

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

8th Update October 2010

	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.	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. There has been progress on analysis of the new Landscape Character Assessment and development of a matrix highlighting the major influences on landscape change within the NP. A programme of engagement on landscape values has been designed and will be delivered by spring 2011.
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 first stage contract for this work with NESBREC will end in March 2010. It will have achieved the targets set out within the programme. A second stage is being planned and will advance the work by more focus upon engagement with a wider group of participants and more access to data collected so far.
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.
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 include 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.
<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 third meeting of the Farmers Forum was held in August with the theme of food and drink. Land Management Forum in preparation and scheduled for November.
6	Proactive advice and training enables land managers to make the most of	25 training events in year delivered for	25 training events in year delivered for land	Between 1 April to Oct 31 15 events were organised by the

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	SRDP and other funds to help deliver the priorities of the National Park Plan.	land managers.	managers.	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.
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.	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.
<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
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> . Events to promote the Quality Wild Venison Assurance Scheme to land managers and with local schools to broaden understanding of deer management were postponed. There is also preliminary work being undertaken to encourage more people to experience deer stalking in order to fully appreciate the skill and expertise involved in keeping to best practice 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.	Substantial progress continues to be made on access cases with the current live caseload being 28 and 46 closed to date. The dog campaign continues with a training event for land managers about influencing dogs owners being run in November together with developing solutions to do problems in and around Grantown.
11	The Core Paths Plan is adopted and 90%	<b>70% of network is</b>	90% of network is fit for	43% of the network is currently "fit for purpose." Work on path

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	of the 932 Km of paths network will be "fit for purpose".	fit for purpose.	purpose.	signs will be completed in Carrbridge, Boat of Garten and Nethy Bridge this financial year.
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 this will result in a local inquiry later this year. Evidence has been submitted to the Reporter and an Inquiry will be held in next 6 months. A planning application cannot be submitted until there is certainty over the precise line.
13	New Strategic Outcome: The 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.	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 either completed or in progress at Cambus o May, Ballater, Dinnet, Insh, Boat of Garten, Dulnain Bridge and Kingussie totalling 10.16kms Funding leverage in the current financial year exceeds 1:4. (£185,000 out of £740,000 total). Upland path repairs have commenced on Cairngorm, Lairg Ghru, Bynack Mor and Cairn Lochan.
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.	3 path leaflets now completed for Nethy Bridge, Boat of Garten and Kingussie. Others which will be completed in the current financial year cover Carr bridge and Ballater.
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 now 10 communities in which at least one health walk group is operating. Participation levels have increased from 357 in the July to September period in 2009 to 722 for the same period in 2010.
<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.	220 businesses and organisations using the brand as at July 2010. Milestones are on target but risk remains as encouraging businesses to engage in quality and environmental accreditation schemes (GTBS in particular) remains challenging. This risk will increase significantly from Oct 10 as staff changes within CNPA will reduce the time available for brand promotion and management. Complementary work on an environmental support scheme for the Park has not helped as much as hoped. Time and resources available to refine this with Business Gateway are now limited.
17	Mitigation and adaptation action being	Food and Drink	3 significant Phase 1	On track for year 1 and 2 milestones. Food and Drink Development

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	taken to contribute to national climate change targets and environmental sustainability through best business practice.	Development Plan approved and match funding for Phase 1 secured.	projects under way	Plan completed and approved by CNPA Board with 3 year funding allocation. Funding application with LEADER pending as at 01/12. Early projects underway in July (food and drink guide and producers directory).
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 review underway and on track for VS Growth Fund application in Apr 11. Membership currently 280 and increasing steadily. Big membership drive to follow on back of marketing and website work. Negotiations ongoing with business plan development and interaction with NPP priorities. Some risk remains as CBP is still in early stages of development.
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.
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.	The community consultation in, Aviemore, Rothiemurchus, Glenmore and Kincaig is underway. This will result in the 11 action plans being agreed by March 2011.
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.	£1.7m of LEADER funds committed out of £2.17 budget to date, in line with Programme end in 2013; a further £2.7m of match funding invested in the Park through the LEADER activity plus £70k of in kind contributions. Bid to Scottish Government for an additional £365k of funding to put Broadband in place in remote rural communities has been made. Decision expected by the end of 2010. Many projects in support of Park objectives supported see <a href="http://www.cairngorms-leader.org">www.cairngorms-leader.org</a> for full information. £350,000 funds remaining for projects until the end of 2012.

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<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 due to come before Planning Committee January 2011 will elaborate on methodology for working out affordable %.
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.
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 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 adopted October 2010.
<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.	Good progress made with ranger branding of uniforms and some vehicles. CNPA Board agreed ranger grant for 2011/12 and the development of a ranger strategy for CNP to be completed in autumn 2011.
27	A National Park web portal is in place	CNP Web portal	Web 2 functions added to	The web portal is now 'live' on a low key basis and CNPA are

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	and working effectively to meet customers/users needs.	launched.	CNP web portal to improve understanding of external views of the National Park.	receiving feedback. Future developments to be discussed with CBP. Changes will also be shaped by the outputs of CNP marketing framework. CNP education website is receiving use and positive feedback from teachers.
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.	Good progress with new interpretation installed in Crown Estate base and Loch Muick. Plans for Glen Tanar and Glen Clova being developed.  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/website s modified.	4 boulders and A93 marker installed.	CNP boundary boulders to be installed in mid November with A9 and A93 markers in late Nov early December.  New range of visitor maps for the expanded CNP to be completed in November along with new boundary on the panoramic paintings.
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>				
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 2009/10 prepared for publication shows 78% 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	Annual Reports	Annual Reports published	NPP progress report and CNPA annual report for 2009/10 have

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	Plan and National Park Plan delivery.	published by 31 July Regular monitoring reports to Board.	by 31 July Regular monitoring reports to Board.	been delivered. There are regular updates for staff and board on monitoring and delivery.
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. Work is on-going with LTTNPA to agree NP messages which will lead future comms work. CNPA comms strategy being re-developed and will form part of a wider Comms and Engagement board paper at the January board. Media analysis (monitoring CNPA and Park national and local coverage and positive and negative) will start in December. This will be a monthly analysis and sent to board and staff.
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 scheduled for February 2011. Preparation of climate change scenarios (working with SCCIP) to inform planning 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	Effective: % applications determined within 4 months of call-in. Efficient: no. of applications determined per FTE NPP: through other KPIs /	Work is ongoing on improving the effectiveness of the planning service within the new structure. The Service Improvement Plan for remainder of 2010/11 was agreed by the Planning Committee on 12 November 2010 and has a number of measures for improving the effectiveness, efficiency and accessibility of the service. The application caseload is now in the order of 22 active applications

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		determined per FTE NPP: through other KPIs / milestones	milestones	which is manageable. Call-in is less than 12%. E-planning with Loch Lomond and the Trossachs NPA should come on stream March 2011, which 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.	Initial stage to assess development sites for possible inclusion in Local Development Plan underway and due to be consulted on <b>May</b> (not march) 2011. Co-ordinated engagement on NPP and LDP underway to inform main issues report.
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.	Preparation of all guidance underway. 1 <sup>st</sup> phase of Supplementary Guidance adopted in October 2010, 2 <sup>nd</sup> phase March 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. Following 69 reviews April 2009 to March 2010, process in place to achieve milestones in 2011 and 2012. First report to Planning Committee in September 2010. Further refinement of the function is taking 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, proposal currently under consideration and planned implementation in March 2011.
<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	Positively assessed delivery of CNPA Best Value action plan and NPA joint working plan.	Joint procurement officer in place with formal service delivery arrangements to be finalised. First 3 joint HR processes signed off by both NPAs.



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		working plan.		
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. Low level of service complaints.
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. Achieved reduction of over 10% CO <sub>2</sub> emissions compared with 4% to 6% target in last 2 years. Latest 2010/11 figures confirm we are on track to deliver further reduction in emissions in current year.
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 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.	Equality Impact Assessments and summary checklists completed for five generic areas of activity, including community engagement, print and publications, websites, holding events and training. Proposals being implemented to promote equality to external organisations through use of brand, grants programme, equalities training and the procurement process.