmes is in large part to dedicated and long-term staff with a clear team mission and delivery plans contributing to the Partnership Plan's objectives.

- 6.4. Outcome 2.2 is coordinated through the delivery of the Place Programme. This has two main strands: (a) Strategic Development, which is largely informed by studies, feasibility work and masterplans to create a pipeline of delivery projects, and (b) Delivery which takes project development through design and funding stages to delivery on the ground.
- 6.5. The Place Programme Delivery Route Map was completed in year one and aims to show a coordinated, joined up strategic approach to investment by the Public Sector Partnership (National Park Visitor Management Group – NPVMG). The Route Map sets the direction of travel in delivering the National Park Partnership Plan 2024–2029 and is driving forward collective action.
- 6.6. Investment by the National Park Authority in year one focused on project completions at Tarbet Loch Lomond Phase 1, Conic Hill, and the Sustainable Travel Hub at Ben Venue. Investment at Tarbet in 2023–24 and 2024–25 was supported by a £750,000 grant from VisitScotland's Rural Tourism Infrastructure Fund (RTIF), external funding is fundamental to success of this measure. Partner body delivery for Year One Tyndrum Infrastructure Group (TIG) working with Stirling Council to secure funds and go on to construct a Changing Places Toilet at Tyndrum.
- 6.7. Partner body commitments in year one included: continued joint working with Forestry and Land Scotland to complete works at Ben Venue Sustainable Travel Hub; joint working with West Dunbartonshire Council on Balloch Pierhead, and as noted above, Tyndrum Changing Places Toilet.
- 6.8. The investment by the National Park Authority in Place Programme activity in 2025-26 is planned to continue at £1.2 million, and is focused on delivery at Tarbet Phase 2, Rowardennan, Falls of Falloch and Balloch Pierhead, completion of Tarbet Phase 1, and development work across the National Park, including support to partners. This presents lower investment than previous years, however this is because the Conic Hill three-year project is now complete. Members received a [full update on the programme's delivery](#) in June 2025.
- 6.9. Delivery of the National Park Mobility Partnership programme (outcome 2.3) in year one has focussed on the establishment of a Leadership Group to secure membership from transport partners (local, regional and national) and develop overarching governance arrangements. This includes securing

resources through the establishment of working groups focussed initially on approaches to bus travel, parking and digital and data.

- 6.10. The programme has established a Stakeholder and Insights Forum to draw in representation from third sector, communities, businesses and transport bodies to the programme.
- 6.11. The programme continues to deliver joint studies to progress proposals and pilot services such as the Trossachs Explorer to demonstrate appetite and approaches for new services.
- 6.12. Members received a [full update on progress of the programme](#) in March 2025.

Where do we need to focus our attention in subsequent years?

- 6.13. For the measurement of success for outcome 2.1, we will continue to grow our understanding of our visitor demographic through updated reporting, utilising NatureScot's Scottish People and Nature Survey (SPANS) data. The intention is to compare relevant trends in our visitor demographics against wider trends seen in Scottish recreation. This will allow us to better understand which communities are, and are not, accessing the National Park and allow us to target future work to where it is most needed. How enhanced work in this area will be resourced longer term will need to be considered to ensure we have appropriate staffing to support quality engagement opportunities.
- 6.14. For our Place Programme for outcome 2.2, it will be clear to Members that the level of ambition for this work remains high, which is entirely appropriate to drive delivery of the NPPP Vision. The main risks to delivery of both programme and the projects within, for the Park Authority and delivery partners, have not changed since previous years and these remain: budget settlement, external funding availability, staff capacity, availability of consultants, availability of contractors, availability of materials, landowner agreements where required, permissions where required, continued resourcing of joint partner working, and managing external expectations with prioritisation of works.
- 6.15. Monitoring of outcome 2.3 requires a defined delivery plan and buy-in from partners. This is being developed through development of the National Park Mobility Route Map.
- 6.16. The main risk to delivery of the National Park Mobility Partnership is continuing to secure annual grant funding for resources, studies and pilots. This includes securing the role of the National Park Mobility Partnership beyond March 2026 and funding being awarded late in the delivery year.

6.17. Other risks to delivery include capacity and buy-in across transport partners. This should become clearer as the Mobility Route Map develops.

6.18. Members are asked to refer to the December 2025 National Park Mobility Partnership paper for further details on progress across this programme.

7. Chapter 3: Designing a Greener Way of Living

7.1. There are four measures of success for the Designing a Greener Way of Living chapter. Three are still in development and one is providing partial reporting. This is summarised in the table, with additional information provided below.

	Measurement of success	Update
Outcome 3.1: a greener and more diverse rural economy	3.1 Track new or expanded numbers of the jobs and skills development opportunities necessary to support transition to a nature positive and carbon negative National Park economy, including public transportation, regenerative agriculture, peatland and water restoration, woodland creation and management, and sustainable tourism. Establish baseline and increase year on year.	<p>This area of work - the measurement - was not prioritised in 2024/25 and as such the full methodology for this measure is still in development.</p> <p>Previous insight into employment in the National Park identified that the largest employing sectors in 2020 were:</p> <ul style="list-style-type: none"> • Accommodation and Food Service Activities, (2,000 people or 29.7 per cent); • Wholesale and Retail Trade, (800 people or 11.7 per cent); • Arts, Entertainment and Recreation, (700 people or 10.0 per cent); • Education, (600 or 9.5 per cent); • Construction, (500 or 7.1 per cent); and • Agriculture, fishing, and forestry accounts for 100 employees or 1%.
Outcome 3.2 more resilient rural communities	3.2a Track action by National Park communities to reduce their carbon footprint, restore nature and become more resilient to the impacts of climate change. All communities to have implemented actions by 2029.	The methodology for this measure is still in development and as such there is no report for the first year.
	3.2b Track the number of affordable new homes built, homes brought back into use as	There is a partial report for this measure.

	<p>housing for local people, and numbers of second, holiday and Short Term Lets. Secure higher build rates than the minimum target of 30 new homes per year identified by NPF4, where evidenced as necessary to help address local housing needs and the rural economy.</p>	<p>We hold information on new and affordable home approvals, Short-Term Let licences, and an estimated number of second homes. However, we still lack data on homes brought back into use, so further work is needed to complete the overall housing picture.</p> <p>Number of new homes built (2024) = 18</p> <p>Number of Affordable new homes built (2024) = 14 (of the above 18)</p>
<p>Outcome 3.3: a responsive approach to new development</p>	<p>3.3 Measure the nature restoration and net zero outputs secured through delivering new development, including biodiversity net gains on and offsite.</p>	<p>The methodology for this measure is still in development and as such there is no report for the first year.</p>

What's going well so far?

7.2. For Outcome 3.2, the Local Place Plan programme has been successful in supporting 14 communities across the National Park to prepare and publish their own Local Place Plans, in which they identify their priorities including more consideration for climate and nature. The recent 'Strategy in Action' day provided an opportunity for Board members to hear first-hand from a community involved in developing their Local Place Plan what was involved and how it has helped them.

7.3. [Community Climate Action Hubs](#) are now established for the four Local Authority areas for the National Park and we are now chairing six-weekly coordination and knowledge sharing meetings to identify programmes for delivery. Examples of recent and current community led action on climate includes adaption training for communities, seed funding for climate related projects and initiating catchment scale working (McLaren and Balfron High School catchment areas) for community development trusts to address common priority themes including energy, transport, community growing and nature restoration.

7.4. Local Development Plan monitoring tracks the number of planning applications annually for new homes that are approved and the number of homes built. Figures for 2024 show that 32 new homes were approved and

that 18 were built. These homes were mostly located at a new affordable housing development in Croftamie, built by Rural Stirling Housing Association. This is broadly in line with the minimum requirement of 30 set by National Planning Framework 4 (NPF4) for the National Park. The current Local Development Plan sets a higher and more ambitious target of supporting as many as 75 new homes per year as part of its strategy to address population decline and expand housing opportunities for local and working-age people. So, whilst this measure is broadly consistent with NPF4 and housing trends over recent years, it indicates the significant challenges still facing rural housing delivery alongside ongoing housing pressures surrounding affordability and access to housing.

- 7.5. Research commissioned in 2022 identified that there are approximately 400 second homes in the National Park, however further work is required to update this figure and establish a robust methodology for ongoing annual monitoring.
- 7.6. Since the last reporting period, the availability of Short-Term Let licence data has improved significantly, strengthening our ability to monitor the scale of short-term letting activity. The most recent data for 2024 indicates that there are approximately 800 licences across the National Park, providing around 4,644 bed spaces.
- 7.7. For outcome 3.3, through our planning remit and when determining planning applications, there has been strong delivery in terms of assessing the impacts of new development on biodiversity and securing mitigation and compensation for any biodiversity losses.

Where do we need to focus our attention in subsequent years?

- 7.8. The transition to green and nature-based jobs and skills is required nationally to meet climate and nature targets. Work towards enhancing these skills is implicit across many programmes of work led by the National Park Authority, from grassroots activity from our volunteering and youth action work, through to capacity building activity with communities, businesses and land managers. Work has not been prioritised to coalesce this into a more defined delivery pathway and measure of success so far due to: internal capacity, the need to coalesce partners around this objective and awaiting arising national policy to set clearer pathways for relevant sectors' Just Transition.
- 7.9. For the work to deliver on the objectives that contribute to outcome 3.1, the appointment of a Sustainable Tourism Manager has addressed a key vacancy, and work is underway to develop the actions required to increase work in this area.

- 7.10. For outcome 3.2, it is intended to link in with monitoring from the Community Climate Action Hubs to track and measure community and place-based action towards climate change and nature. At the time of writing there are four communities in the National Park preparing their Local Place Plans and the focus will soon move towards consideration of how to support communities to deliver priorities in their Local Place Plans, where these align with National Park Partnership Plan outcomes. Some communities may soon be ready to update or refresh their Local Place Plans and consideration will be given as to how best support this process alongside preparing the new Local Development Plan as there may be opportunities to align place-based guidance and action for nature and climate.
- 7.11. Through the Local Development Plan monitoring and the preparation of the new Local Development Plan there will be opportunity to improve monitoring and our understanding of the housing system in the National Park. For example, preparation of the new Local Development Plan will allow opportunity to engage in greater depth with stakeholders from communities, rural businesses (including tourism businesses) on the figure and data to help better understand what this means at local levels. This could inform consideration of the merits, or otherwise, of Short Term Let Control Areas within the National Park.
- 7.12. For outcome 3.3, to improve biodiversity net gain outcomes from new development, more enhancement measures could be submitted upfront with planning applications. This will give greater certainty, allow better design and increase overall biodiversity gain. It is intended to publish Biodiversity Enhancement Planning Guidance for local developments in 2026 and the Scottish Biodiversity Metric (draft tool and accompanying anticipated mid-2026) will help set clear expectations and enable measurable improvements.

8. Themes coming through so far

- 8.1. Reflecting on progress against the measurements of success provides us a 'bird's eye view', showing emerging trends towards overarching Plan delivery so far. It also offers the opportunity to understand where work is progressing well towards the objectives to be delivered by 2029, and where there are challenges to be overcome to be able to deliver.
- 8.2. Where we can see marked progress in 2024/25, this reflects the decisions we and our partners have taken to prioritise resourcing and action over 2024/25.
- 8.3. Throughout the report members will have noted there are a number of themes coming through that can affect delivery positively or negatively, including:

- a. Whether an established programme of work with a clear plan, partner buy-in and resourcing in place, or a programme has yet to secure some/all of these.
- b. The number/complexity of partners whose action is needed to deliver.
- c. Delivery partner (including landowner) buy-in and prioritisation of NPPP delivery (or not) within their own organisation's plans and resourcing.
- d. Budget availability in-year and ability to complete work within the financial year (or not) where future years' funding is not guaranteed
- e. The ability (or not) to give confidence via assurance of future years' funding.
- f. Resourcing in place (or not) to drive forward a programme of work – even temporary gaps in resourcing (e.g. staff sickness or while recruiting for a vacant post) can cause a knock-on impact given the interdependence of partnership working, annual budget cycles and the seasonal nature of some work.
- g. Contractor and materials availability (or not) and pricing versus budget availability.

8.4. Those measures that are not yet reporting, or objectives that are not as mature as others, reflect a range of reasons. Some of these themes are lower prioritisation for immediate delivery, a newer or evolving delivery landscape impacting on the National Park, or where more work is required to better coalesce our partners around this shared objective.

9. Risks

9.1. The key risks that could affect delivery in future years are:

- a. Uncertainty over future years' funding – annualised budgets limit the confidence or certainty often required to secure buy-in to long-term projects.
- b. Changes in the political and funding environment with national and local elections due in 2026 and 2027.
- c. Competing national policies can create challenges for delivery of some NPPP outcomes such as land use and energy.
- d. Despite the increasing impact of climate change globally and locally, and evidence of the need to mitigate and adapt for climate change and nature loss, there is a danger that the climate emergency and nature crisis are not seen as priorities in a difficult economic environment.

- e. Partner delivery is impacted (e.g. community capacity to deliver is impacted by resilience issues within local community organisations and the requirement for more technical expertise on climate and nature).
- f. Partner organisations priorities changing since the Plan was approved. If there is less alignment between NPPP and partner organisations' priorities, additional work is required to deliver the action set out in the Plan.

10. Next steps

- 10.1. As we plan for 2026/27, we intend to build on the 2025/26 approach to Annual Operational Plan development and reporting, where the links to NPPP and Corporate Plan outcomes were mapped, making reporting and monitoring progress towards longer term outcomes easier.
- 10.2. We intend to put NPPP and Corporate Plan delivery at the heart of how we plan for 2026/27 and future years. This includes reviewing the Park Authority's own internal systems and processes for prioritising resource and tracking delivery.
- 10.3. We are also reviewing our approach to engaging partners in the delivery of the NPPP and how we keep in touch on progress, delivery and sharing priorities.
- 10.4. We will work with partners to provide an update on 2025/26 delivery in due course. Board members will continue to get regular updates on NPA delivery via Annual Operational Plan delivery updates and Board papers on significant items.

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Appendix one: NPPP ‘Plan on a page’

OUR VISION FOR 2045

<p>By 2045 Loch Lomond & The Trossachs National Park is a thriving place that is nature positive and carbon negative</p>										
RESTORING NATURE			CREATING A LOW-CARBON PLACE			DESIGNING A GREENER WAY OF LIVING				
SECTION	RESTORING NATURE FOR CLIMATE	RESTORING NATURE FOR HEALTHY ECOSYSTEMS	RESTORING NATURE THROUGH SUSTAINABLE REGENERATIVE LAND USE	CONNECTING EVERYONE WITH NATURE AND CLIMATE	IMPROVING POPULAR PLACES AND ROUTES	LOW-CARBON TRAVEL FOR EVERYONE	TRANSITIONING TO A GREENER ECONOMY	SUPPORTING THRIVING RURAL COMMUNITIES	DEVELOPING AND INVESTING IN THE NATIONAL PARK	
OUTCOMES BY 2045	National Park is a Natural carbon sink	National Park has a restored landscape for nature	National Park is an exemplar of regenerative land use	The National Park is a place for all to enjoy safely and responsibly	The National Park has high quality visitor infrastructure and facilities	The National Park has an inclusive low-carbon travel network	The National Park is a greener, more diverse rural economy	The National Park has more resilient rural communities	The National Park has a responsive approach to new development	BY 2045
OBJECTIVES FOR 2024-2029	Reduce peatland emissions	Connecting nature at landscape scale	Support more regenerative land use	Inspire action for nature and climate	Deliver a multi-year Place Programme	Develop a new strategic transport partnership approach	Increase sustainable tourism	Enable more local living and working	Deliver strategic development needs	BY 2029
	Increase tree cover	More land managed for nature	Invest in nature restoration	Support diversity and inclusion	Improve travel infrastructure	Make sustainable travel choices more attractive	Support low-carbon businesses	Meet housing needs	Help adapt to climate change and restore nature	
	Restore the water environment	Reduce key pressures on nature	Encourage land use that benefits everyone	Support safe, responsible access	Provide a high-quality recreational path network	Improve travel routes and services	Grow green and nature-based jobs and skills	Build community wealth	Make the best use of land and assets	