

**Cairngorms National Park Authority Balanced Scorecard**  
**Balanced Scorecard 2008 to 2011**  
**Update as at 30 November 2008**

		No more than 3 formal complaints on CNPA service logged (1) Responses to all FoI requests within 20 working days (1 missed) Health and Safety arrangements in place and working effectively No recommendations arising from Standards Commission or Ombudsman (0) No more than 2 high priority actions highlighted by auditors (0)	
		<b>Governance and Risk Management</b>	
		<b>Cairngorms National Park Authority</b>	<b>Human Resource Management</b>
<b>Financial Management</b>			<b>Staff turnover level not more than 5% (14.6%)</b>
Total Income in line with budget (-0.0% variation)			Successful recruitment to all vacant posts (100%)
Core expenditure in line with budget (-1.6%)			Staff absence levels below 4 days per person (1.39)
Operational Plan in line with budget (+4.3%)		<b>Corporate Plan Delivery</b>	No work-related cause of absence (0)
Forecast year-end in line with target	1	Ongoing increase in the number of priority species for which positive action is underway. Mar 08 baseline = 14 of 32; current measure (Sep 08) = 14.	Low incidence of "formal" HR caseload (0)
Next year income in line or above forward forecasts	2	<b>Reduction in emissions from business travel. Mar 08 baseline = 57.1 tonnes; current measure (Sep 08) = 65 tonnes</b>	
Next year commitments within control levels	3	Ongoing increase in the number of businesses awarded CNPA brand. Mar 08 baseline = 118; current measure (Sep 08) = 135	
	4	<i>Increase in the score of approved planning applications against sustainability design guide criteria [measure not currently available]. See measures 3, 6 and 7 as supporting secondary measures of progress</i>	
	5	Annual increase in the number of walks led within the National Park.	
	6	Annual increase in the proportion of affordable housing within agreed housing developments.	
	7	Annual increase in the proportion of Park population covered by community action plans. 2008/09 target = min 3 new plans; current measure (Nov 08) = 4	
	8	Annual increase in the number of tourist signs in place. 2008/09 target = 5 new; current measure (Nov 08) = 0 new.	
	9	Achieve an annual 2% cash releasing efficiency saving. Mar 09 target = £90,000; current measure (Nov 08) = £90,000	