

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
<b>Conserving and Enhancing Biodiversity and Landscapes</b>				
1	The landscape framework is completed and is actively supporting decision making for land and habitat managers, planning and development.	Framework completed and adopted by CNPA board.	Framework actively used by CNPA, local authorities and managers	The framework is on track for 2012 completion. A programme of engagement on landscape values is underway in conjunction with the NPP and LDP engagement. The NPP/LDP consultation will engage people in parts of the framework (which help understanding of the NPP and LDP) prior to an overall public consultation in spring 2012. 31 March milestone met. Facets of the Framework including Wildness supplementary planning guidance being consulted upon.
2	The Cairngorms Biodiversity Recording System continues to be developed, increasing records in less well covered part of the Park. Contributions to data are increasing and support for recorders is in place.	At least 40,000 new records per annum  Increase in range of recorders per annum.	At least 40,000 new records per annum  Increase in range of recorders per annum.	The second phase contract with NESBrec has been agreed – at a reduced value to reflect reduction in funds available. This phase seeks to maintain records collation while looking to other mechanisms to carry out the engagement work – through LBAP, rangers and other partners. 31 March milestone met.
3	Support for existing projects on priority species and habitats is maintained, and new action begun. The potential for reintroduction of locally extinct species will be evaluated.	Review of potential reintroductions completed  Ongoing increase in numbers of species for which positive action is underway.	First steps of reintroductions programme initiated if agreed.  Ongoing increase in numbers of species for which positive action is underway.	Positive action is being maintained for key LBAP priority species including Red Squirrel, Wildcat, Water vole and a number of rare plants such as creeping lady tresses, twinflower and Small cow wheat. A new programme of raptor tagging started this year including the first two peregrine falcons in the UK. A web site is available for the public to follow the tagged birds. Tagging work has also included golden eagle. Review of potential reintroductions completed and will inform LBAP review being undertaken in 2011.
4	Active community engagement in cultural heritage is supported through action on conservation and awareness-raising.	At least 10 new community cultural heritage projects underway.	Action plan in place for continued community support beyond CHO project.	The CHO is currently engaged in approximately 25 projects including Crofting Connections, Heritage Paths, curriculum for excellence and Shinty heritage. Cultural Heritage conference was held in June 2010. The CHO is actively engaged in increasing communication between community heritage groups around the park as a follow up to the conference. 31 March milestone met and exceeded.
<b>Integrating Public Support for Land Management</b>				
5	There are effective networks for land managers to share good practice, advise and inform	100 famers and land managers actively	100 famers and land managers actively participating in	The third meeting of the Farmers Forum was held in August with the theme of food and drink. Well attended Land Management Forum meeting held on 2 <sup>nd</sup> February.

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	<b>Revised Strategic Outcome / Achievement April 2010 to March 2012</b>	<b>Milestone March 2011</b>	<b>Milestone March 2012</b>	<b>Comment on Progress towards 2 year achievement AND Years 1&amp;2 milestones</b>
	policy.	participating in forums.	forums.	
6	Proactive advice and training enables land managers to make the most of SRDP and other funds to help deliver the priorities of the National Park Plan.	25 training events in year delivered for land managers.	25 training events in year delivered for land managers.	Between 1 April to Oct 31 15 events were organised by the Land Based Business Training Project, targeted/marketed at land managers. At least 15 other events organised and delivered by others were also promoted to land managers by the project. Many further courses delivered including Deer Stalking Certificate level 1 subsidised to 50% for National Park residents.
7	Mitigation and adaptation action is taken to contribute to national climate change targets through land use.	Woodfuel Action Plan published and 2011 actions being delivered.	Pilot project on land management adaptation for flood management established.	Woodfuel Action Plan was launched by Richard Lochhead MSP at the Grantown Show on 12 August and full plan published. Progress has been made in delivering actions in the plan including two firewood festivals, training on farm woodlands and woodfuel, information of the Low Carbon Cairngorms website and a series of 10 Woodfuel case studies published. LCC website continues to adapt and grow. Following changes in staff resource, CNPA input to the woodfuel action plan is temporarily suspended –but set to come back in place on employment of land management officer in 2011.
<b>Supporting Sustainable Deer Management</b>				
8	A deer management framework will be in place guiding management to achieve a range of objectives underpinned by good habitat condition.	Deer management framework completed.	Regular habitat monitoring in place.	This is progressing well. The full draft of the Deer Framework was discussed by CDAG at their meeting in August 2010 and further amendments prepared. Specific consultation with deer management groups and Scottish Environment Link took place. Deer Framework approved by CNPA Board and CDAG. Due to be published, launched and distributed in May 2011.
9	There will be greater public awareness and understanding of deer management, its environmental and economic value.	At least 3 public facing events held.	At least 3 public facing events held.	A venison event was held on Glen Tanar estate encouraging chefs to use venison and to promote the value of the deer industry this served as a useful lead in the Royal Deeside Tourism Group's <i>Venison Festival</i> . There is also preliminary work being undertaken with the Country Sports Tourism Initiative to encourage more people to experience deer stalking in order to fully appreciate the skill and expertise involved in keeping to best practice management. CNPA subsidised a Deer Stalking certificate training course in March 2011 to encourage greater understanding interest and uptake in deer

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
				stalking.
<b>Providing High Quality Opportunities for Outdoor Access</b>				
10	Outdoor Access Authority duties are delivered effectively and efficiently and advice and support on outdoor access rights and responsibilities is promoted and upheld.	Live caseload of access issues does not exceed 40 cases.	Live caseload of access issues does not exceed 40 cases.	The current live caseload is 26 cases. Locked or impassable gates continue to dominate the number of reported incidents with 15 such cases in the current live caseload.
11	The Core Paths Plan is adopted and 90% of the 932 Km of paths network will be "fit for purpose".	<b>70% of network is fit for purpose.</b>	90% of network is fit for purpose.	46% of the network is currently "fit for purpose." Work on path signs has recently been completed in Carrbridge, Boat of Garten and Nethy Bridge. New paths have been completed Dulnain Bridge, Ballater and linking Ballater to Cambus o May on the south side of the river.
12	Construction Work has commenced on Speyside Way extension and will be completed in three year period.	Planning permission granted and paths agreements orders in place.	Construction work commenced.	A Path Order has been objected to and we await a date for the informal hearing which is part of the Local Inquiry. A planning application cannot be submitted until there is certainty over the precise line.
13	The Cairngorms Outdoor Access Trust (COAT) is delivering National Park Plan priorities within a robust 4-year business plan to 2015 and is leveraging significant external funding into the Park.	9.5 km of low ground paths upgraded  Funding leverage CNPA; others is 1:3	Mountain Heritage Path Programme commenced.  Funding leverage CNPA; others is 1:3	Path works completed in Cambus o May, Ballater, Dinnet, Insh, Boat of Garten, Dulnain Bridge and Kingussie totalling 10.16kms. Funding leverage in the current financial year is expected to be 1:3 but with LEADER running out of funds other sources are now being sought. The upland path training programme has recruited 8 trainees and commenced in April.
14	Half of communities in the Park have new path leaflet in line with CNP guidance.	4 Community Path Leaflets published following CNP Guidance.	8 Community Path Leaflets published following CNP Guidance.	Community path leaflets in place for Nethy Bridge, Boat of Garten Kingussie, and Ballater. The Carr bridge path leaflet as at final design stage.
15	Health professionals are aware of the walking groups in their area and actively refer people to them.	Groups are available in 10 communities. Increasing annual participation.	Groups are available in 15 communities. Increasing annual participation.	There are 10 communities that have a health walk operating. Annual increase in the number of health walks led within the National Park. Mar 08 baseline = 225; Mar 09 = 295 (+31%); Mar 10 = 320 (+8.5%), current estimate Mar 11, 443 (+38%)
<b>Making Tourism and Business More Sustainable</b>				
16	The Park brand is recognised as	10% annual	10% annual increase	220 businesses and organisations using the brand as at July 2010. Milestones

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	<b>Revised Strategic Outcome / Achievement April 2010 to March 2012</b>	<b>Milestone March 2011</b>	<b>Milestone March 2012</b>	<b>Comment on Progress towards 2 year achievement AND Years 1&amp;2 milestones</b>
	a mark of quality and positive environmental management and is actively sought by businesses.	increase in number of businesses using the Park brand.	in number of businesses using the Park brand.	are on target but risk remains as encouraging businesses to engage in quality and environmental accreditation schemes (GTBS in particular) remains challenging. CBP marketing work should enhance wider Brand awareness and uptake. In turn, this should influence business practice. Ongoing liaison with Business Gateway and EST and potential for joint course delivery via CBP being explored.
17	Mitigation and adaptation action being taken to contribute to national climate change targets and environmental sustainability through best business practice.	Food and Drink Development Plan approved and match funding for Phase I secured.	3 significant Phase I projects under way	On track for year 1 and 2 milestones. Food and Drink Development Plan completed and approved by CNPA Board with 3 year funding allocation. 3 year LEADER funding package in place. Early projects (food and drink guide and producers directory, SAC sector audit) delivered and community/school development officer starting 1 Apr 11.
18	The Cairngorms Business Partnership (CBP) is delivering National Park Plan priorities within a robust 3-year business plan and is leveraging significant external funding into the Park.	CBP Marketing Plan approved and membership increasing to 500 businesses.	CBP three year Business Plan approved and membership increasing to between 500 and 750 businesses.	CBP marketing strategy agreed and VS Growth Fund application in Apr 11. Membership currently 280 and increasing steadily. Good take-up from Blair Atholl area. Big membership drive to follow on back of marketing and website work. Commitments from key partners (VS and HIE) to support CBP for 3 years now in place. SE supporting research projects in 11/12. CNPA Board Paper in May 11.
19	Opportunities for visitors to make contributions to the sustainable management of the National Park are actively promoted and well used.	<b>System in place to improve promotion of opportunities. Value of contributions is assessed.</b>	Value of contributions has increased.	Ad hoc system currently in place to direct potential contributors to suitable projects/activities. More time and resources required to meet the milestones and return of staff to the Authority will allow more focus in late 2011.
20	17 communities within the Park have community action plans in place in line with National Park Plan.	12 action plans agreed throughout the Park in total.	17 action plans agreed through out the Park in total.	13 actions plans (including the Grantown on Spey pilot) have been completed. Carrbridge, Nethybridge and Boat of Garten are currently under way and will be completed end 2011. Braemar potentially looking to undertake the process 2011/12
21	Through acting as lead authority, the Authority ensures that the Cairngorms LEADER rural development programme's investment are targeted towards	Assessment of beneficiary data confirms business plan remains on track to deliver	Assessment of beneficiary data confirms business plan remains on track to deliver	All EU LEADER funds committed out of £2.17 budget; a further £3.1m of Public, £645k Private match funding invested in the Park through the LEADER activity plus £114k of in kind contributions.  Scottish Government will review additional funds to LAG areas at the end of

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	<b>Revised Strategic Outcome / Achievement April 2010 to March 2012</b>	<b>Milestone March 2011</b>	<b>Milestone March 2012</b>	<b>Comment on Progress towards 2 year achievement AND Years 1&amp;2 milestones</b>
	LEADER's strategic outcomes of revitalising communities and a progressive rural economy and hence makes a positive contribution to the National Park Plan.	programme outputs.	programme outputs.	2011. Many projects in support of Park objectives supported see <a href="http://www.cairngorms-leader.org">www.cairngorms-leader.org</a> for full information.  CNPA funds only of £60k remaining for projects until the end of 2011. Current assessment indicates beneficiary data is on-track to deliver programme outputs.
<b>Making Housing More Affordable and Sustainable</b>				
22	The Authority achieves an increase in the proportion of affordable housing from relevant developments through the interaction of its planning policies and development management activities.	An increasing trend in the proportion of affordable housing arising from relevant planning approvals.	An increasing trend in the proportion of affordable housing arising from relevant planning approvals.	Local Plan adopted 29 October 2010 has policy requiring 25-40% affordable housing for all housing developments. Affordable Housing SPG was adopted by Planning Committee on 4 March 2011 and sets out details of the development appraisal toolkit and methodology for working out affordable percentage.
23	Through proactive research and engagement with partners, the Authority identifies and promotes suitable sites for affordable housing.	Annual increase in area of land being considered as having potential for affordable housing.	Annual increase in area of land being considered as having potential for affordable housing.	Active engagement with partners is ongoing to identify suitable sites and projects for affordable housing within the context of the adopted Local Plan. .
24	The Authority stimulates a wider range of affordable housing initiatives coming forward for development within the National Park.	Support 2 Rural Housing Enablers, and initiatives with private landowners/ developers at 4 sites.	Support 2 Rural Housing Enablers and initiatives with private landowners/ developers at 4 sites.	Progress is being made in identifying unsubsidised affordable housing projects in Highland, Aberdeenshire and Moray with landowners and improving the quality of properties and reducing fuel poverty in partnership with the Local Authorities, Rural Housing Enablers and the SRPBA and other partners.
25	The Authority promotes improvements in the sustainable design of housing within the National Park.	Adoption and promotion of sustainable design guide. Promotion of at least one new demonstration event.	Assessment of sustainability against design guide. Promotion of at least one new demonstration event.	Sustainable Design Guide now adopted and operational.
<b>Raising Awareness and Understanding of the National Park</b>				



## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	<b>Revised Strategic Outcome / Achievement April 2010 to March 2012</b>	<b>Milestone March 2011</b>	<b>Milestone March 2012</b>	<b>Comment on Progress towards 2 year achievement AND Years 1&amp;2 milestones</b>
26	A two year ranger transition programme has been delivered to consolidate the family of ranger services in the National Park.	All ranger services funded by CNPA actively use the National Park brand.	All ranger services actively use the National Park brand.	Good progress made with ranger branding of uniforms and some vehicles. Ranger Partnership Agreement for CNP to be completed in autumn 2011. Atholl Estates Ranger Service added to family of Cairngorms Rangers on 1 April 2011
27	A National Park web portal is in place and working effectively to meet customers/users needs.	CNP Web portal launched.	Web 2 functions added to CNP web portal to improve understanding of external views of the National Park.	CNPA website and web portal to be merged in May/June 2011.
28	Information about National Park and its special qualities is available in key places (NNRs, visitor centres and attractions, and communities).	Total of 3 ranger bases upgraded and 3 community info panels installed.	Total of 7 ranger bases upgraded and 6 community info panels installed.	Plans for Glen Tanar and Glen Clova nearing completion. Upgrades to Tomointoul and Crathie VIC undertaken.  Community panel installed in Blair Atholl Carr-bridge, and being produced for Glenlivet and Tomnavoulin.
29	Educational resources and programmes have been developed and a variety of formal and informal Park-related, outdoor learning opportunities have been delivered.	Cairngorms Outdoor Learning Network launched.	Site specific education materials launched at 2 NNRs and Outdoor learning conference held.	Good progress made with Cairngorms Learning Zone website launched and work started on NNR resource packs for Abernethy and Muir of Dinnet. 'Making the Most of National Parks' resource pack launched and distributed at six Learning Teaching Scotland outdoor learning seminars. Joint conference with LL&T held in October where LA's made commitments to Outdoor Learning.
30	Boundary expansion programme has been delivered, ensuring consistent treatment of the National Park.	A9 Marker installed and significant visitor publications/websites modified.	4 boulders and A93 marker installed.	All markers installed including station signs at Blair Atholl.  New range of visitor maps for the expanded CNP in production..
31	State of the Park Report published to inform development of the next National Park Plan.	State of the Park update prepared for publication alongside draft NPP.	Monitoring arrangements for new NPP in place.	Good progress made so far with the collation of a set of National Park health indicators. Cairngorms Knowledge Exchange Event held 15-16 November 2010, with a view to increased sharing and exchange of research findings and more targeted future research.
<b>Strategy and Communications</b>				

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	<b>Revised Strategic Outcome / Achievement April 2010 to March 2012</b>	<b>Milestone March 2011</b>	<b>Milestone March 2012</b>	<b>Comment on Progress towards 2 year achievement AND Years 1&amp;2 milestones</b>
32	The Authority delivers an effective lead role in the enabling and co-ordinated delivery of National Park Plan outcomes to 2012.	90% outcomes on track to be achieved.	Outcomes achieved.	National Park Plan progress review prepared for publication shows 10% of outcomes have been achieved and 68% of outcomes currently on track to be achieved. Delivery teams and bilateral co-ordination continues.
33	Engage partners and stakeholders in development of the next National Park Plan 2012-17.	Draft NPP prepared ready for public consultation.	New NPP approved by Ministers.	Engagement with stakeholders and communities ongoing from July 2010 to inform board discussions and draft plan in 2011.
34	Prepare and report on CNPA Corporate Plan and National Park Plan delivery.	Annual Reports published by 31 July Regular monitoring reports to Board.	Annual Reports published by 31 July Regular monitoring reports to Board.	NPP progress report and CNPA annual report for 2009/10 have been delivered. There are regular updates for staff and board on monitoring and delivery. Timetable in place with audit Scotland to deliver 2010/11 annual report by 31 July 2011.
35	A Communications Strategy is in place emphasising raising awareness of the National Park and focusing on National Park-based communications and linkage with the communications work of partners.	Evaluation of media coverage highlights positive progress in media (public) awareness of NP.	Evaluation of media coverage highlights positive progress in media (public) awareness of NP.	Work is on-going through SEARS, ANPA and regular meetings with LLTTNPA and SNH to promote the work of NPs and to bring NPs into the communication strategy of partner organisations. CNPA comms strategy being re-developed, looking at key relationships/partners and how we can 'share our stories' with them. The strategy will also look at social media/web 2.0. Analysis of media coverage shows positive overall assessment of NP coverage.
36	The Authority ensures that efficient, effective collaboration is established with key partners, and that partners' actual and planned contributions are explicitly reflected in their organisational plans and reports.	Evaluation of partners' plans and reports highlights positive reflection of their contribution to the NP.	Evaluation of partners' plans and reports highlights positive reflection of their contribution to the NP.	A framework for evaluating key partners contributions to the National Park Plan will be developed in 2010 for use in 2011/12. The results of the evaluation and ease of use of the framework will also provide feedback to improve monitoring of the next National Park Plan.
37	Analysis of the most effective contributions that partners in the National Park can make towards national climate change targets and a collective focus on creating a low carbon National Park.	Baseline analysis of potential for carbon savings in the National Park.	Collective priority action for low carbon NP set out in new 5 year NPP.	Partnership with SAC agreed to develop baseline analysis. Initial workshop with technical experts held March 2010, follow up workshop held February 2011. Ongoing work with SAC on baseline analysis and preparation of climate change scenarios (working with SCCIP) to inform NPP2 and LDP underway.

## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
<b>Planning and Development Management</b>				
38	The Authority provides a planning service for the National Park that is proactive, efficient and effective, and that contributes to achieving the Park aims and to delivery of the National Park Plan.	Effective: % applications determined within 4 months of call-in. Efficient: no. of applications determined per FTE NPP: through other KPIs / milestones	Effective: % applications determined within 4 months of call-in. Efficient: no. of applications determined per FTE NPP: through other KPIs / milestones	Work is ongoing on improving the effectiveness of the planning service within the new structure. The Service Improvement Plan (SIP) for 2010/11 has been largely implemented, a series of Planning Service Workshops held in March 2011 and feedback will inform the SIP for 2011/12. Application caseload steady at around 20-22 active applications which is manageable. Call-in is less than 10%. E-planning with Loch Lomond and the Trossachs NPA was meant to come on stream March 2011, but for technical reasons will now be end June 2011. Committee agreed to electronic call in. Increase in pre-application enquiries particularly for renewable projects – systems in place to monitor scale of this. All of these measures will further expedite processing of applications.
39	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park.	Local Plan adopted.	Local Plan policies in active use by local authorities in development management.	Local Plan adopted October 2010.
40	The Authority has made significant progress in the development of the Local Development Plan for the National Park.	Consultation completed on main Issues Report.	Preparation of proposed plan.	Pre consultation with key stakeholders complete. LDP scheme updated and published. Consultation on Main Issues Report programmed to begin in August 2011(not March 2011).
41	Supplementary guides are in place including Sustainable Design Guide, Renewable Energy, Developer Contributions, Natural Heritage, Landscape and Carbon.	Sustainable Design Guide, Developer Contributions, Natural Heritage and Affordable Housing guides adopted and in use.	Further guidance on landscape, carbon and renewable energy adopted.	1 <sup>st</sup> phase of SPG complete, adopted and operational. Consultation ongoing on 2 <sup>nd</sup> phase, due for formal adoption May 2011. 3 <sup>rd</sup> phase (renewables) awaiting preparatory work from consultants due April/May 2011.
42	Enforcement monitoring of the local plan and planning and development management process and conditions.	Reviews undertaken of 50 developments or expression of concern.	Reviews undertaken of 50 developments or expressions of concern.	MEO in post Feb 2009. CNPA Enforcement Charter agreed July 2009. Charter on website and printed – April 2011. Distribution to LAs, CNPA offices and libraries April 2011. Following 62 reviews April 2010 to March 2011, process in place to achieve milestones in 2011 to 2012. First report to Planning Committee in September 2010. Further refinement of the function is taking



## Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements

9th Update March 2011

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment on Progress towards 2 year achievement AND Years 1&2 milestones
				place within the context of re-drafting the Protocol with the 5 LAs.
43	E-Planning regime established and widely used.	E-planning system implemented.	E-planning system performing effectively.	Online Local Development Plan system hosted by LL&T, installation completed and tested and expected to be fully operational by December 2010. Online Planning Information System to be hosted by LL&T, Project being implemented with staff training underway.
<b>Corporate Services</b>				
44	Lead, co-ordinate & deliver service improvement priorities, focusing in particular on development of shared corporate services between NPAs.	Positively assessed delivery of CNPA Best Value action plan and NPA joint working plan.	Positively assessed delivery of CNPA Best Value action plan and NPA joint working plan.	Joint procurement officer in place. Joint GIS and Database officer now in post. 2 HR policies now jointly signed off (Maternity and Absence). 3 further HR policies have been reviewed and kept marginally different so as to meet unique organisational needs (Capability, Disciplinary and Grievance). 4 more policies currently being drafted and under consultation to be jointly signed off later this year (Dignity at Work, Stress, No Smoking and Protection of Vulnerable people). Joint working in progress with regards to delivery of wider objective of submitting joint pay remit for 2012.
45	Efficient and effective service provision to public and partners is supported through appropriate training and development and evidenced by appropriate independent service assessment.	Balanced scorecard KPIs shows satisfactory complaints handling.	Balanced scorecard KPIs shows satisfactory complaints handling.	All KPIs currently show satisfactory service delivery. Staff survey conducted through "Best Places to Work" highlights effective training and development systems in place. Increased level of service complaints over last 6 months to March 2011, primarily linked to planning matters and supplementary planning guidance.
46	Lead own internal organisational greening initiatives to identify and implement sustainability improvements in policies and practices.	2% to 3% annual reduction in carbon emissions from CNPA business travel.	2% to 3% annual reduction in carbon emissions from CNPA business travel.	Replacement of two pool cars in June 2010 with lower CO <sub>2</sub> ratings plus purchase of electric car. Latest 2010/11 figures confirm we are on track to deliver further reduction in emissions in current year. Also seeking to progress woodfuel boiler project for Grantown building.
47	The Authority operates to budget, and meets Scottish Government efficiency expectations.	2% efficiency savings delivered.	CNPA operates to total expenditure within target range of -2% to +1% of total income.	Efficiency savings target exceeded in 2009/10 and 2010/11 on track to deliver total efficiencies at end of 3 year programme in excess of £300k compared with £280k target. Reduction of one pool car in March 2011 – further efficiency savings.
48	The Authority implements internal equalities action plans and, through promotion of	Positive overall assessment of equalities action	Positive overall assessment of equalities action plan	EqlAs completed for HR and other policies consulting with Inclusive Cairngorms as necessary. Joint Equalities training programme with LL&TNPA for staff and Board being developed.

**Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 48 Achievements**

9th Update March 2011

	<b>Revised Strategic Outcome / Achievement April 2010 to March 2012</b>	<b>Milestone March 2011</b>	<b>Milestone March 2012</b>	<b>Comment on Progress towards 2 year achievement AND Years 1&amp;2 milestones</b>
	equalities in procurement and other core systems, encourages best practice in equalities action in other organisations.	plan implementation.	implementation.	Equalities training for Park service providers held in Dec 2010, Leader grant application forms have been amended to provide information from applicants on wider equalities considerations. Park for All checklists / guidance published on website.