



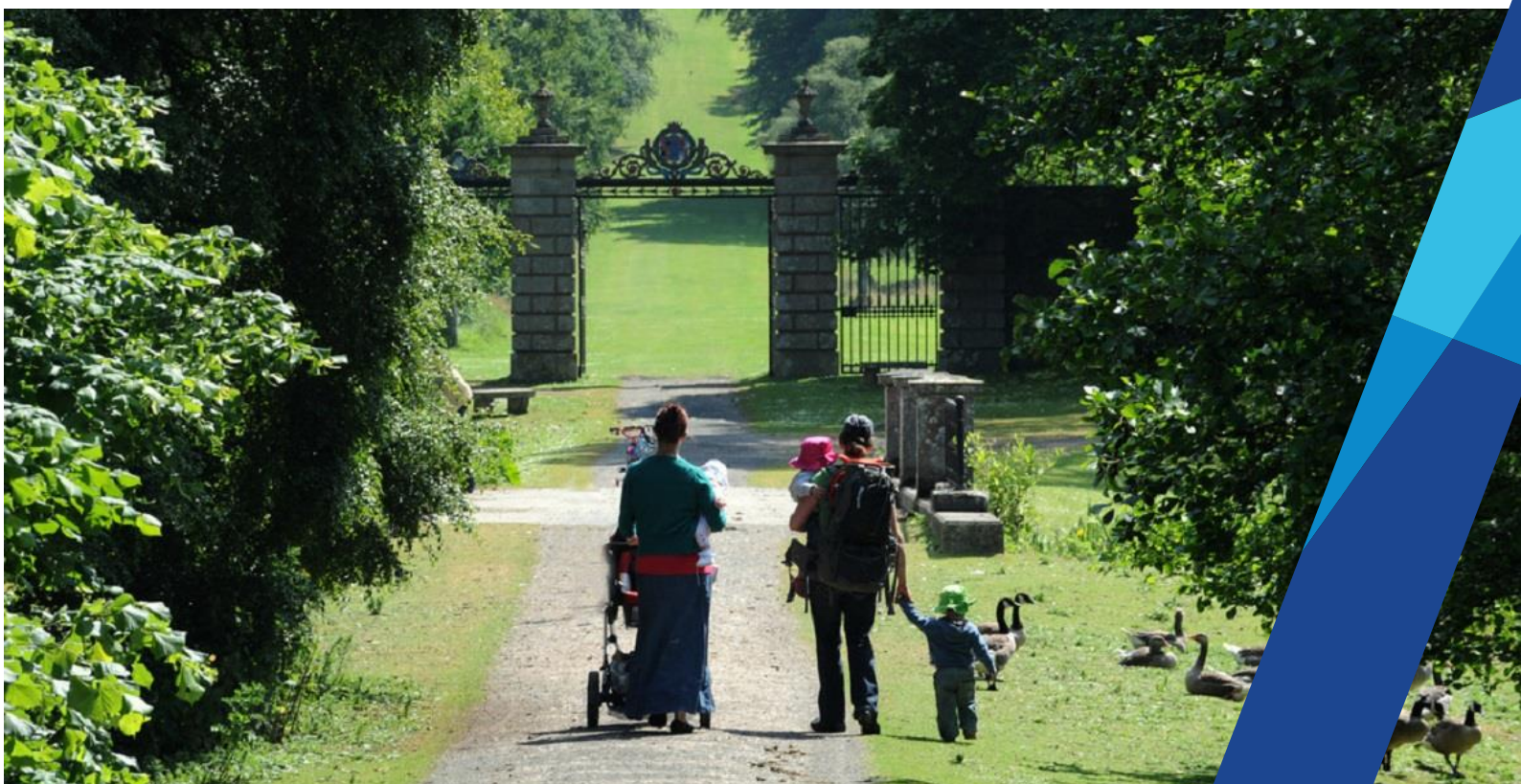
From mountain to sea

Aberdeenshire Council

Outdoor Access Strategy

2021-2024

“Aberdeenshire Council aims to facilitate responsible access to a network of well-maintained and welcoming paths and protect access rights to enable residents and visitors to enjoy the area’s diverse countryside and settlements”



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1 Introduction

From the mountains to the sea, Aberdeenshire's environment is one of its most valuable assets. It contributes to the high quality of life enjoyed by local residents, attracts visitors and underpins the local economy. The Council seeks to support and promote access to this rich environment, by improving and increasing the opportunities for both recreational and functional use and also ensuring that the rights of the public and landowners are protected.

There is a strong legislative basis for Aberdeenshire Council's involvement in outdoor access. The Land Reform (Scotland) Acts (LRSA) of 2003 and 2016 and their associated guidance, the Scottish Outdoor Access Code (SOAC) 2004, establish access rights, giving the public a right of responsible access for walking, cycling, horse riding and canoeing throughout much of Scotland. The Acts also identify Local Authority statutory duties in relation to outdoor access, namely to:

- *Uphold Access Rights*
- *Produce a Core Paths Plan*
- *Promote the Scottish Outdoor Access Code*
- *Establish a Local Access Forum*

In addition to the LRSA, the Countryside (Scotland) Act 1967 is still relevant in that it provides the legislative foundation for access to the countryside. The Act gives powers and places duties on local authorities in respect of countryside access for example in protecting rights of way.

The Environment Teams role is to manage access across Aberdeenshire including upholding access rights, delivering path projects, providing advice and working with other groups and communities.

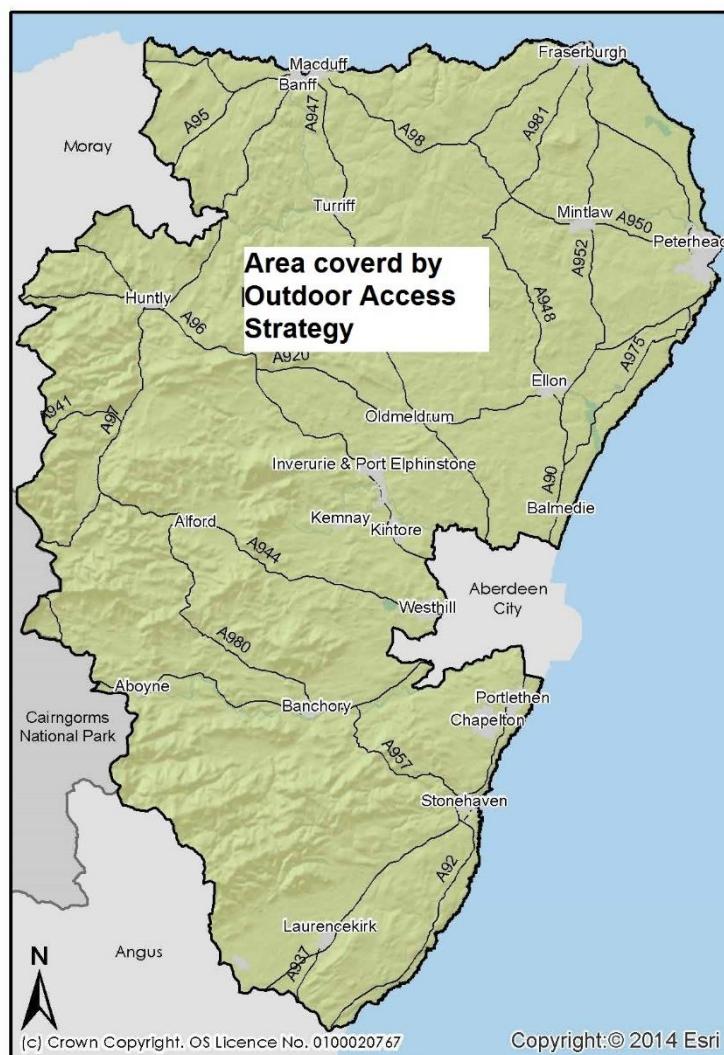
Scope of Strategy

This Strategy outlines the work of the Environment Team within Planning and Environment in relation to non-motorised public access in Aberdeenshire for the period 2021 to 2024. The Environment Team will work in partnership with other teams and Council Services, and with other bodies and community groups, to deliver high quality public access.

The Strategy is primarily an Aberdeenshire Council operational document to help manage the Environment Teams work and deliver national and local priorities.

The area covered by the Strategy is identified in Map 1. Outdoor access issues within Cairngorms National Park are the responsibility of the Cairngorms National Park Authority (CNPA) and is not covered within this document.

Map 1: Area covered by Outdoor Access Strategy



The Strategy focusses on the efficient and effective management and enhancement of existing paths and associated infrastructure. Associated infrastructure involves bridges, signage, gates, benches, fencing and other infrastructure which supports the path network. The Strategy also outlines aims and objectives in relation to the development of new facilities, in particularly how we will work with other Services, external bodies and communities. The Strategy aims to promote and deliver responsible outdoor access that provides social, environmental and economic benefits. Overall, it will aim to ensure that efficiency and best value are delivered from available Council resources.

This Strategy outlines the Environment Teams work on outdoor access for 2021 to 2024. Delivery of the Strategy will be facilitated by an Annual Action plan for each year of operation.

There are separate strategies covering other areas of the Team's work, including some crossover regarding outdoor access.

Background

This is the second Outdoor Access Strategy produced by Aberdeenshire Council and builds on the previous Strategy and the actions contained within the Access Strategy review. Many of the objectives and aims contained within the previous strategy are still relevant and are carried forward into this strategy to allow continuation on the various streams of work currently progressing. The review has highlighted several areas to concentrate resources, both staff and financial, including the continued impacts from the COVID-19 pandemic.

Aberdeenshire Council's Vision for Outdoor Access

It is Aberdeenshire Council's vision to be the best area and the best council in Scotland.

Our vision for outdoor access is:

“Aberdeenshire Council aims to facilitate responsible access to a network of well-maintained and welcoming paths and protect access rights to enable residents and visitors to enjoy the area's diverse countryside and settlements”

2 Policy Context

The National Planning Framework 3 was published in June 2014 and sets out the context for development planning in Scotland. The National Planning Framework 4 is currently under development by the Scottish Government, and it will be published in due course. The table on page 6 lays out the national policies and Aberdeenshire Council plans in relation to outdoor access and shows how the Outdoor Access Strategy connects to them.

Aberdeenshire Council currently has six strategic priorities which sit under three pillars:

Our People	Our Environment	Our Economy
<ul style="list-style-type: none"> • Education • Health and Wellbeing 	<ul style="list-style-type: none"> • Infrastructure • Resilient Communities 	<ul style="list-style-type: none"> • Economy & Enterprise • Estate Modernisation

This Strategy can assist in delivering on all of the pillars and outdoor access integrates with a number of the strategic priorities. The delivery of a fit for purpose access network will ensure opportunities are present for the health and wellbeing of residents, resilient communities are created through local opportunity and Aberdeenshire can be an attractive place for visitors and the associated economic uplift.

Aberdeenshire Council Outdoor Access Strategy Context

Legislation (A1-A3)	Land Reform (Scotland) Act 2003 and 2016 Countryside (Scotland) Act 1967	Scottish Outdoor Access Code 2005(SOAC)		
Scottish Government Purpose	To focus government and public services on creating a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth.			
Scottish Government National Outcomes (B1)	Communities We live in communities that are inclusive, empowered, resilient and safe.	Economy We have a globally competitive, entrepreneurial, inclusive and sustainable economy.	Environment We value, enjoy, protect and enhance our environment.	Health We are healthy and active.
Scottish Government National Plans, Policies & Strategies (B2-B8)	National Walking Strategy 2014			
	Cycling Action Plan for Scotland 2017-2020			
	Physical Activity Strategy 2003			
	National Planning Framework 3			
	Scottish Planning Policy			
Aberdeenshire Council Vision	Serving Aberdeenshire from mountain to sea – the very best of Scotland			
Aberdeenshire Council Plans & Strategies (C1-C5)	Aberdeenshire Local Outcomes Improvement Plan 2017-27	Aberdeenshire Council Community Plans		
	Council Plan 2020-22			
	Infrastructure Services Directorate Plan 2020-22	Local Development Plan 2017		
		Local Transport Strategy 2012		
		Economic Development Strategy		
Aberdeenshire Council Sport and Physical Activity Strategy				
	Ranger Service Strategy 2020-23			
Outdoor Access Vision	<i>Aberdeenshire Council aims to provide a network of well-maintained and welcoming paths which will encourage the public to access and appreciate the area's varied countryside and settlements</i>			
	Aberdeenshire Council Outdoor Access Strategy 2021 - 2024			
Workplans (D1a-D1b)	(D1a) Annual Team Plan	(D1b) Annual Individual Workplans		

3 Resources

Within Planning and Building Standards, the Environment Teams have the lead in delivering the Outdoor Access Strategy. Within the Environment Teams, staff who predominately focus on outdoor access total approximately 3.5 Full Time Equivalents split between 6 posts. However, a number of other members of the team also contribute to this work area.

Within Infrastructure Services, other teams also have input to the delivery of outdoor access, notably.

- Landscape Services who maintain many of our paths,
- Ranger Service who provide a focus for public engagement, promotion and education on outdoor access.
- Transportation who focus on the delivery of sustainable transport,
- Development Management and Planning Policy Teams who ensure new built development enhances outdoor access provision.
- Area Management teams who support community engagement

The Environment Teams have control of a dedicated budget for outdoor access work, this includes both a revenue budget and capital budget. These will be used to fund a range of works in association with outdoor access, including maintenance of existing outdoor access infrastructure, path upgrades and new path development, active travel, upholding outdoor access rights and support for the outdoor access forum.

Where opportunities arise, the monies above can be used to match external funding to maximise the opportunities to maintain and improve the Aberdeenshire path network. Furthermore, the Environment Team work with a number of community groups to aid in delivering community path projects, for example this may include providing advice or funding to deliver new or improved paths.

The current total budget available for outdoor access related work for year 2021-2022 is set out below. External funding will be sought to maximise project delivery.

Environment Team (Outdoor Access) Budget Allocation 2021- 22	
Planning and Environment Services Revenue budget (2021/22)	£ 156,900
Planning and Building Services Capital budget (2021-22)	£ 66,000
Outdoor Access Forum costs and upholding access rights	£ 5,900
External funding	TBD

4 Outdoor Access Strategy Aims, Objectives and Priorities

The Outdoor Access Strategy aims and objectives have been drawn together to reflect the strategies, plans and policies outlined in Section 3. The Strategy objectives provide a common framework for a customer and performance focussed service which works in partnership with stakeholders to deliver a high quality, efficient service for best value.

This Strategy presents 5 overarching Aims which cover all the major outdoor access work areas:

- Aim 1: Promotion of outdoor access
- Aim 2: Ensure development protects and enhances outdoor access provision
- Aim 3: Upholding access rights
- Aim 4: Effective and innovative management of outdoor access infrastructure
- Aim 5: Continuous improvement

A series of Objectives have been identified to achieve these Aims - the Objectives under each of these aims are detailed in the following sections.

The Aims identified above will run through both this and also future strategies. However, in order to provide a focus on the most pressing issues for each three-year strategy period, each strategy identifies a number of Key Priorities. The Key Priorities for the period 2021 to 2024 are presented in section 4.1.

The outdoor access strategy will be supported by an annual action plan which details actions the environment teams will take to achieve the objectives. The action plan will contain a number of quantitative measures to allow annual monitoring to take place. The Environment Team will use the access strategy and annual action plan to develop individual annual work programmes.

The annual action plan and annual review will be presented to the area committees and agreed at infrastructure services committee on an annual basis.

In addition to the Aims and Objectives two major themes that run through this Strategy are the Covid pandemic and climate change.

COVID-19

The COVID-19 pandemic highlighted a number of key challenges for Aberdeenshire Council specifically in relation to outdoor access during the last year. Additional pressure was placed on access infrastructure both locally and at popular visitor sites. This also led to increased conflict between users and landowners across Aberdeenshire. Furthermore, budgets have been realigned to recognise the changing circumstances to deal with COVID-19 impacts. However, the pandemic has highlighted the critical role that outdoor access plays in ensuring that local communities can continue to operate in uncertain times. The need to ensure that local path networks are fully functional and fit for purpose should be a key theme for this strategy moving forward. This strategy must reflect these changes and be flexible and adaptable to accommodate future scenarios.

Climate Change

Aberdeenshire council recognises the potential impacts arising from climate change and the pressing need to address these challenges through mitigation and adaption. The changing environment, particularly unpredictable weather patterns, may directly impact on the existing path network and cause significant issues to the path infrastructure. A number of issues have occurred to date, specifically in relation to the coastal path, where sections have closed for temporary periods.

It is recognised that parts of the path network may not be supported in the future due to significant damage from climate related events. The Environment Team will ensure that a robust path monitoring process is initiated to examine and monitor the entire path network which the council has responsibly for.

Key Priorities 2021-2024

Table 2 identifies the key outdoor access priorities to be delivered between 2021 and 2024.

Table 2: Key Strategy Priorities 2021-24

Key Priority	Success Measures	Outcomes
1 Ensure paths and associated infrastructure that the Council has responsibility for are properly maintained and fit for purpose	Paths management and maintenance process implemented	Sustainable and efficient management of infrastructure Increased quality of access provision and improved user experience
2 Develop a path monitoring programme	Path inspection process implemented	Highlight path issues and target resources at an early stage
3 Signage of Aberdeenshire's path network beginning with core paths	Kilometres of path signed	Increased awareness of path network and improved user confidence
4 Continue to build relationships with internal and external groups to deliver multi benefit access projects	Increase the path network with multi use benefits	Collaborative group working that will deliver multiple benefits

Aim 1 – Promotion of outdoor access

To help promote understanding and enjoyment of the natural environment and outdoor access to everyone, and to ensure it is at the heart of community wellbeing, economic development and sense of place.

Table 3: Aim 1 Objectives

Objective	Description	Outcome
1.1 Maintain and improve Outdoor Access webpage	Review the existing webpage and explore opportunities for better digital content and improved usability. Ensure the webpage is up to date with relevant information.	Increased public awareness of outdoor access opportunities
1.2 Ensure the Core Path Plan continues to be relevant and up to date	Modifications to the existing Core Path Plan may be required and will follow the statutory procedure. Preparations for a full review of the Core Path Plan will happen in this period with the expectation for the review to happen in the next strategy period.	Increased public awareness of outdoor access opportunities
1.3 Progress signage of core path network	Initiate and deliver Core Path signage to encourage further use of the network.	Increased awareness of path network and improved user confidence
1.4 Review current promotional material for outdoor access	Review in collaboration with the Ranger team all promotional material to ensure it is up to date and responsive to the current pressures on access including implications from covered pandemic on climate change.	Increased public awareness of outdoor access opportunities
1.5 Work with internal partners, external groups in promoting responsible outdoor access	Continue to develop relationships with other external groups, specifically specialist interest groups than can aid in promoting responsible access.	Increased public awareness of outdoor access opportunities
1.6 Support Local Access Forum in promoting outdoor access	Utilise the skills and network connections of members of ALOAF to engage with the wider community.	Increased public awareness of outdoor access opportunities

Aim 2 – Ensure development protects and enhances outdoor access provision

Provide advice, support and expertise to ensure that outdoor access is protected and enhanced in line with national and local policies.

Table 4: Aim 2 Objectives

Objective	Description	Outcome
2.1 Provide input to national policy and guidance development	Provide advice to Scottish Government as required to ensure legislation and guidance reflects outdoor access.	Efficient and effective policy and guidance Alignment with national policy
2.2 Provide input to the Local Development Plan process	Provide consultation and advice on environment policies and guidance regarding outdoor access within the Aberdeenshire Local Development Plan.	Efficient and effective policy and guidance
2.3 Provide consultation advice and support to the Development Management process	Provide consultation and advice on environment policies and guidance to the Development Management team to ensure protection of access rights.	Protection of outdoor access rights and infrastructure New and enhanced access Opportunities within new development
2.4 Provide consultation advice and support for forestry applications	Provide consultation and advice on environment policies and to ensure protection of access rights.	Protection of outdoor access rights and infrastructure
2.5 Provide consultation advice and support for agri-environment applications	Provide consultation and advice on environment policies and to improve outdoor access in rural areas.	Protection of outdoor access rights and infrastructure
2.6 Provide training to Development Management staff	Relevant training will ensure that existing access is protected and provision for new access can be delivered early in the development management process.	Protection of outdoor access rights and infrastructure

Aim 3 – Upholding access rights

To ensure that the Council is delivering its duties in relation to the LRSA and Countryside (Scotland) Act 1967 legislation and that these activities are monitored and reviewed as part of a continuous service improvement as well contributing to Government Performance Indicators.

Table 5: Aim 3 Objectives

Objective	Description	Outcome
3.1 Uphold access rights	Uphold access rights as per the duties Land Reform Act and the Countryside 1967	Access rights protected for users compliance with statutory duties
3.2 Facilitate legitimate short term public access restrictions	Facilitate legitimate short term public access restrictions as per the duties set out in the Land Reform Act and the Countryside (Scotland) Act 1967	Access rights protected for users compliance with statutory duties
3.3 Promote responsible access	Promote responsible access as per the duties in the Land Reform Act and the Countryside (Scotland) Act 1967	Improved awareness of outdoor access rights and responsibilities
3.4 Ensure proper process is in place relating to Council responsibilities in upholding access rights	Develop, implement and monitor best practice process and procedures for upholding access rights.	Regular annual review of process upholding access rights
3.5 Encourage and support the involvement of the Local Outdoor Access Forum in resolution of outdoor access cases	Work with the Forum to encourage their involvement in relevant access cases.	Improved process for upholding access rights

Aim 4 – Effective and innovative management of outdoor access infrastructure

To ensure there is a robust process and adequate funding in place for the management and maintenance of the outdoor access infrastructure that Aberdeenshire Council manages, including opportunities for further path development through new and novel approaches.

Table 6: Aim 4 Objectives

Objective	Description	Outcome
4.1 Implement a Paths Management and Maintenance process	Review current maintenance programme with Landscape Services and action as required.	Sustainable and efficient management of infrastructure Increased quality of access provision and improved user experience
4.2 Establish a robust monitoring and inspection regime for paths, and access related assets including the creation of a public feedback system.	Develop a rolling programme for path inspection, utilising other internal teams and local voluntary groups.	Increased quality of access provision and improved user experience Compliance with health and safety requirements
4.3 Promote the involvement of local path groups, communities and other organisations in developing and managing outdoor access facilities	Continue to work with existing groups and promote outdoor access work to new groups/areas. Ensure engagement particularly with young people. Examine the role of an 'Adopt A Path' scheme.	Increased capacity to create outdoor access infrastructure Increased volunteering opportunities and community engagement
4.4 Continue to engage in cross service partnership access development	Collaborate with other council services to deliver multi benefit projects; this should include outcomes related to health & wellbeing, economic development, tourism and sustainable travel.	Sustainable and efficient management of infrastructure Increased quality of access provision and improved user experience
4.5 Identify external funding opportunities to enhance access provision in Aberdeenshire.	Utilise match funding when available to ensure best value for the council. Develop a list of 'shovel ready' projects to	Sustainable and efficient management of infrastructure Increased quality of access provision and improved user experience

	ensure funding can be readily accessed.	
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Aim 5 – Continuous improvement

To ensure that activity in relation to the management and promotion of outdoor access in high quality, continually improving, efficient and responsive to local people's needs.

Table 8: Aim 6 Objectives

Objective	Description	Outcome
5.1 Develop and maintain a Team Strategy and Action Plan	Produce a 3 years Outdoor Access Strategy and Annual Action Plans.	Efficient working
5.2 Ensure staff CPD requirements are met as required	Provide opportunities for staff to attend to relevant training.	Professional standards are maintained
5.3 Carry out annual monitoring	Record annual monitoring Data.	Monitored work outcomes
5.4 Produce performance reports	Produce an annual report on The performance of the Outdoor Access Team.	Monitored work outcomes
5.5 Maintain continuous service improvement	Develop and maintain Best Practice Manual	Continuous improvement

5 Annual Monitoring

In order to monitor outdoor access workload, to assess the impact of the Strategy and to allow for resource planning, the following annual monitoring will be carried out and reported.

Aim 1 – Promotion of outdoor access

- I. Number of views of outdoor access webpage
- II. Length of core path signed/No. of signs installed
- III. Number of public events attended including ALOAF events
- IV. Number of Local Access Forum meetings
- V. Hours spent on Local Access Forum work

Aim 2 – Ensure development protects and enhances outdoor access provision

- VI. Number of Development Management consultation responses
- VII. Number of forestry consultation responses
- VIII. Number of agri-environment consultation responses
- IX. Number of DM training sessions and meetings attended

Aim 3 – Upholding access rights

- X. Number of active access cases
- XI. Number of new access cases in reporting year
- XII. Number of access enquiries
- XIII. Number of Section 11 orders
- XIV. Number of section 14 orders

Aim 4 – Effective and innovative management of outdoor access infrastructure

- XV. Percentage & length of paths inspected
- XVI. Percentage/number of bridges inspected
- XVII. Volunteer hours spent on path maintenance
- XVIII. Length of path maintained by volunteers
- XIX. Length of core path maintained by Aberdeenshire Council
- XX. Amount of external funding accessed
- XXI. Number of local and community groups worked with

XXII. Length of path developed by external parties

Aim 5 – Continuous improvement

XXIII. Up-to-date Outdoor Access Strategy and action plans

XXIV. Annual performance report produced

XXV. Customer feedback received

XXVI. Staff CPD hours

Appendix 1 – Outdoor Access Action Plan 2021/22

Outdoor Access Action Plan 2021/22			
Aim 1: Promotion of outdoor access	Actions	Completion Date	Annual Monitoring
1.1 Maintain and improve Outdoor Access webpage	Regularly review content and use of outdoor access webpage and identify improvements needed	Monthly	Number of views of outdoor access webpage
	Following review, carry out website improvements	Monthly	
1.2 Ensure the Core Path Plan continues to be relevant and up to date	Update Core Path Plan	As required	No. of updates required
1.3 Progress signage of core path network	Set up phased approach to delivery of signage	September 2021	Length of core path signed
	Identify costing and who will undertake physical works	October 2021	
	Implement signs on highest priority paths	December 2021	
1.4 Review current promotional material for outdoor access	Audit current promotional material held by Environment Team in conjunction with the Ranger Team.	November 2021	
	Store, disseminate or dispose of material as informed by audit	As required	

1.5 Work with internal partners, external bodies and interest groups in promoting responsible outdoor access	Liaise with relevant internal partners and groups as appropriate such as Nature Scot, Cairngorms National Park Authority, Visit Aberdeenshire and internally with Economic Development etc.	Ongoing	
Aim 2: Ensure development protects and enhances outdoor access provision	Actions	Completion Date	Annual Monitoring
2.1 Provide input to national policy and guidance development	Respond to consultations as they arise	As required	Number of Policy development consultation responses
2.2 Provide input to the Local Development Plan process	Provide input to Local Development Plan process when opportunities arise	As required	
2.3 Provide consultation advice and support to the Development Management process	Provide Development Management consultation responses in relation to access development and management	As required	No. of Development Management consultation responses
2.4 Provide consultation advice and support for forestry applications	Respond to consultations as they arise	As required	Number of forestry consultation responses
2.5 Provide consultation advice and support for agri-environment applications	Respond to consultations as they arise	As required	Number of agri-environment consultation responses
2.7 Provide training to Development Management staff	Attend a team meeting with each Development Management Team once a year	Annual (six areas)	Number of Development Management training sessions

	Attend Development Management training days as required	As required	done
Aim 3: Upholding access rights	Actions	Completion Date	Annual Monitoring
3.1 Uphold access rights	Fulfil Council statutory duties by evaluating, responding and where appropriate resolving, outdoor access rights issues raised	As required	Number of access cases including number of new access cases Number of access enquiries Number of section 14 orders
3.2 Facilitate legitimate short term public access restrictions	Process temporary public access rights suspensions via new web-based process	As required	Number of Section 11 orders
3.3 Promote responsible access	Advise landowners, groups and the public of their rights and responsibilities under the Land Reform (Scotland) act and Scottish Outdoor Access Code	As required	Number of communications
3.4 Ensure proper process is in place relating to Council responsibilities in upholding access rights	Complete best practice guidance notes on upholding access rights procedures	December 2021	

3.5 Encourage and support the involvement of the Local Access Forum in resolution of outdoor access cases as appropriate	Work with ALOAF to encourage their involvement in relevant cases	As required	Number of access cases with ALOAF involvement
Aim 4: Effective and innovative management of outdoor access infrastructure	Actions	Completion Date	Annual Monitoring
4.1 Implement a Paths Management and Maintenance process	Work with Landscape Services to ensure that paths Aberdeenshire Council has responsibility for are identified and appropriately maintained	October 2021	Length of core path maintained
	Refine the methodology for prioritisation of further upgrades to Council managed paths	January 2022(review)	Money spent on core path maintenance/enhancement
	Current path upgrade programme includes: <ul style="list-style-type: none"> • Deeside Way • Formartine & Buchan Way • Coastal Path project • Huntly Path Network • Cowie Path, Stonehaven • Kemnay Riverside Path • Port Elphinstone Path • Muchalls Further upgrades may be undertaken based on implementation of the prioritisation criteria.	March 2022	Review all projects at end of financial year

4.2 Establish a robust monitoring and inspection regime for paths and access related assets	Set up inspection protocol and regime for path network and associated assets	November 2021	Percentage of paths inspected
	Review non-motorised bridge inspection programme following initial implementation	December 2021	Percentage of bridges inspected
4.3 Develop volunteer policy and procedures, and increase volunteering opportunities	Identify the range of work volunteers can do and develop necessary methods and procedures	March 2021	Volunteer hours spent on path maintenance
	Promote the Volunteer Information Pack	As required with community groups	Length of path maintained by volunteers
4.4 Investigate creating a path public feedback system.	Review the customer contact system for reporting path issues	Monthly	percentage of contacts through the public feedback system
4.5 Identify external funding opportunities to enhance access provision in Aberdeenshire.	Be aware of external funding opportunities and apply/disseminate as appropriate	As available	Amount of external funding accessed

4.6 Explore opportunities for cross service partnership path development	Hold quarterly meetings a year with Landscape Services, Structures, Transportation Strategy to ensure a coordinated approach to access development and management	Quarterly	Number of cross-service projects
4.7 Promote the involvement of local path groups and other organisations in developing and managing outdoor access facilities	Support existing path groups and potential roll out to other groups	As required	Number of local and community groups worked with Length of path developed by volunteers
Aim 5: Continuous improvement	Actions	Completion Date	Annual Monitoring
6.1 Develop and maintain a Team Strategy and Action Plan	Produce 3-year Outdoor Access Strategy	October 2021	Up-to-date Outdoor Access Strategy and action plans
	Produce 2021-2022 annual action plan	October 2021	
	Hold 4 Outdoor Access cross team meets a year	Quarterly	
	Ensure Outdoor Access Strategy aim, objectives and work plans are taken account of in individual staff work plans		
6.2 Ensure staff CPD requirements are met as required	Provide opportunities for staff to attend relevant training events/seminars/conferences/workshops	As available	Staff CDP hours
	Undertake annual Personal Performance Plans	Annually	

6.3 Carry out annual monitoring	Create process and means to record annual monitoring data	September 2021	
	Record annual monitoring data	Quarterly	
6.4 Produce performance reports	Produce an Annual Review Report on the performance of the Outdoor Access Team	June 2021	Annual performance report produced
	Contribute to Scottish Government monitoring of Land Reform (Scotland) Act 2003	March 2022	
	Contribute to Scottish Government Monitoring of Local Authority key performance indicators	March 2022	
6.5 Maintain continuous service improvement	Produce best practice notes for all generic access related processes for inclusion in an Environment Team Best Practice Manual.	Ongoing	Customer feedback received
	Undertake Customer Satisfaction Survey (Development Management)	March 2022	Customer feedback received
	Increase usage of Office 365 applications		