

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

12th Update March 2012

	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 and 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.	Landscape Character Assessment adopted and used as basis for framework.	Framework completed and adopted by CNPA board.	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 targeted consultation in spring 2012. Wildness supplementary planning guidance has been approved by the board. A HLF landscape partnership bid is being developed to stage 1, led by the CHO.
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 2011 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. The programme of raptor tagging is continuing this year. A web site is available for the public to follow the tagged birds. Tagging work has also included golden eagle. Review of potential reintroductions will inform LBAP review being undertaken in 2011/12.
4	Active community engagement in cultural heritage is supported through action on conservation	At least 10 new community cultural heritage projects	Action plan in place for continued community support	The Community Heritage Officer (CHO) has been engaged in approximately 35 projects including Crofting Connections, Heritage Paths, curriculum for excellence and Shinty heritage. Project formally ends 08/11

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	and awareness-raising.	underway.	beyond CHO project.	Cultural Heritage officer will continue in post, on a 2 day per week basis, until April 2013 to develop strategy for CNPA, continued support for a number of projects and close liaison with other CH bodies. Aviemore heritage project is underway in partnership with RCAHMS which is a pilot for recording and skills development.
<b>Integrating Public Support for Land Management</b>				
5	There are effective networks for land managers to share good practice, advise and inform policy.	100 famers and land managers actively participating in forums.	100 famers and land managers actively participating in forums.	The fifth farmer's forum meeting of the year was held in September on the theme of rush cutting and wetland management. The second Land Management Forum (LMF) met on 21 <sup>st</sup> September 2011 – theme woodland expansion. Attendance at LMF meetings in excess of 40. Deer management best practice event took place on Balmoral in October. Developing forest expansion mapping with Forest Research to help target areas and attract funding for land managers. The LMF met in November 2011 (21 attended) on 28 <sup>th</sup> March 2012 (24 attended). The farmers forum met on 15 <sup>th</sup> March 2012 (attendance 30). While numbers attending lower than milestone target, overall around this number are engaging in processes.
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 2011 to March 2012 >20 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. CNPA supported the Highland Forestry Industry Cluster (HIFIC) meeting which took place in Aviemore on 24 May 2011. The topic was Securing Future Commercial Timber Supplies. The event was attended by 31 individuals representing companies and organisations operating within the National Park forests. 'Capercaillie and land managers' event chaired by CNPA in October offered guidance on SRDP funding. Sustainable estates initiative –workshops held in Braemar. Affordable grouse training event in October.
7	Mitigation and adaptation action	Woodfuel Action	Pilot project on land	Implementation of the Woodfuel Action Plan now being taken forward by new land

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is taken to contribute to national climate change targets through land use.	Plan launched and report on delivery.	management adaptation for flood management established.	<p>management officer; biomass officer for CNP (joint funded) now in place to advise on woodfuel installations and production. Whole river analysis for Spey including flood management under development through Spey catchment management group. Woodfuel action plan steering group met in September to monitor progress.</p> <ul style="list-style-type: none"> <li>• April 2011 to Jan 2012 – Biomass Development Officer undertook 23 business support visits, 13 presentations, 12 display stands within CNP.</li> <li>• Woodfuel Production and Usage Report 2011 completed, includes baseline for installed capacity in CNP, currently 19 installations (3 domestic and 16 commercial) totalling 3.88MW. Woodfuel used was 2.42k odt/yr of mainly woodchip.</li> <li>• Number of registered biomass installers in CNP increased from 2 to 7 over approx last 12 months.</li> <li>• Expansion and updating of Low Carbon Cairngorms website, online information resource including interactive business directory.</li> <li>• Ten CNP case studies published online and in leaflet form. New sector specific case studies produced by FC and Highland Birchwoods including examples from CNP.</li> <li>• Active Woodfuel Steering Group meeting twice a year with membership altering to reflect implementation phase of Plan.</li> </ul> <p>Advisory service, training and awareness raising events provided through UseGreenHeat initiative (Highland Birchwoods) covering Highland part of CNP, including presence at woodland festivals in Aviemore and Kingussie, 2011.</p>
<b>Supporting Sustainable Deer Management</b>			

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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.	Deer Framework launched and distributed in May 2011. CDAG continues to meet to oversee implementation. Mapping of desired deer densities extended from Cairngorms Speyside group to cover whole NP as basis for identifying and reducing tensions between objectives. CDAG currently developing plans for encouraging habitat assessments by estates and training to be provided by the LMTP.
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.	CNPA subsidised a Deer Stalking certificate training course in March 2011 (and organised for April 2012) to encourage greater understanding interest and uptake in deer stalking. New programme of LLBT courses includes at least 3 events on deer management to support delivery of the deer framework (held in Glenmore in September 2011). New signage developed and offered free of charge to estates to promote understanding of the importance of deer management.
<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 28 cases with 34 closed in the year to date.
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>	<b>90% of network is fit for purpose.</b>	Core Path Plan adopted. 49% of the network is currently "fit for purpose." It is anticipated, with further planned work in the operational year, that an outturn of 53% can be expected.
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.	<b>Construction work commenced.</b>	A Path Order has been objected to and the hearing took place on 18 and 19 August 2011. A Ministerial decision is still awaited
13	New Strategic Outcome: The	9.5 km of low	Mountain Heritage	Upland path repairs have been undertaken on Windy Ridge (Cairngorm), Bynack

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	Cairngorms Outdoor Access Trust (COAT) is delivering National Park Plan priorities within a robust 4-year business plan to 2015 and is levering significant external funding into the Park.	ground paths upgraded  Funding leverage CNPA: others is 1:4	Path Programme commenced.  Funding leverage CNPA; others is 1:3	Mhor, Lairig an Laoigh, Ben MacDhui (phase 1) and Carn Ban Mor.  Accounts still being finalised: Funding leverage with COAT is expected to be between 1:3 and 1:4.
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, Ballater and Carr-Bridge. Three other leaflets are in preparation: Strathdon, Tomintoul and Dulnain Bridge.
15	Health professionals are aware of the walking groups in their area and actively refer people to them.	Groups are available in 10 of 18 communities. Increasing annual participation.	Groups are available in 15 of 18 communities. Increasing annual participation.	There are 11 communities that have a health walk operating with Boat of Garten being the most recent to commence. Proactive work with GP practices is ongoing to encourage direct referrals.
<b>Making Tourism and Business More Sustainable</b>				
16	The Park brand is recognised as a mark of quality and positive environmental management and is actively sought by businesses.	10% annual increase in number of businesses using the Park brand.	10% annual increase in number of businesses using the Park brand.	273 businesses and organisations using the brand as at March 2012, a 12% increase from July 2011. Greater progress remains a risk as encouraging businesses to engage in quality and environmental accreditation schemes (GTBS in particular) remains challenging. CBP marketing work is slowly enhancing wider Brand awareness and uptake. In turn, this should influence business practice.
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 1 secured.	3 significant Phase 1 projects under way	Year 1 and 2 milestones met. Food and Drink Development Plan completed and approved by CNPA Board with 3 year funding allocation. 3 year LEADER funding package also in place. Projects delivered include: food and drink guide and producers directory; SAC sector audit; Grow Cairngorms' training course; Local Authority procurement conference; significant engagement across all primary and

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				secondary schools; food waste analysis completed with ZWS; and, wider marketing and brand being explored with Scottish Enterprise and Cooperative Development Scotland.
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.	Commitments from key partners (VS and HIE) to support CBP for 3 years now in place. SE supporting research projects in 11/12. Membership continues to increase steadily (new and repeat), currently at approximately 280. Membership targets have proved to be overly optimistic.  Significant marketing work underway with 3 year £150k marketing fund from VS.
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>	<b>Value of contributions has increased.</b>	Ad hoc system currently in place to direct potential contributors to suitable projects/activities. More time and resources required to progress this outcome. Increased interest from CBP and private sector which may present an opportunity to develop this in 2012.
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 throughout the Park in total.	16 completed, Tomintoul & Glenlivet completed its economic regeneration study (with opportunities paper this is essentially an action plan). Braemar to start spring 2012
21	Through acting as lead authority, the Authority ensures that the Cairngorms LEADER rural development programme's investment are	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 have recently indicated that a 5% increase in LEADER funding

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	targeted towards 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.	can be undertaken by the Cairngorms LAG. A range of projects in support of National Park Plan objectives supported see <a href="http://www.cairngorms-leader.org">www.cairngorms-leader.org</a> for full information on all approved projects.  CNPA funds fully committed until April 2012.
<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 %. Toolkit available to all via website and being administered by Aberdeenshire Council Planning Gain Service on behalf of CNPA. The current economic climate has affected the overall level of housing development on the ground and the level of public funding for affordable housing. We will continue to work flexibly with the development sector within the context of our existing policy, considering all potential options for provision of affordable housing and promoting use of the toolkit as the means of ensuring developments maximise levels of affordable housing whilst remaining viable and capable of implementation.
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 and the current economic climate. Affordable Housing Officer (11 month post) started on 8 August 2011 and is working with CNPA staff, RSLs, LAs, Communities, Land Owners and Developers to help identify sites and solutions that will contribute to affordable provision in the Park. This is increasingly difficult in the current climate as described above, but it is the role of the Affordable Housing Officer to help CNPA



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				and partners identify innovative solutions that will allow the continued provision of affordable housing.
24	The Authority helps 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 Scottish Land & Estates and other partners. The Affordable Housing Officer will play an important role in this work. A new Aberdeenshire Rural Housing Enabler started in 2012 with revised focus to work closely with communities and identify innovative solutions. The focus of the enablers is to work with the CNPA Affordable Housing Officer and others to find solutions that can work for communities in the current climate. Discussions are taking place on a number of sites around the Park, but none yet at planning application stage.
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 adopted and operational. Because of slow roll out of development in current climate we have yet to have a demonstration on the ground that can be used as promotion – envisaged that this can take place in 12/13 on back of Design Award.
<b>Raising Awareness and Understanding of the National Park</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.	Ranger Partnership Framework and funding for rangers 2012-17 agreed by CNPA Board in January 2012.  All CNPA grant supported rangers now using the CNP Brand in partnership with their employers' logos.
27	A National Park web portal is	CNP Web portal	Web 2 functions	CNPA website and web portal merged. CNPA communication strategy agreed



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	in place and working effectively to meet customers/users needs.	launched.	added to CNP web portal to improve understanding of external views of the National Park.	including social media.  Very good progress made in CNP web presence but specific target not met.
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.	Following ranger bases upgraded:- <ul style="list-style-type: none"> <li>• Glen Muick</li> <li>• Tomintoul</li> <li>• Glen Doll (new build 2008)</li> <li>• Glen Tanar (reopening Easter 2012)</li> <li>• Blair Atholl (refurbishment underway Spring 2012)</li> <li>• Cairngorm</li> <li>• Rothiemurchus</li> </ul>
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 nearing completion on NNR resource packs for Abernethy and Muir of Dinnet and similar packs for Tomintoul and Blair Atholl.
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.	Final pre-arrival 'brown' sign installed on A93.  New range of visitor maps for the expanded CNP produced and used in range of visitor publications. New Hill Tracks and Place Names leaflets produced.
31	State of the Park Report	State of the Park	Monitoring	Good progress made so far with the collation of a set of National Park health

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	published to inform development of the next National Park Plan.	update prepared for publication alongside draft NPP.	arrangements for new NPP in place.	indicators. State of the Park section of website will be established during 2012. Monitoring arrangements for new NPP will also be established during 2012.
<b>Strategy and Communications</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.	At January 2012, 85% of 5-year outcomes in National Park Plan were either delivered or on track to be delivered. Where appropriate, the next National Park Plan is taking forward those outcomes that have not been achieved.
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.	Consultation on draft NPP 19 September to 09 December 2011. Plan on track to be considered by CNPA Board 11 May 2012 and to be approved by Ministers June 2012.
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 2010/11 have been delivered. There are regular updates for staff and board on monitoring and delivery. Work is progressing on delivery of final NPP and corporate plan – draft of NPP has gone to board and designers. Final version expected May/June 2012. Comms/engagement plan has been agreed.
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	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.	The comms and engagement strategy was approved by board in January 2012, setting out key communication and engagement tools, audiences and messages (includes digital media). Media monitoring and evaluation regularly carried out and results fed to staff and board and will be benchmark for use in future KPI. Press office to develop media monitoring during summer 2012 and web monitoring/google analytics also to be included in report

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	partners.			
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.	<b>Evaluation of partners' plans and reports highlights positive reflection of their contribution to the NP.</b>	<b>Evaluation of partners' plans and reports highlights positive reflection of their contribution to the NP.</b>	In light of changed staff requirements and priorities, Management Team agreed not to formally monitor partners' organisational plans and reports.
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.
<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	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 2011/12 has been largely implemented, a Developer Forum was held in January 2012 and another due in May, e planning with LLTNPA almost complete, changes to website being implemented, network of community contacts being developed through AoCC, IMBY schools project taking place etc. The SIP for 2012/13 will take a lead from the new Scotland wide Planning Performance Framework and will come to Committee in late April. Application caseload steady at around 15 - 20 active applications which is manageable. Call-in is around 12%. Electronic call in working effectively.

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		other KPIs / milestones		
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. All policies in active use in all development management decisions
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.	Consultation on MIR complete. Responses reported to Board 16/3/12. Revised programme for delivery of proposed plan agreed with planning committee (3/3/12) with proposed plan now due nov 2012. Publication and consultation spring 2013.
41	Supplementary guides are in place including Sustainable Design Guide, Renewable Energy, Developer Contributions, Natural Heritage, Landscape and Carbon.	All Supplementary Guidance adopted	Supplementary guidance referenced in active use by local authorities in development management.	All SPG to support the adopted Local Plan now in place. Any further guidance will support the Local Development Plan (under new planning legislation) and will be published at the same time as the proposed plan (see above)
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 since Feb 2009. CNPA Enforcement Charter adopted and publicised. Annual report to Planning Committee each year. Pursuance, resolution and service of formal notices all taking place as per adopted Enforcement Charter. Further refinement of the function is taking place within the context of the review of the Protocol with the 5 LAs.
43	E-Planning regime established	E-planning system	E-planning system	Online Local Development Plan system hosted by LL&T, installation completed and

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	and widely used.	implemented.	performing effectively.	tested and fully operational. Online Planning Information System hosted by LL&T, project being implemented and staff training has taken place. It has been a slow process fraught with technical difficulties, but installation almost complete and system in daily use with public access via web expected this Spring on final completion of all testing.
<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. Further joint activity on IT Infrastructure securing financial efficiencies to both NPAs, with joint activity also now underway on estates and health and safety management, in addition to joint GIS and Database post securing activity on e-planning work. 5 HR policies now jointly signed off (Dignity at Work; Stress; Maternity; Absence and Protection of Vulnerable People). 3 further HR policies have been reviewed and kept marginally different so as to meet unique organisational needs (Capability, Disciplinary and Grievance). Several policies still to be jointly signed off - work in progress. Joint job evaluation framework has been developed, all posts have been evaluated according to new scheme with final implementation date of 1st April 2012. Joint pay remit for 2012 has been submitted to SG.
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. Updated staff survey conducted this quarter through "Best Places to Work" with results received in Feb 2012 and being analysed. Level of service complaints has now fallen back to more regular levels, following increase observed during processes leading up to Local Plan Inquiry.
46	Lead own internal organisational greening initiatives to identify and	2% to 3% annual reduction in carbon emissions	2% to 3% annual reduction in carbon emissions from	Replacement of two pool cars in June 2010 with lower CO <sub>2</sub> ratings plus purchase of electric car. Achieved reduction of over 10% CO <sub>2</sub> emissions compared with 4% to 6% target in last 2 years. Latest 2011/12 figures confirm we are on track to

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	implement sustainability improvements in policies and practices.	from CNPA business travel.	CNPA business travel.	maintain significant reductions achieved in previous years while further reduction in current year unlikely. Installation of secondary glazing in Grantown and Ballater offices resulting in reduction in heating costs. Continuing to seek 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 targets exceeded in 2008/09, 2009/10 and 2010/11. Total efficiencies at end of 3 year programme in excess of £400k compared with £280k target. Efficiency savings target for 2011/12 is 3% of 2010/11 income and currently on target to be achieved. Reduction of one pool car in March 2011 – further efficiency savings.
48	The Authority implements internal equalities action plans and, through promotion of equalities in procurement and other core systems, encourages best practice in equalities action in other organisations.	Positive overall assessment of equalities action plan implementation.	Positive overall assessment of equalities action plan implementation.	EqlA's completed for HR policies, National Park Plan 2 and Local Development Plan - involving Inclusive Cairngorms. Joint Equalities training programme with LL&TNPA for staff and Board delivered. Embedding EqlA into project management systems. Providing support to LL&TNPA re EqlA processes.