

## Cairngorms National Park Authority Strategic Outcomes and Milestones

	Revised Strategic Outcome / Achievement April 2010 to March 2012	Milestone March 2011	Milestone March 2012	Comment
<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.	
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.	
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.	
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.	
<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.	
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.	
7	Mitigation and adaptation action is taken to contribute to national climate change targets through land use.	Woodfuel Action Plan launched and report on delivery.	Positive reports on delivery of Woodfuel Action Plan and Spey Catchment Project.	Already implemented some shift in resource use through cessation of LMSO project. No new projects to be initiated on 2011/12 – concentrate in year on achieving outcome through delivery of existing projects.

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<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.	
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.	
<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.	
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>	70% of network is fit for purpose	Milestone of 70% for 2011 will not be achieved. Resources / capacity not sufficient to catch up on backlog and also undertake new work to achieve current 90% target by 2012.
12	All regulatory and statutory requirements are in place for construction work to commence on Speyside Way extension and will subsequently be completed in three year period.	Planning permission granted and paths agreements orders in place.	Planning permission granted and paths agreements orders in place.	Legal delays in progress over 2010 cannot be recovered for construction work to commence by March 2012. Therefore wording of strategic outcome and associated milestone for 2012 both revised.
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	
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.	
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.	

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<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.	
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	
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.	
19	Opportunities for visitors to make contributions to the sustainable management of the National Park are actively promoted and well used.	System in place to improve promotion of opportunities. Value of contributions is assessed.	Value of contributions has increased.	
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.	
21	Through acting as lead authority, the Authority ensures that the Cairngorms LEADER rural development programme's investment are 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.	Assessment of beneficiary data confirms business plan remains on track to deliver programme outputs.	Assessment of beneficiary data confirms business plan remains on track to deliver programme outputs.	
<b>Making Housing More Affordable and Sustainable</b>				

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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.	
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.		Outcome will not be progressed further in its own right. Insufficient resources for CNPA to progress research and proactive promotion of sites for affordable housing. Will focus delivery of these aspects within #24 – through rural housing enablers.
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.	
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 a design award.	Insufficient resources to develop and promote a further new demonstration event in 2011/12 as originally planned. Refocus instead on promotion of design award as an initiative already built into delivery plans.
<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.	
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.	
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.	
29	Educational resources and programmes have been	Cairngorms Outdoor	Site specific education	

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	developed and a variety of formal and informal Park-related, outdoor learning opportunities have been delivered.	Learning Network launched.	materials launched at 2 NNRs and Outdoor learning conference held.	
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.	
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.	
<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.	
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.	
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.	
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.	
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.			Outcome will not be progressed further in its own right. Focus of resource on development of new National Park Plan and future stakeholder engagement, rather than reviewing extent to which partners are currently reflecting work in NP within their corporate plans / annual reports.

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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.	
<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	
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.	
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.	Main issues identified to inform LDP.	Refinement of original milestone – timetable such that we will not be in a position to prepare Local Development Plan itself by March 2012.
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.	
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.	
43	E-Planning regime established and widely used.	E-planning system implemented.	E-planning system performing effectively.	
<b>Corporate Services</b>				

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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.	Delivery of shared services establishes demonstrable improvement in Corporate Services benchmarks.	Amendment to 2012 milestone to reflect that Best Value Plan should be completed by 2011 and to focus milestone for 2011/12 on Scottish Government sector-wide priorities of developing shared services and using Corporate Services benchmarking results as one of the main information sources to support ongoing efficiency improvements.
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.	
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.	
47	The Authority operates to budget, and meets Scottish Government efficiency expectations.	2% efficiency savings delivered.	CNPA delivers 3% efficiencies and operates to total expenditure within target range of -2% to +1% of total income.	Milestone for 2012 broadened to highlight 2011/12 budget expectations on efficiency savings while explicitly stating outturn target.
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.	