

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 46 Achievements

4th Update End August 2009

	Priority for Action in NP Plan /Achievements (Relevant Operational Plan Lines Indicated)	Performance Monitoring Year 2 Milestone	Comment on Progress towards 3 year achievement AND Years 1 & 2 milestones	NPP Actions
Conserving Biodiversity and Landscape to sustain our Natural and Cultural Heritage				
1	A landscape framework is in place which supports the management of the Park's forests, woodland, moorland, upland and farmland areas. (1, 2, 6)	Modelling of public perceptions carried out	Outline project planning phase has been completed by David Tyldesley second stage detailed planning will start with New Landscape Adviser August 09. The Landscape Character Assessment is due for completion end Oct 09. Wildness study completed development of guidance will follow 2010. Perception work was undertaken as part of Wildness study.	1a, 1b, 1f
2	A mechanism is in place which allows biodiversity information to be collated and accessed by anyone interested in the Park. (11, 12)	Research and records collated	NESBREC have been contracted to collate and manage biodiversity records for the whole of park area. SNH is working on web portal to make them easily accessible by the public.	3a, 3b
3	Action on priority species and habitats most at risk has been stimulated/initiated to stop further loss and enhance biodiversity. (13, 14, 15, 16, 18, 19, 20, 21, 22, 27)	Level of additional work addressing priority species and habitats stimulated or levered in	Highest priority species and habitats are identified and action is being shared with range of partners and targeted in a variety of projects and initiatives. E.g. wildcat, red squirrel, water vole, black grouse, capercaillie, forest habitat network, lowland grassland, wetland restoration, action for mountain woodlands. Application for funding for rare plant projects has reached the second stage.	3c – 3f 3h – 3k
4	Information on the cultural heritage resource within the Park is collated, accessible and used to conserve and promote the cultural heritage. (7, 8, 9, 10)	No. of knowledge gaps filled	The Community Heritage project and the Landscape Framework both provide mechanisms to take this forward and further work on these will start to develop a programme of action for future years. The project officer is a two year post CNPA/LEADER funded but lack of HLF funding means additional resources will be required to deliver specific projects.	2a – 2d
Integrating Public Support for Land Management to Deliver Public Benefits				
5	Tailored public support and advice for land managers within the Park meets their needs and is co-ordinated at a landscape scale. (35, 39)	Alignment of support with Landscape Framework	Needs more work/resources to be achieved because it remains difficult to connect the national SRDP processes with the priorities and advice needed at a Park level. However, further to the Board discussion on SRDP a meeting was held with rPAC members to discuss broadening the role of the Land Management Support Officers (LMSOs). The LMSOs will work more proactively and provide an increased level of support for land managers that can deliver public benefits through SRDP. They are also now developing work through the Dee and Spey Catchment Partnerships and through the establishment of a new 'Farmer's Forum' for the Cairngorms.	1a, 1e

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			The Upper Dee Riparian woodland project report has now been received and details potential for landscape scale riparian woodland subject to land manager aspirations and a meeting with the three estates will be held in September to discuss the findings of the report. Work is continuing on other projects in the Dee Catchment partnership with good progress to date and a meeting to discuss the business plan and future CNPA contributions to the partnership is being held in late August. The Spey CMP has been resurrected with 2 steering group meetings held, a contract to review the plan and a stakeholder workshop was held in June 09. Endorsement was given to go ahead with the partnership. The priorities were set and the next steering group meeting is scheduled for 17 Sept.	
6	Proactive advice enables land managers to make the most of the SRDP and other funds to deliver outcomes for the National Park. (40, 41)	Value of funds invested in NP. No. of RDCs in place	There have been 57 cases approved to date within the Park area with a total value (over the lifetime of these plans) amounting to approximately £4.85m. Of these cases, LMSOs have been involved at some stage with at least 24 of them.	lf, lg
7	Land management action on climate change has been encouraged/initiated to deliver the best possible impact on tackling climate change. (36, 38, 42)	No. of Green Farm Audits	16 Green Farm Audits carried out across Park area in conjunction with SAOS in 2008. Details summarised in main report from SAOS. Farmers Guide produced on the back of this work which has received acclaim for its ease of understanding of complicated subject matter.	lb, ld, lh
Sustainable Deer Management to Benefit People and the Environment				
8	There will be a large-scale patchwork of deer densities across the National Park underpinned by an inclusive deer management planning process (44, 45, 48)	Area covered by inclusive process	CDAG have agreed to proceed with a Deer Framework that will enable effective co-ordination between DMGs and set out how the national strategy for wild deer can be taken forward within the Park. Key to successful achievement will be the continued support of CDAG members and their engagement with DMGs in implementation.	la, lb, le
9	Greater public understanding of deer management (44, 45)	No. of events held	Deer watching and school events have been held across the NP. Plans are being developed for providing improved interpretive material.	la, lb
10	Opportunities to increase the economic value of wild deer are actively promoted. (48)	Changes against socio-economic sample baseline	Economic opportunities are being promoted in new ways, including public and schools events to promote venison and engagement with tourism operators on wildlife tourism opportunities. CNPA is an active member of the Scottish Venison Working Group and contributed to a venison reception for MSPs at Holyrood in	le

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			January 2009 and Eat Venison Day promotion. There are many external factors affecting the value derived from wild deer and further monitoring should be developed to set local action in this context.													
Provide High Quality Opportunities for Outdoor Access to encourage more people to actively enjoy the outdoors																
11	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities is promoted and upheld (67 – 78)	No. & type of access cases reported to CNPA	Year 1 milestone achieved. Year 2 milestone is on target. Current caseload is shown below. <table border="1"> <thead> <tr> <th>Status</th> <th>As at August 2009</th> <th>As at May 2009</th> </tr> </thead> <tbody> <tr> <td>Live</td> <td>39</td> <td>48</td> </tr> <tr> <td>Closed</td> <td>22</td> <td>0</td> </tr> <tr> <td>TOTAL</td> <td>61</td> <td>48</td> </tr> </tbody> </table>	Status	As at August 2009	As at May 2009	Live	39	48	Closed	22	0	TOTAL	61	48	2a – 2l
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12	The Core Paths Plan is adopted which identifies over 850 km of key links in the Park's path network, including around 25 km new paths that will be built and open for public use by 2011 (52, 53, 54)	X% of paths in favourable condition	Needs more work/resource to be achieved because the methodology is still in development to enable information on favourable condition to be completed. This is currently being piloted and it is expected to have the work completed by end of Q3.	1a, 1b, 1c												
13	The Speyside Way is extended from Aviemore to Newtonmore (56)	Speyside way extension in place	Needs more work/resource to be achieved because although the Speyside Way extension has been approved by the Minister, funding, planning approval and a path agreement are still required. It is expected that final completion will not be until 2011/12.	1e												
14	A Park-wide Trust is in place which provides a mechanism to manage outdoor access projects on a cooperative basis (55, 57 – 66)	Total spend (£) invested in outdoor access projects	Milestones in year 1 and 2 have been achieved. Trust has been operating since April 2008 and funding secured from a range of partners. Current forecast spend for 09/10 and 10/11 is £1.2 million of which CNPA will contribute a maximum of £365,000.	1d, 1f – 1o												
15	Comprehensive information about outdoor recreation opportunities across the Park is available – especially for young people, disabled people and people on low incomes (79 – 83, 91 – 94)	50% of TICs & Ranger bases use branded information about the Park	Should be achieved with existing work/resource because VisitScotland are working with CNPA to develop proposals that refurbish Visitor Information Centres within the CNP in a way that clearly positions these centres within the CNP. CNPA are also working on similar proposals with individual ranger services.	3a – 3e, 5a – 5e												

bobgrant 11/8/09 13:58

Comment: I don't think this milestone relates well to the achievement. Is there scope to alter the milestone?

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16	Healthy walking groups are available in every community (91 – 94?)	No. of communities with a healthy walking group	Year 1 milestone achieved. Year 2 milestone is on target. There are 9 communities in which health walking groups are operating.	5a – 5d?
Making Tourism and Business more sustainable to create a high quality sustainable destination				
17	Businesses within the Park provide a high quality, environmentally friendly service and benefit from using the Park brand	80 businesses awarded brand	Needs more work/resource to be achieved because as at 31 Jul 09, 180 businesses/producers/tourist associations were using the brand. A total of 19 have been awarded so far in FY09 (mostly craft and food producers). 3 year achievement is still possible but significant challenges remain with improving business engagement in quality and environmental accreditation schemes (GTBS in particular).	1a – 1c, 1e, 2g, 3c
18	Businesses within the Park have environmental plans in place	40+ businesses developing environmental plans	Needs more work/resource to be achieved because 3 year achievement is still possible but challenges remain with improving business interest and take-up. Recent CCC survey highlighted key areas for further work but detailed statistics on the number of businesses with environmental plans is still lacking. Other work at a national level (BEP) has shown how difficult it is to engage with businesses. Fresh approach currently being developed.	2b
19	A voluntary contribution scheme for visitors and sustainability fund is in place to collect funding for conservation initiatives within the Park.	Roll out of scheme	Needs more work/resource to be achieved because although the 3 year achievement is still possible the final implementation of any scheme(s) will depend on many other external factors, including the prevailing economic climate. Scoping study completed in Mar 09 and follow-on work now being developed. Single over-arching scheme very unlikely to be acceptable.	1d
20	All communities within the Park have community action plans in place	3+ new action plans	Year 1 milestone achieved – Grantown on Spey, Cromdale, Advie and Dulnain Bridge action plans completed and community actions taking place. Year 2 milestone underway – Ballater action plan being finalised. Dalwhinnie, Laggan, Newtonmore, and Kingussie community consultations being agreed. Action plans on track for completion in 2009/10.	1f (& Housing – 1a)
21	Active support for communities and	LEADER allocation	Local Action Group, 30 July meeting, out of £2.2m funds from EU, CNPA,	1f

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	other potential beneficiaries within the Park to make the most of LEADER/other funding opportunities to lever extra funds into the Park (103)	spent & extra funding (£2.1m) levered into the Park	SNH & Highland LEADER £1.059m has been committed to 90 projects in year two of the Programme 2008 – 13. £1.9m of other public match funding and £239k of private funds have been committed as part of the project funding packages. There continues to be a strong demand for funding and the Local Action Group will hold a review of progress in October 09 as spend will be well up to the Business Plan target by the end of 09.	
Making Housing more affordable and sustainable to help meet the needs of people living in the Park				
22	The Local Plan is adopted and implemented by the CNPA and the four Local Authorities to help deliver affordable and sustainable housing in the Park (184, 127)	Local Plan adopted and programme in place for active implementation	<p>Needs more work/resource to be achieved because, although the project management arrangements that have been established saw the Local Plan through the LPI in May/June and will take it on to adoption in 2010 following receipt of the Reporters' recommendations later in 2009, implementation by CNPA in tandem with the 4 local authorities with regard to affordable and sustainable housing will continue to be extremely difficult in prevailing economic circumstances. We will have to work hard with partners, including Scottish Government, to ensure that sufficient resource is available to deliver on housing. This will certainly require further work and possibly more resource from CNPA.</p> <p>Year 1 Milestone has been met with regard to modifications agreed and consulted on. However, the LPI took place in Year 2, but that was mainly attributable to difficulty in obtaining Reporters.</p> <p>Year 2 Milestone will not be met in whole if the Reporters' recommendations are received at end of November 2009 as currently indicated. Post inquiry modifications will be consulted on as soon as possible in 2010 with the process of adoption not completed until year 3. The implementation programme is currently under preparation and will be in place within Year 2.</p>	4a
23	Potential sites have been identified for housing including affordable housing (128, 127)	Reporter accepts land allocation and it is included in adopted	<p>Should be achieved with existing work/resource because the Local Plan that went through the LPI has sufficient housing land supply</p> <p>Year 1 Milestone has been met as the Deposit Local Plan allocates</p>	4d, 4a

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		LP.	sufficient land for the next 5 years and beyond. Year 2 Milestone is dependent on receipt of the Reporters' recommendations end of November 2009. Once received the Local Plan can proceed to adoption and the milestone will be met.	
24	Action to make a wider range of affordable housing available in the Park has been stimulated/initiated to help people living in the Park (121 – 124)	Reporter accepts policies for range of housing and it is included in adopted LP.	Needs more work/resource to be achieved because the economic climate continues to be in a state of recession. Private house building is still constrained however a variety of types of affordable housing continues to be delivered, and subject to planning permission and funds being available from the Scottish Government, there is a substantial programme of investment in the pipeline. All partners need to continue to work closely together to maximise the value of this investment within the Park. Year 1 Milestone has been met as the policies and allocations in the Deposit Local Plan allow for the full range of housing need. Year 2 Milestone is dependent on receipt of the Reporters' recommendations end of November 2009. Once received the Local Plan can proceed to adoption and the milestone will be met.	2a – 2d
25	The sustainable design guide has been adopted to provide a consistent basis for pursuing high standards of sustainable design across the Park. (125, 126)	% of planning decisions taken on basis of design guidance.	Should be achieved with existing work/resource because an adequately resourced process is currently underway to complete the work and have the SDG consultation during Year 2 of the Corporate Plan with adoption along with the Local Plan early in Year 3. Year 1 Milestone was not met because of staff illness. Year 2 Milestone will not be met as the timing for receipt of the Reporters' recommendations means that SPG cannot be adopted until Year 3 and will therefore not be available for decisions in Year 2.	3a, 3b
Raising awareness and understanding of the National Park to encourage people of Scotland to take pride in this special place				
26	Ranger services, Tourist Information Centres and other visitor centres across the Park are using the Park brand in a high profile way (135, 159, 160)	75% of ranger centres & TICs use the Brand	Should be achieved with existing work/resource because VisitScotland are working with CNPA to develop proposals that refurbish Visitor Information Centres within the CNP in a way that clearly positions these centres within the CNP. CNPA are also working on similar proposals with individual ranger services.	2a, 5a, 5b

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27	A National Park web portal is in place and working effectively to meet customers/users needs (152, 153, 156)	Phase 2 complete (local business & communities)	Needs more work/resource to be achieved because delays on reaching agreement with partners have stalled the launch of the web portal. However, recent agreements with the web steering group and the Cairngorms Business partnership have cleared the way for a launch of the portal this year.	4a, 4b
28	Cairngorms National Park is well sign-posted and promoted across Scotland (131 – 133)	5 new pre-arrival locations signed	Should be achieved with existing work/resource because pre-arrival signs are now installed on all trunk roads leading to the CNP and there is agreement to resign the Highland Tourist Route in place.	1a - 1c
29	Educational resources have been developed and a variety of formal and informal Park-related learning opportunities have been delivered (146, 151, 158)	Increase in volunteers & JMA awards	Should be achieved with existing work/resource because of recent work with Teaching Learning Scotland, Local Authority Action Plans and Outdoor Learning Fora, and Junior Ranger Programme. Increase in number of JMA awards is likely to be met. However, there is no baseline indicator for volunteering. A baseline will be collated this year as part of ranger reporting.	3d, 3i, 4g
30	A co-ordinated, Park-wide programme of events promoting the special qualities of the Park is available and publicised for everyone to enjoy (149, 150)	No. of events held promoting the Park	Needs more work/resource to be achieved because these events require better coordinating and more closely linking to special qualities of CNP. This will start to happen through better coordination of ranger services.	3g, 3k
Strategy and Communications to deliver our role effectively and efficiently				
31	A research programme is in place to provide information about the State of the Park (162)	No. of knowledge gaps filled	Should be achieved with existing work/resource because research into the state of the Park has been prioritised by the requirements of the Priorities for Action during year years 1 & 2. Year 3 will include a review of future research requirements on both priorities for action and State of the Park and a statement on research priorities for future years.	6a
32	Lead & co-ordinate the implementation of the National Park Plan and make significant progress towards achieving the plan outcomes	NPP Annual Report	Should be achieved within existing work/resource 2008/09 NPP Progress report due to be published and distributed around September.	

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	by 2012 (168, 169)			
33	Prepare and report on CNPA Corporate Plan (170)	CNPA Annual Report & operational plan updates	Should be achieved with existing work/resource because regular reports to Board on Corporate Plan delivery and CNPA Annual Report well in hand	
34	Communications to support effective partnership working (171 – 178)	Partner engagement (attendance figures)	Should be achieved with existing work/resource because, while there has been some impact on delivery in 2008/09 as a result of staff turnover and vacancies the Authority has maintained a good level of engagement with partners both through communications on individual projects and also through SEARS Communications Group and the Scottish Government Media Group. We are currently undertaking a strategic review of our approach to partnership engagement to inform activity over the remaining 2 years of the Corporate Plan.	
35	Using the Cairngorms National Park as the inspiration, and collating work by partners, our communications function has been deployed to publicise and promote awareness and understanding of climate change, and actions individuals can take. (116, 151, 163, 179, 196, 197)	No. of local business & community led initiatives in place to tackle climate change	Should be achieved with existing work/resource because delivery continues in line with planned activity and within resource allocations. Parklife, the CNPA magazine, the e-bulletin regularly feature stories on climate change and sustainability actions and projects. There is also a page on the CNPA website focusing on climate change/sustainability projects in land management, transport, tourism/business and communities. Focus for this area is now on work undertaken within the National Park and by the Authority and how this can contribute to sustainability.	3d, 3i, 6b
Planning and development management to ensure the Park is a well designed and sustainable place				
36	Planning & Development Management service delivered which is pro-active, efficient and effective and contributes to the Park aims & delivery of the National Park Plan (186)	Maintain Year 1 Milestone in context of adopted CNP Local Plan	Needs more work/resource to be achieved because, although the planning team is established and delivering a service focused on the Park aims and NPP delivery, we have to continue improving both the way the service is delivered and the quality of development that takes place in the Park. The adopted CNP Local Plan and SPG will contribute to this process, but further work/resources are required to be truly proactive and able to spend the required time in improving the quality of developments. The	

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			<p>planning team is currently reviewing all aspects of its operation with a view to improving efficiency and effectiveness. The changes currently being rolled out under the 2006 Act offer an opportunity to increase co-operation with the Local Authorities.</p> <p>Year 1 Milestone has been met and working practices are focused on ensuring that applications are brought to Committee as soon as all information is available.</p> <p>Year 2 Milestone has been met in terms of processing applications within 3 months when all information available. It has not however been possible to do this in context of adopted Local Plan as it is not yet available.</p>	
37	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park (127)	Local Plan adopted and programme in place for active implementation.	<p>Should be achieved with existing work/resource because the project management arrangements that have been established saw the Local Plan through the LPI in May/June and will see it on to adoption in 2010 following receipt of the Reporters' recommendations at end November 2009. By way of caveat, there has to be some reference to commentary on line 36 above with regard to the use of the Plan and the resources required to do this. This element is also dependent on ability of the 4 local authorities to use it effectively. Having just adopted a CNP Local Plan, the latter part of the Corporate Plan period will immediately involve work on the new Local Development Plan. Work/Resource implications on this achievement will therefore have to be very closely monitored.</p> <p>Year 1 Milestone has been met with regard to modifications agreed and consulted on. The LPI took place in Year 2, but that was mainly attributable to difficulty in obtaining Reporters.</p> <p>Year 2 Milestone will not be met as date for receiving Reporters' recommendations means that formal adoption will take place in Year 3. Post inquiry modifications consultation will take place as soon as possible in 2010 and an implementation plan will be ready in Year 2.</p>	4a
38	Supplementary guides are in place including sustainable design guide,	Housing, Renewables, Developer	Should be achieved with existing work/resource because the project planning process used to progress the Local Plan has included SPG.	

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	renewable energy (182)	Contributions, Development Briefs for allocations.	<p>There is a programme in place and resources have been identified to carry out the work. The Planning Committee has already approved 2 SPG for consultation and a further tranche, including SDG, will be brought to Members in October with a view to consultation taking place in Year 2 and adoption in Year 3 along with the Local Plan. The remainder should be brought forward during Year 3.</p> <p>Year 1 Milestone not met mainly as a result of the level of Local Plan work, staff illness and the AHR application.</p> <p>Year 2 Milestone largely met in terms of bringing SPG to Committee, but formal adoption not until Year 3.</p>	
39	Enforcement monitoring of the local plan and planning and development management process and conditions (183)	All development actively monitored in accordance with programme.	<p>Should be achieved with existing work/resource because there is now a dedicated resource in place for this function, particularly with regard to development management. Arrangements will be in place for monitoring the Local Plan once it is adopted and work is progressing on the new Local Development Plan.</p> <p>Year 1 Milestone met with regard to enforcement post in place. Enforcement Charter was adopted early in Year 2 following reports to Planning Committee.</p> <p>Year 2 Milestone has been met.</p>	
40	E-Planning regime established and widely used (185)		<p>Should be achieved with existing work/resource because it is being developed as part of the Scotland wide roll out of e planning. In tandem with local authorities and agencies. Andy Rinning is co-ordinating as Project Manager.</p>	
Corporate Services – as a public body the CNPA has a duty to deliver a high quality, continually improving, efficient and responsive service				
41	Lead, co-ordinate & deliver service improvements (192 – 195, 198, 199, 200 – 204)	“Best Value” service improvement action plan delivered satisfactorily	<p>Should be achieved with existing work/resource because relevant work is embedded within activities of existing staff and delivery plans. Earlier completion of annual accounts certification achieved (June 09). Benchmarking work on corporate services costs completed with report to come to Board. Ongoing review of best value action plan confirms</p>	

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			satisfactory delivery of improvement actions.	
42	Staff trained and able to participate in SEARS; working arrangements with other public bodies to facilitate seamless service to public (such as shared service points; secondments of staff) (205 – 207)	.	Should be achieved with existing work/resource because we continue, within existing resource allocation, to participate in SEARS' customer service improvements for land managers, following up training on customer service standards for all staff in Summer 2008. Shared service activities underway with Loch Lomond and the Trossachs NPA, Scottish Natural Heritage and SEPA.	
43	Lead own internal organisational greening initiatives to identify and implement sustainability improvements in policies and practices (196)	2% to 3% annual reduction in carbon emissions from CNPA business travel	Should be achieved with existing work/resource because action ongoing to further reduce emissions from vehicle travel in 2009/10 supported by close ongoing monitoring. Further investment in new, lower emission pool cars planned for October 2009. Milestone for 2008/09 exceeded with total reduction in assessed emissions in excess of 5%.	
44	Realise 2% efficiency savings (199 – 201)	2% efficiency savings delivered	Should be achieved with existing work/resource because 2008/09 final accounts confirm first year milestone of 2% saving has been achieved. Plans in place and budgets adjusted accordingly to realise a further 2% in savings in 2009/10 within figures agreed by Finance Committee.	
45	Implement internal equalities action plans (202)	Internal equality actions implemented satisfactorily and in line with Equality Schemes Action Plan	Should be achieved with existing work/resource because monitoring of the Authority's equality scheme action plans highlight that we delivered the great majority of actions intended in 2008/09 and also to ensure that, longer term, the Authority's policies and procedures address any potential inequality of access to the organisation or the Park. More detailed Equalities Impact Assessments now been carried out across the full range of the Authority's activities.	
46	Encourage others to deliver equality action plans and meet best practice standards		Should be achieved with existing work/resource because the Authority's Equality Group continues to oversee the organisations work in encouraging others to adopt best practice in equalities standards. The Authority is working very closely with Inclusive Cairngorms in particular, and working with this representative grouping to promote equalities issues with a wide range of organisations, to encourage operations that meet the highest equality standards.	

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