

Cairngorms National Park Authority Corporate Plan Monitoring: Progress Against 46 Achievements
3rd Update End April 2009

	Priority for Action in NP Plan /Achievements (Relevant Operational Plan Lines Indicated)	Performance Monitoring – Year 1 Milestone	Comment on Progress towards 3 year achievement AND Year 1 milestone	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)	Landscape character assessment carried out	Should be achieved with existing work/resource because the Landscape Character Study is on track to be let shortly which forms the major part of the framework plan for 2009 and will become supplementary planning guidance. A project plan and steering group is in place for the development of the rest of the framework.	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)	Gaps in research and opportunities for public input identified	Should be achieved with existing work/resource because Nesbrec are currently contracted to collate records and carry out verification, including awareness raising events.	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	Should be achieved with existing work/resource because the LBAP priorities are being addressed with CNPA making particular contributions towards the wetland, watervole and wildcat projects and funding a range of other species work.	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)	Gaps and knowledge requirements identified.	Should be achieved with existing work/resource because the community heritage officer is currently being recruited and should be in post for the second quarter. Their work plan will take forward work to deliver this achievement.	2a – 2d
Integrating Public Support for Land Management to Deliver Public Benefits				

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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)	SRDP regional priorities consistent	<p>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. Ongoing liaison with the three Regional Proposal Assessments committees regarding the implementation of the Rural priorities programme is still continuing, and CNPA met with agents and advisors to highlight NPP opportunities.</p> <p>The Upper Dee Riparian woodland project is underway and will put forward detailed proposals on landscape scale work in May 09 for discussion. Work is continuing on other projects in the Dee Catchment partnership with good progress to date. The Spey CMP has been resurrected with 2 steering group meetings held, a contract to review the plan and a stakeholder workshop scheduled for June 09.</p>	1a, 1e
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; Land Management Support Officers (LMSOs) in place	<p>Needs more work/resource to be achieved because it remains difficult to target SRDP at the priorities agreed for the Park. Options to improve delivery of the Rural Priorities Scheme within the NP are put forward in a paper for discussion by the CNP Board on 15th May 09. Detailed information on SRDP is not yet accessible to CNPA due to data protection restriction by RPID but progress is being made to find a solution to that. Data on broad amounts of SRDP Rural Priorities funding has been made available and is included in the CNP Board paper for 15th May 2009.</p>	1f, 1g

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			The 2 LMSOs have completed their second six monthly report and are concentrating on proactive work with partners on specific themes and are organising training, information and networks to support this. A Rural Funding e-newsletter is now being issued with detailed information about the Rural Priorities scheme and other sources of funding.	
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	Needs more work/resources to be achieved because a number of projects have been initiated by CNPA and partners and there is a need to draw them together into a more co-ordinated package of work that can be promoted. These include; Low Carbon Estates Project, Cairngorms Woodfuel Action Plan; Clim-ATIC project including Woodfuel Promotion and Awareness project; Muirburn and Carbon research project and Land Carbon Capability.	1b, 1d, 1h
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	Needs more work/resource to be achieved because CDAG have agreed need for strategic deer framework, to be led by CNPA. The inclusive process is the most challenging part of the achievement and this remains to some extent dependent on wider changes to deer management legislation. However, a greater connection with Deer Management Groups in the Park is planned to encourage progress on inclusive planning.	1a, 1b, 1e
9	Greater public understanding of	No. of events held	Should be achieved with existing work/resource	1a, 1b

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	deer management (44, 45)		because programme of events and information is co-ordinated with partners through CDAG. Recent examples include the schools events and deer watching.	
10	Opportunities to increase the economic value of wild deer are actively promoted. (48)	Socio-economic study completed	Should be achieved with existing work/resource because promotion underway in conjunction with CDAG partners, including venison event at Holyrood and socio-economic study continuing.	1e
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	Should be achieved with existing work/resource because good progress has been made in resolving access issues that have been reported. Now that Core paths Plan has been submitted there is more time available to deal with backlog of cases. Full report of casework was discussed with LOAF on 5 May – further details are available on request.	2a – 2l
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)	CPP adopted	Should be achieved with existing work/resource because CPP has now been submitted to Ministers and we await feedback from the Reporters Unit about how the Inquiry will be conducted. There were 23 objectors who sustained their objection to the final stage. Year 1 milestone not met.	1a, 1b, 1c
13	The Speyside Way is extended from Aviemore to Newtonmore (56)	Glenmore off-road route in place	Should be achieved with existing work/resource because Old Logging Way is now in place and is very popular. The Minister is due to make an announcement about the Speyside Way Extension and we anticipate Board paper on management of this important route in July. Year 1 milestone met.	1e

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14	A Park-wide Trust is in place which provides a mechanism to manage outdoor access projects on a cooperative basis (55, 57 – 66)	Cairngorms Outdoor Access Trust established	Should be achieved with existing work/resource because COAT is now operating very successfully to a two year business plan with multiple funders. Peter Ord (factor at Balmoral Estate but due to retire very shortly) has just been elected as new Chair of COAT Directors. Successful launch of Gynack Bridge in Kingussie by Minister on 5 May. Year 1 milestone met.	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)	“Cairngorms on a shoestring” available	Should be achieved with existing work/resource because progress is being made with development of template for community paths leaflets and “Cairngorms on Shoestring” info is within print publications. But considerable further work is required to promote recreation opportunities consistently across the Park. The launch of the Park web portal has been delayed due to concerns from business community and this makes it hard to get best use out of websites that are already available but difficult to find. Year 1 milestone met.	3a – 3e, 5a – 5e
16	Healthy walking groups are available in every community (91 – 94?)	No. of communities with a healthy walking group	Should be achieved with existing work/resource because COAT is gradually taking on the role of stimulating and managing locally-based health walking groups within the Park. Year 1 milestone met.	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	120 businesses awarded brand in 08/09.	Needs more work/resource to be achieved because as at 31 Mar 09, 161 businesses/producers/tourist associations were using the brand. A total of 33 have been awarded in 08/09. 3 year achievement is still	1a – 1c, 1e, 2g, 3c

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			possible but more work required as significant challenges remain with quality and environmental accreditation schemes (GTBS in particular).	
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 more work required as challenges remain. Recent CCC survey highlighted key areas for further work but detailed statistics on business take-up of environmental plans still lacking. Fresh approach and strategy to be developed this FY to clarify key barriers and encourage business take-up.	2b
19	A voluntary contribution scheme for visitors and sustainability fund is in place to collect funding for conservation initiatives within the Park.	Scoping study completed	Needs more work/resource to be achieved because the 3 year achievement is still possible but final implementation of any scheme(s) will depend on other external factors, including the prevailing economic climate. Scoping study completed in Mar 09. Follow-on work now being developed although the recommendations from the scoping study tend towards a more gradual and locally driven approach.	1d
20	All communities within the Park have community action plans in place	3+ new action plans	Should be achieved with existing work/resource because community action plans finalised for Grantown, Dulnain Bridge, Cromdale and Advie. Incorporated local housing needs surveys. VABS have developed project proposal to roll out across Badenoch & Strathspey. Work also underway with Ballater and (potentially) Tomintoul/Glenlivet communities to support development of community action plans next year.	1f (& Housing – 1a)

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21	Active support for communities and other potential beneficiaries within the Park to make the most of LEADER/other funding opportunities to lever extra funds into the Park (103)	New Cairngorms Local Action Group and Business Plan approved by Scottish Government; BP aligned to Park Plan	Should be achieved with existing work/resource because new Cairngorms Local Action Group now in operation for a year. £1m of commitment to date in support of a variety of projects. CNPA also contributing £100k+ at the end of the financial year, supported by SNH funds of almost £20k. Project list available on www.cairngorms-leader.org website.	1f
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)	Modifications agreed/consulted on, Local Plan Inquiry held.	Needs more work/resource to be achieved because, although the project management arrangements that have been established will see the Local Plan through the LPI starting 18 May and on to adoption 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 is going 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. Year 1 Milestone has been met with regard to modifications agreed and consulted on. The LPI is taking place in Year 2, but that is mainly attributable to difficulty in obtaining Reporters.	4a

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23	Potential sites have been identified for housing including affordable housing (128, 127)	Sufficient land allocated across the Park to meet identified needs for next 5 years.	Should be achieved with existing work/resource because the Local Plan that is going forward to LPI has sufficient housing land supply Year 1 Milestone has been met as the Deposit Local Plan allocates sufficient land for the next 5 years and beyond.	4d, 4a
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)	Policies and allocations in Local Plan reflect range of housing needed.	Needs more work/resource to be achieved because the economic climate is still 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.	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)	Design guide prepared, consulted on, adopted as supplementary guidance.	Should be achieved with existing work/resource because an adequately resourced process is currently underway to bring the work forward with a view to having an adopted SDG in place during Year 2 of the Corporate Plan. Year 1 Milestone not been met because of staff illness.	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	50% of ranger centres & TICs use	Needs more work/resource to be achieved because work on upgrading Visitor Information Centres to use the	2a, 5a, 5b

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	across the Park are using the Park brand in a high profile way (135, 159, 160)	the Brand	NP Brand was delayed by Visit Scotland Review. Plans to install interpretation and information in Glen Doll Ranger Base and Glenlivet are in place. Plans for Glen Tanar, and upgrade to Glenmore are currently being developed. Year 1 milestone has been achieved	
27	A National Park web portal is in place and working effectively to meet customers/users needs (152, 153, 156)	Park web portal launched & phase 1 complete (visitors)	Needs more work/resource to be achieved because launch of web portal delayed for up to six months in order to allow better links thought to the business sector – this work is strongly associated with the formation of the Cairngorms Business Partnership. Year 1 milestone not achieved.	4a, 4b
28	Cairngorms National Park is well sign-posted and promoted across Scotland (131 – 133)	Pre-arrival sign in place in 5 new locations.	Should be achieved with existing work/resource because pre-arrival signs in place at Inverness (2 locations), Keith, Ballinluig, Spean Bridge. Signs to be installed summer 2009 on A9 at Perth and along Highland Tourist Route. Resigning Deeside Tourist route needs to be looked at in 2010. Year 1 milestone achieved.	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	Needs more work/resource to be achieved because events publicised need to be more closely linked to the CNP and generally events need to be better promoted across CNP. Good progress made in with education authorities – five action plans in place. Baseline information on volunteering now being collected. Small increase in number of John Muir Awards delivered in 2008. Junior Ranger programmes planned for 2009.	3d, 3i, 4g

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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)		Needs more work/resource to be achieved because information about Countryside Events co-ordinated by CNP and publicised through Aviemore and the Cairngorms DMO. These events need to be more closely linked to CNP and generally events need to be better promoted across CNP. Year 1 milestone achieved.	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)	Gaps and knowledge requirements identified	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 by 2012 (168, 169)	NPP Annual Progress Report	Should be achieved with existing work/resource because Board and Management Team retain a strong focus on leading and co-ordinating implementation of Park Plan. Plans for National Park Strategy Group well developed and will be informed by Board consideration of Annual progress report. Year 1 milestone achieved, with progress report developed for submission to May Board.	
33	Prepare and report on CNPA Corporate Plan (170)	CNPA Annual Report & corporate 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	Opinion Former	Should be achieved with existing work/resource	

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	effective partnership working (171 – 178)	Survey & partner engagement (attendance figures)	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)	Carry out climate change survey & produce promotional materials for events & on websites	Should be achieved with existing work/resource because delivery continues in line with planned activity and within resource allocations. Parklife focused on climate change and sustainability actions. 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)	All applications determined within 3 months of call in where necessary information to allow decision available.	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 resources are	

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			required to be truly proactive and able to spend the required time in improving the quality of developments. 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.	
37	Local Plan is in place and used as a basis for encouraging and managing sustainable development in the Park (127)	Modifications agreed/consulted on, Local Plan Inquiry held.	<p>Should be achieved with existing work/resource because the project management arrangements that have been established will see the Local Plan through the LPI starting 18 May and on to adoption following receipt of the Reporters' recommendations later in 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 half 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 is taking place in Year 2, but that is mainly attributable to difficulty in obtaining Reporters.</p>	4a
38	Supplementary guides are in place including sustainable design	Sustainable design guide, open space	Needs more work/resource to be achieved because, although a programme has been agreed by the	

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	guide, renewable energy (182)	strategy, Aviemore Masterplan prepared and adopted	Planning Committee, the focus has been on a small number of pieces of SPG that have been given priority and the full extent of work involved in the remainder has yet to be assessed. We are already contracting in extra resource to do the first tranche and may require similar arrangements for others. Year 1 Milestone not met mainly as a result of the level of Local Plan work, staff illness and the AHR application.	
39	Enforcement monitoring of the local plan and planning and development management process and conditions (183)	Enforcement Charter and Enforcement post in place	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. Year 1 Milestone met with regard to enforcement post in place. Enforcement Charter will be in place in Year 2 following report to Planning Committee on 1 May 2009.	
40	E-Planning regime established and widely used (185)		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.	
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	Should be achieved with existing work/resource because relevant work is embedded within activities of existing staff and delivery plans. In year 1 we have	

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		action plan delivered satisfactorily	accelerated publication of annual report and accounts for 2007/08; undertaken work on benchmarking costs of core services; developed performance management services. Year 1 Milestone delivered.	
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 the Authority's internal Greening Group has continued to be active in prioritising and implementing improvement initiatives. Year 1 milestone assessed as amber as final data not yet collated for year – early indications suggested target would not be met for year but more recent trend is favourable.	
44	Realise 2% efficiency savings (199 – 201)	2% efficiency savings delivered	Should be achieved with existing work/resource because focus on identifying and delivering efficiency savings has become well embedded in budget management processes. Year 1 milestone met – reported to Finance Committee in March and May 2009.	
45	Implement internal equalities action plans (202)	Internal equality actions implemented satisfactorily and in	Should be achieved with existing work/resource because monitoring of the Authority's equality scheme action plans highlight that we remain on course to deliver actions intended in 2008/09 and also to ensure	

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		line with Equality Schemes Action Plan	that, longer term, the Authority's policies and procedures address any potential inequality of access to the organisation or the Park. Inclusive Cairngorms has reviewed the Authority's Corporate Plan and indicated the areas where we should give closest attention in undertaking Equalities Impact Assessments.	
46	Encourage others to deliver equality action plans and meet best practice standards		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.	