

CAIRNGORMS
NATIONAL PARK AUTHORITY

ÙGHDARRAS PÀIRC NÀISEANTA A'
MHONaidH RUaidH

ANNUAL REPORT AND ACCOUNTS

For the Year Ended 31 March 2015

CONTENTS

ANNUAL REPORT

Strategic Report	1
Directors' Report	8
Remuneration Report	10

STATEMENTS BY THE ACCOUNTABLE OFFICER

Statement of Accountable Officer's Responsibilities	14
Governance Statement	15

STATEMENT OF NATIONAL PARK AUTHORITY'S RESPONSIBILITIES 18

NATIONAL PARK AUTHORITY BOARD MEMBERS 19

INDEPENDENT AUDITOR'S REPORT 23

ANNUAL ACCOUNTS

Statement of Comprehensive Net Expenditure	25
Statement of Financial Position	26
Statement of Cash Flows	27
Statement of Changes in Taxpayers' Equity	28
Notes to the Accounts	29
Accounts Direction	39

APPENDIX

Board Members' Attendance at Meetings	40
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ANNUAL REPORT

STRATEGIC REPORT

Introduction

The Cairngorms National Park Authority (the Park Authority) presents these Accounts for the twelfth year of operation, from 1 April 2014 to 31 March 2015. The accounts are prepared in a format directed by Scottish Ministers in accordance with the National Parks (Scotland) Act 2000.

A copy of the Accounts Direction is reproduced on page 38.

Aims

Section 1 of the National Parks (Scotland) Act 2000 [NP(S)A] sets out the four aims of the Park:

- a) To conserve and enhance the natural and cultural heritage of the area,
- b) To promote sustainable use of the natural resources of the area,
- c) To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public, and
- d) To promote sustainable economic and social development of the area's communities.

The Cairngorms National Park Authority

The Designation Order for the National Park, approved on 7 January 2003, defined the boundaries of the National Park, confirmed the constitution of the Park Authority and its functions, and identified the establishment date, 25 March 2003, and operational date, 1 September 2003.

The boundaries of the Cairngorms National Park were extended on 4 October 2010 to include areas of North Perthshire.

The Park Authority is a Non-Departmental Public Body working to the provisions of a Management Statement and Financial Memorandum agreed with its sponsoring body within the Scottish Government, the Natural Resources Division, Directorate of Environment & Forestry. The general purpose of the Park Authority is to ensure that the National Park Aims are achieved in a co-ordinated way, in accordance with the Cairngorms National Park Partnership Plan.

A full list of Park Authority Board Members, together with brief resumes of their backgrounds, is detailed on pages 19 to 22. The Register of Members' Interest is available for inspection during office hours at the Park Authority's office, 14 The Square, Grantown-on-Spey, PH26 3HG or on line at <http://cairngorms.co.uk/uploads/documents/Park%20Authority/About%20Us/150323BoardMembersRegisterOfInterests.pdf>

Results

The results for the year to 31 March 2015, prepared on a going concern basis, are set out on pages 25 to 28 with the notes on pages 29 to 38.

The Park Authority's total expenditure for the year was £5,239,543 (2014: £6,947,496). It received grant-in-aid of £4,403,000 (2014: £4,533,000) for operational activities from its sponsoring body within the Scottish Government together with capital grants of £207,000 (2014: £1,493,000). Third party contributions to the Operational Plan were £542,147 (2014: £824,052). The accounts show net expenditure of £87,396 (2014: net expenditure of £97,244), see Statement of Changes in Taxpayers' Equity.

The marked reduction in capital grants in 2014/15 compared with previous year relates to the award in 2013/14 of a second allocation of "shovel ready" capital grant funding to be invested in the National Park's visitor and community infrastructure. While there were no equivalent capital grants available for the current year, the Authority has been successful in securing capital funding from the Scottish Government's "Scenic Routes" programme, with further additional funds allocated for supporting Information and Communication Technology (ICT) investment furthering the implementation of our Organisational Development Strategy.

The reduction in third party contributions to the Operational Plan in 2014/15 compared with the previous year is linked to the closure of the Cairngorms LEADER Local Action Group's (LAG's) programme of activity from 2007 to 2013 in late 2013. The Authority hosts and acts as lead partner for the Cairngorms LAG and all financial contributions toward

the LAG's operations are made through the Authority. Closure of the programme as planned in late 2013 led to a significant downturn in funding contribution receipts over 2014/15. The LAG has been very active over 2014/15 in developing a bid for a new LEADER programme which we hope to commence in summer 2015. Offsetting a significant amount of the downturn in LEADER funding to the National Park in 2014/15, we have been successful in securing funding of over £300,000 from partners toward extension of the Speyside Way.

The Park Authority's expenditure is broken down over key areas of operational activity in the Analysis of net expenditure by segment, note 3 to these accounts. A summary of operational activities for the year is set out in a separate Annual Report, including progress against targets and key performance indicators.

The main sources of the Park Authority's funding for the year were the resource budgets and grant-in-aid funding from the sponsoring body the Natural Resources Division, Environment & Forestry Directorate, of the Scottish Government. The main grant-in-aid budget and actual allocations for the CNPA in 2014/15 are analysed below. All grants received in the year were utilised in full.

Grant-in-Aid budget and actual 2014/15

	Budget £	Actual £	Variance £
Resource Grant covering current operating expenditure	4,403,000	4,403,000	-
Cover for Depreciation	78,000	49,000	(29,000)
Operating costs	4,481,000	4,452,000	(29,000)
Capital Grant	33,000	207,000	174,000

The variance in the capital allocation is due to additional funds being made available for the Scenic Routes programme (£124,000) and Information Technology (£50,000).

Reconciliation of incoming to outgoing resources

		£	£
Incoming resources	Total grant-in-aid	4,610,000	
	Other income	542,000	
			5,152,000
Outgoing resources	Total operating expenditure	5,190,000	
	Additions to non-current assets	86,000	
			5,276,000
Net outgoing resources			124,000

Net Outgoing Resources

Our net outgoing resources position in the year to 31 March relates primarily to the income and expenditure position on a significant project to extend the Speyside Way which has spanned the financial year end. Our expenditure on this project in the year has totalled £305,000. Grant claims to our funding partners, Sustrans and Sportscotland, relating to the period to 31 March 2015, total £173,560 – a net outgoing resource position on this third party financed project of £131,440. Further grant claims totalling £147,263 have been submitted, and received in full, in 2015/16, which will return a net incoming resource position in the year offsetting the net outgoing resource position reported above for 2014/15.

The extension of the Speyside Way has been a long held objective of the National Park Authority and we are delighted that our funding partners have been able to assist us in working toward this objective in 2014/15. We will continue to seek to secure additional resources, such as those secured in the last year, in order to continue to fulfil this objective.

Changes in Non-Current Assets

Movements in non-current assets are shown in note 8, Property, Plant and Equipment. Key additions in the year related to £51,883 of Information Technology (including Software), £1,314 Office Equipment and initial work on the Corgarff car park, the first enhanced viewpoint on the 'Snow Road' (Scenic Routes programme) £33,092.

Post Balance Sheet Events

There are no post balance sheet date events to report for the year to 31 March 2015.

Charitable Donations

There were no charitable donations made in the year.

Payment Performance

The Park Authority's payment policy complies with the terms of the better Payment Practice Code. During the year to 31 March 2015, the time taken to pay creditors achieved an average of 7.9 days (2014: 7.5 days) against a target of 10 days (2014: 10 days), with 76% (2014: 72%) of payments being made by the target date.

Pensions

The Park Authority's pension liabilities are detailed in the Remuneration Report and notes 1, 4, 5 and 14 to these Accounts.

Sustainability Reporting

The purpose of the Park Authority is to promote partnership working and give leadership to all the bodies and agencies involved in the sustainable growth and development of the Cairngorms National Park. Through co-ordinating development and collective agreement of the Cairngorms National Park Partnership Plan, the Park Authority aims to ensure the 'collective and co-ordinated delivery' of the four aims of the National Park. To put it another way, the Cairngorms National Park Authority works to lead others in ensuring that we are all living, working and caring for the National Park in such a way that it remains, and where possible is enhanced, to be enjoyed by future generations.

The latest five year National Park Partnership Plan (NPPP) spanning 2012 to 2017 was adopted and approved by Ministers at the commencement of 2012/13. The second annual report on delivery of the NPPP was published in the course of 2014/15,

Our annual report and accounts for 2014/15 covers the final year of operation within the context of our 2012 to 2015 Corporate Plan. The Corporate Plan sets out what our contribution as the National Park Authority will be to realising these agreed NPPP outcomes. In doing so we are concentrating our efforts on the things we are well placed to do, and a number of particularly important factors:

- The imperative of helping the economy to thrive;
- Helping build capacity in others;
- Developing the Cairngorms National Park visitor experience, reflected in the Cairngorms National Park brand;
- The importance of connecting people with the National Park, ensuring the place is looked after in the future will only be achieved if people value it;
- Helping young people to develop skills as a basis for employment;
- Recognising the importance of planning/development management, both as a means of delivering wider objectives (housing, economic development, protecting sensitive sites) and also as a service that interacts directly with the public;
- Recognising that the landscape is key to the National Park's attractiveness to visitors. Much of the landscape is wild, while much of it is the result of being managed, and remains the basis of many businesses; and
- The need to move towards lower carbon living through increasing use of renewable energy, and using energy more efficiently.

The Authority's Senior Management Team report to the National Park Authority Board twice each year on the delivery achievements and issues arising in working to achieve the objectives of the Corporate Plan and in the Authority's leadership and coordination of the NPPP. Amongst our activity highlights for 2014/15 are:

Conservation

- Completion of a Capercaillie framework, with implementation now underway to seek to protect this threatened species which increasingly relies on habitats within the Cairngorms National Park;

- On-going development of our Cairngorms Nature campaign which attracted significant media coverage and raised awareness of the importance of the Cairngorms National Park in safeguarding and enhancing the outstanding nature of the Park.

Visitor Experience

- Establishing an effective working partnership and, through that partnership developing a strategy to guide future development of Cairngorm and Glenmore – the area of the National Park most “at risk” from pressures of growing visitor numbers;
- Completion Core Paths Plan review and adoption of revised Core Paths Plan;
- Speyside Way extension funding secured and in construction between Aviemore and Kincaig;
- Tomintoul and Glenlivet gateway project completed, providing an improved visitor arrival experience in this community;
- Support for the Cairngorms Outdoor Access Trust (COAT) for its “The Mountains and The People” £3,250,000 HLF bid with a further £3,000,000 pledged in support from funding partners.

Rural Development

- Completion of our review of support to building and strengthening communities within the National Park and implementation of our revised community development funding and support arrangements;
- Support to the Cairngorms Local Action Group for its development of its Local Development Strategy and a bid for a new LEADER funding programme, with the potential to secure around £3,000,000 in European investment supporting Community Led Local Development within the National Park;
- Support for Tomintoul and Glenlivet Development Trust for its Landscape Partnership bid;
- Completion of the relocation of the Park Authority’s Planning Services to the main office in Grantown-on-Spey, with a range of process improvements implemented;
- Completion and adoption of the Cairngorms Economic Development Strategy by both the National Park Authority and Cairngorms Business Partnership Boards;
- Adoption of the Local Development Plan for 2015 to 2020.

Communications and Corporate Services

Our communications and corporate services teams make essential contributions to many of the achievements detailed under the previous headings. A few additional delivery highlights from 2014/15 of activities of these groups within their own spheres of activity are:

- Developed and succeeding in gaining Ministerial approval to a business case supporting the extension of the Park Authority’s main offices in Grantown-on-Spey;
- Review of website, social media and digital communications provision;
- Successful financial and operational close-down of the 2007 to 2013 LEADER Programme to the satisfaction of the Managing Authority;
- Design and delivery of the Planning Service Best Value Review.

The wide range of work covered by these highlights for the year continues to illustrate the diversity of work in which the Park Authority engages in order to seek to collectively achieve the four aims of the National Park.

Environmental Matters

Of the eight programmes of work set out in the new Corporate Plan for 2012 to 2015, four programmes directly contribute to the Park Authority's work on environmental matters.

The Land Management and Conservation programmes seeks to deliver outcomes around a new free-standing wildlife partnership, Cairngorms Nature, able to act as a 'delivery arm' for the National Park Partnership Plan and Local Biodiversity Action Plan objectives; a strong relationship of mutual support with the land management community about the National Park; and an active and supportive land management community engaging on matters of conservation, access, visitor management and the economy.

The programme of work seeks to maintain the Cairngorm National Park as a 'Special Place' and aims, among other outcomes, to ensure plans and policies are being used to deliver a sense of place, with communities and developers having a good understanding of and using the Local Development Plan and associated guidance to deliver benefits for the

National Park. This programme also aims to deliver demonstrable progress towards low carbon targets including renewable energy generation and improvements in energy efficiency.

Within our own internally focused developing organisational excellence programme we also target business process changes to reduce our carbon emissions from organisational activities. We continue to invest in our pool car fleet to reduce the overall carbon emissions from vehicle use and complement this with policies promoting use of public transport wherever possible.

Finally, our programme to deliver high quality, effective planning services aims to support sustainable development within the National Park where that development is within wider policies agreed through the National Park Partnership Plan and strategic planning processes.

Social, Community and Human Rights Issues

Conserving and enhancing the special qualities of the Cairngorms National Park is essential if the Park is to maintain and build a diverse and vibrant economy. The Park Authority's work in this area spans support for sustainable business development within the National Park, to promoting development of affordable housing, to establishing partnerships with individual communities in developing and delivering these communities' action plans, and more widely to engage with community planning partnerships.

Our programme of work in the new Corporate Plan, promoting people and communities to 'get involved' in the National Park, seeks outcomes of:

- A clearly focused set of initiatives to enable people to feel connected to the Cairngorms National Park;
- Active Community Planning partnerships contributing to delivery of the National Park Partnership Plan;
- Communities that have developed their own working models of sustainability and are substantially self-financing;
- An active LEADER programme contributing to the National Park Partnership Plan vision.

The Park Authority's support over the course of 2014/15 has helped the Cairngorms Local Action Group (LAG) finalise its LEADER Local Development Strategy (LDS) for a new LEADER programme. The Park Authority has supported development of the LDS and the LAG's associated business plan throughout the year. This support has helped the LAG gain "in principle" approval for its LDS and business plan from Scottish Government, as the LEADER Managing Authority, with an intent to launch a new programme of LEADER funded Community Led local Development in summer 2015.

The Directors' Report sets out detail of our on-going work in relation to developing equalities within the National Park and within the Park Authority. In terms of our internal staffing structure, our gender split of staffing at the end of the financial and operational year was:

	male		Female	
	2015	2014	2015	2014
Chief executive and directors	4	4	-	-
Senior managers	4	4	3	3
Employees	20	20	40	36
	<u>28</u>	<u>28</u>	<u>43</u>	<u>39</u>

Auditors

The accounts of the Park Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with paragraph 25(2) of the National Parks (Scotland) Act 2000. The independent auditor's report is on pages 23 and 24. Details of the auditor's remuneration are given in note 6, Other Operating Expenditure.

Future Activities

Strategy and Business Model

The Park Authority leads in coordinating development and delivery of a five year National Park Partnership Plan (NPPP) – a strategic planning document prioritising and coordinating activity of all public, private, community and voluntary organisations active in delivering services and activities within the Cairngorms National Park. The latest NPPP runs from 2012 to 2017.

Our own priorities in making direct contributions toward the National Park Partnership Plan outcomes are set out in the Authority's Corporate Plan. The Authority's Board adopted a new Corporate Plan to span the period April 2015 to March 2018. This new corporate plan will cover the period to completion of the existing NPPP and also the leadership and coordination of the third five-year NPPP for the Cairngorms which will span 2017 to 2022. This Corporate Plan document as considered by the Board is available at <http://cairngorms.co.uk/resource/docs/boardpapers/27030215/CNPA.Paper.6739.CNPA.Bd.Paper.2.pdf>

Highlights of Plans for 2015/16

The Authority's Board meeting in March 2015, in addition to approving the new Corporate Plan for 2015 to 2018, also approved the first annual Operational Plan in delivery of the strategic priorities set out in the Corporate Plan for 2015/16. The highlights of the operational objectives included in the plan for 2015/16 are set out below.

Conservation

Our work in the coming year on conservation and land management will have a continuing primary focus on the support and development of the **Cairngorms Nature** partnership. We will work with partners on **Habitat Restoration, Priority Species and Engagement, Moorland Management, and Catchment Management**. Amongst our specific project activities, we aim to prioritise enhancing woodland and wetland habitats, delivery of the Capercaillie Framework (reducing tensions between development, disturbance and capercaillie conservation), and peatland and montane woodland restoration. A media campaign will focus on continuing to increase awareness of and engagement with Cairngorms Nature. We will continue to work to preserve and enhance key species, including raptors and freshwater pearl mussels.

Visitor Experience

Our work on visitor experience covers the Authority's statutory responsibilities as the **Outdoor Access Authority**, supporting and servicing the Cairngorms Local Outdoor Access Forum. We will also work to deliver the **Active Cairngorms** strategy, including our work in coordinating and part funding ranger services in the National Park and our partnership work with **SUSTRANS** to develop cycling across the Cairngorms National Park. In 2015/16 we expect the commencement of our partnership "**The Mountains and The People**" project with Cairngorms Outdoor Access Trust and other funding partners, with an estimated investment in the Cairngorms expected in excess of £2 million over the duration of the project from the total £6,250,000 project budget. We will also continue to pursue the maintenance and extension of the Speyside Way as priorities within our **Access Infrastructure** work.

Rural Development

During 2015/16 the Authority will work to implement the **Economic Development Strategy**, including establishing updated partnership mechanisms with the Cairngorms Business Partnership. We will also seek to develop refreshed approaches to visitor marketing and implementation of our Tourism Action Plan. We have targeted **Tomintoul and Glenlivet** as a specific geographic focus for investment, with support in the coming year for the regeneration strategy of that area and also the on-going development of the Landscape Partnership project bid. The 2015/16 year also brings the initiation of the Authority's new approach to **Community Engagement and Development** within the National Park, with agreements already drawn up to support our partnerships with Marr Area Partnership and Voluntary Action Badenoch and Strathspey. We also expect to see the commencement of a new programme of **Community Led Local Development** managed by the Cairngorms LEADER Local Action Group (LAG) commence in 2015/16, with the Park Authority continuing to provide financial support in addition to hosting the LEADER team and providing professional support services to the LAG. Our **Planning Services** will move to focus on the adoption of Supplementary Guidance and preparation of an action plan that will set out our Local Development Plan implementation intentions. We will also continue to deliver our programme of planning service improvements, including incorporating the additional service improvements accepted from the 2014/15 Best Value Review.

Communications and Corporate Services

Over the course of 2014/15 we have successfully implemented a programme of coordinated organisational change under the framework of our approved **Organisational Development Strategy**. We intend to follow this up in 2015/16 with a further programme of organisational change which will cover programmes of work on leadership and staff development, information technology and facilities enhancements and embedding our new records management systems. We will also continue to deliver our **Office Extension** project in partnership with the landlords as developers. As providers of key professional support services to a number of our community and charity partners, we will also continue to support the good governance and resource management of the Cairngorms LAG and COAT in particular. Our revised and updated **website** will roll-out in 2015/16 delivering an improved user experience through better website navigation tools and clearer design, while developing our capabilities to provide online services. We will implement our

4th organisational staff survey which we undertake every two years. The results of the survey will provide an important assessment of staff views of the organisational development undertaken over the last 2 years.

Disclosure of information to auditors

As Accountable Officer, as far as I am aware, there is no relevant audit information of which the Park Authority's auditors are unaware. I have taken all reasonable steps that ought to have been taken to make myself aware of any relevant audit information and to establish that the Park Authority's auditors are aware of the information.

Signed on behalf of the Cairngorms National Park Authority

A handwritten signature in black ink, appearing to read 'Grant Moir', written in a cursive style.

Grant Moir
Chief Executive and Accountable Officer
28 August, 2015

DIRECTORS' REPORT

The Directors' Report sets out the key aspects of the internal organisational change and development within the Park Authority over the course of the year to 31 March 2015.

Employment Policies, Consultation

The Park Authority has a Staff Consultative Forum (SCF) in place, through which it ensures effective two-way communications with staff and Prospect Trade Union representatives in resolving any issues arising and consulting on new initiatives. During 2014/15 key matters on which staff was consulted through the Staff Consultative Forum were:

- New staff appraisal processes;
- Internal communication and consultative mechanisms;
- Development and design of our office extension project;
- Review and update of a range of employment policies.

To complement the standard consultative processes in place through the SCF, the Authority has also established a series of staff working groups to help implement the Organisational Development Strategy.

We also held two successful staff conferences over the course of 2014/15, securing input of all staff to our prioritisation of organisational development plans and to the development of the CNPA's new Corporate Plan for 2015 to 2018. The staff conferences established the vision and mission for the organisation which were subsequently adopted within the new Corporate Plan, and reaffirmed the values of the Authority.

Equalities

The Park Authority continues to embed its approach to ensuring equality. We published a set of five Equalities Outcomes to provide a framework promoting equality within the work of the Park Authority and in the work we undertake to deliver the Cairngorms National Park Partnership Plan. These five Equalities Outcomes are:

- Eliminating discrimination, harassment, victimisation or any other prohibited conduct;
- Advancing equality of opportunity by having due regard to:
 - Removing or minimising disadvantage;
 - Meeting the needs of particular groups that are different from the needs of others;
 - Encouraging participation in public life; and
 - Fostering good relations – tackling prejudice and promoting understanding.

We published a second mainstreaming report on 30 April 2015, which sets out how we have sought to embed our work on equalities into our day to day operations. The report can be access at <http://cairngorms.co.uk/resource/docs/publications/30042015/CNPA.Paper.1964.CNPA%20Equality%20Action%20Plan%202013-15%20Update.pdf>

The Park Authority's on-going work on equalities and creating 'A Park for All' is overseen by an internal working group comprising staff drawn from across the organisation and is chaired by a senior manager. The Park Authority is accredited within the 'Positive About Disabled People' scheme.

Staff Development and Management

The Park Authority continues to recognise the importance of training and development to ensure that all staff and Board members have the skills required to deliver their role in the context of the organisation's enabling and partnership ethos. Conversations on staff development are held regularly as part of the appraisal review process and a reasonable training and development budget has been retained to support delivery of identified training requirements.

The Park Authority maintains oversight of its management of sickness absence through regular review of performance at Board and Management team level. Sickness absence is included as a key performance indicator in the Park Authority's balanced scorecard performance measurement tool. In 2014/15 the average number of days lost through sickness absence was 5.1 days per person (2014: 4.7 days).

Information and Data Security

The Authority has developed and implemented an updated Records Management Scheme and associated records management policies over the course of 2014/15 to modernise and improve our records management and retrieval systems. We have also implemented a number of improvements in our back-up arrangements for data storage and retrieval, as part of a developing Business Continuity Plan.

The Park Authority has had no instances of loss of data or personal information over the course of the year. The Governance Statement included in this Annual Statement and Accounts sets out more information on the Park Authority's range of internal controls and review mechanism to ensure data security amongst other things.

Signed on behalf of the Cairngorms National Park Authority

A handwritten signature in black ink, appearing to read 'Grant Moir', written in a cursive style.

Grant Moir
Chief Executive and Accountable Officer
28 August, 2015

REMUNERATION REPORT

Introduction

The Park Authority has in place a Staffing and Recruitment Committee, which consists of five board members. The Committee meets as required, its membership and remit being agreed annually by the full board. The Committee's remit includes the following:

- To oversee and monitor the human resources systems put in place for the Park Authority, including in particular the pay and grading system, performance appraisal system and the associated performance related pay systems;
- To advise the board on annual pay awards;
- To provide an interface between staff representative group(s) and the board, and play a role in arbitrating on staffing issues as set out in the Park Authority's procedures, and as otherwise required; and
- To oversee the recruitment of senior staff (Directors and Chief Executive) including agreeing the job descriptions, adverts and salary, to take responsibility for interviewing and selecting the successful candidates and seeking the endorsement of the whole board, (and of Scottish Ministers in the case of the Chief Executive).

For the purposes of this report, persons in senior positions having authority or responsibility for directing or controlling the major activities of the Park Authority are taken to comprise the Board members, Chief Executive and Directors.

Service Contracts

Staff salary levels, including the Chief Executive, are reviewed by the Staffing and Recruitment Committee and the overall pay remit is subject to agreement by the Park Authority's sponsoring directorate at the Scottish Government.

In reaching its recommendations, the Committee has regard to the following considerations:

- The need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- Regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- The funds available to departments as set out in the Government's departmental expenditure limits;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services; and
- The Government's inflation target.

Chief Executive

The Chief Executive, Grant Moir, took up the post on 4 March 2013. His contract of employment, signed on 4 January 2013, contains a three months' notice period.

Board Members

Board members' fees are approved annually each April by the Scottish Government. Fees and expenses are disclosed on page 13. Expenses do not form part of the Remuneration report subject to audit and are disclosed only for information purposes.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes: either a final salary scheme (classic, premium or classic plus); or a whole career scheme (nuvos). These statutory schemes are unfunded with the cost of benefits met by monies voted by parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with Pensions Increase legislation. New entrants may opt for either the appropriate defined arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 1.5% and 6.85% of pensionable earnings for classic, and 3.5% and 8.85% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings

during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

Further details about Civil Service pension arrangements can be found at the website <http://www.civilservicepensionscheme.org.uk>

New Career Average pension arrangements will be introduced from 1 April 2015 and the majority of classic, premium, classic plus and nuvos members will join the new scheme. Further details of this new scheme are available at <http://www.civilservicepensionscheme.org.uk/members/the-new-pension-scheme-alhpa/>

Salary and pension entitlements

The following sections provide details of the remuneration and pensions interests of the Chief Executive and directors, and are subject to audit. Fees and expenses received by the board are disclosed on page 13. Board expenses are not subject to audit.

No board member has any pension entitlement and no benefits in kind subject to UK taxation were received by any senior managers during the periods covered by these accounts.

Remuneration

Salary includes gross salary, performance pay or bonuses and any other allowance to the extent subject to UK taxation.

Single total figure of remuneration*

	Salary	2014/15 Pension benefits	Total	Salary	2013/14 Pension Benefits	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Grant Moir Chief Executive	70-75	28	100-105	70-75	28	95-100
David Cameron Corporate Services Director	60-65	18	75-80	55-60	8	65-70
Francoise van Buuren Communications and Engagement Director (until 10 June 2013)	-	-	-	10-15	27	35-40
Hamish Trench Strategic Land Use Director	55-60	18	70-75	50-55	16	65-70
Murray Ferguson Sustainable Rural Development Director	55-60	12	70-75	55-60	7	60-65

* No director received any benefits in kind or bonus payments in the year (2014: £nil).

The Park Authority is required to disclose the relationship between the remuneration of the highest paid director and the median remuneration of the workforce. Total remuneration includes salary, non-consolidated performance-related pay, benefits in kind as well as severance payments. It does not include employer pension contributions and the cash equivalent value of pensions.

	2014/15 Total Remuneration £'000	2013/14 Total Remuneration £'000
Band of highest paid Director's total remuneration	70-75	70-75
Median total remuneration	£25,919	£21,617
Ratio	2.8	3.3

Pension entitlements

	Accrued pension at age 60 as at 31 03 2015 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 03 2015 £'000	CETV (a) at 31 03 2014 £'000	Real increase in CETV (b) £'000
Grant Moir <i>Chief Executive</i>	0-2.5 plus lump sum of 0	0-2.5 plus lump sum of 0	29	33	7
David Cameron <i>Corporate Services Director</i>	25-27.5 plus lump sum of 0	0-2.5 plus lump sum of 0	374	344	11
Hamish Trench <i>Strategic Land Use Director</i>	7.5-10 plus lump sum of 0	0-2.5 plus lump sum of 0	100	85	7
Murray Ferguson <i>Sustainable Rural Development</i>	17.5-20 plus lump sum of 52.5-55	0-2.5 plus lump sum of 2	316	292	9

(a) The Cash Equivalent Transfer Value (CETV)

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member of the pension scheme at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in the former scheme. The pension figures shown relate to the benefits that the directors' have accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Services pension arrangements. They also include any additional pension benefit accrued to a member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

(b) The real increase in the value of the CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in the accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Compensation for loss of office

Don McKee, head of major projects and housing, left under voluntary exit terms on 30 November 2014. He received a compensation payment within the cost band of £25,001 to £50,000.


Board members' fees and expenses

	Date of most recent appointment	End of term or date stepped down	Fees £	2015 Expenses* £	Fees £	2014 Expenses* £
Scottish Government appointees						
Duncan Bryden	08 09 2012	07 09 2015	21,147	5,142	20,940	5,156
Angela Douglas	01 10 2014	30 09 2018	7,321	1,984	7,248	1,317
Paul Easto	20 03 2014	28 02 2018	7,321	291	234	-
David Green	08 09 2012	07 09 2013	-	-	3,137	1,695
Gregor Hutcheon	01 10 2014	30 09 2018	7,321	513	7,248	2,060
Martin Price	24 10 2011	20 09 2014	3,624	207	7,248	842
Gordon Riddler	01 10 2014	30 09 2018	7,321	1,213	7,248	1,386
Judith Webb	06 03 2015	05 03 2019	610	317	-	-
Brian Wood	01 10 2014	30 09 2018	10,573	2,295	10,471	2,360
Local Authority nominees						
Peter Argyle	01 10 2012	30 09 2017	7,321	577	7,248	1,349
Jeanette Gaul	01 10 2012	30 09 2017	7,321	1,555	7,248	1,607
Kate Howie	01 10 2012	30 09 2017	7,321	1,542	7,248	980
John Latham	01 10 2012	30 09 2017	7,321	411	7,248	1,128
Bill Lobban	01 10 2012	30 09 2017	7,321	582	7,248	979
Fiona Murdoch	01 10 2012	30 09 2017	7,321	712	7,248	867
Gregor Rimell	01 10 2012	30 09 2017	7,321	958	7,248	701
Local elected**						
Rebecca Badger	20 03 2015	19 03 2019	236	55	-	-
Dave Fallows	20 03 2015	19 03 2019	7,321	711	7,248	439
Katrina Farquhar	20 03 2015	19 03 2019	7,321	927	7,248	1,270
Eleanor Mackintosh	20 03 2015	19 03 2019	10,573	3,247	10,471	1,837
Mary McCafferty	-	-	7,083	-	7,248	92
William McKenna	20 03 2015	19 03 2019	7,321	-	7,248	53
			156,340	23,239	153,973	26,118

* Expenses do not form part of the Remuneration Report subject to audit but are disclosed here for information.

** Elections were held on 19 March 2015, by postal ballot.

Signed on behalf of the Cairngorms National Park Authority



Grant Moir

Chief Executive and Accountable Officer

28 August, 2015

STATEMENTS BY THE ACCOUNTABLE OFFICER

STATEMENT OF ACCOUNTABLE OFFICER'S RESPONSIBILITIES

As Chief Executive of the Cairngorms National Park Authority I am designated as Accountable Officer by the Principal Accountable Officer of the Scottish Administration in accordance with section 15 of the Public Finance and Accountability (Scotland) Act 2000.

The Accountable Officer I am personally responsible for ensuring propriety and regularity of the finances and for keeping proper records as set out in the Management Statement and Financial Memorandum and within the terms of relevant guidance in the Scottish Public Finance Manual and other instructions, guidance issued by the Scottish Ministers, and in particular the Memorandum to Accountable Officers of Other Public Bodies.

In preparing the financial statements I am required to:

- Observe the financial statements direction issued by Scottish Ministers, including relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether the applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the Park Authority will continue in operation.

In addition, I have a general responsibility for taking such steps as are reasonably required to safeguard the assets of the Park Authority and to prevent and detect fraud and other irregularities.

Signed on behalf of the Cairngorms National Park Authority



Grant Moir
Chief Executive and Accountable Officer
28 August, 2015

GOVERNANCE STATEMENT

Governance Framework

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Cairngorms National Park Authority's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible. These responsibilities are in accordance with the Management Statement agreed between the Authority and Scottish Government. In discharging this responsibility I am held accountable by the Authority's Board, and by Scottish Ministers.

The Scottish Public Finance Manual (SPFM) is issued by the Scottish Ministers to provide guidance to the Scottish Government and other relevant bodies on the proper handling of public funds. It sets out the relevant statutory, parliamentary and administrative requirements, emphasises the need for economy, efficiency and effectiveness, and promotes good practice and high standards of propriety. An element of my responsibility as Accountable Officer is to ensure the Authority's internal control systems comply with the requirements of the SPFM.

The Operation of the Board and Sub Committees

The Management Statement also sets out the central role of the Authority's Board in the leadership and governance of the organisation. The full Board met six times during the course of 2014/15, including two brief meetings to deal with specific items of business. Agendas and papers are published and placed in the public domain and meetings open to public attendance wherever possible.

In addition to these full formal meetings, Board members have also given their time to participate in a number of informal discussion sessions in which emerging policy issues and proposals can be discussed and a preferred strategic direction identified prior to fuller, open consideration at formal meetings.

Corporate Governance

Since the Authority's inception, the Board has put Committees in place and delegated responsibility to oversee and scrutinise the Authority's deployment and management of resources, with a Finance and Delivery Committee and a Staffing and Recruitment Committee in place. The Board has also put a Planning Committee in place to deal with all aspects of the Cairngorms National Park Authority's statutory planning responsibilities.

The Authority also has an Audit Committee in place to lead on the oversight of all aspects of the organisation's operations and internal management control systems, in addition to taking a lead on strategic risk management. The Committee takes responsibility for ensuring that risk potentially impacting on the organisation's strategic objectives are identified and acted upon and that risk management approaches are embedded throughout the organisation's operations.

The Audit Committee is supported by the Authority's internal and external auditors, who also have rights of independent access to the Committee Chairperson. The Audit Committee is tasked with monitoring the operation of the internal control function and bringing any material matters to the attention of the full Board. Detailed findings of all audit reviews are made available to both management and the Audit Committee. The Audit Committee meets quarterly and reports annually to the Board on the adequacy and effectiveness of the Authority's internal controls.

The Board and its Committees completed the development, and has overseen commencement of delivery, of an Organisational Development Strategy in the year, under which the Authority is developing a fuller review of its governance and leadership arrangements amongst other programmes of work. We have made significant progress over the course of the year in achieving our Organisational Development aims under our "Developing Leadership" workstream. The Board has undertaken a self-evaluation of its own effectiveness, approved a revised Code of Conduct and reviewed and revised Standing Orders over the course of 2014/15. Board members have also participated in an "On Board" training session on responsibilities under the revised Code of Conduct.

Periodic reports from independent internal and external auditors forms a key and essential element in informing my review of the effectiveness of the systems of internal control within the Authority. The Board's Audit Committee also plays a vital role in this regard, through its consideration of audit recommendations arising from reviews of internal control systems and its scrutiny of proposed management action to address any improvements required.

The internal audit function is an integral element of scrutiny of the Authority's internal control systems. KPMG LLP was appointed as the Authority's internal auditors in 2011 as a culmination of a joint procurement of internal audit service delivery by Cairngorms and Loch Lomond and the Trossachs National Park Authorities. As internal auditors, KPMG have undertaken a comprehensive review of key internal control systems since their appointment. Over the course of the year to 31 March 2015, the internal auditors have reported to the Audit Committee on their independent reviews of

payroll and pensions controls, records management arrangements, project management systems and LEADER grant administration.

In addition, the external auditors have reviewed key systems, to form a view on the effectiveness of control arrangements and support their audit opinion on the financial statements. Recommendations made as part of this process have been taken on board and actions taken where appropriate.

Best Value

The Audit Committee continues to monitor the Authority's adherence to Scottish Government Best Value guidelines. The Committee has considered an overview of continual improvement made across all Best Value criteria during the year.

We have also undertaken an internal Best Value review of our planning services in 2014/15 and reported the results of that exercise, including considerations for improvement, to the Committee.

Risk Management

All bodies to which the SPFM is directly applicable must operate a risk management strategy in accordance with the relevant guidance issued by Scottish Ministers. The general principles for a successful risk management strategy are set out in the SPFM.

The Board recognises the importance of risk management in the activities of the organisation. The Audit Committee led on the development of a revised Strategic Risk Register for the Authority during 2012/13 in the context of delivery of the 2012 to 2015 Corporate Plan, and the resultant register was adopted by the Board in September 2013. The strategic risk register records action taken to mitigate those risks identified and senior management responsibility for leading on mitigation of each risk area. The strategic risk register will continue to be reviewed and updated by both Audit Committee and Senior Management Team 2 to 3 times each year.

The Board's Audit Committee and Senior Management Team are involved in leading on embedding risk management processes throughout the organisation. Both these groups consider the management of strategic risk in line with the Risk Strategy and seek to ensure that the required actions to manage risk at a strategic level are appropriately reflected and incorporated in operational delivery plans.

Looking forward, the Board and Senior Management Team will collectively revise our strategic risk register in light of the new Corporate Plan for 2015 to 2018.

Through adoption of risk based monitoring reports for delivery of Corporate and Operational Plan objectives, National Park Partnership Plan delivery, and for wider assessment of organisational performance, the Board has provided leadership on the importance of risk management at the highest level within the organisation. Any increased risk to achievement of targets is assessed, reported to the Operational Management Group and Senior Management Team, and, where required, remedial action determined and implemented.

Data Security

Procedures are in place to ensure that information is being managed in accordance with legislation and that data is held accurately and securely. The Authority has had no reported or recorded instances of data loss over the course of the year.

Shared services arrangements with Loch Lomond and the Trossachs National Park Authority have been implemented to enhance the Authority's data back-up arrangements and improve overall data security.

The Authority's Corporate Services team are in the process of reviewing and revising our Disaster Recovery Planning in light of various improvements made over the last years to ensure these plans are up to date and also to take account of changing risk profiles around data losses amongst other significant organisational risks.

Conclusion

As Accountable Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by:

- a) The executive managers within the organisation who have responsibility for the development and maintenance of the internal control framework and who provide assurance on systems within regular Management Team meetings;

- b) Internal monitoring of control systems by staff against SPFM requirements;
- c) The work of the internal auditors, who submit to the organisation's Audit Committee regular reports which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of the organisation's systems of internal control together with recommendations for improvement;
- d) Comments made by the external auditors in their management letter and other reports.

The Authority has a professional Corporate Services Director in place, who provides senior management leadership on the financial management, internal controls and governance arrangements. My assurances over the effectiveness of internal control systems, financial management and planning processes and risk management are particularly informed by the assurances received from our Corporate Services Director.

I have also been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and its Audit Committee. Appropriate action is in place to address any weaknesses identified and to ensure continuous improvement of the system, although the internal auditors have concluded that the controls tested were found to be strong with suggestions for only minor improvements being made.

The internal auditor's annual report for 2014/15 states that, based on the work undertaken over the course of the year, the Authority's systems provide a reasonable basis for maintaining control and that the control framework provides reasonable assurance regarding the effective and efficient achievement of strategic objectives.

Signed on behalf of the Cairngorms National Park Authority



Grant Moir
Chief Executive and Accountable Officer
28 August, 2015

STATEMENT OF NATIONAL PARK AUTHORITY'S RESPONSIBILITIES

Under section 25(1) of the National Parks (Scotland) Act 2000, the Cairngorms National Park Authority is required to keep proper accounts and prepare an account of its expenditure for each financial year in accordance with directions issued by the Scottish Ministers.

The financial statements are prepared on the accruals basis and must show a true and fair view of the state of affairs as at the end of the financial year and of net expenditure, changes in taxpayers' equity and cash flow for the financial year.

Signed on behalf of the Cairngorms National Park Authority

A handwritten signature in black ink, appearing to read 'Grant Moir', written in a cursive style.

Grant Moir
Chief Executive and Accountable Officer
28 August, 2015

NATIONAL PARK AUTHORITY BOARD MEMBERS

Appointed by Scottish Ministers



Duncan Bryden is Convener of the Cairngorms National Park Authority board. He has a professional environmental and heritage management background. An international advisor specialising in rural development and community consultations, he also teaches tourism, at postgraduate level, for the University of the Highlands and Islands (UHI). He became an alumnus of the University of Cambridge International Programme for Sustainable Business Leadership in 2011. Previously, as a Head of Research and Planning within the Highlands and Islands Enterprise network he coordinated business and planning and an oil industry employment taskforce. Later, as Director of the Scottish Tourism and Environmental Forum, he pioneered sustainable tourism policies and, as Director of a national NGO, managed 22 properties for wildlife and visitors. Duncan brings an excellent knowledge of protected area management and has visited many National Parks worldwide. He knows the Cairngorms intimately after living and working in the area for over 30 years. Since clambering up Cairn Gorm aged four, Duncan has mountaineered over all Scotland's Munros and through mountains as diverse as the Alps, the Rockies and Indonesian volcanoes.



Angela Douglas is a Chartered Forester with over 22 years professional forestry and environment skills, knowledge and experience. She has benefitted from working across each of the private, public and third sectors, often in partnership. Angela is skilled at working constructively with others across operational, policy, relationship development, fundraising, communication and engagement work. She established her own independent forestry and environmental business 'A Douglas Consultancy' in 2010, having previously been Scotland Director for the Woodland Trust for 12 years and managing a very varied 21,000 acre estate.



Paul Easto was appointed to the board in March 2014. Paul is a co-founder and director of Wilderness Scotland - an adventure and tourism business based in the Cairngorms National Park operating throughout the Highlands and Islands. Prior to starting Wilderness Scotland in 2002, Paul worked as a planning and development consultant in Edinburgh and then South America with a youth development charity. In addition to his background in planning and environmental matters, he has 12 years' experience in developing rural tourism and managing a successful and growing international business.



Gregor Hutcheon is a resident of Strathdon on the eastern fringes of the National Park, and brings nearly 20 years of experience of the environmental, heritage and voluntary sectors. A graduate of Aberdeen University, he has recently returned to Aberdeenshire after a varied career championing the countryside and wider environment and its role in underpinning our quality of life. This included stints with the Campaign to Protect Rural England (CPRE) and the National Trust. He brings knowledge of rural business development, planning and land use.



Gordon Riddler, a resident of Ballater, grew up in an Aberdeenshire farming community, is a graduate in Geology and Business Administration and a Chartered Engineer. His international career spans both the private and public sectors. He has served on boards of public listed companies and was Executive Director of the Mineral Industry Research Organisation. He worked for the Natural Environment Research Council, engaging in technology research and development. His experience includes studies balancing natural resource supply with social, environmental and economic costs, minerals planning and public enquiries, formulating codes of best practice for estimating mineral resources and guidelines for planning and construction of waste disposal facilities, optimising land use, and recording geodiversity data for areas that merit conservation. He has been active fundraising in the voluntary sector for many years.



Judith Webb has an environmental management and forestry background and has worked as a farm conservation adviser, and currently lectures part-time at UHI's Scottish School of Forestry. She has worked across the UK, including for the Confederation of Forest Industries (ConFor) and was a partner in a farm based family business providing environmental consultancy and woodland management services. Judith brings a wide range of board experience from previous roles in public, private and third sector bodies, as a Forestry Commissioner and as Deputy Chair of the Joint Nature Conservation Committee. She has chaired a number of advisory groups including Woodland Biodiversity, Wood-Pasture and Parkland, deer management best practice and the National Tree Safety Group. Judith has led some of the first international Conservation Volunteer projects in Iceland's Skaftafell National Park and in 2011 was awarded an MBE for her services to conservation.



Brian Wood is Deputy Convener of the Cairngorms National Park Authority board. He retired following a 38-year career in secondary education. Brian initially taught physics at George Heriot's School, Edinburgh and Mackie Academy, Stonehaven. He was then appointed Rector of Mearns Academy, Laurencekirk and for 16 years was Rector of Hazlehead Academy, Aberdeen. For the past 30 years, Brian has been a Justice of the Peace and honorary Sheriff for Grampian, Highland and Islands regularly presiding in the JP courts in Stonehaven and Aberdeen. Brian is heavily involved in two major restoration projects in Braemar, namely Braemar Castle and the A listed St Margaret's Church building. Brian brings expert knowledge in education and business management.

Appointed by Scottish ministers on nomination by the local authorities



Peter Argyle (Aberdeenshire Council) has been a councillor since May 1999 and is Ward Councillor for Aboyne, Upper Deeside and Donside. He is Chair of the Infrastructure Services Committee and a past Chair of the Scrutiny and Audit Committee. He previously served on the CNPA Board from March 2003 until September 2004 and was reappointed in March 2009. He is a director of Mid Deeside Limited in Aboyne, and is on the Board of Royal Deeside Partnership. Peter is Vice-Convener of the CNPA Planning Committee.



Councillor Jeanette Gaul (Angus Council) represents the Kirriemuir and Dean Ward. She is a member of the Chartered Institute of Personnel and Development. As well as bringing her skills in personnel management, she has experience in working with community groups, organising community events, tourism and budget monitoring.



Councillor Kate Howie was elected to the Highland Ward of Perth & Kinross Council in February 2008 and has been heavily involved in all aspects of the proposed inclusion of Highland Perthshire and the Angus Glens into the Cairngorms National Park. She is also Chair of Perth & Kinross Rural Forum. Ms Howie previously had an army career where she developed strong leadership and communications skills, gained experience in human resources and managing public funds as well as expertise in transportation and logistics. She has a keen interest in the culture of Scotland and is Vice Convener of the Scots Language Centre.



Councillor John Latham (Aberdeenshire Council) represents the Huntly, Strathbogie and Howe of Alford Ward. He was born in Aberdeen and brought up on Deeside. He served as a countryside ranger for 27 years. Latterly he was the senior ranger with Aberdeenshire Council, covering the Aberdeenshire part of the National Park. He worked closely with the Cairngorms Partnership and subsequently with the Cairngorms National Park Authority. He brings practical and professional experience in visitor management, conservation and ecology to the National Park Authority.



Councillor Bill Lobban (Highland Council) is the councillor for the Badenoch and Strathspey ward. He has lived and worked in Aviemore for over 30 years and gained an in-depth knowledge of the area. He cares passionately for the area and has a strong interest in ensuring local communities in the National Park are fully involved in the decision making process.



Councillor Fiona Murdoch (Moray Council) is the member for the Speyside-Glenlivet ward which includes the Tomintoul and Glenlivet part of the Park. She is returning to the board after an absence of two years. She is currently vice-chair of Moray Council's Economic Development & Infrastructure Committee, with a special interest in sustainable rural economy and tourism. Fiona is a farmer's daughter from Banffshire and had a career in journalism and small business before joining Moray Council in 2007.



Councillor Gregor Rimell has been Highland Councillor for Badenoch and Strathspey since 2003. He lives in Newtonmore. His particular interest is in how the separate communities of the National Park retain their identities, but come together to develop the Park as an internationally recognised destination.

Elected by local residents through postal ballot



Councillor David Fallows is directly elected for Ward 1. He is a Highland Councillor and sits on the Council's Housing and Social Work, TES Services and Inverness, Nairn, Badenoch and Strathspey Planning Committee, as well as Highland and Islands Joint Fire Board. He also represents the council on the Highland Disability Sport Committee and the Speyside Way Management Group. He also writes on, and photographs, the sport of shinty for the Strathspey and Badenoch Herald, and is Chair of the area shinty coaching committee.



William McKenna is directly elected for Ward 2. He worked locally in the skiing business for over 20 years and is a part-time ranger on the Rothiemurchus Estate. He is currently involved with Aviemore Community Company, the Citizens Advice Information Service and CRAGG (Cairngorms Rothiemurchus and Glenmore Group) as a member of the community association.



Rebecca Badger is directly elected for Ward 3 and lives in Carrbridge with her family and is passionate about protecting, enhancing and enjoying the natural environment of the National Park. Becky works part time as an environmental economist for the Scottish Environment Protection Agency (SEPA). For this she analyses costs and benefits of environmental protection to help SEPA make proportionate, transparent and balanced decisions. She is also heavily involved in SEPA's work to take better account of all the benefits (or ecosystem services) the environment provides to people. Becky has an undergraduate degree in Ecological Science from Edinburgh University, an MSc in Agricultural Economics from Newcastle University and a PhD in agricultural and environmental economics from Aberdeen University. In the past she has worked as Agriculture Policy Officer for RSPB Scotland, and for the Scottish Parliament in the Information Centre (SPICe), where she was responsible for briefing MSPs and Parliament Committees on rural affairs and environment issues.



Eleanor Mackintosh is directly elected for Ward 4 and is convener of the Planning Committee. She lives in Glenlivet and helps at home on the farm having previously been a financial adviser with the Clydesdale Bank. She serves on various community groups.



Katrina Farquhar is directly elected for Ward 5 and has lived in or on the edge of the Cairngorms National Park all of her life. Her parents have a sheep farm in the centre of the Park and she is very much involved with the farming community. Having worked at Sheridan Butchers Ballater for 27 years, she has now moved on and is an Aberdeenshire Councillor for Aboyne, Upper Deeside and Donside. Katrina is on the board of the Cairngorms Outdoor Access Trust (COAT) and Ballater Royal Deeside (BRD). She works with local groups, actively fundraising for local charities. Favourite things to do are walking, mountain biking and golfing.

INDEPENDENT AUDITOR'S REPORT to the members of Cairngorms National Park Authority, the Auditor General for Scotland and the Scottish Parliament

I have audited the financial statements of Cairngorms National Park Authority for the year ended 31 March 2015 under the National Parks (Scotland) Act 2000. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2014/15 Government Financial Reporting Manual (the 2014/15 FReM).

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 125 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Respective responsibilities of Accountable Officer and auditor

As explained more fully in the Statement of Accountable Officer's Responsibilities the Accountable Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and is also responsible for ensuring the regularity of expenditure and income. My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland. Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors. I am also responsible for giving an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the body's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Accountable Officer; and the overall presentation of the financial statements. It also involves obtaining evidence about the regularity of expenditure and income. In addition, I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements, irregularities, or inconsistencies I consider the implications for my report.

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2015 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2014/15 FReM; and
- have been prepared in accordance with the requirements of the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

Opinion on regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

Opinion on other prescribed matters

In my opinion:

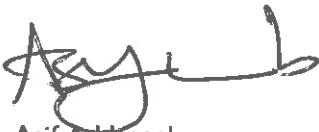
- the part of the Remuneration Report to be audited has been properly prepared in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers; and
- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I am required to report by exception

I am required to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit; or
- the Governance Statement does not comply with guidance from the Scottish Ministers.

I have nothing to report in respect of these matters.



Asif A Haseeb
Audit Scotland
8 Nelson Mandela Place
GLASGOW
G2 1BT

28 August, 2015

STATEMENT OF COMPREHENSIVE NET EXPENDITURE
For the year ended 31 March 2015

	notes	2015 £	2014 £
EXPENDITURE			
Board members and staff costs	4	2,724,472	2,480,336
Operational Plan expenditure	3, 5	1,852,581	3,684,226
Other operating costs	3, 6	612,969	685,910
		<u>5,190,022</u>	<u>6,850,472</u>
Depreciation	8	49,521	97,024
Total expenditure		<u>5,239,543</u>	<u>6,947,496</u>
INCOME			
Operational Plan income	3, 7	391,007	744,759
Other income	3, 7	151,140	79,293
Total income		<u>542,147</u>	<u>824,052</u>
Net expenditure for year		<u>4,697,396</u>	<u>6,123,444</u>

No activities were discontinued during the year.

STATEMENT OF FINANCIAL POSITION
As at 31 March 2015

	notes	£	2015 £	£	2014 £
Non-current assets					
Property, plant and equipment	8	231,851		203,377	
Intangible assets	8	10,654		2,360	
Total non-current assets			242,505		205,737
Current assets					
Trade and other receivables due within one year	10	277,316		330,530	
Cash and cash equivalents	11	405,076		466,785	
Total current assets			682,392		797,315
Total assets			924,897		1,003,052
Current liabilities					
Trade and other payables due within one year	12	588,320		561,237	
Total current liabilities			588,320		561,237
Total assets less current liabilities			336,577		441,815
Non-current liabilities	13		29,121		46,963
Assets less liabilities			307,456		394,852
Taxpayers' equity			307,456		394,852

Signed on behalf of the Cairngorms National Park Authority



Grant Moir
Chief Executive and Accountable Officer
Authorised for issue on 28 August, 2015

The notes on pages 29 to 38 form part of these accounts.

STATEMENT OF CASH FLOWS
For the year ended 31 March 2015

	notes	£	2015 £	£	2014 £
Cash and cash equivalents at 1 April 2014			466,785		278,195
Cash flows from operating activities					
Net operating cost		(5,239,543)		(6,947,496)	
Adjustments for non-cash transactions					
Depreciation	8	49,526		97,024	
Loss on disposal of non-current assets		-		157	
Movements in working capital					
Decrease in trade and other receivables		53,210		21,810	
Increase in trade and other payables		27,081		215,119	
(Decrease) in non-current liabilities		(17,842)		(15,396)	
Net cash outflow from operating activities			<u>(5,127,567)</u>		<u>(6,628,782)</u>
Cash flows from investing activities					
Purchase of tangible assets	8	(77,049)		(29,842)	
Purchase of intangible assets	8	(9,240)		(2,838)	
Proceeds from the disposal of non-current assets		-		-	
Net cash outflow from operating activities			<u>(86,289)</u>		<u>(32,680)</u>
Cash flows from financing activities					
Grant-in-aid received	2	4,610,000		6,026,000	
Operational Plan and other income	7	542,147		824,052	
Net financing			<u>5,152,147</u>		<u>6,850,052</u>
Net (decrease) / increase in cash and cash equivalents			<u>(61,709)</u>		<u>188,590</u>
Cash and cash equivalents at 31 March 2015	11		<u>405,076</u>		<u>466,785</u>

The notes on pages 29 to 38 form part of these accounts.

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY
For the year ended 31 March 2015

	notes	£	2015 £	£	2014 £
Taxpayers' equity at 1 April			394,852		492,296
Grant-in-aid received	2	4,610,000		6,026,000	
Other income	7	542,147		824,052	
			<u>5,152,147</u>		<u>6,850,052</u>
Expenditure	4,5,6		<u>(5,190,022)</u>		<u>(6,850,472)</u>
Net (expenditure)			<u>(37,875)</u>		<u>(420)</u>
Depreciation	8		<u>(49,521)</u>		<u>(97,024)</u>
Decrease in Taxpayers' equity			<u>(87,396)</u>		<u>(97,444)</u>
Taxpayers' equity at 31 March			<u>307,456</u>		<u>394,852</u>

The notes on pages 29 to 38 form part of these accounts

NOTES TO THE ACCOUNTS

For the year ended 31 March 2014

I STATEMENT OF ACCOUNTING POLICIES

In accordance with the accounts direction issued by Scottish Ministers under section 19(4) of the Public Finance and Accountability (Scotland) Act 2000 these accounts have been prepared in accordance with the 2014-15 Government Financial Reporting Manual (FReM) issued by the Scottish Government. The accounting policies contained in the FReM apply International Finance Reporting Standards as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Cairngorms National Park Authority for the purposes of giving a true and fair view has been selected. The particular policies adopted by the Cairngorms National Park Authority are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The accounts are prepared using accounting policies and, where necessary, estimation techniques which are selected as the most appropriate for the purpose of giving a true and fair view in accordance with the principles set out in International Accounting Standard 8: Account Policies, Changes in Accounting Estimates and Errors. Changes in accounting policies which do not give rise to a prior year adjustment are reported in the relevant note.

1.1 Accounting convention

These accounts are prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, intangible assets and, where material, current asset investments and inventories to fair value as determined by the relevant accounting standard.

1.2 International Financial Reporting Standards

These financial statements have been prepared under International Financial Reporting Standards (IFRS).

1.3 Accounting period

The accounting period commenced on 1 April 2014 and ended on 31 March 2015.

1.4 Non-current assets – property, plant and equipment (PPE)

Recognition

All PPE assets are accounted for as non-current assets unless they are deemed to be held for sale.

Assets classified as under construction are recognised in the balance sheet to the extent that money has been paid or a liability has been incurred.

Capitalisation

The minimum level for the capitalisation of individual non-current assets, other than information technology, is £500. Information technology systems are capitalised where the pooled value exceeds £500. Substantial improvements to leasehold properties are also capitalised.

Valuation

From 1 April 2007, plant and equipment assets that have short lives or low values or both are no longer revalued using indices but are reported at depreciated historic cost as a proxy for fair value.

Losses in value reflected in valuations are accounted for in accordance with International Financial Reporting Standard 11: Impairment of assets. The consumption of economic benefits is taken to a revaluation reserve to the extent of any previous gain and any further loss is charged to the Statement of Comprehensive Net Expenditure.

Subsequent cost

Subsequent costs are included in the asset's carrying amount of recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Park Authority and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the Statement of Comprehensive Net Expenditure during the financial period in which they are incurred.

1.5 Non-current assets – intangible assets

Copyrights and software licenses are disclosed as intangible assets in accordance with FReM guidance and written down on a straight line basis over their expected useful lives.

1.6 Depreciation

Depreciation is provided on all non-current assets at rates calculated to write down the cost or valuation by equal instalments over their estimated useful lives which are normally in the following ranges:

- park entry markers 25 years
- office equipment 5 years
- information technology 3 – 5 years
- leasehold improvements over the length of the lease
- motor vehicles 5 years
- assets under construction not depreciated

1.7 Financial instruments

The Park Authority does not hold any complex financial instruments. The only financial instruments included in the accounts are financial assets in the form of cash, trade receivables and accrued income and financial liabilities in the form of trade payables and accruals.

Financial instruments are recognised in accordance with International Accounting Standards 37, 39 and International Financial Reporting Standard 7 as interpreted and adapted by the FReM, initially at fair value less provision for impairment. A provision for impairment is made when there is evidence that the Park Authority will be unable to collect an amount due in accordance with agreed terms.

1.8 Inventories

The cost of stationery and publications is charged as an expense within the Statement of Comprehensive Net Expenditure.

1.9 Income

Operating income is income that relates directly to the operational activities of Park Authority. It includes fees and charges for services provided to external customers.

1.10 Grant-in-aid

The Park Authority receives grant-in-aid from the Scottish Government to finance its net expenditure. In accordance with financial reporting guidance, grant-in-aid is credited to the General Reserve and net expenditure on activities funded by grant-in-aid is charged to this fund.

1.11 Other grants and income

The Park Authority receives other grants to finance its net expenditure, which are released to the Statement of Comprehensive Net Expenditure over the period of the related project.

Other income is income related to the operating activities of the Park authority and represents fees and charges for services provided to third parties.

1.12 Impending application of newly issued accounting standards not yet effective

The Park Authority has not applied any new IFRS accounting standards that have been issued but are not yet effective for 2014/15. No disclosure has been made of any known or reasonably estimable information relevant to assessing the possible impact that initial application of any new standards will have on the financial statements.

1.13 Pension costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is a defined benefit scheme. The Park Authority recognises the expected cost of providing pensions for their employees on a systematic and rational basis over the period during which they benefit from their services by payment to the PCSPS of amounts calculated on an accruing basis. Relevant disclosures are reported in Note 14. Liability for the payment of future benefits is a charge to the PCSPS.

1.14 Leases

Operating leases rentals are charged to the Statement of Comprehensive Net Expenditure in the month in which the payment relates.

1.15 Value Added Tax (VAT)

Most of the activities of the Park Authority are outside the scope of VAT, and in general output VAT does not apply and input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or is included in the capitalised purchase cost of PPE in the period in which it is incurred.

1.16 Trade receivables

All material amounts due at 31 March 2015 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were received.

1.17 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.18 Trade payables

All material amounts outstanding at 31 March 2015 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were made.

1.19 Short-term employee benefits

A liability, and expense, are recognised for holiday days, holiday pay, bonuses and other short-term benefits when the employee render service that increases their entitlement to these benefits. An accrual has been made for those benefits earned but not taken at the year end.

1.20 Segmental reporting

IFRS 8: Segmental Reporting, requires operating segments to be identified on the basis of internal reports about components of the Park Authority that are regularly reviewed by the decision makers to allocate resources to the segments and assess their performance. The Cairngorms National Park Authority reports on eight segments: six drawn from the Scottish Government's Cairngorms National Park Partnership Plan, and two from the Park Authority's current Corporate Plan.

2 GRANT-IN-AID

	2015 £	2014 £
Grant-in-aid allocated to meet operational expenditure	4,403,000	4,533,000
Grant-in-aid allocated to meet capital expenditure	83,000	33,000
Supplementary grant-in-aid	124,000	1,460,000
	<u>4,610,000</u>	<u>6,026,000</u>

3 ANALYSIS OF NET EXPENDITURE BY SEGMENT

	Board member and staff costs £	Operational plan expenditure £	Other operating costs £	Operational plan income £	Other income/funding £	Net segmental expenditure £
2015						
High quality planning	724,582	119,767	163,021	-	(142,528)	864,842
Land management	719,505	213,592	149,986	(61,425)	(2,871)	1,018,787
Brand and visitor experience	327,362	346,185	79,598	(1,804)	(1,523)	749,818
Sustainable business	304,882	74,437	68,594	(10,000)	(1,313)	436,600
Opportunities for recreation	291,056	707,278	71,430	(188,560)	(1,367)	879,837
A special place	186,975	44,117	42,067	-	(805)	272,354
Getting involved	128,803	246,278	28,979	(129,218)	(555)	274,287
Organisational excellence	41,307	100,927	9,294	-	(178)	151,350
	<u>2,724,472</u>	<u>1,852,581</u>	<u>612,969</u>	<u>(391,007)</u>	<u>(151,140)</u>	<u>4,647,875</u>

2014	£	£	£	£	£	£
High quality planning	808,993	239,304	223,718	-	(76,076)	1,195,939
Land management	421,171	171,561	116,470	(44,676)	-	664,526
Brand and visitor experience	364,569	973,748	100,818	(12,670)	-	1,426,465
Sustainable business	288,965	179,117	79,910	(18,086)	-	529,906
Opportunities for recreation	271,965	960,467	75,209	-	-	1,307,641
A special place	197,122	103,968	54,512	-	-	355,602
Getting involved	82,849	817,280	22,911	(484,379)	-	438,661
Organisational excellence	44,702	238,781	12,362	(184,948)	(3,217)	107,680
	2,480,336	3,684,226	685,910	(744,759)	(79,293)	6,026,420

4 BOARD MEMBERS AND STAFF COSTS

	2015 £	2014 £
Summary		
Board members	158,905	156,590
Staff – Core	2,513,549	2,307,246
Staff – seconded	52,018	16,500
	<u>2,724,472</u>	<u>2,480,336</u>
Board members (see Remuneration Report)		
Fees	156,340	153,973
Social security costs	2,565	2,617
Pensions	-	-
	<u>158,905</u>	<u>156,590</u>
Staff – Core		
Salaries	1,944,049	1,848,171
Social security costs	150,060	138,512
Pensions (see note 14)	419,440	337,063
	<u>2,513,549</u>	<u>2,323,746</u>
Average number of employees during the period	No	No
Board members	19	19
Core staff (full time equivalent – FTE)	57	48

The Core staff number includes 1 (2014: 1) staff member seconded to the Park Authority (0.4 FTE [2014: 1 FTE]) and excludes 0 (2014: 0) staff members seconded from the Park Authority (0 FTE [2014: 0 FTE]).

Number of staff with salaries above £50,000	2015	2014
£70,001 - £75,000	1	1
£65,001 - £70,000	-	-
£60,001 - £65,000	1	-
£55,001 - £60,000	3	3
£50,001 - £55,000	-	2

**Reporting of Civil Service and other compensation scheme
- exit packages (including Chief Executive)**

Exit package cost band	Number of voluntary departures agreed	
	2015 No	2014 No
<£10,000	-	-
£10,001 - £25,000	-	-
£25,001 - £50,000	1	-
£50,001 - £100,000	-	-
£100,001 - £150,000	-	-

In previous years departure costs have been paid in accordance with the provision of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the Park Authority has agreed early retirements, the additional costs are met by the Park Authority and not by the Civil Service Pensions Scheme. There was one departure from the scheme in the year (2014: nil).

5 OPERATIONAL PLAN EXPENDITURE

	2015 £	2014 £
LEADER programme	15,584	441,184
Outdoor access projects	689,800	890,346
Visitor information	72,900	79,334
Ranger services	196,660	194,410
Local Plan inquiry and development costs	43,901	151,798
Planning enforcement and monitoring	115,458	189,049
LEADER administration costs	137,969	184,290
Cultural and community heritage	70,571	80,290
Land based business training	157,010	204,184
Species and habitat conservation	61,053	59,135
National Park Authorities' shared services work	65,635	50,134
Website	72,072	24,895
Strengthen business organisations	41,906	121,183
Community needs	32,530	838,104
	<u>1,773,049</u>	<u>3,508,336</u>
Other (not previously greater than £50,000)	70,622	162,189
Expenditure classed as greater than £50,000 in previous year:		
Publications	8,910	13,701
	<u>1,852,581</u>	<u>3,684,226</u>

The Operational Plan expenditure includes the following salary costs paid to staff directly employed on projects:

Staff – Project	2015	2014
	£	£
Salaries	131,782	96,002
Social security costs	8,986	6,767
Pension costs	24,212	16,879
	<u>164,980</u>	<u>119,648</u>

The average number of full time equivalent Project staff employees in the year was 4 (2014: 4).

6 OTHER OPERATING EXPENDITURE

	2015	2014
	£	£
Office running costs	167,423	154,923
Board and staff costs (excluding salary costs)	154,092	211,383
Information technology	42,234	47,937
Professional support fees	75,031	115,586
Land and buildings rentals	97,160	81,529
Vehicles and office equipment rentals	66,329	63,952
Independent auditor's fees	10,700	10,600
	<u>612,969</u>	<u>685,910</u>

7 OTHER INCOME

	2015	2014
	£	£
Operational Plan income from EU sources	129,219	673,016
Operational Plan income from other sources	261,788	71,743
Planning fees and other income	151,140	79,293
	<u>542,147</u>	<u>824,052</u>

8 PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements	Assets in the course of construction	Park entry markers	Office equipment	Motor vehicles	ICT	Total	Intangible assets	Total
	£	£	£	£	£	£	£	£	£
Cost									
At 1 April, 2014	398,000	-	56,882	143,300	22,595	225,139	845,916	10,033	855,949
Additions	-	33,092	-	1,314	-	42,643	77,049	9,240	86,289
Disposals	-	-	-	-	-	-	-	-	-
At 31 March, 2015	398,000	33,092	56,882	144,614	22,595	267,782	922,965	19,273	942,238
Depreciation									
At 1 April, 2014	(293,157)	-	(15,926)	(126,332)	(17,699)	(189,425)	(642,539)	(7,673)	(650,212)
Charged for year	(11,767)	-	(2,275)	(6,369)	(4,519)	(23,645)	(48,575)	(946)	(49,521)
Disposals	-	-	-	-	-	-	-	-	-
At 31 March, 2015	(304,924)	-	(18,201)	(132,701)	(22,218)	(213,070)	(691,114)	(8,619)	(699,733)
Net book value									
At 31 March, 2015	93,076	33,092	38,681	11,913	377	54,712	231,851	10,654	242,505
At 31 March, 2014	104,843	-	40,956	16,968	4,896	35,714	203,377	2,360	205,737
Asset financing									
Owned	93,076	33,092	38,681	11,913	377	54,712	231,851	10,654	242,505
Finance leased	-	-	-	-	-	-	-	-	-
At 31 March, 2015	93,076	33,092	38,681	11,913	377	54,712	231,851	10,654	242,505
Owned	104,843	-	40,956	16,968	4,896	35,714	203,377	2,360	205,737
Finance leased	-	-	-	-	-	-	-	-	-
At 31 March, 2014	104,843	-	40,956	16,968	4,896	35,714	203,377	2,360	205,737

9 FINANCIAL INSTRUMENTS

As the cash requirements of the Park Authority are met through the spending review process, financial instruments play a more limited role in creating risk than in a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Park Authority's expected purchase and usage requirements. The Park Authority is therefore exposed to little credit, liquidity or market risk.

10 TRADE RECEIVABLE AND OTHER CURRENT ASSETS

	2015 £	2014 £
Amounts falling due within one year:		
Project income debtors	221,144	237,431
Prepayments and accrued income	56,172	93,099
Total due within one year	<u>277,316</u>	<u>330,530</u>
Included within Trade receivables are the following:		
Central government bodies	24,264	237,430
Local authorities	3,250	-
NHS bodies	-	-
Public corporations and trading funds	-	-
Bodies external to government	249,802	93,100
	<u>277,316</u>	<u>330,530</u>

11 CASH AT BANK AND IN HAND

	2015 £	2014 £
Commercial bank accounts	404,776	466,587
Cash imprest accounts	300	198
	<u>405,076</u>	<u>466,785</u>

12 TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2015 £	2014 £
Amounts payable within one year:		
Trade payables	173,146	79,895
Project income received in advance	14,043	6,191
Accruals and deferred income	401,131	475,151
Total due within one year	<u>588,320</u>	<u>561,237</u>
Trade payables is analysed over the following:		
Central government bodies	38,754	32,676
Local authorities	35,000	-
NHS bodies	-	-
Public corporations and trading funds	-	-
Bodies external to government	514,566	528,561
	<u>588,320</u>	<u>561,237</u>

13 NON-CURRENT LIABILITIES

	2015 £	2014 £
Early departure costs arising from the Park Authority's voluntary severance scheme	46,963	62,359
Costs arising within one year included in accruals and deferred income	(17,842)	(15,396)
	<u>29,121</u>	<u>46,963</u>

The transfer of £17,842 (2014: £15,396) deferred income to creditors due within one year represents the income that will be released against early departure payments over the next twelve months. The net cost to the Park Authority of these future payments is therefore nil.

14 PENSIONS

The Park Authority is a member of the Principal Civil Service Pensions Scheme (PCSPS) which is an unfunded multi-employer defined benefit scheme. The Park Authority is unable to identify its share of the underlying assets and liabilities of the scheme. A full actuarial valuation was carried out as at 31 March 2007, details of which can be found in the Resources Accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk)

For the year ended 31 March 2015 employer's contributions of £395,290 (2014: £350,277) were paid to the PCSPS. The contributions were payable at one of four rates, from 16.7% to 24.3% of pensionable pay, based on salary bands. All employees have the opportunity to join the scheme. In addition, the Park Authority paid employer contributions of £15 (2014: £911) to other pension providers and were invoiced for employer contributions of seconded staff working for the Park Authority.

15 CAPITAL COMMITMENTS

	2015 £	2014 £
Contracted capital commitments at 31 March 2015 not otherwise included in the financial statements		
Property, plant and equipment	<u>90,900</u>	<u>-</u>

16 COMMITMENTS UNDER LEASES

	Land and buildings		Motor vehicles and office equipment	
	2015 £	2014 £	2015 £	2014 £
Not later than one year	59,350	59,350	28,000	27,754
Later than one year and less than five years	127,700	237,400	18,100	27,911
Later than five years	-	-	-	-
	<u>187,050</u>	<u>296,750</u>	<u>46,100</u>	<u>55,665</u>

17 CONTINGENT LIABILITIES

There were no contingent liabilities at the date of the Statement of Financial Position.

18 RELATED PARTY TRANSACTIONS

The Park Authority is a Non-departmental Public Body of the Scottish Government. The Park Authority's sponsoring body is the Natural Resources Division, Environment & Forestry Directorate.

The Scottish Government and the Natural Resources Division, Environment & Forestry Directorate are regarded as related parties with whom there have been various material transactions during the year in the normal course of operations.

In addition, the Park Authority has had a small number of material transactions with other Government

departments and other Non-departmental Public Bodies.

No board member, senior manager or other related parties has undertaken any material transactions with the Park Authority during the year.

19 FINANCIAL INSTRUMENTS – EXPOSURE TO RISKS

The Park Authority's resources are met by grant-in-aid from the Scottish Government, business plan income, planning fees and other income. The Park Authority has no powers to borrow or invest surplus funds. Other than financial assets and liabilities generated by normal operational activities, no financial instruments are held.

Liquidity risk: the Park Authority's net revenue and capital requirements are finance by the Scottish Government so is not exposed to material liquidity risks.

Credit risk: the Park Authority receives funds from the Scottish Government, European Union Departments, Executive agencies or other Public Bodies and is not therefore exposed to any material credit risk.

Foreign currency risk: the Park Authority is not exposed to foreign currency risk.

20 LOSSES AND SPECIAL PAYMENTS

There were no losses or special payments in the year to 31 March 2015 (2014: £nil)



CAIRNGORMS NATIONAL PARK AUTHORITY

DIRECTION BY THE SCOTTISH MINISTERS

1. The Scottish Ministers, in pursuance of The National Parks (Scotland) Act 2000, hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2006, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FRM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 20 April 2004 is hereby revoked.

Signed by the authority of the Scottish Ministers

*I R Stewart, Head of Country side and
National Heritage Division*

Dated 12 January 2006

APPENDIX I

MEMBERS' ATTENDANCE AT MEETINGS 2014/15

Board member	Board: 5 public meetings*	Discussion: 10 meetings	Planning : 12 meetings
Peter Argyle	4	6	11
Duncan Bryden (Convener)	5	10	12
Angela Douglas	4	6	9
Paul Easto	3	5	8
Dave Fallows	5	5	9
Katrina Farquhar	4	7	10
Jeanette Gaul	4	7	8
Kate Howie	2	4	8
Gregor Hutcheon	2	8	9
Eleanor Mackintosh	5	10	12
John Latham	4	8	11
Bill Lobban	4	7	11
Willie McKenna	5	10	11
Fiona Murdoch	4	6	11
Gordon Riddler	5	8	12
Gregor Rimell	2	9	10
Brian Wood (Deputy Convenor)	5	8	10
Stepped down in year			
Martin Price (20 09 14)	2	3	2
Mary McCaffrey (19 03 15)	4	6	9
Appointed in year			
Rebecca Badger (20 03 15)	-	-	-
Judith Webb (03 15)	-	1	-

* an additional meeting was held, as private. The attendance is not disclosed.