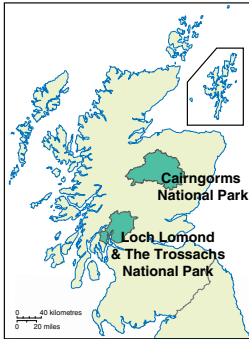


# Cairngorms National Park Authority

Annual Report and Accounts 2008/09





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## Foreword

**David Green, Convener**  
Cairngorms National Park Authority



When the Cairngorms National Park was established in 2003, all our public sector partners made a bold statement that we wanted to create a world class sustainable National Park. While we face different challenges now with the recent economic downturn, we remain committed to that vision.

Over the past year there has been a lot of work with those partners to improve the environment, businesses and communities within the Park and you can read about some of these projects in more detail in this annual report.

Throughout our work we have to demonstrate to Government and communities that we are making a difference on the ground. The Strategic Review carried out by Government was an independent report card which stated: "The overall evidence is that the National Park Authorities have been successful thus far in engaging locally".

However, we must not be complacent and we must now take account of the Review recommendations and build on the foundations established in the first five years. We must continue to show leadership and work with our partners, communities and businesses to help the Cairngorms National Park become famous for its sustainable communities and businesses as well as its fantastic landscapes, wildlife and environment.

## Facal-toisich

Nuair a chaidh am Pàirc Nàiseanta a' Mhonaidh Ruaidh a' steidheachadh ann an 2003, chaidh roi-shealladh a chuir oirne Pàirc Nàiseanta seasmhach a' chruthachadh. Ged a tha sinn a' dèiligeadh le duilgheadasan diofraichte a-nis leis an eaconomaidh a' crìonadh, tha sinn fhathast an dòchas cumail leis an roi-shealladh seo.

Thairis air am bliadhna a chaidh seachad, chaidh tòrr obair a dhèanamh còmhla ri diofar buidhnean airson piseach a thoirt don àrainneachd, gnìomhachasan agus coimhearsnachdan taobh a-staigh na pàirce agus tha barrachd mun deidhinn anns an aithisg seo.

Tron obair againn air fad, tha againn ri sealltainn dhan Riaghaltas agus dhan na coimhearsnachdan gu bheil sinn a' dèanamh diofar. Tha an leirmheas a' rinn an Riaghaltas anns an ath-bhreithneachadh roi-innleachdail ag ràdh:

"Tha am fianais gu lèir a' sealltainn gu bheil na Ughdarrasan nan Pàircean Nàiseanta air a bhith soirbheachail ann a bith an sàs ann an gnothaichean gu h-ionadail."

Ach, chan fhaod sinn a bhith dìreach riarachaidh leis a seo. Feumaidh sinn na beachdan anns an ath-bhreithneachadh a chleachdadh agus togail air na bunaitean a' stèidhich sinn ann a' chiad bhliadhna. Feumaidh sinn cumail oirnn a' stiùireadh agus ag obair leis na diofar buidhnean, na coimhearsnachdan agus na gnìomhachasan airson gum bi am Monadh Ruadh ainmeil chan e dìreach airson seallaidhean-tìre, fiadh-bheatha agus an àrainneachd ach airson na coimhearsnachdan agus na gnìomhachasan seasmhach a tha na lùib.

The Cairngorms National Park was established because the area is unique and special and needs to be cared for – both for the exceptional wildlife, natural qualities and landscapes it contains and for the people who live in it, manage it and visit it.

### **Cairngorms National Park**

As Britain's largest National Park, it extends from Grantown-on-Spey in the north to the heads of the Angus Glens in the south and from Dinnet in the east to Dalwhinnie in the west. It contains four of Scotland's five highest mountains, as well as 53 summits over 900 metres and its glacial landforms, wild arctic tundra and heather moorlands foster an enormous ecological diversity.

The Park also has some of the most extensive remnants of Scotland's ancient Caledonian pine forest, while the rivers, lochs and marshes are among the cleanest in Scotland. This combination of habitats supports the rich biodiversity found in the Cairngorms National Park, with a large proportion of the UK's most threatened, localised and endangered species living in the National Park.

Today, the Park is home to approximately 16,000 people, living in diverse communities with their own distinct identities. Many work in farming, forestry, sporting estate management, conservation or tourism. The Park is world renowned for the quality of its outdoor recreation opportunities and visitors and residents can enjoy a wide range of activities from walking to winter mountaineering.

### **The Cairngorms National Park Authority**

To safeguard the special qualities and long-term interests of the area for future generations, the Cairngorms National Park Authority (CNPA) exists to ensure there is a collective, sustainable, joined-up approach to the management of the Cairngorms National Park and achievement of the aims of the Park (see page 6).

The CNPA was created as an 'enabling' organisation, promoting partnership and giving leadership to all the bodies and agencies involved in the sustainable growth and development of the Park. The Park Authority has a number of statutory functions including producing the Cairngorms National Park Plan and Local Plan, planning and development management, acting as the Outdoor Access Authority and producing the Core Paths Plan for the Park.



## Corporate Plan

Since the CNPA was established in 2003, efforts have concentrated on establishing the Park Authority as an effective body, creating a clear identity for the Park, setting out an effective strategic framework for it and ensuring the CNPA's 'enabling role' was underlined wherever possible. With these initial goals largely in place, the CNPA is moving into a new phase which will see these 'building blocks' become consolidated, allowing other areas of work to take more of a priority.

Since the Cairngorms National Park Plan 2007-2012 was agreed by Ministers and partners as a joint statement of the outcomes we would collectively work to deliver, the work of the CNPA has focused on the seven strategic priorities (numbered 1-7 below) set out in that Park Plan, together with three further strategic priorities (numbered 8-10 below) which underpin the infrastructure and organisational development within the CNPA in order for it to fulfil its role. Our Corporate Plan sets out 46 achievements based on these 10 priorities.

### Strategic priorities

- 1 Conserving and enhancing biodiversity and landscapes
- 2 Integrating public support for land management
- 3 Supporting sustainable deer management
- 4 Providing high quality opportunities for outdoor access
- 5 Making tourism and business more sustainable
- 6 Making housing more affordable and sustainable
- 7 Raising awareness and understanding of the Park
- 8 Strategy and communications
- 9 Planning and development management
- 10 Corporate support functions

The Scottish Government's National Performance Framework provides a focus for all public bodies and the aspirations in this framework coincide with those in the Cairngorms National Park Plan, and our own Corporate Plan. The framework comprises a single purpose – to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. This is further refined into five strategic objectives and 15 outcomes, with which the 46 achievements in our own Corporate Plan dovetail.

This Annual Report presents to Scottish Ministers and the public the key activities and progress made during the first year of delivery against the 2008-2011 Corporate Plan. The Corporate Plan is available on the CNPA website ([www.cairngorms.co.uk](http://www.cairngorms.co.uk)) or by contacting the CNPA offices in Grantown-on-Spey or Ballater.



The National Parks (Scotland) Act 2000 sets out the four aims:

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



### **National Parks' delivery of services to Scotland**

Scotland's two National Parks, Loch Lomond & the Trossachs and Cairngorms, share the same four statutory aims. While there are differences of landscape, visitor impact and special qualities which distinguish each designated area, both National Park Authorities (NPAs) are charged with achieving many common outcomes.

Although both are small organisations, they are responsible for a diverse range of similar services from managing planning development, administering grant schemes and developing vibrant rural communities to conserving and managing priority species; outreach education and visitor information and management.

### **Alignment between National Park Authorities**

The Scottish Government's Strategic Review, undertaken during 2008/09 recommended closer alignment and 'harmonisation' between both National Park Authorities. During this year Cairngorms and Loch Lomond & the Trossachs National Park Authorities were already building upon the successful collaborations of previous years to establish a wider, more formalised 'joint working' partnership. This has initially focused on ways of sharing expertise and resources within the Corporate Services functions but will also encompass opportunities for joint working across other operational areas.

### **Delivery of Scottish Government strategic outcomes**

In the last year, the National Park Authorities have been working closely to demonstrate how their business objectives directly align with the Scottish Government's delivery framework. Both have identified common focus on seven of the Scottish Government's national strategic outcomes. The seven mutual outcomes represent aspects of the Scottish Government's National Strategy where National Parks and the Authorities responsible for them can make a direct and meaningful contribution toward delivery of targeted national outcomes. The business and operational plans for both organisations now clearly define which Scottish Government outcome each project or initiative directly contributes towards.

The CNPA directly contributes to two further outcomes, in addition to those seven identified as a common focus for the Scottish National Parks.

## Delivery of Scottish Government strategic outcomes (continued)

Strategic outcomes which National Park Authorities contribute directly towards, together with examples of relevant operational areas through which a contribution to these national outcomes is achieved, are set out below.

National Strategic Outcomes	Example of operational areas within the Cairngorms National Park Authority
<p><b>Outcome 2</b> We realise our full economic potential with more and better employment opportunities for our people. (CNPA only)</p>	<p>Tailored support and advice to land managers; promoting business benefits from use of the National Park brand.</p>
<p><b>Outcome 6</b> We live longer healthier lives.</p>	<p>Access infrastructure and information; Core Paths Plan; Paths for Health/healthy walking groups.</p>
<p><b>Outcome 7</b> We have tackled the significant inequalities in Scottish society. (CNPA only)</p>	<p>Action on affordable housing; implementing equalities actions and promoting best practice on equalities.</p>
<p><b>Outcome 10</b> We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p>	<p>Planning development management and Local Plan; sustainable design guidance and supplementary planning guidance.</p>
<p><b>Outcome 11</b> We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>	<p>Community engagement and community action planning; LEADER Rural Community Grants scheme; Cairngorms Awareness and Pride training courses.</p>
<p><b>Outcome 12</b> We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p>	<p>Landscape conservation and species management; research activity; Access Authority duties; support for ranger services; Local Plan; National Park Plan co-ordination.</p>
<p><b>Outcome 13</b> We take pride in a strong, fair and inclusive national identity.</p>	<p>Cultural heritage projects; National Park awareness raising and signage; Gaelic language planning; John Muir Award Scheme.</p>
<p><b>Outcome 14</b> We reduce the local and global environmental impact of our consumption and production</p>	<p>'Greening' policies and targets; environmental management projects.</p>
<p><b>Outcome 15</b> Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>Efficiency planning and financial management; strategic and operational service planning; integrated and shared services projects.</p>

The performance measures and monitoring mechanisms of both NPAs will also define and measure how they are performing within the Scottish Government's performance framework. Specific key performance indicators defined by both demonstrate progress or direction achieved towards the Scottish Government outcomes. As on many occasions it is not possible to directly apply the Scottish Government measures within a local National Park context, each organisation is defining relevant 'proxy' indicators to be used.

### **Specific contributions to national strategic outcomes by the Cairngorms National Park Authority**

During 2008/09, delivery of the CNPA Corporate Plan contributed to several national strategic outcomes, as highlighted on page 8. These included increasing the number of businesses approved to use the Cairngorms National Park brand (outcome 2) and an increase in the proportion of the Park population covered by community action plans (outcome 11).

The number of priority species for which action is underway was maintained at 14 (outcome 12) while further improvements to signage and awareness raising of the Cairngorms National Park was made (outcome 13).

There was a five per cent reduction in emissions from CNPA business travel from 57.1 tonnes to 54.1 tonnes (outcome 14). Operationally, total income and expenditure was in line with budget and additional efficiency savings were achieved (outcome 15).



# Conserving and enhancing biodiversity and landscapes to sustain our natural and cultural heritage

## Priority I

The Cairngorms National Park Authority will establish a landscape scale framework that supports land management of all areas within the Park, to deliver better outcomes for people and the environment. It will provide accessible information to everyone on biodiversity and cultural heritage resources in the Park, and it will also provide direct support for action on the protection of priority species and habitats that other organisations are unable to provide.

The CNPA was involved in a wide range of work during the year to help conserve and enhance the valuable biodiversity and landscapes of the Park in a changing environment where a number of competing factors, such as biodiversity loss and policy change, must be balanced.

### Achievements during 2008/09 include:

- A major conference on saving the Scottish wildcat from extinction was hosted and part-funded
- A new project was created with partners to undertake a range of measures aimed at ensuring the long-term survival of the Scottish wildcat
- A biological recording system contract was let to provide a focal point for the collation of all known sources of biological records in the Park
- A conference, jointly organised by the CNPA and Royal Society for Protection of Birds (RSPB), reviewed the current status of capercaillie and planned the next phase of its sustainable recovery
- The Cairngorms Water Vole Conservation project continued successfully with noticeable reductions in mink presence to a point of possible eradication in some areas
- Over £30,000 was awarded by the Cairngorms Local Biodiversity Action Plan (LBAP) through its Cairngorms Biodiversity Grants Scheme to help improve habitats and protect species
- A wetland vision for the Cairngorms National Park got underway which will benefit a number of priority species with improved habitats in the Park
- A project to help ensure the survival of rare plants including the twinflower, small cow wheat, intermediate wintergreen and lesser butterfly orchid was initiated



### Local biodiversity

In 2008, nine grants totalling £32,000 were provided to a range of groups under the Cairngorms Biodiversity Grant Scheme. This is administered by the CNPA project staff on behalf of the LBAP Partnership with the aim of encouraging, developing and raising awareness of biodiversity across the wider Cairngorms area.

The scheme, which offers small grants to community groups and other non-profit making organisations, included a swifts nest box project; development of wildlife gardens for two primary schools at Crathie and Grantown-on-Spey; funding towards research and survey work on lichen, mason bees and tooth fungi; and support for a new local nature group in Braemar. A Forest Schools environmental education initiative with two primary schools was also funded through 'Wild Things' – a social co-operative that provides tailored learning experiences to encourage a mutually beneficial relationship between individuals and their natural environment.

Elsewhere, work to develop a wetland vision for the Cairngorms was started which aims to identify areas for potential wetland restoration and creation. Wetlands can bring other advantages beyond their nature conservation value such as buffering against flood events, possible climate change mitigation, improvements to landscape quality and tourism benefits. Several partners are involved in the project including the Cairngorms LBAP and the CNPA. The Scottish Environment Protection Agency (SEPA) is using the Park as a pilot area for the first phases of their national inventory of wetlands as part of their commitment to the delivery of the Cairngorms National Park Plan.



## Integrating public support for land management to deliver ‘public benefits’

### Priority 2

In its co-ordinating role, the CNPA aims to ensure best use of resources by providing joined-up delivery of services and advice for land managers within the Park to deliver a range of benefits for people and the environment. A range of measures including help in the form of advice, training and support was undertaken by the CNPA and others throughout 2008/09 with this in mind.

During the year the CNPA helped land management businesses in the Park deal with the challenges of climate change so that they are ready to better adapt as policy in this area develops and evolves in the coming years. Training for land based businesses was also co-ordinated and a broad range of catchment management work was also carried out.

#### Achievements during 2008/09 include:

- A series of awareness events, publications and site visits to land managers about the Scotland Rural Development Programme (SRDP) was undertaken by two CNPA land management support officers
- Ongoing development of a woodfuel action plan to stimulate the woodfuel market was undertaken
- Work was commissioned with the Dee Fisheries Board and Forestry Commission to examine practical options for riparian woodland on the upper river Dee
- A review of the Spey catchment management plan was stimulated in order to take forward actions
- Two seminars and publication of a guide to help farmers estimate and reduce greenhouse gases following the completion of a carbon footprint pilot on 16 farms was provided
- The pilot ‘Low Carbon Estates’ project was supported to help identify carbon reduction opportunities at estate scale and examine the feasibility for low carbon infrastructure such as woodfuel heating
- Approximately 550 people in around 140 different land based businesses received training on a wide range of subjects to help deliver public benefits to the Park more effectively

### Scotland Rural Development Programme

The CNPA launched a new service in 2008/09 to help land managers, rural businesses and communities make the most of the Scotland Rural Development Programme (SRDP) that runs until 2013. The service helps to ensure those eligible to apply are aware of this national programme which represents a significant shift in how rural funding is delivered throughout Scotland.

Working with partners, two land management support officers employed by the CNPA are at the core of providing advice, awareness events/roadshows, communication and site visits to explain about SRDP as well as how best to deliver the National Park Plan's priorities through it.

The support officers also worked with agents and advisors to collate collective experience of SRDP in the Park. This will help inform its future development and ensure high quality applications come forward that provide lasting benefits for everyone living, working and visiting the Park.

### Land Based Business Training Project

Approximately 550 people working for or in connection with around 140 land based businesses in and around the Cairngorms National Park received a wide range of job-related training through the Land Based Business Training Project (LBBTP) in 2008/09. This project which is managed by the CNPA and multi-funded by a range of partners aims to help land-based businesses grow and operate more sustainably and help them contribute effectively to the aims of the National Park.

During the year public benefit courses organised through the LBBTP ranged from those about the SRDP (see above), to organic farming, ethical enterprise, and small scale sustainable horticulture. Separate conferences about Scottish wildcats and capercaillie were also arranged as well as a bluetongue awareness event for farmers in the Park.



## Supporting sustainable deer management to benefit both people and the environment

### Priority 3

Activity in this priority focuses on developing strategies that balance deer populations in order to conserve and enhance the special natural heritage of the Park, while continuing to bring the significant economic and employment benefits that deer provide for land managers and people living there.

The CNPA's role is to encourage interested parties to come together to further an inclusive approach to deer management within the Park that builds understanding and trust and delivers benefit for a range of different interests.

The Cairngorms Deer Advisory Group continues to be the main conduit for achieving this but other projects involving the Association of Deer Management Groups, Deer Commission Scotland and the Highland Council were also taken forward during 2008/09.

#### Achievements during 2008/09 include:

- Primary school children from the Park spent two days learning about deer management which was followed up by a venison cooking demonstration
- The CNPA participated in an event at the Scottish Parliament to promote the benefits of venison to MSPs
- Ongoing facilitation of the Cairngorms Deer Advisory Group is moving towards a more inclusive deer management planning process and improving communication on deer related issues in the Park
- Working with a number of partners including Wild Scotland, estates and tourism operators, several deer viewing/public education events, including calving and rutting, have been developed for people who wish to see deer in the Park
- Genetic testing was carried out on deer carcasses to check for sika/red deer hybridisation
- Analysis of social, economic and environmental effects of deer reductions was commenced



### Deer management and venison promotion

The Cairngorms Deer Advisory Group (CDAG), which brings together a range of interests to help improve communication and mutual understanding of sustainable deer management issues in the Park, met three times during 2008/09. Members also agreed the need to develop a framework that will deliver the national strategy for wild deer within the Park.

CDAG is a key communications link between deer management groups and public agencies, community and Non Governmental Organisation (NGO) representatives and it aims to develop greater co-ordination in deer management in the Park so that environmental and economic benefits can be achieved.

The CNPA also took part in a special event to promote the benefits of venison at the Scottish Parliament in Edinburgh. Members of the Scottish Venison Working Group – which CNPA is part of – are lobbying to get more venison on the menu in schools and hospitals and boost its profile in healthy eating and environmental campaigns. Butchery and cookery demonstrations informed MSPs about the health benefits of the meat and that venison is free from antibiotics and growth promoters.

Elsewhere, over 100 primary school children spent a day at Kinveachy and Balmoral estates learning about deer management and why venison is good for you. The young people met with estate stalkers and staff from the CNPA, Deer Commission Scotland and Highland Council Rangers to gain a better understanding of the issues affecting deer management and how it is an important part of the land use, history and culture of the Park.

Afterwards, a venison cooking demonstration helped reinforce the connection between food and the environment to the children as well as the health benefits, versatility and great taste of wild venison.



## Providing high quality opportunities for outdoor access to encourage more people to actively enjoy the outdoors

### Priority 4

Bringing access opportunities up to a high standard can make a significant contribution to people's enjoyment, health, learning and understanding of the Park. As the Outdoor Access Authority for the Park and working closely with others, the CNPA helped ensure plans and projects on the ground allow residents and visitors of all ages, abilities and interests to be able to get outside and enjoy the Park.

The CNPA fulfilled its statutory duty of producing a Draft Core Paths Plan for the Park and it took part in a broad range of other activities targeting various groups to find out more about how to enjoy the outdoors and their individual responsibilities with regard to this.

#### Achievements during 2008/09 include:

- A final 12 week consultation was undertaken on the Draft Core Paths Plan and following negotiation and resolution of some of the 58 objections raised, the final plan was submitted to Ministers
- A new 5½km path between Aviemore and Glenmore, called the Old Logging Way was opened
- The Cairngorms Outdoor Access Trust received core funding of £150,000 from the CNPA towards a wide programme of works and establishing itself with others
- Outdoor access events guidance was developed and produced to help both event organisers and land managers deal with sensitive issues
- A course to help dog owners learn more about how to enjoy the outdoors with their animals was delivered using the Scottish Outdoor Access Code
- By the end of the year there were 44 live access issues and 27 had been resolved or closed within the year
- The Spey Users Group continued its success of bringing paddling and angling interests together in order to resolve issues and take forward joint education interests
- The Cairngorms annual local outdoor access event invited people to discuss recreational access in the uplands with guest speaker Cameron McNeish and MSP Mike Rumbles who opened the event
- Design guidance for directional path signs was developed with a range of partners and the new design of sign was installed on the Old Logging Way

### Planning for Park paths

After three years of consultation and negotiation, the Draft Core Paths Plan for the Cairngorms National Park was submitted by the CNPA to Scottish Ministers in March 2009. This will lay the foundation for a positive network of paths in the Park for years to come. The Plan highlights an overall proposed path network in the Park totalling 879km which is seen as vital in both encouraging more people into the outdoors and helping land managers to manage access across land.

During the year, a final 12 week period of public consultation took place to give the public, businesses and organisations the chance to comment on proposals for both new and existing paths, tracks, roads, pavements and water courses. In total, 58 objections were received and while many of these were resolved by negotiation prior to submission to Scottish Ministers, there were some that remained outstanding and which triggered a local inquiry.

The result of the inquiry will determine the final shape of the Core Paths Plan but once approved, this will pave the way for work to begin developing a more integrated network of paths for a wider range of users and abilities to enjoy and benefit from the outdoors.

### Outdoor access events guide

In order to preserve and capitalise on the Park's reputation of hosting high quality outdoor access events, a guide has been produced by the CNPA with the support of other organisations and individuals to help event organisers and land managers effectively plan and manage outdoor events in the Cairngorms National Park.

Guidance for Organised Outdoor Access Events, which will also appeal to community groups, businesses and public agencies, should help maximise the enjoyment of all those taking part in events, bring benefits to the local community and minimise environmental impact on other people and on land management activities.



## Making tourism and business more sustainable to create a high quality sustainable destination

### Priority 5

Collaboration is at the heart of making sure that a diverse and vibrant economy continues to develop in the Cairngorms National Park for the benefit of both businesses and local communities. This sits alongside an understanding and commitment to ensure the Park's long-term sustainability by conserving and enhancing the special qualities of the area.

The CNPA, the Cairngorms Chamber of Commerce (CCC) and the Destination Management Organisations (DMOs) worked together on several major projects during the year which helped businesses throughout the Cairngorms National Park identify new opportunities. Projects to help businesses in the Park understand the benefits of adopting environmentally friendly approaches were also developed.

#### Achievements during 2008/09 include:

- A 'Green Places, Green Profit' conference and 'Waste Aware Tourism' initiative were delivered linking businesses from across the Park and highlighting how sound environmental practice can deliver business benefit
- CCC members were consulted on the current level of environmental and quality scheme membership
- Aviemore and the Cairngorms DMO business barometer, which measures trends and business confidence was supported
- Support for DMOs and CCC helped the private sector co-ordinate tourism development and marketing, and investigate a new business model
- The range of Park family brands, including Creative Cairngorms, was extended; a Park brand ambassadors pack was developed and there were 33 new approvals to use the Park brand
- A mid-stage review was completed for the European Charter for Sustainable Tourism in Protected Areas
- The cross-Park Heather Hopper bus service was enhanced
- Sustainable entrepreneurship in the classrooms of secondary schools in the Park was promoted through the 'Business Dynamics' programme
- 78 community based rural development projects were assisted under European LEADER funding
- Pilots carried out throughout the Park led to more communities showing an interest in developing their own plans for tackling local issues
- Inclusive Cairngorms has developed as a model of best practice in engaging people in equalities and inclusion issues in the Park

### Cairngorms Business Partnership

Business organisations including the Cairngorms Chamber of Commerce (CCC) and the Destination Management Organisations (DMOs) in the Park along with representatives from the public sector including the CNPA, developed plans for creating a simpler and more effective way of collaborative working.

The proposed new structure, called the Cairngorms Business Partnership should help increase the capacity for the business community within the Cairngorms National Park to deliver specific elements of the Park Plan. It could potentially see the CCC, DMOs and others pool their resources and expertise to become a pan-Park organisation and deliver greater value for public funding.

Developing a plan that guarantees the new organisation takes account of all businesses – not just tourism – and ensures the benefits of membership are attractive for every size of enterprise, are major priorities. Managing local issues sympathetically and bringing economic and social benefit to the surrounding regions as well as the communities within the Park are other priorities.

### Strengthening communities

Communities across the Cairngorms National Park received a welcome boost as additional funding to improve life in rural areas was announced. The £2.17million European LEADER and Convergence funding was allocated through the Scottish Government and provides the Cairngorms Local Action Group (LAG) with the ability to develop the rural economy at grassroots level until 2013.

Over £117,000 was invested in communities across the Park during 2008/09 on a diverse range of projects from the creation of a wildlife garden at Crathie Primary School to a community consultation through the medium of photography for the Glen Buchat community.

The Cairngorms LAG enables community participation which allows funding decisions to be taken at a local level. Future priorities include activities that assist rural development, improvement of community facilities and the environment and support for young people and women in rural areas.



## Making housing more affordable and sustainable to help meet the needs of people living in the Park

### Priority 6

A lack of good quality and affordable housing remains one of the most pressing issues facing the Cairngorms National Park especially by young people and those on low incomes. Although responsibility for housing predominantly lies with local authorities and Communities Scotland, the CNPA can make a valuable contribution through its planning role and by encouraging others to take an innovative approach to help provide more affordable housing within the Park. Such measures help to maintain sustainable communities and ensure a vibrant population living and working in the Park.

The CNPA, with others, was involved in the co-ordination of a wide range of housing activities during the year including the sharing of housing information between partners and agreeing a way forward on consistent approaches to tracking housing system trends in different local authority areas.

#### Achievements during 2008/09 include:

- A community action planning project called Ballater One Voice Our Future was established
- A programme to roll out a community action planning project in Badenoch and Strathspey over the next three years was established, with the first year of action planning beginning in Dalwhinnie, Laggan, Kingussie and Newtonmore in early 2009/10
- The CNPA ensured the Cairngorms National Park Plan's priorities are incorporated into local authorities' strategic housing investment plans
- A Community Action Planning Toolkit to help local communities identify how to tackle issues like housing was developed and launched
- Dedicated housing information links were provided through the CNPA website to partner websites
- A sustainable drainage design guide was drafted in partnership with others
- Two training courses on housing management practice and good practice were delivered in partnership with the Scottish Rural Property and Business Association
- Four low cost sustainable homes were built and have been secured by local people at a former Forestry Commission site at Milehouse, Kincaig, by the Highlands Small Communities Housing Trust
- A set of principles was agreed by the CNPA planning committee regarding a proposed new community – An Camas Mòr – near Aviemore
- 13 new homes at Nethy Bridge received planning permission and when complete will incorporate innovative and sustainable design features for people with specific needs

### **Housing and communities**

As part of a pilot community action planning exercise, the pressure on the housing supply was identified as one of the key issues affecting those living and working in participating communities. Social housing providers and stakeholders like the CNPA recognise the reasons why housing is such a pressing issue and are taking action to address the shortage of affordable housing for people living and working in communities across the Park.

The findings also identified a number of residents who have difficulty living in their existing home because of their age, illness or disability. The most common reason cited for people needing to move home was due to the requirement to be housed on one level properties. Adaptation or improving people's homes as well as co-ordinating the provision of home care services may address some of these issues.

The CNPA planning committee approved the development of 13 new two bedroom bungalows in Nethy Bridge which have been designed specifically for people over the age of 55 or with a medical requirement. The development by Albyn Housing Society drew significant support from the local community and incorporates well designed, sustainable housing that helps tenants recycle energy and reduce their energy bills.

### **Sustainable drainage design guide**

The Highland Housing Alliance, the Highland Council and the CNPA started work on a draft sustainable drainage design guide for housing in the countryside in 2008/09. The guide will give those intending to construct an individual house or small housing development the most appropriate drainage options for their projects.

The new guide will provide advice about wastewater, drainage systems, percolation tests, legislation compliance, designs and infiltration, discharge to surface waters and surface water drainage. The publication will help protect the health and safety of people in and around the surrounding development and environment.



## Raising awareness and understanding of the Park to encourage people to take pride in this special place

### Priority 7

Promoting the Cairngorms National Park locally, nationally and internationally is crucial to ensure the vitality of communities and that information on managing the area is communicated effectively. The CNPA is expected to lead and facilitate others to raise awareness of the Park and its special qualities. To create a sustainable approach to managing the Park, people who live, work and visit the Park are encouraged to actively get involved in caring for this special place.

The CNPA undertook a wide range of activities at different levels and to a range of audiences to help raise this awareness and understanding of the Park during 2008/09.

#### Achievements during 2008/09 include:

- Hosting Europarc Junior Ranger camp at Glen Tanar Estate, with support from the estate, Scottish Natural Heritage (SNH) and Scottish Countryside Rangers Association
- CNPA staff and local land managers helped with the BBC broadcast of the popular 'Springwatch' programme from the Park
- Delivery of a successful event aimed at placing the Park at the heart of the curriculum
- Interpretation guidance was published and workshops for partners, practitioners and local businesses on its use was provided
- Interpretation plans were developed with partners for a range of sites including Tomintoul Museum and Glen Doll
- The multi-funded Angus Glens Ranger Base was opened to the public
- A wide range of information aimed at visitors to the Park was published and new websites to promote the area were launched
- Development of the new web portal, aimed at visitors to the Park, was ongoing
- 24 Cairngorms Awareness and Pride courses were delivered explaining more about the special qualities of the Park
- 1,886 John Muir Awards were presented in the Cairngorms during 2008
- Discussions with seven ranger services were progressed well in advance of the CNPA taking over their funding from April 2009
- Fifth and final panoramic painting of the Cairngorms National Park was completed with copies of panoramas starting to be installed in key locations across the Park



### Focus on young people

During 2008, a total of 1,886 John Muir Awards were achieved with greater numbers than ever before taking part at the more committing 'Explorer' level. The John Muir Award, which many young people in the Park participate in every year, encourages groups or individuals to discover, explore, conserve and share their experience of wild places.

Scottish youngsters also joined forces with their international counterparts to share ideas on protecting the world's natural places during a week long 'Junior Rangers' camp at Glen Tanar on Deeside.

Education experts from the Cairngorms National Park and beyond got together at an event jointly organised by the CNPA and Learning and Teaching Scotland to discuss using the Park's spectacular landscapes in teaching subjects from art and English to science and technology. Those taking part helped develop ideas on using Scotland's National Parks in the curriculum and capitalise on research that shows learning outdoors boosts the personal development of children and young people.

### A co-ordinated approach to raising awareness

A raft of new web, print, branding and various workshops were also either consolidated or added to during 2008/09. This helped provide even more information about the Park and what it has to offer and involved others, including Destination Management Organisations.

A total of 24 Cairngorms Awareness and Pride courses were delivered to 400 people living or working in the Park and covered a range of subjects from 'Understanding how the planning system works' to 'Sporting estates and deer management in the Park'.



## Strategy and communications to deliver our role effectively and efficiently

### Priority 8

Through various different pieces of work, the CNPA makes sure that the implementation of effective communication methods encourage and support all our partners to get involved in the delivery of the Park Plan, and to add value by ensuring an integrated approach delivers best value from our collective resources, skills and expertise.

From the general public, land owners and key stakeholders to businesses and politicians, the CNPA's proactive media enquiries and press distribution service informed local, national and specialist media of the work it does. This activity generated a number of high profile opportunities from coverage on mainstream television to more specialist and local programmes. Printed and web based media also helped augment this activity with a range of publications and newsletters being published.

#### Achievements during 2008/09 include:

- 38 press releases produced and distributed to local, national and specialist media
- Wide coverage on local and national media including 'Springwatch', 'Landward' and 'Out of Doors'
- A number of publications were project managed and produced to promote the work of the Cairngorms National Park Authority
- An enhanced 'new look' CNPA website designed to communicate more effectively with key audiences and provide an improved variety of online Park resources
- The first annual progress report for the Cairngorms National Park Plan was published
- Four-monthly operational reporting on the National Park Plan was progressed
- Five ministerial visits were hosted by the CNPA
- A number of local, national and international events to promote the Cairngorms National Park were attended by CNPA staff
- Funding to support Speysound Radio was provided
- A range of community consultations and open evenings were organised and held throughout the year

### Ministerial visits

A number of MPs and MSPs visited the Cairngorms National Park during 2008/09 to support the various projects being undertaken and see the local and national contributions they are making. Visits included, Fergus Ewing MSP, who opened the Old Logging Way off-road route at Glenmore; Angus Robertson, MP, who enjoyed an action-filled day with Junior Rangers from around Europe at Glen Tanar (see page 23); and Richard Lochhead, MSP and cabinet secretary for Rural Affairs and the Environment, who was guest judge at a National Park cooking competition.

The CNPA was also involved in a number of events, including the Royal Highland Show 2008, where the centre-piece of the Scotland's Environmental and Rural Services (SEARS) tent was a panorama of the Cairngorms. The Park's quality local produce was also enjoyed by MSPs at a venison event held at Holyrood (see page 15). CNPA staff and board members also attended a number of local shows to promote the projects aimed at creating a sustainable Park.

### Cairngorms National Park Plan Annual Progress Report 2007/08

The first annual progress report for the five year Cairngorms National Park Plan was prepared by the CNPA on behalf of all the partners who implemented it. The report summarised achievements against the seven priorities for action and highlighted future work and milestones. It also focussed on case studies to illustrate the range of achievements and activities in more depth.

The report was shared with the many partners involved in delivering the Cairngorms National Park Plan. As 2008/09 progressed, the second year of the Park Plan saw the priorities for action become more embedded in the work of partners and more regular updates on the CNPA website have now been introduced to report the ongoing implementation of the Park Plan three times a year.



## Planning and development management to ensure the Park is a well designed and sustainable place

### Priority 9

The CNPA is responsible, in partnership with the local authorities, for promoting sustainable development in the Park through sustainable economic and social development of its communities, the sustainable use of its natural resources and the conservation, and where possible, the enhancement of its outstanding natural and cultural heritage.

While the Cairngorms National Park Local Plan was being finalised during 2008/09, planning decisions on these responsibilities were based on the four existing Local Authority Plans which cover the Park – Highland, Aberdeenshire, Moray and Angus. If any planning applications raise issues of 'general significance' for the Park, then the CNPA planning committee can 'call-in' the application and take on the responsibility for the determination.

A range of these planning applications were approved, from commercial developments, to affordable housing and domestic projects that all have relevance to the aims of the Park.

#### Achievements during 2008/09 include:

- Approval of modifications to the proposed Local Plan by the CNPA Planning Committee
  - Public consultation on first and second set of modifications to the Local Plan were carried out
  - A pre-inquiry meeting for the Local Plan Inquiry was held which was the first formal stage of the inquiry due to start in May 2009
  - CNPA staff appeared at an inquiry into the proposed windfarm outside the Park at Kildrummy
  - An enforcement officer was employed to allow the CNPA to make sure planning conditions are more rigorously upheld
- 47 planning applications were determined, of which 27 were approved
  - Full planning permission, subject to conditions, was granted to Aviemore Highland Resort Ltd for a mix of developments in Aviemore

### Cairngorms National Park Local Plan

The first dedicated Local Plan for a Scottish National Park took a step closer during 2008/09. By the end of the financial year, all consultation, objections, feedback and subsequent negotiations on the Cairngorms National Park Local Plan had been completed and submitted by the CNPA to Scottish Ministers for consideration. A Local Plan Inquiry was announced to be held from May 2009 with the aim of resolving as many outstanding issues/objections as possible that have been raised – from members of the public to partners.

Once all outstanding objections have been examined by Scottish Government Reporters and their report received and considered by the CNPA board, the Park Authority will be able to adopt the Plan. This will set out a tailored strategy to guide and control development and other activities covered by the planning system within the Cairngorms National Park which support the policies and strategic objectives set out in the Cairngorms National Park Plan.

The Cairngorms National Park Local Plan will supersede the existing local authority plans that are currently used to guide development and planning issues in the Park.

### Planning decisions

Full planning permission, subject to conditions, was granted by the CNPA planning committee to Aviemore Highland Resort Ltd for a mix of developments in Aviemore. Significant consideration was given to environmental impacts and species and habitat management concerns as part of this application which will provide affordable housing, a major economic boost for the Park and a high quality tourism amenity.

Elsewhere, six new holiday chalets in Glen Clova, Angus, got the go-ahead, subject to conditions, that will help expand the Glen Clova Hotel business and provide an increase in the range, availability and high standard of local visitor accommodation.



## Corporate support functions and services

### Priority 10

As a public sector body, the CNPA aims to ensure there is a high quality, continually improving, efficient, effective and responsive service from which its other priorities for action can be delivered.

Its aim is to ensure that staff are clear about their roles and how they each contribute to corporate plan targets while creating a work environment which fulfils their work and life balance. The CNPA seeks to ensure that staff are provided with the resources and facilities they need to effectively carry out their role while maximising the staff time and money that is available.

The CNPA invests significant time and effort to ensure that it can make improvements and efficiencies by working collaboratively with partners and sharing services where possible.

#### Achievements during 2008/09 include:

- An outcome-based corporate plan was developed that has been highlighted as good practice by the Scottish Government
- Working closely with the Scottish Government, CNPA activities in the Park were aligned with national strategic outcomes
- A programme to develop more robust and corporate services and potentially provide efficiency savings was initiated with Loch Lomond and the Trossachs National Park
- An efficiency saving programme reduced core overhead costs and maintained resources available to support other areas of development in the Cairngorms National Park.
- The use of performance monitoring systems, including key performance indicators helped ensure that CNPA organisational objectives were met
- The CNPA collaborated with eight other rural based public sector bodies within the SEARS initiative to improve services to land managers
- A joint review of accommodation requirements with SNH was initiated
- The CNPA was awarded the 'Positive about Disability' accreditation and it implemented additional flexible working and staff support policies
- Participation in a nationwide benchmarking exercise helped review costs and highlight areas for future improvement
- The delivery of 2008/09 operational plans was supported while meeting financial targets
- Targets were set to reduce the CNPA's carbon emissions from business vehicle travel and investment in greener pool vehicles was made
- 23 Freedom of Information requests were responded to

### Positive about Disabled People

The CNPA was nationally recognised as a flagship employer for people with disabilities during 2008/09 when it was awarded the 'Positive About Disabled People' recognition.

The 'two ticks' symbol, which recognises good practice in the employment of people with disabilities, was awarded following an audit by Jobcentre Plus which examined the Authority's policies and procedures for working with employees, board members and job candidates with disabilities.

Using the 'two ticks' symbol on business stationery and job adverts will help boost the reputation of the Park Authority as an equal opportunities employer and help attract candidates to apply for jobs with the CNPA who may not have previously considered such an option. It is expected this will result in a more diverse range of candidates applying for vacancies at the same time as reinforcing the CNPA's commitment to existing staff.

### Accommodation options

During the year, staff at the CNPA undertook a review to address the organisation's current and future accommodation requirements. The work was prompted due to the space restraints of buildings currently used in Grantown-on-Spey and Ballater and the Park Authority's environmental plan which seeks to minimise its business impact on the environment.

In keeping with Scottish Government direction to ensure that services are as efficient and effective as possible and fully integrated with other public bodies, the work was undertaken in conjunction with SNH and other partner bodies where space sharing options, among others, were explored. The next stage will be for CNPA and SNH staff to evaluate the options presented and to select a preferred option. Local communities will then be asked their views about this.



## Commentary on Financial Performance

Our full accounts for 2008/09 are set out in pages 33 to 61 of this document. This commentary provides a brief overview of the Authority's management and use of resources over the course of the year.

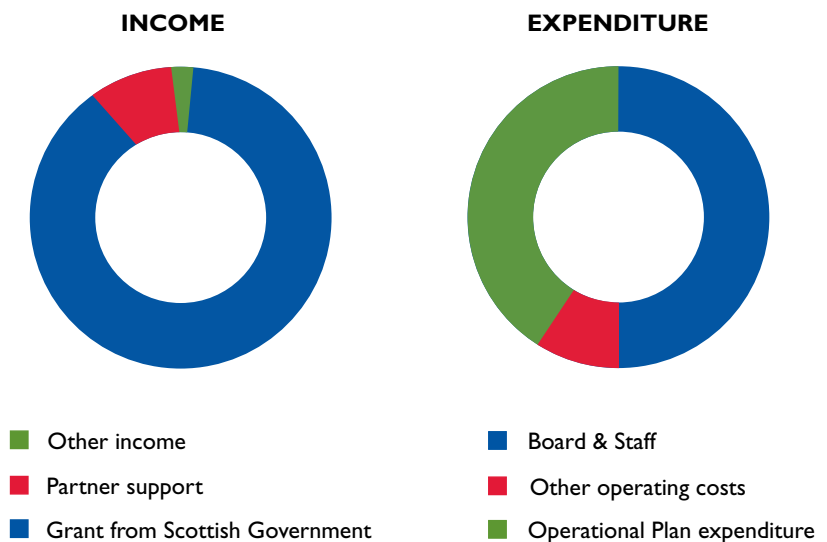
The Authority's total income for the year was £5.08m. This represents a reduction of some £0.31m compared with last year, primarily as a result of falling contributions from partners in projects in the National Park on which the Authority took a lead role. This is in part attributable to funding for our LEADER grants scheme being confirmed at a relatively late stage in the year with less grant received as a result. The Authority's key part in enabling the creation of the Cairngorms Outdoor Access

Trust means that access infrastructure funding is now managed by that Charitable Trust with partner contributions to access works now routed through the Trust, rather than the Authority. Nevertheless, the year saw a total of £0.458m in additional partner contributions being invested in the National Park. We will continue to work with our stakeholders to secure funding for investment in the Park priorities into future years.

The Cairngorms National Park Authority's main source of funding continues to be grant in aid allocated by Scottish Government. In 2008/09, this grant level was similar to the previous year at £4.546m.

The reducing total income levels have therefore set a challenging context for the Authority in managing its resources and prioritising investment plans. The achievements set out in this annual report have once again been achieved within our total resources. We are tasked to achieve a year-end result as close to break-even as possible and in 2008/09 our total expenditure of just under £5.08m leaves a surplus of £15,749.

Targeting efficiency savings in the year on our office and administrative functions has allowed the Authority to continue to direct a significant amount of our resources, through our annual Operational Plan, into grants, projects and other investments in the Park. Our total Operational Plan expenditure invested directly into Park activities in 2008/09 was £2.112m (42% of total resources available). Much of our staff time was directed to leading these activities and this makes an essential contribution to the annual investment in the National Park.









# Accounts

## Foreword

### Introduction

This Statement of Accounts, prepared in a form directed by Scottish Ministers in accordance with the National Parks (Scotland) Act 2000, reports on the sixth year of operation of the Cairngorms National Park Authority (CNPA). The Accounts Direction is shown on page 61. The Park Authority became fully operational on 1 September 2003 but prior to that date the CNPA had assumed stewardship duties for the area from the Cairngorms Partnership following the creation of the Park Authority's Board on 25 March 2003.

### Background

#### National Park Aims

Section 1 of the National Parks (Scotland) Act 2000 sets out four aims for the Park:

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

#### The Cairngorms National Park Authority

Under the legislative provisions of the National Parks (Scotland) Act 2000, the Designation Order for the Park Authority was approved on 7 January 2003. The Order defined the boundaries of the National Park, confirmed the constitution of the Park Authority, the functions to be exercised by the Park Authority and identified specific dates on which the CNPA would come into existence and when it would become responsible for full function delivery viz the establishment date of 25 March 2003 and operational date of 1 September 2003.

The National Park Authority has the status of 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 Rural Directorate. The general purpose of the CNPA is to ensure that the National Park Aims are collectively achieved in a co-ordinated way, in relation to the Cairngorms National Park.

A full list of Park Authority Members together with a résumé of their backgrounds is detailed on pages 40 to 43. The Register of Members' Interest is available for public inspection during office hours at the Park Authority's offices, 14 The Square, Grantown-on-Spey, PH26 3HG, or visit the CNPA website ([www.cairngorms.co.uk](http://www.cairngorms.co.uk)).

### Results and future activities

The results for the year to 31 March 2009 are set out in pages 50 to 52 together with the notes on pages 53 to 60. The accounts are prepared on a going concern basis.

The Park Authority's total expenditure was £5.1 million and after receiving grant in aid of £4.5 million, third party contributions to Operational Plan spend of £0.5 million and other income the accounts show a recognised gain of £15,749.

## Foreword (continued)

Further details of our expenditure breakdown are shown in the notes to the accounts and in particular note 4, which details our Operational Plan expenditure. Details of our operational results for the year are set out in the preceding sections of this Annual Report.

The CNPA operated within its resource budgets and cash grant in aid funding limits approved by its sponsoring department, the Scottish Government Rural Directorate (SGRD). The out-turn for the year is shown in the table below:

	<b>Budget</b>	<b>Out-turn</b>	<b>Variance</b>
<b>Resource Budget 2008/09</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Operating Expenditure	4,513	4,466	47
Depreciation	76	64	12
Cost of Capital	11	15	(4)
<b>Operating Costs</b>	<b>4,600</b>	<b>4,545</b>	<b>55</b>
<b>Capital</b>	<b>33</b>	<b>39</b>	<b>(6)</b>

A comprehensive presentation of the Park Authority's current and future activity plans is available in its Operational Plan for 2009-10 and Corporate Plan for 2008 to 2011.

Significant attention has been given to security of information and data within the public sector over the course of 2008/09. The Authority has had no instances of loss of data or personal information over the course of the year.

### Changes in fixed assets

Movements in fixed assets are shown in note 7.

### Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2009.

### 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 period to 30 November 2008, the time taken to pay creditors achieved an average of 14.7 days against a target of 30 days. During the period from 1 December 2008 to 31 March 2009 the time taken to pay creditors achieved an average of 12.4 days against a target of 10 days (2008 full year: 14.0 days average payment achieved against a target of 30 days).

### Employment policies, consultation and equality

The CNPA continues to work closely with staff representatives and Prospect Trade Union through the Staff Consultative Forum in resolving a range of staffing issues, consulting on new initiatives and keeping staff well informed. The CNPA gained Investors in People status in April 2008.

The Race, Gender and Disability Equality Schemes have been embedded into the work of the CNPA, and progress with the associated action plans reviewed. Comprehensive equalities training and guidance for all staff is in place, and the CNPA is accredited with the 'Positive About Disability' symbol.

A comprehensive leadership development programme is in place to ensure that the managers and officers at the grade below the management team have the skills required in their role, both for line management and working with partner organisations. A wider staff development programme is available to all staff.

The 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 Authority's balanced scorecard performance measurement tool. In 2008/09, average days lost through sickness was 6.2 days per person.

### Pensions

The Park Authority's pension liabilities are detailed in the Remuneration Report and Notes 1, 3, 4 and 13 to the Accounts.

### Sustainability Reporting

The Park Authority is actively engaged in a wide range of actions promoting sustainability – in community development, land management and in our own business processes. These activities are set out in detail in the main body of this annual report and accounts document. The Authority's Corporate Plan places significant emphasis on these areas of activity and we also aim to make a contribution to the relevant National Outcomes in this area. The Authority's performance monitoring system also focuses on sustainability, with measures of the sustainability of priority species, the development of community action plans, promotion of sustainable business and reduction in the Authority's own carbon emissions all featuring as key performance indicators for the organisation.

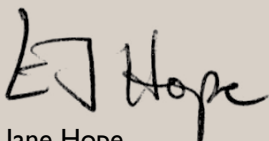
### Auditors

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. His audit report is on pages 48 and 49 and details of the auditor's remuneration are given in note 5.

### 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.**



Jane Hope

**Chief Executive**

26 June 2009

## 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 and its membership and remit is agreed annually by the full CNPA Board. The Committee's remit includes the following:

- to oversee and monitor the HR (human resources) systems put in place for the CNPA, including in particular the pay and grading system, performance appraisal system and the related performance related pay system;
- to advise the CNPA 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 CNPA's procedures, and as otherwise required; and
- to oversee the recruitment of senior staff (Heads of Group 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 CNPA 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 Chief Executive and Board members.

### Service contracts

Board members' fees are set annually in April by the Scottish Government.

Salary levels for the CNPA's staff, 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 Body 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;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the Government's departmental expenditure limits;
- the Government's inflation target.

### Service contracts

#### Chief Executive

The current Chief Executive, Ms Jane Hope, served as the Interim Chief Executive from January 2003 until her appointment as permanent Chief Executive on 1 June 2004. Ms Hope's contract of employment, signed on 30 April 2004, contains a three month notice period.

## Board members

This section of the Remuneration Report is subject to Audit.

	Most recent appointment	End of term or date stepped down	2008/09		2007/08	
			Fees £	Expenses £	Fees £	Expenses £
<b>Scottish Government appointee</b>						
David Green	08 Sept 2006	07 Sept 2010	20,441	11,025	20,073	10,647
Eric Baird	25 Mar 2006	30 Sept 2010	10,221	1,648	10,037	2,487
Duncan Bryden	25 Mar 2007	30 Sept 2010	10,221	1,595	7,077	1,332
Nonie Coulthard	01 Apr 2006	30 Nov 2008	4,932	998	7,054	2,055
Lucy Grant	25 Mar 2006	30 Sept 2010	7,768	821	7,831	1,114
Robert Kinnaird	01 Dec 2006	31 Mar 2010	7,076	753	6,948	831
Anne MacLean	25 Mar 2007	30 Sept 2010	7,076	469	6,948	580
Alastair MacLennan	25 Mar 2006	30 Sept 2010	7,076	360	6,948	487
Susan Walker	25 Mar 2007	30 Sept 2010	7,076	909	6,948	901
Ross Watson	01 Apr 2006	31 Oct 2008	4,134	186	6,948	194
<b>Local Authority nominee</b>						
Peter Argyle	16 Mar 2009	31 Aug 2011	591	-	-	-
Francis (Stuart) Black	01 Sept 2007	31 Aug 2011	7,076	-	6,948	-
Jacqueline Douglas	01 Sept 2007	31 Aug 2011	7,285	123	4,274	139
David Fallows	01 Sept 2007	31 Aug 2011	7,076	1,103	4,054	833
Andrew Hendry	01 Sept 2007	31 Aug 2011	7,076	1,033	4,054	491
Marcus Humphrey	01 Sept 2007	31 Aug 2011	7,076	493	6,948	211
Bruce Luffman	01 Sept 2007	31 Jan 2009	5,895	1,438	6,948	1,747
Ian Mackintosh	01 Sept 2007	31 Aug 2011	7,076	1,041	4,054	941
Fiona Murdoch	01 Sept 2007	31 Aug 2011	7,076	760	4,054	790
Alexander Park	01 Sept 2007	30 Nov 2008	4,725	716	6,948	781
Richard Stroud	01 Sept 2007	31 Aug 2011	7,076	1,012	6,948	589
<b>Local elected</b>						
Geva Blackett	16 Mar 2007	15 Mar 2011	7,076	526	7,139	1,509
Eleanor Mackintosh	16 Mar 2007	15 Mar 2011	7,076	1,217	6,948	931
Mary McCafferty	16 Mar 2007	15 Mar 2011	7,076	543	7,139	648
William McKenna	16 Mar 2007	15 Mar 2011	7,076	-	6,948	-
Andrew Rafferty	16 Mar 2007	15 Mar 2011	7,076	128	6,948	348
Gregor Rimell	01 Jan 2009	31 Aug 2011	1,772	187	-	50
			<b>191,195</b>	<b>29,084</b>	<b>177,164</b>	<b>30,636</b>

## Remuneration Report (continued)

### Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Civil servants may be in one of four statutory based 'final salary' defined benefit schemes (classic, premium, classic plus and nuvos). The 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 changes in the Retail Price Index. New entrants may choose between membership of nuvos or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

Employee contributions are set at 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' 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 (but members may commute some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2003 calculated broadly in the same way as classic. For nuvos, benefits accrue at the rate of 2.3% of pensionable salary for each year of service and there is an option to commute some pension for a lump sum payable on retirement.

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 selection of approved products. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3.5% 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).

### Salary and pension entitlements

The following sections provide details of the remuneration and pension interests of the Chief Executive. Fees and expenses received by Board members are shown on page 37.

No Board member has any pension entitlement and no benefits in kind subject to UK taxation were received by any senior managers (Chief Executive and Board members) during the periods covered by these accounts.

### Salary

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

	2008/09		2007/08	
	Salary £'000	Benefits in kind £	Salary £'000	Benefits in kind £
Jane Hope, Chief Executive	60-65	0	60-65	0



## Pension entitlements

	Accrued pension at age 60 as at 31 Mar 2009 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 Mar 2009 £'000	CETV (a) at 31 Mar 2008 £'000	Real increase in CETV(b) £'000
Jane Hope, Chief Executive	10-15	0-2½	252	224	2

### (a) The Cash Equivalent Transfer Value (CETV)

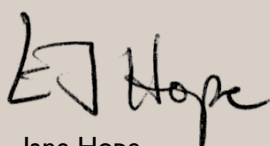
This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement 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 their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries 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 drawn.

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

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in 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.

(This concludes the audited part of the Remuneration Report).

**Signed on behalf of the Cairngorms National Park Authority**



Jane Hope  
Chief Executive  
26 June 2009

## Cairngorms National Park Authority Board Members

The Cairngorms National Park Authority's Board comprises 25 members. The Scottish Government appoints ten members directly; appoints a further ten following Council nominations by the four councils in the Park area (Highland, Aberdeenshire, Moray and Angus Councils) and five are elected locally. The members will serve between 18 months and four years.

All members served throughout the period covered by these accounts except as noted below.

David Green	(Convener)	(a)	(F), (S & R)
Eric Baird	(Deputy Convener)	(a)	(A), (S & R)
Peter Argyle	(from 16 March 2009)	(b)	
Francis (Stuart) Black		(b)	
Geva Blackett		(c)	(S & R)
Duncan Bryden		(a)	
Nonie Coulthard	(until 30 November 2008)	(a)	(A)
Jacqueline Douglas		(b)	
David Fallows		(b)	(F)
Lucy Grant		(a)	(A)
Andrew Hendry		(b)	
Marcus Humphrey		(b)	
Robert Kinnaird		(a)	(S & R)
Bruce Luffman	(until 31 January 2009)	(b)	(F)
Eleanor Mackintosh		(c)	(F)
Ian Mackintosh		(b)	(A)
Anne MacLean		(a)	(S & R)
Alastair MacLennan		(a)	
Mary McCafferty		(c)	(F)
William McKenna		(c)	
Fiona Murdoch		(b)	(A)
Alexander Park	(until 30 November 2008)	(b)	(S & R)
Andrew Rafferty		(c)	
Gregor Rimell	(from 1 January 2009)	(b)	
Richard Stroud		(b)	(F)
Susan Walker		(a)	(A)
Ross Watson	(until 31 October 2008)	(a)	(A)

### Notes:

- (a) Scottish Government appointee
- (b) Local Authority nominee
- (c) Locally elected

### Committee membership (at present):

Planning (all Board members sit on the Planning Committee) (F) Finance, (A) Audit, (S & R) Staffing & Recruitment.

Membership of committees is reviewed annually; the latest review was on 20 March 2009 and made the following changes, which have been reflected in the above list:

Planning	As changes in Board members.
Finance	Bruce Luffman stepped down, Richard Stroud joined.
Audit	Nonie Coulthard and Ross Watson stepped down; Ian Mackintosh and Lucy Grant joined.
Staffing & Recruitment	Alexander Park stepped down; Geva Blackett joined.

Attendance at Board and Planning Committee meetings is set out in Appendix I (see page 62).

**David Green** is the Convener of the Cairngorms National Park Authority Board. A self-employed crofter who has diversified into tourism based on the croft, he lives in Ross and Cromarty. He was a Crofters Commissioner until September 2002, Convener of the Highland Council until May 2003 and Chair of the Crofters Commission until March 2007. In June 2007 David was awarded an OBE for services to Local Government and crofting.

**Eric Baird** is currently Deputy Convener of the Park Authority Board and Convener of the Audit Committee. He is Head Ranger on the Glen Tanar estate, has specialist knowledge of countryside issues, and sits on the Board of Governors of the Macaulay Land Use Research Institute.

**Peter Argyle** (Scottish Liberal Democrat), 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 03 until September 04 and was reappointed in March 09. He is Chair of Mid Deeside Limited in Aboyne and on the Board of Royal Deeside Partnership.

**Cllr Francis (Stuart) Black** (Highland Council - Scottish Liberal Democrat) is a board member of North Areas Board of Scottish Natural Heritage and Chairman of Explore Abernethy, a community project involving the creation of a local footpath network. He serves on a number of Highland Council's committees, is a former member of the Cairngorms Partnership Board and has been a Strathspey hill farmer for over 40 years.

**Geva Blackett** was elected for Ward 5. She is passionate about the people of the Park and the wildlife and countryside that provide the economic, cultural and social backdrop to our lives. As a Board member she works hard for the future of our iconic, managed landscapes so that local people, living in local houses can do local jobs.

**Duncan Bryden** is a self employed Rural Development consultant with a professional ecological background. He has undertaken a wide range of recreational and tourism related activities within the Park.

**Cllr Jacqueline (Jaci) Douglas** (Highland Council), was elected to Highland Council in May 2007 as an Independent councillor. Jaci returned to Scotland in 2003, having lived and worked abroad for a number of years, and lives and works in Granttown-on-Spey. She was a founding member and

organiser of the Cairngorms Farmers Market and worked for Granttown Initiative, an organisation which seeks to support local community groups. Jaci sits on the council's Education, Culture and Sport Committee and Gaelic Committee. She is on the Housing and Social Work Strategic Committee at Highland Council and is Children's Champion for Inverness, Nairn, Badenoch and Strathspey as well as Transitions Champion for Highlands.

**Cllr David Fallows** (Highland Council), was elected in May 2007 and became a Board member in September 2007. He sits on the Council's Housing and Social Work, TEC Services and Inverness, Nairn, Badenoch and Strathspey Planning Committees, as well as the Highland and Islands Joint Fire Board. He also represents the council on the Highland Disability Sport Committee and the Speyside Way Management Group. He is a member of the Park Authority's Finance Committee and a Park nominated Director of the Cairngorms Outdoor Access Trust. 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.

## Cairngorms National Park Authority Board Members (continued)

**Lucy Grant** is a partner in the family livestock farm and has developed a good general knowledge of the area's issues.

**Cllr Andrew (Drew) Hendry** (Highland Council), was elected as a councillor in May 2007. He has an established background in senior retail and manufacturing management and has worked at Director level with a multinational company before setting up his own business in 1999. He is chair of the Council's Planning, Environment and Development Committee and sits on the Education, Culture and Sport Committee.

**Cllr Marcus Humphrey** (Aberdeenshire Council - Scottish Conservative), is a Chartered Surveyor who has been involved in farming, forestry, tourism and land management in the Park area. He is currently Deputy Provost of Aberdeenshire Council and Vice-Chairman of the Council's Infrastructure Services Committee.

**Robert Kinnaird** from Kingussie, is Principal, Glenmore Lodge, sportscotland's national outdoor training centre based at Glenmore. He is chair of the National Park branding group and member of Local Outdoor Access Forum (LOAF). He holds both an international mountain leader licence and international ski instructor's licence.

**Eleanor Mackintosh** was elected for Ward 4 and is Convener of the Finance 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.

**Cllr Ian Mackintosh** (Angus Council) is a farmer (third generation) and member for Kirriemuir and Dean Ward. At present, Ian is a member of NFUS Environment and Land Use Committee and has been president of Angus NFU twice. He is a land manager member of Angus Local Access Forum. Ian has over 14 years experience in local government; is Depute Leader of the Council, Convener of the Council's Civic Licensing Committee and Convener of the Tayside Police Joint Board and is a member of Angus Community Planning Partnership. Ian is a member of the River Tay Basin Management Area Advisory Group.

**Anne MacLean OBE** has an interest in Human Resource issues, disability rights and awareness and is a board member of the Highland Society for Blind People and the Royal National Institute of the Blind Scotland. She served as an Assessor for the Commissioner for Public Appointments in Scotland for six years until June 2006. In January 2009 she was appointed Convener of the Mobility and Access Committee

for Scotland. She chairs the CNPA Staffing and Recruitment Committee and sits on the Staff Consultative Forum.

**Alastair MacLennan** was born in Grantown-on-Spey and is a farmer who has diversified into tourism and other business ventures. Being a demonstration farmer since 2000, he has been at the forefront of the LEAF (Linking Environment and Farming) initiative and is a director of the Cairngorms Farmers Market Association. He sits on the National Access Forum, Cairngorms FWAG (Farming and Wildlife Advisory Group), and the National Farmers Union's Land Use and Environment Committee. He is Chairman of the Cairngorms Farmers Market Association and was previously a board member with the Cairngorms Partnership.

**Mary McCafferty** was elected for Ward 3 and has a 30 year professional background in education. She is a Justice of the Peace and currently serves on the Bench at Badenoch & Strathspey District Court. She is a member of the Community Council and works closely with a number of local agencies, is a Trustee and secretary of the Dulnain Bridge Village Hall and administrator for Dulnain Bridge Community Company. She has also been involved with the Sunshine Club for 25 years and is a member of Grantown Twinning Association.

**William McKenna** was 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.

**Cllr Fiona Murdoch** (Moray Council), was brought up on a farm outside Dufftown in Moray. Previously a partner in the family farm business, Fiona also worked as a journalist for 20 years. In more recent years, Fiona has run several businesses, including a holiday cottage business, a small printing firm, a specialist whisky shop and was one of the original instigators of Spirit of Speyside Whisky Festival. Fiona was elected as independent councillor for the Speyside-Glenlivet ward in May 2007.

**Andrew Rafferty** was elected for Ward 1 and is the principal vet in the Strathspey Veterinary Centre. He lives on a smallholding near Aviemore and is a director of Laggan Forest Trust.

**Gregor Rimell** is a councillor for Badenoch and Strathspey. He has been sub postmaster in Kingussie since 1992. He lives at Newtonmore.

**Cllr Richard Stroud** (Aberdeenshire Council - Liberal Democrat), previously worked with the Community Education Service in the Upper Deeside/Donside areas and has considerable contact with community organisations and individuals in these areas through his professional work. He is Chair of Aberdeenshire Council's Education, Learning and Leisure Committee. He is an active mountaineer and ski mountaineer.

**Susan Walker OBE** is a specialist in water and land. She is currently a board member of the Scottish Environment Protection Agency and Chair of its North Region Board. She is an adviser to the Deer Commission for Scotland and the Grampian Area of Scottish Natural Heritage and a member of Waterwatch Scotland.

## Statement of Cairngorms National Park Authority's responsibilities

Under Section 25(1) of the National Parks (Scotland) Act 2000, the Cairngorms National Park Authority (CNPA) is required to prepare financial statements for each financial year in the form and on the basis determined by the Scottish Ministers.

The financial statements are prepared on an accruals basis and must show a true and fair view of the state of affairs of the Park Authority at the financial period end and of the income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing those financial statements, the CNPA is required to:

- observe the financial statements direction issued by Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgments and estimates on a reasonable basis;
- state whether 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 presume that the CNPA will continue in operation.

In addition, the CNPA has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the CNPA and to prevent and detect fraud and other irregularities.

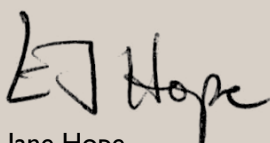
## Statement of Accountable Officer's responsibilities

The Accountable Officer of the Scottish Government's Rural Directorate designated the Chief Executive of the Cairngorms National Park Authority as Accountable Officer for the Authority.

The Chief Executive's relevant responsibilities as Accountable Officer for the Park Authority, include responsibility for propriety and regularity of the public finances and for the keeping of proper records as set out in the Non-Departmental Public Bodies Accountable Officers' Memorandum, issued by the Treasury and published in Government Accounting. This includes requirement to comply with the guidance set out in the Scottish Public Finance Manual.

The CNPA's Management Statement sets out the specific responsibilities of the Chief Executive, as Accountable Officer. In respect of accounting for the Park Authority's activities these include responsibility to:

- sign the accounts and be responsible for ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Scottish Ministers;
- sign a Statement of Accountable Officer's responsibilities, for inclusion in the annual report and accounts;
- sign a Statement on Internal Control regarding the Authority's system of internal control, for inclusion in the annual report and accounts.



Jane Hope

Chief Executive

26 June 2009

## Statement on Internal Control

for the period ended 31 March 2009

### Scope of responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Cairngorms National Park Authority's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Management Statement for the Cairngorms National Park Authority. In discharging this responsibility I am held accountable by the Authority's Board, and by Scottish Ministers. In particular, the Authority's Board has Finance and Audit Committees in place, each of which has remits to ensure elements of the Authority's financial management and internal control systems, including risk management systems, are in place and function effectively.

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 is mainly designed to ensure compliance with statutory and parliamentary requirements; promote value for money; ensure high standards of propriety; secure effective accountability and risk management within organisations; and hence ensure good systems of internal control. 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 purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Cairngorms National Park Authority for the year ended 31 March 2009 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

### Capacity to handle risk

Leadership for the process of risk management within the organisation is provided at the highest level, with the Park Authority Board recognising the importance of risk management in the activities of the organisation. Through adoption of risk based monitoring reports for delivery of Corporate and Operational Plan objectives, National Park 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.

The Board's Audit Committee and Management Team are each actively involved in leading on embedding risk management processes throughout the organisation. Both these groups consider the management of strategic risk at regular intervals, reviewing and updating the strategic risk register and seeking to ensure that the required actions to manage risk at a strategic level are appropriately reflected and incorporated in operational delivery plans. Accordingly, a risk management focus has been developed into key control processes, including quarterly organisational performance monitoring and project initiation and delivery documents.

## Statement on Internal Control

for the period ended 31 March 2009 (continued)

### The risk and control framework

The Authority's strategic risk management is based on a schedule of key risks and risk management strategy. The strategy and schedule of key strategic risks was refreshed to reflect the Authority's new Corporate Plan at a workshop of Board members and senior managers in December 2008.

The organisation's risk management strategy guides its willingness to accept or actively manage risks inherent in its activities. This process has resulted in a revised Strategic Risk Register, setting out responses to key risks and officers responsible for their management, which was subsequently approved by the Audit Committee in April 2009. The Strategic Risk Register will continue to be reviewed and updated quarterly by the Authority's Management Team and at each Audit Committee, and maintains an audit trail of action taken.

The Authority has also adopted a risk based approach to the management and monitoring of its Operational and Corporate Plan delivery, and of key aspects of organisational performance, whereby any increased risk to achievement of targets is assessed, reported to Board and Management Team, and, where required, remedial action determined and implemented.

In terms of information management and security, a requirement to maintain close scrutiny on the Authority's IT functionality is highlighted within the strategic risk register and will therefore be reviewed regularly by Management Team and Audit Committee. The Authority's Staff Handbook sets out policies for both Data Protection compliance and Information and Communications Technology use, which make clear the importance of secure handling of information and data.

More generally, the organisation is committed to a process of continuous development and improvement: developing systems in response to any relevant reviews and developments in best practice in this area. In particular, in the period covering the year to 31 March and up to the signing of the accounts the organisation has:

- acted on a range of internal audit recommendations for further improvements in the internal control framework;
- continued delivery of a Best Value action plan, that seeks prioritised, continuous improvement in service delivery; and
- continued implementation of a co-ordinated framework within which public stakeholders will, along with the Authority, deliver priority actions set out in the National Park Plan agreed by Scottish Ministers. This framework will also support the management of risks by these public stakeholders in their delivery of National Park Plan actions.

### Review of effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by the work of the internal auditors and the executive managers within the department who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review by the board and its Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.



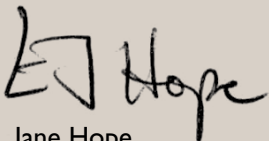
Advice from independent internal and external auditors forms a key and essential element in informing my review. The Board's Audit Committee also plays a vital role in this regard, through its review of audit recommendations arising from reviews of internal control systems and its consideration of proposed management action. In particular, 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 produces an Annual Report to the Board assessing the adequacy and effectiveness of the Authority's internal controls.

The internal audit function is an integral element of the Authority's internal control systems. Deloitte LLP were appointed as the Authority's internal auditors in June 2004 and have undertaken a comprehensive review of key internal control systems since their appointment. Over the course of the year to 31 March, the internal auditors have reported to the Audit Committee on their independent reviews of the Authority's pensions administration, Best Value work, project management arrangements and undertook a detailed follow-up review of implementation of actions to address control weaknesses highlighted in previous years' recommendations. Work is currently underway on financial controls, payment processes and procurement arrangements. The Board's Audit Committee has considered reports on each of these completed reviews and approved management actions required to address any recommendations made. Recommendations made were for improvements to control systems, with all reviews finding adequate control systems to be in place and operational.

Appropriate action is in place to address any weaknesses identified and to ensure the continuous improvement of the system.

Senior managers on the Authority's Management Team also play an important role in implementing control systems and advising on any improvements required. The Head of Corporate Services is particularly involved in implementing a variety of internal control process, ensuring a continuing process of review and improvement to these systems is in place, and taking a leading role in embedding the principles of risk management throughout the organisation.

The internal auditors have reported that, overall, adequate internal controls were in place within the Authority over the course of 2008/09.



Jane Hope  
Chief Executive  
26 June 2009

## Independent Auditor's report to the members of the 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 2009 under the National Parks (Scotland) Act 2000. These comprise the Operating Cost Statement and Statement of Recognised Gains and Losses, Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

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 123 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 the Board, Chief Executive and Auditor

The Board and Chief Executive are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers. The Chief Executive is also responsible for ensuring the regularity of expenditure and receipts. These responsibilities are set out in the Statements of National Park Authority's Responsibilities and Accountable Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements and with International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland.

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers. I report to you whether, in my opinion, the information which comprises the Foreword to the Accounts included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and receipts shown in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

In addition, I report to you if, in my opinion, the body has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the body's compliance with the Scottish Government's guidance, and I report if, in my opinion, it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the body's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises only National Park Board Members and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

## Basis of audit opinion

I conducted my audit in accordance with the Public Finance and Accountability (Scotland) Act 2000 and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board as required by the Code of Audit Practice approved by the Auditor General for Scotland. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of expenditure and receipts included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgements made by the Board and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are appropriate to the body's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and receipts shown in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

## Opinion

### 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 affairs of the Cairngorms National Park Authority as at 31 March 2009 and of its net operating cost, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers;
- information which comprises the Foreword to the Accounts included in the Annual Report is consistent with the financial statements.

### Regularity

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



Stephen O'Hagan CPFA

**Senior Audit Manager**

Audit Scotland, 7th Floor, Plaza Tower, East Kilbride G74 1LW

26 June 2009

## Operating Cost Statement

for the year ended 31 March 2009

	Note	2009 £	2008 £
<b>Income</b>			
Planning fees and other income		66,342	69,351
Operational Plan income	2	457,571	755,650
		<u>523,913</u>	<u>825,001</u>
<b>Expenditure</b>			
Board members and staff costs	3	(2,246,512)	(2,195,669)
Operational Plan expenditure	4	(2,112,355)	(2,404,341)
Other operating costs	5	(638,468)	(689,426)
Notional costs	6	(14,819)	(11,921)
Depreciation	7	(63,793)	(74,791)
		<u>(5,075,946)</u>	<u>(5,376,148)</u>
<b>Net operating costs of operation</b>		<b>(4,552,033)</b>	<b>(4,551,147)</b>
Bank interest received		6,963	14,698
<b>Net operating costs for the year</b>		<b>(4,545,070)</b>	<b>(4,536,449)</b>
Transfer from the General Fund	11	(4,545,070)	(4,536,449)
		<u>0</u>	<u>0</u>

As is normal for this type of organisation, there is a net cost of operations for the year that represents the cost of activities funded by the Scottish Government. Grant in aid allocated to the Park Authority to fund these activities is accounted for directly to the general fund (see note 11 of the accounts) in line with the Scottish Government's accounts directive. Income shown in the above statement relates only to partners' contributions supporting delivery of projects, together with other income directly generated through the Park Authority's activities.

## Statement of Recognised Gains

for the year ended 31 March 2009

	Note	2009 £	2008 £
Grant in aid received	11	4,546,000	4,548,000
Net operating costs for the year		(4,545,070)	(4,536,449)
Add back Notional Costs		14,819	11,921
<b>Total Recognised gains</b>		<b>15,749</b>	<b>23,472</b>

No activities were discontinued during the year.

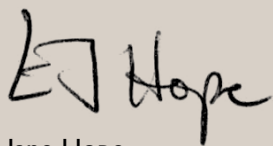
The accounting policies and notes on pages 53 to 60 form part of these accounts.

## Balance Sheet

as at 31 March 2009

	Note	2009 £	2008 £
<b>Fixed Assets</b>			
Tangible assets	7	225,155	256,234
<b>Current Assets</b>			
Debtors	8	270,840	247,772
Cash at bank and in hand	9	213,285	140,634
		484,125	388,406
<b>Creditors: amounts falling due within one year</b>	10	(337,514)	(288,625)
<b>Net Current Assets</b>		146,610	99,781
		371,765	356,015
<b>Financed by:</b>			
General Reserve	11	371,765	356,015
		371,765	356,015

Signed on behalf of the Cairngorms National Park Authority



Jane Hope  
Chief Executive  
26 June 2009

Authorised for issue  
26 June 2009

The accounting policies and notes on pages 53 to 60 form part of these accounts

## Cash Flow Statement

for the year ended 31 March 2009

	Note	2009 £	2008 £
<b>Net cash flow from operating activities</b>	12	96,482	212,092
<b>Returns on investments</b>			
Bank interest received		6,963	14,698
<b>Investing activities</b>			
Purchase of fixed assets		(38,695)	(89,299)
Receipt from disposal of fixed assets		7,900	0
<b>Increase in cash</b>		72,651	137,491
<b>Reconciliation of net cash flow to movement in net funds</b>			
Increase in cash for the year		72,651	137,491
Net funds at start of year		140,634	3,143
Net funds at end of year		213,285	140,634

The accounting policies and notes on pages 53 to 60 form part of these accounts.

## Notes to the Accounts

for the year ended 31 March 2009

### I. Accounting Policies

(a) **Basic Accounting**

The accounts have been prepared under the historical cost convention modification in a form determined by Scottish Ministers and comply with the accounting principles and disclosure requirements of the Government Financial Reporting Manual (FReM). The particular accounting policies adopted are described below and are applied consistently within the accounts.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006 and accounting standards issued and adopted by the Accounting Standards Board in so far as those requirements are appropriate.

(b) **Accounting Period**

The accounting period commenced on 1 April 2008 and ended on 31 March 2009.

(c) **Fixed Assets**

Fixed assets are valued at initial cost less accumulated depreciation.

Depreciation is provided on all fixed assets at rates calculated to write-off the cost evenly over the assets expected useful life, as follows:

Park Entry Markers	25 years
Leasehold improvements	over length of lease
Office equipment	5 years
IT equipment	3 years
Motor vehicles	5 years

(d) **Value Added Tax**

Irrecoverable VAT is charged to the Income and Expenditure Account in the period in which it is incurred.

(e) **Leases**

Operating lease rentals are charged to the Revenue Account over the term of the lease.

(f) **Grant in aid**

The Park Authority receives grant in aid from the Scottish Government to finance its net expenditure.

To comply with the FReM, grant in aid is credited to the General Reserve and net expenditure on activities funded by grant in aid is charged to this reserve.

(g) **Notional Costs**

In line with the FReM, the Park Authority includes notional costs for cost of capital.

(h) **Pension Costs**

The Park Authority is a member of the Principal Civil Service Pension Scheme (PCSPS). The expected cost of providing staff pensions is recognised through monthly payment of Accruing Superannuation Liability Charges contributions to the PCSPS.

(i) **Debtors**

All material amounts due as at 31 March 2009 have been brought into the Operating Cost Statement irrespective of when actual payments were received.

(j) **Creditors**

All material amounts outstanding as at 31 March 2009 have been brought into the Operating Cost Statement irrespective of when actual payments were made.

## Notes to the Accounts

for the year ended 31 March 2009 (continued)

### (k) Financial Instruments

The Park Authority does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables (Notes 8 and 10). Trade receivables are recognised 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

	2009	2008
	£	£
<b>2. Income</b>		
Operational Plan income from EU sources	217,380	488,500
Operational Plan income from other sources	240,191	267,150
	457,571	755,650

### 3. Board members and staff costs

#### Summary

Board members	198,892	199,437
Staff – Core	2,047,620	1,996,232
	2,246,512	2,195,669

Project staff's salary details are included in note 4

#### Board members – see Remuneration report

Fees	191,195	191,639
Social security costs	7,697	7,798
Pension costs	0	0
	198,892	199,437

Board members' expenses are included in other operating costs (see note 5)

#### Staff – Core

Salaries	1,616,620	1,571,931
Social security costs	112,973	114,818
Pension costs (note 13)	318,027	309,483
	2,047,620	1,996,232

#### Average numbers employed during period

	No.	No.
Board members	25	25
Core employees (full time equivalents – FTE)	52	51

The Core employee number includes 3 staff seconded to the Park Authority (2.8 FTE) and excludes 2 staff seconded from the Park Authority (2 FTE). In 2008, 4 staff were seconded to the Park Authority (3.5 FTE) and 2 staff were seconded from the Park Authority (1.7 FTE).



		2009	2008
		£	£
<b>4. Operational Plan expenditure</b>			
The Operational Plan details key targets and milestones that the CNPA follows in seeking to meet objectives set by the Scottish Government. Major items of expenditure are detailed below:			
Outdoor Access projects		322,636	259,516
New LEADER (2008 – LEADER+)	**	247,412	357,577
Land Based Business Training	**	200,172	216,301
Publications	*	102,466	38,976
New LEADER (2008 – LEADER+) administration costs	**	81,978	86,802
Green Farms and sustainability	*	79,817	27,731
Local Plan	*	71,907	22,113
Website		49,075	56,951
Park Entry Point signage		43,662	183,332
Ranger services		32,269	115,979
Integrated Grants Programme		9,807	204,962
Pylon inquiry		0	61,091
Aviemore Masterplan		0	53,705
Park Plan		7,934	11,528
Moorlands		0	350
		<hr/> 1,249,137	<hr/> 1,696,914
Other (not previously greater than £50,000)	**	863,218	707,427
		<hr/> 2,112,355	<hr/> 2,404,341

\* expenditure not shown separately in 2008 Annual Report and Accounts.

\*\* the above expenditure includes the following salary costs paid to staff employed directly on individual projects:

**Staff – Project**

Salaries	192,510	136,713
Social security costs	12,796	8,980
Pension costs (see note 13)	35,055	26,269
	<hr/> 240,361	<hr/> 171,962

The average number of full time equivalent Project staff employees in the year was 7 (2008: 5).

## Notes to the Accounts

for the year ended 31 March 2009 (continued)

	2009	2008			
	£	£			
<b>5. Other Operating costs</b>					
Board and staff costs (exc. salary costs)	253,366	245,128			
Office running costs	236,366	289,977			
Information technology	57,282	78,029			
Consultants' fees	91,454	76,292			
	638,468	689,426			
The following expenditure is included in the above costs:					
Audit fees (external audit)	11,300	10,400			
Operating lease rentals					
- land and buildings	69,649	67,461			
- vehicles and office equipment	27,014	21,635			
	107,963	100,506			
<b>6. Notional costs</b>					
Cost of capital (calculated @ 3.5%)	14,819	11,921			
	14,819	11,921			
<b>7. Fixed Assets</b>					
	<b>Park Entry</b>	<b>Leasehold</b>	<b>Office</b>	<b>Motor</b>	<b>Total</b>
	<b>Markers</b>	<b>Improvements</b>	<b>Equipment</b>	<b>Vehicles</b>	
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2008	56,882	280,326	301,510	29,900	668,618
Additions			38,696		38,696
Disposals				(29,900)	(29,900)
At 31 March 2009	56,882	280,326	340,206	0	677,414
<b>Depreciation</b>					
At 1 April 2008	(2,275)	(140,531)	(251,140)	(18,438)	(412,384)
Provided in year	(2,276)	(29,054)	(26,983)	(5,480)	(63,793)
Disposals				23,918	23,918
At 31 March 2009	(4,551)	(169,585)	(278,123)	0	(452,259)
<b>Net book value</b>					
At 31 March 2009	52,331	110,741	62,083	0	225,155
At 31 March 2008	54,607	139,795	50,370	11,462	256,234

	2009	2008
	£	£
<b>8. Debtors</b>		
Project income debtors	229,326	187,103
Other debtors	41,514	60,669
	<u>270,840</u>	<u>247,772</u>

Project income debtors includes a doubtful debt provision of £nil (2008: £52,835). The previous doubtful debt provision related to claims for LEADER+ funding covered by advances made to the programme at its inception in 2003.

Included within Debtors are the following inter-government balances:

European Government Funders	201,880	172,015
Local Authorities	2,350	2,000
Local Enterprise Companies	19,107	0
Other NDPB's	5,989	25,629
	<u>229,326</u>	<u>199,643</u>

## 9. Cash at bank and in hand

Bank accounts	213,035	140,384
Cash imprest accounts	250	250
	<u>213,285</u>	<u>140,634</u>

## 10. Creditors

Trade creditors	104,917	232,977
Project income received in advance	190,799	0
Accruals	41,798	55,648
	<u>337,514</u>	<u>288,625</u>

## Notes to the Accounts

for the year ended 31 March 2009 (continued)

	2009	2008
	£	£
Included within Creditors are the following intergovernment balances:		
Central Government Bodies	651	0
European Government Funders	140,000	0
Local Authorities	0	0
Local Enterprise Companies	2,003	71
Other NDPB's	52,843	9,934
	<u>195,497</u>	<u>10,005</u>

### 11. Reserves

#### General Reserve

Opening balance	356,015	332,543
Grant in aid		
- current	4,513,000	4,514,000
- capital	33,000	34,000
	<u>4,902,015</u>	<u>4,880,543</u>
Transfer from Operating Cost Statement	(4,545,070)	(4,536,449)
Add back: Notional cost	14,819	11,921
	<u>371,765</u>	<u>356,015</u>

### 12. Reconciliation of net operating costs of operation to net cash flow from operating activities

Net operating costs of operation	(4,552,033)	(4,551,147)
Grant in aid funding received	4,546,000	4,548,000
Depreciation charge	63,793	74,791
Notional costs	14,819	11,921
Gain on fixed asset disposal	(1,918)	-
(Increase)/decrease in debtors	(23,068)	81,996
Increase in creditors	48,889	46,531
Net cash flow from operating activities	<u>96,482</u>	<u>212,092</u>

### 13. Pensions

The Park Authority is a member of the Principal Civil Service Pension Scheme (PCSPS) which is an un-funded 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 Resource Accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2008/09 employer's contributions of £345,253 (2007/08 £335,752) were payable to the PCSPS. The contributions were payable at one of four rates ranging from 17.1% to 25.5% of pensionable pay, based on salary bands. The Scheme's Actuary reviews employer contributions every four years following a full scheme revaluation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred and reflect past experience of the scheme.

All employees have the opportunity to join the scheme. In addition, the Park Authority paid employer pension contributions of £7,829 (2007/08 £nil) to other pension providers and we were also invoiced for employer pension contributions of seconded staff working for the Park Authority.

### 14. Related party transactions

The Park Authority is a Non-Departmental Public Body of the Scottish Government. The Park Authority's Sponsoring Body is the Scottish Government Rural Directorate which is regarded as a related party with which there have been various material transactions during the year in the normal course of business. In addition the Park Authority has had a number of material transactions with other Government Departments and other Non-Departmental Public Bodies.

None of the Board members, Management Team, or other related parties has undertaken any material transactions with the CNPA during the year. Material transactions cover payments made under contract for goods or services.

### 15. Capital commitments, contingent liabilities and operating leases

There were no contracted capital commitments outstanding and not included in the balance sheet, nor were there any contingent liabilities existing at the balance sheet date.

Commitments under non-cancellable operating leases are as follows:

	Land & buildings	Motor vehicles & office equipment	Land & buildings	Motor vehicles & office equipment
	2009	2009	2008	2008
	£	£	£	£
<b>Operating leases which expire:</b>				
Within one year	7,245	5,674	8,018	703
Within two to five years	54,500	13,527	-	19,609
After five years	-	-	40,000	-
	<b>61,745</b>	<b>19,201</b>	<b>48,018</b>	<b>20,312</b>

## Notes to the Accounts

for the year ended 31 March 2009 (continued)

### 16. Financial Instruments

The Park Authority's resources are met from the Scottish Government through grant in aid, from Operational Plan income and from Planning fees and other income. The Authority has no powers to borrow money or to invest surplus funds. Other than financial assets and liabilities which are generated by day-to-day operational activities, the Authority holds no financial instruments.

#### **Liquidity Risk**

The Park Authority's net revenue resource requirements are financed by Scottish Government, as is its capital expenditure. The Authority is not therefore exposed to material liquidity risks.

#### **Credit Risk**

The Park Authority's funders are mainly Scottish Government or European Union departments, executive agencies or other public bodies. The Authority is therefore not exposed to any material credit risk.

#### **Foreign Currency Risk**

The Park Authority is not exposed to foreign currency risk.



**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

*IR Hooper, Head of Countrywide and  
National Heritage Division*

Dated 12 January 2006

# Appendix I

## Members' attendance at meetings

\* This shows the percentage of meetings that the members attended out of the possible number during their tenure. Gregor Rimell and Peter Argyle were appointed during the year. Nonie Coulthard, Ross Watson, Bruce Luffman and Alexander Park stepped down during the year.

Board Member	Planning Committee Total meetings 26		Board Meetings Total meetings 7	
	Attended	%*	Attended	%*
Peter Argyle	0	n/a	0	0
Eric Baird (Deputy Convener)	23	88	6	86
Francis (Stuart) Black	22	85	6	86
Geva Blackett	12	46	4	57
Duncan Bryden	24	92	6	86
Nonie Coulthard	13	68	5	100
Jacqueline Douglas	20	77	6	86
David Fallows	22	85	6	86
Lucy Grant	22	85	7	100
David Green (Convener)	21	81	7	100
Andrew Hendry	15	58	4	57
Marcus Humphrey	20	77	6	86
Robert Kinnaird	18	69	5	71
Bruce Luffman	15	65	5	83
Eleanor Mackintosh	23	88	7	100
Ian Mackintosh	21	81	6	86
Anne MacLean	21	81	6	86
Alastair MacLennan	19	73	5	71
Mary McCafferty	18	69	7	100
William McKenna	22	85	5	71
Fiona Murdoch	14	54	5	71
Alexander Park	13	68	4	80
Andrew Rafferty	18	69	5	71
Gregor Rimell	2	100	4	80
Richard Stroud	20	77	6	86
Susan Walker	19	73	6	86
Ross Watson	10	59	3	60



## Appendix 2

### Staff details at 1 April 2009

#### Corporate Services

Jane Hope  
**Chief Executive**

David Cameron  
**Head of Corporate Services**

Andy Rinning  
**Business Services Manager**

Quentin McLaren  
**External Funding Officer**

Alistair Highet  
**Interim Finance Manager**

Sandy Allan  
**Information Services Manager**

Morag James  
**Support Officer**

Mandy Mathieson  
**Finance Technician**

Diane Buchan  
**Project Finance Officer**

Margaret Smith  
**Office Supervisor & PA to Chief Executive and Convener**

Catriona Campbell  
**Administration Officer**

Laura Grant  
**Administration Officer**

Sarah Quirie  
**Administration Assistant**

Amy Lyons  
**Administration Officer / Receptionist**

Stephanie Bungay  
**Communications & Information Manager**

Karen Archer (maternity leave)  
**Press Officer**

Alison Fleming  
**Communications Officer**

Clive Dennier  
**Press Officer**

#### Economic & Social Development

Andrew Harper  
**Head of Economic & Social Development**

Claire Ross  
**Education and Inclusion Manager**

Chris Bremner  
**Sustainable Economy Manager**

Fiona Munro  
**Housing Policy Officer**

Fiona Milligan  
**Marketing Officer**

John Thorne  
**Economic Development Officer**

Heather Trench  
**Sustainable Tourism Officer**

Elsbeth Grant  
**Social Inclusion Policy Officer**

Kate Christie  
**Land Based Business Project Manager**

Sam Masson  
**Land Based Business Project Officer**

Patricia Methven  
**LEADER+ Programme Manager**

Jackie Farquhar  
**LEADER+ Support Officer**

Alix Harkness  
**LEADER+ Administration Officer**

#### Heritage & Land Management

Hamish Trench  
**Head of Heritage & Land Management**

Gavin Miles  
**Strategic Policy & Planning Officer**

Will Boyd-Wallis  
**Senior Land Management Officer**

Fiona Chalmers  
**Senior Land Management Officer**

Gordon McConachie  
**Land Management Support Officer**

Zoë Taylor  
**Land Management Support Officer**

Stephen Corcoran  
**Local Biodiversity Action Plan Officer (job share)**

Justin Prigmore  
**Local Biodiversity Action Plan Officer (job share)**

Matthew Hawkins  
**Landscape Adviser**

Vacant  
**Ecology Adviser**

## Staff details at 1 April 2009 (continued)

### Planning and Development Management (Ballater Office)

Don McKee

**Head of Planning**

Karen Major

**Development Plan Manager**

Alison Lax

**Planning Officer (Local Plan)**

Neil Stewart

**Planning Officer**

**(Development Management)**

Andrew Tait

**Planning Officer**

**(Development Management)**

Mary Grier

**Planning Officer**

**(Development Management)**

Robert Grant

**Planning Officer**

Bruce Luffman

**Monitoring**

**& Enforcement Officer**

Sayaka Maeda

**GIS Officer**

Sara Krawczynska

**Local Plan Inquiry**

**Programme Officer**

Pip Mackie (maternity leave)

**Office Manager**

**& Technical Support Officer**

Marie Duncan (maternity cover)

**Office Manager**

**& Technical Support Officer**

Julie Millman

**Administration Assistant**

Andy Rockall

**Supplementary Planning**

**Guidance Co-ordinator**

### Visitor Services & Recreation

Murray Ferguson

**Head of Visitor Services**

**& Recreation**

Pete Crane

**Senior Visitor Services Officer**

Andy Ford

**Visitor Services Officer**

Bob Grant

**Senior Outdoor Access Officer**

Sandra Middleton

**Outdoor Access Officer**

Fran Potheary

**Outdoor Access Officer**

Adam Streeter-Smith

**Outdoor Access Officer**

Alan Smith

**John Muir Award Manager**



## Cairngorms National Park Authority

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planning@cairngorms.co.uk

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For a large print version of this Annual Report, please contact the Cairngorms National Park Authority at the Grantown-on-Spey office address above or telephone 01479 873535.



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INVESTOR IN PEOPLE

