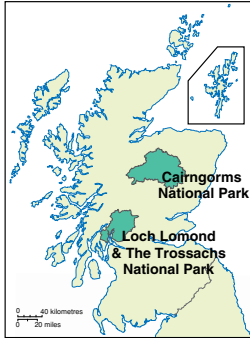


Cairngorms National Park Authority

Annual Report and Accounts 2009/10





This report presents to Scottish Ministers and the public a formal account of the work undertaken by the Cairngorms National Park Authority in 2009/10. The map is for information only and should not be used for navigational purposes. Reproduction is prohibited without the permission of the copyright holders.



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Foreword

David Green, Convener
Cairngorms National Park Authority



One of the roles of the Cairngorms National Park Authority (CNPA) is ‘promoting partnership working and giving leadership to all those involved in the Cairngorms National Park’.

The CNPA is just one of many partners from the public and private sectors, as well as community groups and NGOs involved in managing the Park. Although there is no doubt that such a diverse partnership can bring its own challenges, it also gives us the opportunity to bring together the best skills, knowledge and creativity in managing the Park for the benefit of everyone.

Over the past year I have been pleased with the progress made with a number of innovative and exciting partnership projects that the CNPA has been involved with and which will bring long-term benefits to both the Park and Scotland. You can read about some of the projects in more detail in this report.

Community engagement is vital to the future of the Park – communities have a wealth of experience and knowledge that will allow us to create a vibrant Park that meets the needs of its residents and visitors as well as its special qualities. The Core Paths Plan, which was adopted by the CNPA earlier this year following extensive consultation with the public, businesses, land managers and other bodies, is just one such example of what we can achieve when we work collectively. The CNPA, and the Cairngorms National Park, can only benefit as we continue to build on these relationships over the coming years.

Facal-toisich

’S e aon de dhleastanasan Ùghdarras Pàirc Nàiseanta a’ Mhonaidh Ruaidh (CNPA) ‘a bhith ag adhartachadh obair ann an com-pàirteachas agus a’ toirt stiùireadh don h-uile neach aig a bheil com-pàirt ann am Pàirc Nàiseanta a’ Mhonaidh Ruaidh’.

’S e an CNPA dìreach aon de dh’iomadh com-pàirtiche bho na h-earrannan poblach agus prìobhaideach, a thuilleadh air buidhnean coimhearsnachd agus NGOan le com-pàirt ann an rianachd na Pàirce. Chan eil com-pàirteachas cho measgaichte gun na dùbhlain aige fhèin, ach tha e cuideachd a’ toirt cothrom dhuinn an t-eòlas agus na sgilean cruthachail is eile as fheàrr a thoirt còmhla ann an rianachd na Pàirce gu buannachd na h-uile.

Thar na bliadhna a chaidh seachad tha mi air a bhith toilichte leis an adhartas a rinneadh le grunn phròiseactan com-pàirteachais ùr-ghnàthach agus inntinneach anns a bheil an CNPA air a bhith an sàs agus a bheil buannachdan fad-ùine gach cuid don Phàirc agus do dh’Alba. Gheibh sibh barrachd fiosrachaidh mu chuid de na pròiseactan san aithisg seo.

Tha com-pàirteachadh coimhearsnachd deatamach don Phàirc san àm ri teachd – tha mòran fiosrachaidh agus eòlais aig coimhearsnachdan a chuidicheas sinn a’ cruthachadh Pàirc bheothail a choinnicheas ri feuman a luchd-còmhnaidh agus luchd-tadhail agus ri na feartan sònraichte aice. ’S e Plana nan Slighean Dùthchail, ris na ghabh an CNPA nas tràithe air a’ bhliadhna seo às dèidh mòran co-chomhairle ris a’ phoball, gnothachasan, manaidsearan fearainn agus buidhnean eile, dìreach aon eisimpleir de na ghabhas a choileanadh tro obrachadh còmhla. Chan urrainn nach bi e na bhuanachd don CNPA, agus do Phàirc Nàiseanta a’ Mhonaidh Ruaidh, ma chumas sinn a’ togail air na ceanglaichean sin thar nam bliadhnan ri teachd.





The Cairngorms National Park

The Cairngorms National Park is Britain's largest National Park. It 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 that live in it, manage it and visit it.

Its glacial landforms, wild arctic tundra and heather moorlands foster an enormous ecological diversity. Ancient forests, rivers, lochs and marshes are home to a rich biodiversity of the UK's most threatened, localised and endangered species.

Today, the Park is home to approximately 17,000 people and it is world renowned for the quality of its outdoor recreation opportunities for visitors and residents alike.

The Cairngorms National Park Authority

The Cairngorms National Park Authority (CNPA) ensures there is a collective, sustainable, joined-up approach to the management of the Cairngorms National Park and ensures the aims of National Parks as set out in the National Parks (Scotland) Act 2000 are achieved. These are:

- 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.

The purpose of the CNPA is to promote partnership and give 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 the production of the Cairngorms National Park Plan and Local Plan, planning and development management, acting as the Outdoor Access Authority and producing the Cairngorms National Park Core Paths Plan.

Annual Report and Accounts 2009/10

This Annual Report presents to Scottish Ministers and the public the key activities of the Cairngorms National Park Authority and progress made, during 2009-2010, against the 2008-2011 Corporate Plan.

The work of the CNPA focuses on seven priorities for action (numbered 1-7 below) together with three further strategic priorities (numbered 8-10). These 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 which dovetail with the Scottish Government's purpose of creating a more successful country (see page 7 for further detail).

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

National Parks' Delivery of Services to Scotland

Scotland's two National Parks, Loch Lomond and the Trossachs and Cairngorms, share the same four statutory aims. While there are differences of landscape, visitor impact and special qualities which distinguish each Park, both National Park Authorities (NPAs) are charged with achieving many common outcomes. Both NPAs are responsible for delivering 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: Achievements in 2009/10

The Scottish Government's Strategic Review in 2008/09 recommended closer alignment and 'harmonisation' between the NPAs, to build upon successful collaborations already initiated by the organisations. A 'harmonisation plan' was developed and agreed by both NPA boards early in 2009/10 and good progress has been made in further establishing collaborative working arrangements between Loch Lomond and the Trossachs and Cairngorms National Park Authorities (LLTNPA and CNPA).

The purpose of harmonisation is to increase efficiencies and maximise the resource available between both organisations where shared working is beneficial. The initial focus for this work has been aligning corporate service functions and looking towards closer alignment of employer arrangements. Progress has also been made during the year in other policy and service delivery areas. Among the joint working achievements during 2009/10 were:

- The establishment of a shared procurement role responsible for managing the procurement processes and ensuring best value for money procurement practises across both organisations;
- Collaboration to host the online local development plans for both organisations within LL&TTNPA's network;
- Development of standardised HR procedures, including adoption of the same system for staff development reviews and appraisals;
- The establishment of a joint initiative on land management support;
- Jointly funding a Learning Teaching Scotland post which was set up with a remit to promote best practice outdoor learning projects that can potentially be rolled out across Scotland; and
- Joint representation at meetings or conferences resulting in economies of staff time and travel costs. Senior managers from either National Park Authority representing both organisations at meetings such as SEARS Board, NDPBs Chief Executives Forum, and Joint National Parks Working Groups amongst others.

Work will continue during the next two years to achieve the objectives set out in the agreed harmonisation programme. This will result in both organisations working more efficiently and achieving better value for money in delivering essential front line services.

Delivery of Scottish Government's Strategic Outcomes

Both National Park Authorities have set out a business case demonstrating their contribution to the Scottish Government's purpose, creating a more successful country, with opportunities for all to flourish through increasing sustainable economic growth. Both National Park Authorities achieve this through a collective contribution to seven of the Scottish Government's 15 strategic outcomes, with the CNPA also contributing to a further two national outcomes.

The CNPA has also developed a small number of Key Performance Indicators (KPIs) that demonstrate the organisation's contribution to the Scottish Government's purpose and to the relevant National Outcomes. These KPIs typically serve to illustrate performance against several of the national outcomes, as illustrated over the page.

Scottish Government Strategic Outcome	Examples of achievements this year
<p>Outcome 2 We realise our full economic potential with more and better employment opportunities for our people. (CNPA only)</p>	<p>Tailored support, advice and training to land managers; promoting business benefits from the use of the Cairngorms National Park brand.</p>
<p>Outcome 6 We live longer healthier lives.</p>	<p>Access infrastructure and information; Core Paths Plan; Paths for Health Programme / healthy walking groups.</p>
<p>Outcome 7 We have tackled the significant inequalities in Scottish society. (CNPA only)</p>	<p>Action on affordable housing; implementing equalities action plans and promoting best practice in equalities.</p>
<p>Outcome 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p>	<p>Planning Development Management; Local Development Plan; sustainable design guidance and supplementary planning guidance.</p>
<p>Outcome 11 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 Grants scheme; Cairngorms Awareness and Pride training courses.</p>
<p>Outcome 12 We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p>	<p>Conservation, landscape and priority species management; research activity; Access Authority duties; support for ranger services; Local Plan; National Park Plan co-ordination.</p>
<p>Outcome 13 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; Cairngorms National Park delivering the Curriculum for Excellence.</p>
<p>Outcome 14 We reduce the local and global environmental impact of our consumption and production</p>	<p>Environmental Management Scheme.</p>
<p>Outcome 15 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; best value service improvements.</p>

Key Performance Indicators

Total of 214 businesses awarded use of the Park brand, increasing from 161 in March 2009 and 118 in March 2008.

Total 320 health walks led within the National Park, increasing from 295 in March 2009 and 225 in March 2008.

Proportion of affordable housing within approved developments decreasing to 21.0% from 23.6% in 2008/09 and 21.2% in 2007/08.

Covered by KPIs on affordable housing, community action planning, action on priority species and action on reducing carbon emissions.

Nine communities with action plans in place, increasing from four in 2008/09 and zero in 2007/08.

Positive action underway for 17 of 32 species covered by the Cairngorms Local Biodiversity Action Plan, increasing from 15 in 2008/09 and 14 in 2007/08.

Covered by KPI on branding above.

Achieved reduction of 5.6 tonnes of carbon emissions from vehicle based business travel – total emissions of 48.5 tonnes, reducing from 54.1 tonnes in 2008/09 and 57.1 tonnes in 2007/08.

Total efficiency savings increased to £242,000 in 2009/10 against target of £182,000.



PRIORITY I

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

The CNPA's focus in this priority has been on improving opportunities for people to engage in local biodiversity and cultural heritage and supporting active conservation as part of the Local Biodiversity Action Partnership. The CNPA started work on a wildlife recording booklet for locals and visitors to record species sightings and submit them to the Cairngorms system managed by the North East Biological Records Centre.

Work was also ongoing for the Big BioBuzz Day, an event to mark the International Year of Biodiversity which will be celebrated worldwide in 2010. Seven applications were approved under the Cairngorms Biodiversity Grant Scheme during 2009/10 worth £31,000. The scheme, which encourages local people to enhance wildlife by undertaking different projects that create positive benefits for the environment, was also streamlined to make it easier to apply.

A campaign to eradicate non-native plants such as Himalayan Balsam, Japanese Knotweed and Giant Hogweed, encouraged people to report sightings to the CNPA of these species that can rapidly displace native plants and reduce wildlife interests. The CNPA has also been actively engaged in developing other major projects with partners, including the wildcat and rare plants projects.

The CNPA continued to develop the longer term plans and guidance necessary to conserve and enhance biodiversity and landscapes in the Park. These included completion of a landscape character assessment; a study of the landscape special qualities of the Park; development of planning guidance to support the forthcoming Local Plan; and a geology audit completed by the British Geological Survey.

In Focus: Community heritage officer

A major focus on cultural heritage began with the creation of a community heritage project by the CNPA. The aims are to work closely with communities in the Park to support local projects that highlight the significance of human impact on the current Cairngorms National Park landscape.

The appointment of a Community Heritage Officer by the CNPA will help to develop and realise the cultural heritage ambitions of communities in the Park. Although emphasis is being placed on cultural heritage projects that fit within the themes of land use, languages and routes, the officer can also advise on other projects that are relevant to the Park.

PRIORITY 2

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

The CNPA aims to help join up delivery of services and advice for land managers within the Park to deliver a range of benefits for people and the environment. Awareness events, publications and site visits about the Scotland Rural Development Programme (SRDP) were provided to land managers in the Park by two CNPA land management support officers. This contributed to 41 high quality SRDP applications totalling over £5.25m being approved that will make a major contribution to the Cairngorms National Park Plan priorities.

Approximately 780 people in around 200 different land-based businesses received training on a wide range of subjects under the CNPA managed Land Based Business Training Project. This included a wildlife tourism training day that was designed to inspire and encourage land based businesses to diversify into wildlife tourism.

During 2009/10, promoting woodfuel as a sustainable, alternative to fossil fuels was a priority for the CNPA. As well as co-ordinating a woodfuel action plan with partners, a very popular woodfuel fair was attended by 100 delegates; a programme of specialist woodfuel training courses was developed; and a new website that provides the latest information on woodfuel went live at www.lowcarboncairngorms.org

The CNPA also continued to support catchment management partnerships on the Rivers Dee, Spey and South Esk and co-ordinated the re-establishment of a Spey Catchment Management Partnership to take forward work on river management, habitat improvement, flood management and climate change.

In Focus: Cairngorms Farmers’ Forum

The CNPA helped to set up a Cairngorms Farmers’ Forum in 2009 following calls by farmers and crofters to establish a new group that would enable collaborative working on important issues such as animal health and the SRDP. There are now around 100 members and, once fully established, the aim is for members to run the Forum themselves with relevant CNPA support.

The focus of the first meeting was on animal health, which included discussions on a Park-wide animal health scheme and a presentation from the Scottish Agricultural College. The second meeting covered the future of farm subsidies and support, and included a presentation from a Deeside farmer about his experiences of farming without the Single Farm Payment, alongside Brian Pack presenting the initial findings of his review for the Scottish Government.

PRIORITY 3

Supporting sustainable deer management to benefit both people and the environment

Getting the balance right between deer populations; conserving and enhancing the special natural heritage of the Park; and preserving the considerable economic benefits that accrue from deer is a major challenge where the CNPA has played a strong enabling and co-ordinating role over the past year.

Providing support for the Cairngorms Deer Advisory Group (CDAG), who met three times in 2009/10, ensured the wide range of representatives from a variety of backgrounds continued to develop cohesive and joined up thinking on deer issues across the Park.

By the end of 2009/10, good progress was being made by the CNPA with guidance from CDAG in developing a Cairngorms Deer Framework that aims to take a national Park-wide view of deer management to ensure that all aspects of environmental, social and economic interests are taken into account. When complete, the framework will acknowledge the many different values that people place upon deer and bring all those with an interest in its effective management together.

The board of the Cairngorms National Park Authority also took part in the first ever 'National Eat Venison Day' by tucking into a hearty venison stew at one of their board meetings in 2009. The promotion helped to highlight the value of deer as a natural resource in the Park as well as helping to increase awareness of venison as a local and healthy food.

In Focus: Sika hybridisation

The results of a study into the hybridisation between sika deer and red deer in the Speyside area of the Cairngorms National Park was provided to the CNPA during 2009/10. The findings showed that in a sample of 108 red deer collected from several estates just east of the River Spey, no significant genetic evidence of hybridisation with Japanese sika deer was found.

The Cairngorms Deer Advisory Group welcomed the report prepared by Edinburgh University's Institute of Evolutionary Biology. CDAG endorsed the objective set out in the policy document 'Scotland's Wild Deer: A National Approach', that states the further spread of non-native deer species should be minimised.

PRIORITY 4

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

Enhanced access opportunities significantly improve people's enjoyment, health, learning and understanding of the Park. Central to this was the work undertaken by the CNPA which led to the final adoption of the Core Paths Plan for the Park. The CNPA awarded £180,000 in funding to the Cairngorms Outdoor Access Trust. This helped to deliver a number of key projects, including a new path between Kingussie and Newtonmore which now provides the local community and visitors alike with an improved access and recreational facility in a stunningly scenic area.

The CNPA board also proposed a new approach for informal camping in the Park which encourages more partnership working with landowners and other agencies to tackle problem sites. It was agreed to involve ranger services, develop alternative campsites and communications materials, and improve arrangements with the police.

The Scottish Government also approved, in principle the extension of the Speyside Way through the Cairngorms National Park between Aviemore and Newtonmore. Since then, the CNPA has engaged with landowners, community councils and other partners to start to develop a potential funding package as well as seek planning and other permissions for the new route.

In Focus: Cairngorms National Park Core Paths Plan

After extensive consultation with the public, businesses, land managers and other organisations, the Core Paths Plan was adopted by the CNPA board in March 2010. It will ultimately encourage more people into the outdoors and help land managers to manage access across land and water. In a first for Scotland, the Plan has designated the River Spey as a core path, which should cater more for the diverse range of users who enjoy it.

An overall path network totalling around 932km (579 miles) of new and existing tracks, roads, pavements and watercourses is highlighted in the Plan, providing a basis for a programme of improvements to be carried out in the future. The paths will deliver a wide range of social, economic and environmental benefits by helping people move in, around and between communities.



PRIORITY 5

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

Conserving and enhancing the special qualities of the Cairngorms National Park is essential if the Park is to maintain and build a diverse and vibrant economy. By the end of the year, 53 more businesses and organisations had been approved by the CNPA to use the Park brand, taking the total number of brand business and organisations to 214. Complementing this, the CNPA worked with Stagecoach to highlight the links between tourism and public transport by incorporating the colourful Park brand designs on their Badenoch and Strathspey fleet of buses.

The CNPA board voted to end the support for the cross-Park Heather Hopper bus service following a joint review of Park transport provision. The funds will instead be diverted into other transport projects to create better value and allow people to move around the Park more sustainably; promote improved social inclusion; and reduce environmental impact.

By the end of 2009/10 the CNPA had diverted significant financial and staff resources into the formation of the Cairngorms Business Partnership, a collaboration of a number of organisations in the National Park that will enable the pooling of resources and provide improved economic benefits for its members. The CNPA also teamed up with Business Gateway to raise awareness and provide specialist advice to local businesses on how they can realise the business benefits of improving their green credentials.

In Focus: Economic information

During 2009/10, the CNPA commissioned an economic baseline report to update economic data about the Park and the surrounding area; analyse trends in the data and compare it to the rest of Scotland; and measure the impact of National Park status.

A year-long visitor survey in the Cairngorms National Park also got underway. This aims to analyse why people choose the Park for a holiday, activities undertaken, transport usage and National Park awareness.

Both surveys will have a major impact on identifying opportunities for strengthening the local economy, informing future action planning and will ultimately inform the production of the next five year Cairngorms National Park Plan, that will run from 2012-2017.

PRIORITY 6

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

Those on low incomes and young people living in the Cairngorms National Park continue to find that a lack of good quality, affordable housing is one of the most pressing issues they face. In 2009/10 the CNPA made a valuable contribution to tackling housing issues, from using its planning powers to being involved in other innovative approaches that address housing challenges.

Several housing schemes were in the process of being built or were completed during 2009/10 following earlier planning approvals by the CNPA planning committee. These included 25 affordable homes at Dalfaber, Aviemore with Cairn Housing Association, and the approval of a pilot scheme by Albyn Housing Association to construct two affordable, timber homes at Glenmore, targeted at key workers in the National Park.

The CNPA was also involved in exploring and developing new innovations, for example to help build new homes in the Park that receive no subsidy. It also continued to work with private landlords and the Scottish Rural Property and Business Association to raise the quality of existing properties and introduce better management practices.

The 'Our Community ... A Way Forward' scheme, which was previously developed by the CNPA and Badenoch & Strathspey Community Planning Partnership, was also selected by the Scottish Government as a project that demonstrates the best way of engaging with communities. The community action planning toolkit, which was developed as a result, was subsequently used by 'Ballater One Voice Our Future', (see In Focus below).

In Focus: Ballater One Voice Our Future

Following the success of the Ballater One Voice Our Future (BOVOF) community action planning exercise, the CNPA was involved in co-ordinating a housing partnership and organising awareness raising sessions to discuss different housing options and planning issues with residents.

As a result, local people are now better informed about how housing associations and housing trusts operate, how their waiting list and allocation policy operates differently and where funding can be sourced for housing. An overview of council housing including statistics on stock, waiting list figures, turnover, other housing schemes and an explanation of how council houses are allocated was also provided. Projects like BOVOF will help maintain sustainable communities as well as ensure that a vibrant population continues to live and work in the Park.

PRIORITY 7

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

Several initiatives that promoted the Cairngorms National Park locally, nationally and internationally took place during 2009/10. In the first full year of the CNPA providing grant support for eight ranger services, a two-day event took place for Park rangers to get together, share common practice and develop a co-ordinated plan for events in the 2010 season. The event was jointly hosted by the Angus Glens Ranger Service and the CNPA.

During the year, the CNPA, working with the Cairngorms Business Partnership, also made two of five previously commissioned panoramic views of the Cairngorms National Park available to purchase at various shops and visitor centres in the Park and by mail order. This now provides visitors and locals with a unique representation of the National Park's landscapes and the communities within it.

Elsewhere, 2,200 John Muir Awards were awarded during 2009; two junior rangers programmes were run for pupils of Aboyne and Alford Academies and Kingussie High School; and seven short films made by primary school children in the National Park got their premiere in Aboyne when the CNPA and Clim-ATIC – a €2.4million multi-agency partnership – helped screen their climate change themed movies.

The CNPA board also agreed a series of measures to develop and promote the National Park as an outdoor classroom. These included addressing the barriers to outdoor learning; promoting outdoor learning through a Cairngorms Learning Network; and the development of a set of educational projects and a Park learning package for schools.

In Focus: Outdoor Learning Development Officer

Environment minister Roseanna Cunningham, with Grantown-on-Spey Primary School pupils, helped launch the National Parks' first ever Outdoor Learning Development Officer post. The new post was created by a range of partners, including the CNPA, and will embed Scotland's National Parks into the new school curriculum.

The officer will help schools in the Cairngorms and Loch Lomond and the Trossachs National Parks overcome barriers to developing sustainable outdoor learning programmes; mapping learning opportunities in the Parks to the Curriculum for Excellence; providing schools with a more focussed menu of outdoor learning activities; and promote best practice outdoor learning projects that can potentially be rolled out across Scotland. This new initiative will work with schools remote from the Parks as well as those within them.

PRIORITY 8

Strategy and communications to deliver our role effectively and efficiently

The CNPA's proactive media enquiries and press distribution service coupled with the production of a range of high quality printed material and maintenance of an effective web presence ensured everyone from the general public, land owners and stakeholders to businesses and politicians were kept informed of the work we do across the previous seven priorities for action.

78 press releases were produced and distributed which generated high profile press and media coverage from mainstream television to local newspapers. A number of CNPA and partner projects attracted national and international coverage throughout the year, including the Cairngorms Wildcat project, which featured on the popular BBC programme, 'The One Show'. The project was also covered at the local shows which the CNPA attended during 2009.

CNPA staff also responded to a total of 43 Freedom of Information requests. As a member of Scotland's Environmental and Rural Services (SEARS), the CNPA also attended both the 2009 Royal Highland Show through SEARS communication work, as well as 'The Gathering' – one of the largest clan gatherings in Scotland and the highlight of Homecoming Scotland 2009.

With social media becoming an increasingly effective means of communicating with a wide and diverse audience, the CNPA began work on developing its own social media strategy which will help the organisation to convey its messages to specific targeted audiences.

In Focus: Ministerial visits

The CNPA's work continued to attract Scottish Government recognition and approval, with the CNPA hosting eight Ministerial visits to the Park during 2009/10. The CNPA was also involved in welcoming a number of international guests to the Park, including Northern Ireland Environment Minister Sammy Wilson.

The party from the Northern Ireland Executive undertook a fact finding visit to the Park during Spring 2009. Mr Wilson met colleagues in the National Park to help inform his decision on whether or not he should recommend the establishment of National Parks in Northern Ireland. During his tour he visited Balliefurth Farm, Nethy Bridge, CairnGorm Mountain and Glenmore Visitor Centre amongst other places.

PRIORITY 9

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

The CNPA is responsible for planning decisions that it decides are relevant to the aims of the Park. During the year 59 planning applications were determined by the CNPA planning authority, of which 47 were approved. These included outline planning permission to Highland Council for a new primary school in Aviemore and approval of an extension to the Cairngorm Brewery that will help secure investment and employment opportunities within the Park.

Scottish Water's £3million project to improve drinking water for Tomintoul's residents was also given the go-ahead and plans for a cheese making dairy at Cambus O' May near Ballater was approved, which is a good example of rural economic development. An enforcement charter adopted by the CNPA planning committee was also approved to effectively deal with unauthorised development within the Park.

Although the Scottish Government announced the go-ahead for the Beauly to Denny overhead transmission line, the importance of the Park as a national designation was acknowledged. Furthermore, the terms of the approval requires the removal of one existing power line and the transfer of another from pylons to wooden poles or undergrounding.

Proposals for a windfarm on the Cawder Estate, although outside the Park, was also objected to by the CNPA planning committee on the grounds that if a neighbouring windfarm got the go-ahead, the cumulative impact would detrimentally affect the landscape, tourism and wildlife of the Cairngorms.

In Focus: Cairngorms Local Plan

Following a local inquiry on the Draft Cairngorms National Park Local Plan, that was carried out by Scottish Government Reporters, a report of recommendations was submitted to the CNPA for consideration during 2009/10. The report confirmed the status of the Park as a national designation and the National Park Plan as the overarching strategic planning document for the Park.

By the end of the financial year, CNPA staff were working through all the recommendations and points raised by the Reporters, analysing these and assessing which recommendations will be taken forward. The details of any post inquiry modifications will be debated at a CNPA committee planning meeting in Spring 2010. Following this there will be a consultation period to allow individuals, groups and organisations to make final representations to post inquiry modifications.

PRIORITY 10

Corporate support functions and services

CNPA staff took part in The Sunday Times Best Places to Work in the Public Sector Survey 2010, which saw the CNPA ranked as the 25th best public sector organisation. Over 200 public organisations took part which champions best employment practices and highlights the happiest places to work in the public sector. The CNPA was singled out for leading by example through its greening group which looks at ways of cutting its impact on the environment and was awarded 'One to Watch' status for future surveys.

The CNPA initiated a programme of equalities impact assessments, following consultation with Inclusive Cairngorms to determine key areas of focus for interested equalities groups in the area. The CNPA was also at the forefront on sharing best practice on equalities/promoting a Park for All with other partners including SNH, Highlands and Islands Enterprise and Loch Lomond and the Trossachs National Park Authority (LLTNPA).

An ongoing programme of joint working with LLTNPA was also agreed creating the potential for future savings and avoidance of duplication. Procurement processes and harmonisation of employment policies have already been implemented to this end and organisational development support was provided to the Europarc Federation focusing on improving its governance, strategic planning and management systems.

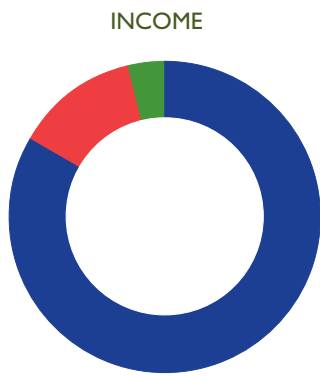
In Focus: Green Tourism Business Scheme

In 2009/10 the CNPA office in Grantown-on-Spey achieved a gold award from the Green Tourism Business Scheme (GTBS) that encourages businesses to adopt environmentally friendly practices in the day to day running of their premises and operations. Reduced vehicle based business travel saved over 10 per cent in carbon emissions during the year, and using energy rated appliances and recycled stationery as well as promoting a cycle to work scheme also helped towards achieving the award.

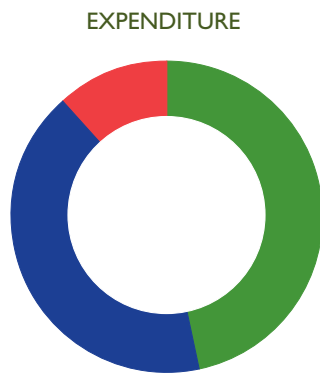
The CNPA's work on the management and preservation of the environment of the Park and its successful engagement with local businesses, helping the sustainability of local communities and promoting responsible outdoor access were highlighted for praise by the GTBS.

As part of the greening committee's actions, the CNPA also joined forces with Strathspey Waste Action Network, to subsidise the purchase of food waste digesters. These could reduce the amount of waste going to landfill by 20 per cent for the Park residents and businesses that participated.

Commentary on Financial Performance for 2009/10



- Other income
- Partner support funding
- Grant in Aid



- Board & staff costs 2.32
- Other operating costs 0.66
- Operational Plan expenditure 2.58



Our full accounts for 2009/10 is set out in pages 25 to 57 of this document. This commentary provides a brief overview of the Cairngorms National Park Authority's management and use of resources over the course of the year.

The Park Authority's total grant and other cash income for the year was £5.51m. This represents an increase of some £0.44m compared with 2008/09.

The Park Authority's main source of funding continues to be grant in aid allocated by the Scottish Government. In 2009/10, this grant level increased from £4.55m to £4.8m. The Park Authority took on responsibility for grant funding ranger services operating within the Cairngorms National Park in the year, and received an additional £0.12million in grant funding, included within our funding from the Scottish Government, to finance this activity.

The year also saw an increase of over £0.2million in partner contributions to finance project activities in the Park for which the Park Authority took a lead role, with this increase in income offset slightly by a reduction in income from planning fees and bank interest. The increase in partner contributions includes an increase in LEADER grant awards administered by the Park Authority, as the LEADER programme moved from an initial phase of advertising and promoting availability of funds into considering applications and awarding financial support.

Continuing to target efficiency savings in the year on our office and administrative functions, has allowed the Park 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 2009/10 was £2.6m or 46 per cent of total resources available (2008/09 comparative investment was £2.1m or 42 per cent of total resources available). Of course, much of our staff time was also directed to leading these activities, and time invested by the Park Authority's and our partners' staff makes an essential contribution to the annual investment in the Cairngorms National Park.

Overall, we are tasked to achieve a year end result as close to break-even as possible, and in 2009/10 our total expenditure of £5.56m before depreciation allowances for use of assets, leaves a small cash overspend for the year of around £50,000 (0.9 per cent of total income). The Park Authority has plans in place to ensure that the financial impact of this overspend can be accommodated within existing income levels in 2010/11 through making appropriate budget adjustments for the coming year.



Accounts

Management Commentary

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 seventh year of operation of the Cairngorms National Park Authority (CNPA). The Accounts Direction is shown on page 58. The Park Authority became fully operational on 1 September 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

The statutory purpose of the Cairngorms National Park Authority is set out in section 9 of the National Parks (Scotland) Act 2000 (NP(S)A). This purpose is to ensure that the aims in section 1 of the Act are achieved in a way that is mutually supportive, rather than looking at each of the aims separately and in isolation. Under the legislative provisions of the NP(S)A, 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 33 to 36. 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).

Results and future activities

The results for the year to 31 March 2010 are set out in pages 43 to 46 together with the notes on pages 47 to 57. The accounts are prepared on a going concern basis.

The Park Authority's total expenditure was £5.6 million and after receiving Grant in Aid of £4.8 million, third party contributions to Operational Plan spend of £0.7 million and other income the accounts show recognised net expenditure of £57,002. (see note 14).

Management Commentary (continued)

Further details of our expenditure breakdown are shown in the notes to the accounts, in particular at note 3, which details our expenditure by Segment and note 5, which details Operational Plan expenditure. A summary of our operational activity for the year is set out in the preceding sections of this Annual Report.

The main sources of CNPA funding for the year were the resource budgets and cash grant in aid funding allocated to it by its sponsoring department, the Scottish Government Rural Directorate (SGRD). These resources have been utilised during the year as shown in the table below and the result has been noted by the sponsoring department.

	Budget	Out Turn	Variance
Resource Budget 2009/10	£'000	£'000	£'000
Current Operating Expenditure	4,747	4,747	0
Depreciation	78	62	16
Cost of Capital	9	12	(3)
Operating Costs	4,834	4,821	13
Capital	58	58	0
Expenditure Financed by other income	Income (£000)	Expenditure (£000)	
Operating Expenditure	711	764	(53)
Capital Expenditure	0	2	(2)

A comprehensive presentation of the Park Authority's current and future activity plans is available in its Operational Plan for 2010 -11 and Corporate Plan for 2008 to 2011. (www.cairngorms.co.uk)

Significant attention has been given to security of information and data within the public sector over the course of 2009/10. The Authority has had no instances of loss of data or personal information over the course of the year.

Changes in non current assets

Movements in non current assets are shown in note 9.

Key additions in the year related to £56k of Information Technology equipment.

Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2010.

Charitable donations

There were no charitable donations made in the year.

Payment performance

The Park Authority's payment policy complies with the terms of the Better Payment Practice Code. During the year to 31 March 2010, the time taken to pay creditors achieved an average of 11.3 days against a target of 10 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. 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).

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.

The Authority continues to recognise the importance of training and development to ensure that all staff have the skills required for delivery of their role in the context of the organisation’s enabling and partnership ethos. An independent staff survey, conducted through the “Sunday Times Best Places to Work” processes, confirmed the effectiveness of the Authority’s employment policies, with training benefits being seen as of particular value.

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 2009/10, the average number of days lost through sickness was 6.1 days per person (2008/09 6.2 days).

Pensions

The Park Authority’s pension liabilities are detailed in the Remuneration Report and Notes 1, 4, 5 and 15 to the Accounts.

Sustainability reporting

The purpose of the Park Authority is to promote partnership and give leadership to all the bodies and agencies involved in the sustainable growth and development of the Park. To this end, the National Park Plan Annual Report sets out a comprehensive description of the work undertaken by the Authority and its partners in the sustainable development of the Cairngorms National Park.

The National 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.

Environmental matters

A priority focus for the Authority is on conserving and enhancing biodiversity and landscapes to sustain our natural and cultural heritage. The Authority’s focus in this priority has been on improving opportunities for people to engage in local biodiversity and cultural heritage and supporting active conservation as part of the Local Biodiversity Action Partnership. The Authority continued to develop the longer term plans and guidance necessary to conserve and enhance biodiversity and landscapes in the Park. These included completion of a

Management Commentary (continued)

landscape character assessment; a study of the landscape special qualities of the Park; development of planning guidance to support the forthcoming Local Plan; and a geology audit completed by the British Geological Survey. The National Park Authority has also set the reduction in its carbon footprint from its business activities as a key objective and illustration of its environmental performance and leadership. Our key performance indicator of reducing carbon emissions from vehicle based business travel reduced by 5.6 tonnes (10.3%) in 2009/10.

Social and community issues

Conserving and enhancing the special qualities of the Cairngorms National Park is essential if the Park is to maintain and build a diverse and vibrant economy. The Authority's work in this area spans support for sustainable business development within the National Park, to work on promoting development of affordable housing, and to partnerships with individual communities and more widely with community planning partnerships. Over the course of 2009/10, the Authority has provided support for the development of the Cairngorms Business Partnership; explored and been instrumental in developing new affordable housing innovations, for example to help build new homes in the Park that receive no subsidy; and the 'Our Community A Way Forward' scheme, which was previously developed by the CNPA and Badenoch & Strathspey Community Planning Partnership, was selected by the Scottish Government as a project that demonstrates the best way of engaging with communities. The community action planning toolkit, developed as a result, was subsequently used by 'Ballater One Voice Our Future'


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 41 and 42 and details of the auditor's remuneration are given in note 6.

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
25 June 2010

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. Its 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

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.

Chief Executive

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

Board members

Board members' fees are approved annually each April by the Scottish Government.

Remuneration Report (continued)

Board members (continued)

This section of the Remuneration Report is subject to Audit.

	Most recent appointment	End of term or date stepped down	2009/10		2008/09	
			Fees £	Expenses £	Fees £	Expenses £
Scottish Government appointee						
David Green	08 Sept 2009	07 Sept 2012	20,776	9,641	20,441	11,025
Eric Baird	24 Mar 2009	30 Sept 2010	10,390	879	10,221	1,648
Duncan Bryden	25 Mar 2007	30 Sept 2010	10,430	1,716	10,221	1,595
Nonie Coulthard	01 Apr 2006	30 Nov 2008	-	-	4,932	998
Lucy Grant	24 Mar 2009	30 Sept 2010	7,889*	582	7,768*	821
Robert Kinnaird	01 Dec 2006	31 Mar 2010	7,194	512	7,076	753
Anne MacLean	25 Mar 2007	30 Sept 2010	7,194	560	7,076	469
Alastair MacLennan	24 Mar 2009	30 Sept 2010	7,194	243	7,076	360
Susan Walker	25 Mar 2007	30 Sept 2010	7,194	919	7,076	909
Ross Watson	01 Apr 2006	31 Oct 2008	-	-	4,134	186
Local Authority nominee						
Peter Argyle	16 Mar 2009	31 Aug 2011	7,194	166	591	-
Francis (Stuart) Black	01 Sept 2007	31 Aug 2011	7,194	-	7,076	-
Jacqueline Douglas	01 Sept 2007	31 Aug 2011	7,297*	51	7,285*	123
David Fallows	01 Sept 2007	31 Aug 2011	7,194	916	7,076	1,103
Andrew Hendry	01 Sept 2007	31 Aug 2011	7,194	676	7,076	1,033
Marcus Humphrey	01 Sept 2007	31 Aug 2011	7,194	366	7,076	493
Bruce Luffman	01 Sept 2007	31 Jan 2009	-	-	5,895	1,438
Ian Mackintosh	01 Sept 2007	31 Aug 2011	7,194	1,109	7,076	1,041
Fiona Murdoch	01 Sept 2007	31 Aug 2011	7,194	807	7,076	760
Alexander Park	01 Sept 2007	30 Nov 2008	-	-	4,725	716
Gregor Rimell	01 Jan 2009	31 Aug 2011	7,194	625	1,772	187
Richard Stroud	01 Sept 2007	31 Aug 2011	7,194	491	7,076	1,012
Local elected						
Geva Blackett	16 Mar 2007	15 Mar 2011	7,194	931	7,076	526
Eleanor Mackintosh	16 Mar 2007	15 Mar 2011	7,194	722	7,076	1,217
Mary McCafferty	16 Mar 2007	15 Mar 2011	7,194	604	7,076	543
William McKenna	16 Mar 2007	15 Mar 2011	7,194	-	7,076	-
Andrew Rafferty	16 Mar 2007	15 Mar 2011	7,194	-	7,076	128
			186,274	22,517	191,195	29,081

* Includes childcare allowances

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 30.

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

Remuneration

Salary includes gross salary, performance pay or bonuses and any other allowance to the extent that it is subject to UK taxation. 2008/09 comparative has been adjusted for retrospective December 2009 pay award.

	2009/10		2008/09	
	Remuneration £'000	Benefits in kind £	Remuneration £'000	Benefits in kind £
Jane Hope, Chief Executive. Salary	70-75	0	70-75	0

In addition to the above remuneration, on behalf of the chief executive the Park Authority made employer's pension and national insurance contributions of £20,000-£25,000 in 2009/10 and £20,000-£25,000 in 2008/09.

Remuneration Report (continued)

Pension entitlements

	Accrued pension at age 60 as at 31 Mar 2010 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 Mar 2010 £'000	CETV (a) at 31 Mar 2009 £'000	Real increase in CETV(b) £'000
Jane Hope, Chief Executive	10-20 plus lump sum of 50-55	0-2.5 plus lump sum of 2.5-5	369	330	19

(a) The Cash Equivalent Transfer Value (CETV)

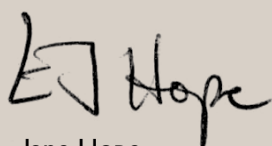
This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement 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
25 June 2010

Cairngorms National Park Authority Board Members

The Cairngorms National Park Authority's Board comprises 23 members. The Scottish Government appoints eight members directly; appoints a further nine following Council nominations by the four councils in the Park (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.

David Green	(Convener)	(a)	(F), (S & R)
Eric Baird	(Deputy Convener)	(a)	(A), (S & R)
Peter Argyle		(b)	
Francis (Stuart) Black		(b)	
Geva Blackett		(c)	(S & R)
Duncan Bryden	(Convener, Planning Committee)	(a)	
Jacqueline Douglas		(b)	
David Fallows		(b)	(F)
Lucy Grant		(a)	(A)
Andrew Hendry		(b)	
Marcus Humphrey		(b)	
Robert Kinnaird		(a)	(S & R)
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)
Andrew Rafferty		(c)	
Gregor Rimell		(b)	
Richard Stroud		(b)	(F)
Susan Walker		(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.

Attendance at Board and Planning Committee meetings is set out in Appendix I (see page 59).

Cairngorms National Park Authority Board Members (continued)

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 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 Aberdeenshire Council Infrastructure Services Committee and a past Chair of the Scrutiny and Audit Committee. 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 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. 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. She sits on the CNPA's Staffing and Recruitment Committee.

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, and is Convener of the CNPA's Planning Committee.

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 Grantown-on-Spey. She was a founding member and organiser of the Cairngorms Farmers Market and worked for Grantown 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.

Lucy Grant is a partner in the family livestock farm and has developed a good general knowledge of the area's issues. She sits on the CNPA's Audit Committee.

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 former chair of the council's Planning, Environment and Development Committee and sits on the Highland Council's Resources 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. He has over 40 years experience of Local Government and is currently Deputy Provost of Aberdeenshire Council.

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, member of the Local Outdoor Access Forum (LOAF) and sits on the CNPA's Staffing and Recruitment Committee. 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 CNPA's 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. He sits on the CNPA's Audit Committee.

Anne MacLean OBE has an interest in Human Resource issues, disability rights and awareness, is Convener of Sight Action (Highland) 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 2007. 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 Granttown-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.

Cairngorms National Park Authority Board Members (continued)

Mary McCafferty was elected for Ward 3 and has a 30 year professional background in education. She is a Justice of the Peace and serves on the bench at the Inverness Justice of the Peace Court. She was Chairperson on Dulnain Bridge Community Council for a number of years, working closely with a large number of local agencies, she is a Trustee and secretary of the Dulnain Bridge Village Hall and administrator for Dulnain Bridge Community Company. She was involved with the running of the Dulnain Bridge Sunshine Club for 25 years, is a member of Grantown Twinning Association and is Treasurer of Grantown Primary School Parent Teacher Association. She sits on the CNPA's Finance Committee.

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. She sits on the CNPA's Audit Committee.

Andrew Rafferty was elected for Ward 1 and is the principal vet in the Strathspey Veterinary Centre. He lives on a smallholding near Newtonmore.

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. He sits on the CNPA's Finance Committee.

Susan Walker OBE is a specialist in water and land. She is currently a board member of the Scottish Environment Protection Agency. She is an adviser to the Deer Commission for Scotland and the Grampian Area of Scottish Natural Heritage and a member of Waterwatch Scotland. She sits on the CNPA's Audit Committee.

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.

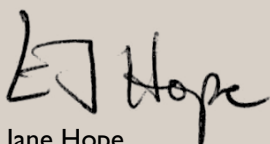
Statement of Accountable Officer's Responsibilities

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

25 June 2010

Statement on Internal Control

for the period ended 31 March 2010

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. Those personal responsibilities are set out in the Management Statement for the Cairngorms National Park Authority. In discharging these responsibilities I am held accountable by the Authority's Board, and by Scottish Ministers. In particular, the Authority's Board has Audit, Finance and Staffing and Recruitment 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 sets out the relevant statutory, parliamentary and administrative requirements, emphasizes the need for economy, efficiency and effectiveness, and promotes good practice and high standards of propriety. An element of my responsibility as Accountable Officer is to ensure the Authority's internal control systems comply with the requirements of the SPFM and hence ensure good systems of internal control.

The purpose of the system of internal control

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve the organisation's 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 the principal risks to the achievement of the organisation's policies, aims and objectives; to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically.

The process within the Cairngorms National Park Authority accords with guidance from the Scottish Ministers provided in the SPFM and has been in place for the year ended 31 March 2010 and up to the date of approval of the Annual Report and Accounts.

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.

The risk and control framework

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

The Authority's strategic risk management is based on an overarching risk management strategy together with a schedule of key risks. The strategy and schedule of key strategic risks was revised to reflect the Authority's new Corporate Plan at a workshop of Board members and senior managers in December 2008, and has since been regularly reviewed and adapted as required by the Audit Committee and Management Team.

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 remains highlighted within the strategic risk register and is therefore 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. These policies have, over the course of 2009/10, been reinforced by Data Protection training for all staff, with more targeted, advance training for relevant senior staff.

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:

- determined and implemented an annual internal audit review plan through the audit Committee;
- commissioned further independent reviews of its LEADER grant and planning services;
- acted on a range of internal audit recommendations for further improvements in the internal control framework;
- continued delivery of a Best Value action plan, seeking prioritised, continuous improvement in service delivery;
- 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;
- further developed a framework to review effectiveness of implementation of Corporate and National Park Plan objectives. 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 Accountable Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by:

- the executive managers within the Authority who have responsibility for the development and maintenance of the internal control framework;
- the work of the internal auditors, who submit regular reports to the organisation's Audit Committee

Statement on Internal Control

for the period ended 31 March 2010 (continued)

which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of the organisation's systems of internal control together with recommendations for improvement;

- comments made by the external auditors in their management letter and other reports.

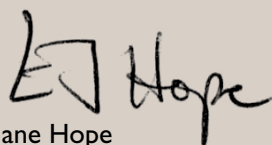
Advice from independent internal and external auditors forms an essential element in informing my review of the effectiveness of the systems of internal control within the Authority. The Board's Audit Committee also plays a vital role in this regard, through its review of audit recommendations arising 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 budgetary control, Human Resources appraisal arrangements, National Park Plan delivery arrangements, brand management, 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 planning enforcement, while independent reviews of LEADER grant systems and the planning services have also been commissioned. 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 processes, 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 2009/10.



Jane Hope
Chief Executive
25 June 2010

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 2010 under the National Parks (Scotland) Act 2000. These comprise the Net Expenditure Account, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity 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 Management Commentary 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.

Independent Auditor's report (continued)

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 Cairngorms National Park Authority as at 31 March 2010 and of its net expenditure, changes in taxpayers' equity 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 Management Commentary 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

25 June 2010

Net Expenditure Account

for the year ended 31 March 2010

	Note	2010 £	2009 £
Expenditure			
Board members and staff costs	3, 4	2,324,054	2,246,512
Operational Plan expenditure	3, 5	2,538,248	2,112,355
Other operating costs	3, 6	603,386	656,588
Depreciation	9	62,311	63,793
		5,572,999	5,079,248
Income			
Operational Plan income	3, 8	666,905	457,571
Other income	3, 8	44,092	66,343
		710,997	523,914
Net Expenditure		4,862,002	4,555,334
Cost of Capital	7	12,365	13,211
Interest receivable		0	-6,963
Net Expenditure after cost of capital and interest		4,874,367	4,561,582

No activities were discounted during the year.

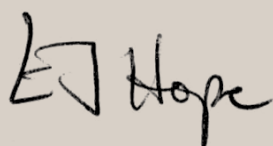
The notes on pages 47 to 57 form part of these accounts.

Statement of Financial Position

as at 31 March 2010

	Note	2010 £	2009 £	April 2008 £
Non-current assets				
Property, plant and equipment	9	223,122	225,155	256,234
Total non current assets		223,122	225,155	256,234
Current assets				
Trade and other receivables due within one year	11	370,037	270,840	247,772
Cash and cash equivalents	12	38,641	213,285	140,634
Total current assets		408,678	484,125	388,406
Total assets		631,800	709,279	644,640
Current liabilities				
Trade and other payables due within one year	13	-381,074	-401,552	-334,542
Total current liabilities		-381,074	-401,552	-334,542
Non-current assets less net current assets		250,726	307,727	310,098
Non-current liabilities				
Total non-current liabilities		0	0	0
Assets less liabilities		250,726	307,727	310,098
Reserves				
General reserve	14	250,726	307,727	310,098
		250,726	307,727	310,098

Signed on behalf of the Cairngorms National Park Authority



Jane Hope
Chief Executive
25 June 2010

The notes on pages 47 to 57 form part of these accounts.

Statement of Cash Flows

for the year ended 31 March 2010

	Note	2010 £	2009 £
Cash flows from operating activities			
Net Expenditure after cost of capital and interest		-4,874,367	-4,561,582
Adjustments for non cash transactions			
Depreciation		62,311	63,793
Gain on disposal of fixed assets		0	-1,918
Cost of capital		12,365	13,211
Movements in working capital			
(Increase) in trade and other receivables		-99,197	-23,068
(Decrease)/ Increase in staff benefits provision		-1,826	18,120
(Decrease)/ Increase in trade and other payables		-18,652	48,889
Net cash outflow from operating activities		-4,919,366	-4,442,555
Cash flows from investing activities			
Purchase of property, plant and equipment		-60,277	-38,695
Proceeds from disposal of property, plant and equipment		0	7,900
Net cash outflow from investing activities		-60,277	-30,795
Cash flows from financing activities			
Grant funding		4,805,000	4,546,000
Net cash flow from financing		4,805,000	4,546,000
Net increase in cash and cash equivalents in the year		-174,644	72,651
Cash and cash equivalents at the beginning of the year		213,285	140,634
Cash and cash equivalents at the end of the year	12	38,641	213,285

The notes on pages 47 to 57 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2010

	Note	General Reserve £	Total Reserves £
Balance at 31 March 2008		356,015	356,015
Changes in accounting policy		-45,917	-45,917
Restated balance at 1 April 2008	14	310,098	310,098
Changes in Taxpayers' Equity 2008-09			
Non cash charges - cost of capital		13,211	13,211
Net Expenditure after cost of capital and interest		-4,561,582	-4,561,582
Grant funding		4,546,000	4,546,000
Balance at 31 March 2009	14	307,727	307,727
Changes in accounting policy		0	0
Restated balance at 1 April 2009		307,727	307,727
Changes in Taxpayers' Equity 2009-10			
Non cash charges - cost of capital		12,365	12,365
Net Expenditure after cost of capital and interest		-4,874,367	-4,877,822
Grant funding		4,805,000	4,805,000
Balance at 31 March 2010	14	250,726	247,271

The notes on pages 47 to 57 form part of these accounts.

Notes to the Accounts

for the year ended 31 March 2010

I Statement of Accounting Policies

In accordance with the accounts direction issued by Scottish Ministers under section 19(4) of the Public Finance and Accountability (Scotland) Act 2000 these accounts have been prepared in compliance with the principles and disclosure requirements of the Government Financial Reporting Manual, which follows generally accepted accounting practice as defined in International Financial Reporting Standards (IFRS) as adopted by the European Union and the Companies Act 2006 to the extent that it is meaningful and appropriate in the public sector context. The particular accounting policies adopted by the Cairngorms National Park Authority are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

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

1.1 Accounting Convention

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

1.2 Change of Accounting Policy – IFRS First Time Adoption

These financial statements have been prepared under International Financial Reporting Standards for the first time and the comparatives have been restated from UK Generally Accepted Accounting Policy (UK GAAP) where required. The reconciliation to IFRS from the previously published UK GAAP accounts is summarised at Note 2.

New Financial Instruments Standards FRS 25, FRS 26 and FRS 29 as interpreted and adapted by the Government Financial Reporting Manual (FReM) were adopted under UK GAAP in 2008-09. Prior year comparatives were restated to reflect these standards. These standards are identical to their equivalent IFRS standards, IAS 32, IAS 39 and IFRS 7. Therefore the financial statements have not been restated for financial instruments.

1.3 Accounting Period

The accounting period commenced on 1 April 2009 and ended on 31 March 2010.

1.4 Non Current Assets - Property, Plant and Equipment (PPE)

Recognition

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

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

Capitalisation

The minimum levels for capitalisation of a property, plant, or equipment asset within the Cairngorms National Park Authority equipment and vehicles is £500; Information and Communications Technology (ICT) systems are capitalised where the pooled value exceeds £500; substantial improvements to leasehold properties are also capitalised.

Notes to the Accounts

for the year ended 31 March 2010 (continued)

Valuation

From 1 April 2007, plant and equipment assets that have short useful lives or low values or both are no longer revalued using indices but are reported at depreciated historic cost as a proxy for fair value. Losses in value reflected in valuations are accounted for in accordance with International Financial Reporting Standard 11, Impairment of Assets. The consumption of economic benefits is taken to the revaluation reserve to the extent of any previous gain and any further loss is charged to the Outturn Statement.

Subsequent Cost

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

1.5 Depreciation

Depreciation is provided at rates calculated to write off the valuation of buildings and other PPE assets by equal instalments over their estimated useful lives, which are normally in the following ranges:

Park Entry Markers	25 years
Office equipment	5 years
ICT equipment	3 years
Leasehold improvements	Over the length of the lease
Motor vehicles	5 years

Assets under construction are not depreciated.

1.6 Financial Instruments

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

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

1.7 Inventories

The cost of stationery and publications is charged as an expense within the Operating Cost Statement.

1.8 Income

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

1.9 Grant in Aid

The Authority receives grant in aid from the Scottish Government to finance its net expenditure. Following financial reporting guidance, grant in aid is credited to the General Fund and net expenditure on activities funded by grant in aid is charged to this fund.

1.10 Cost of Capital Charge

A charge, reflecting the cost of capital utilised by the Cairngorms National Park Authority is included in outturn expenditure. The charge for each item in the balance sheet is calculated on the basis of the average net book value of that item over the year. For 2009-10 the charge is calculated at the Government's standard rate of 3.5% (2008-09: 3.5%) in real terms on all assets less liabilities.

1.11 Pension Costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is a defined benefit scheme. The Authority recognises the expected cost of providing pensions for their employees on a systematic and rational basis over the period during which they benefit from their services by payment to the PCSPS of amounts calculated on an accruing basis. (Relevant disclosures are reported in Note 15.) Liability for the payment of future benefits is a charge to the PCSPS. In respect of any defined contribution schemes, the Authority recognises the contributions payable for the year.

1.12 Leases

Where substantially all the risks and rewards of ownership of a leased property are borne by the entity, it is recorded as a non-current asset and a corresponding creditor recorded in respect of the debt due to the lessor, with the interest element of the finance lease payment charged to the outturn statement. Rentals payable in respect of operating leases will be charged to the outturn statement on a straight-line basis over the term of the lease.

1.13 Value Added Tax (VAT)

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

1.14 Trade Receivables

All material amounts due as at 31 March 2010 have been brought into the Operating Cost Statement irrespective of when actual payments were received.

1.15 Cash and Cash Equivalents

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

1.16 Trade Payables

All material amounts outstanding as at 31 March 2010 have been brought into the Operating Cost Statement irrespective of when actual payments were made.

1.17 Short Term Employee Benefits

A liability and an expense is recognised for holiday days, holiday pay, bonuses and other short-term benefits when the employees render service that increases their entitlement to these benefits. As a result an accrual has been made for holidays earned but not taken.

1.18 Segmental Reporting

IFRS 8 Segmental Reporting requires operating segments to be identified on the basis of internal reports about components of the Cairngorms National Park Authority that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and assess their performance. The Cairngorms National Park Authority reports on seven segments, six drawn from the current National Park Plan and one from the Park Authority's current Corporate Plan.

Notes to the Accounts

for the year ended 31 March 2010 (continued)

	General Reserve	Total Reserve
	£	£
2 First-time adoption of IFRS		
Balance at 31 March 2009 under UK GAAP	371,765	371,765
Adjustment for IAS 19 Employee benefits	-64,038	-64,038
Restated balance at 1 April 2009 under IFRS	<u>307,727</u>	<u>307,727</u>
Net Expenditure for 2008-09 under UK GAAP		4,545,070
Adjustment for IAS 19 Employee benefits		18,120
Net Expenditure for 2008-09 under IFRS		<u>4,563,190</u>
Balance at 31 March 2008 under UK GAAP	356,015	356,015
Adjustment for IAS 19 Employee benefits	-45,917	-45,917
Restated balance at 1 April 2008 under IFRS	<u>310,098</u>	<u>310,098</u>
Net Expenditure for 2007-08 under UK GAAP		4,536,449
Adjustment for IAS 19 Employee benefits		45,917
Net Expenditure for 2007-08 under IFRS		<u>4,582,366</u>

3 Analysis of Net Expenditure by Segment

	Board Member & Staff Costs	Operational Plan Expenditure	Other Operating Costs	Operational Plan Income	Other Income	Net Segmental Expenditure
	£	£	£	£	£	£
2010 by segment						
Awareness & Understanding	370,310	463,380	118,478	-26,014		926,154
Sustainable Business & Tourism	383,478	757,150	115,280	-355,298		900,610
Planning and Communications	648,332	188,435	107,303		-44,092	899,977
Outdoor Access	290,356	324,509	89,882			704,747
Affordable, Sustainable Housing	246,323	228,337	68,583			543,243
Biodiversity, Landscape & Deer	243,199	298,228	61,590	-110,979		492,038
Land Management Support	142,056	323,210	42,269	-174,614		332,922
	<u>2,324,054</u>	<u>2,583,248</u>	<u>603,386</u>	<u>-666,905</u>	<u>-44,092</u>	<u>4,799,691</u>

	Board Member & Staff Costs	Operational Plan Expenditure	Other Operating Costs	Operational Plan Income	Other Income	Net Segmental Expenditure
2009 by segment	£	£	£	£	£	£
Awareness & Understanding	397,034	446,173	116,041	-62,570		896,679
Planning and Communications	572,518	177,064	167,330	-2,507	-66,343	848,062
Sustainable Business & Tourism	370,784	503,025	108,369	-200,196		781,982
Outdoor Access	335,169	322,636	97,960			755,765
Land Management Support	179,124	384,546	52,353	-159,939		456,084
Biodiversity, Landscape & Deer	238,703	163,590	69,766	-32,360		439,699
Affordable, Sustainable Housing	153,179	115,322	44,770			313,270
	2,246,512	2,112,355	656,588	-457,571	-66,343	4,491,541

	2010 £	2009 £
4 Board members and staff costs		
Summary		
Board members	193,276	198,892
Staff - Core	2,130,778	2,047,620
	2,324,054	2,246,512
Board members - see Remuneration report		
Fees	186,274	191,195
Social security costs	7,002	7,697
Pension costs	0	0
	193,276	198,892
Staff - Core		
Salaries	1,699,682	1,616,620
Social security costs	121,845	112,973
Pension costs	309,251	318,027
	2,130,778	2,047,620
Average numbers employed during period	No.	No.
Board members	23	25
Core employees (full time equivalents - FTE)	51	51

The Core employee number includes 1 staff seconded to the Park Authority (0.5 FTE) and excludes 1 Staff seconded from the Park Authority (0.5 FTE). In 2009, 3 staff were seconded to the Park Authority (2.8 FTE) and 2 staff were seconded from the Park Authority (2.0 FTE).

Notes to the Accounts

for the year ended 31 March 2010 (continued)

	2010	2009
	£	£
5 Operational Plan expenditure		
Summary		
New LEADER programme	369,024	247,412
Outdoor Access projects	263,083	322,636
Local Plan Inquiry and other costs	197,508	71,907
Land Based Business Training	192,429	200,172
Ranger services	139,130	32,269
New LEADER Administration costs	113,545	81,978
Strengthen Business Organisations	a) 91,470	0
Species and Habitat Conservation	a) 87,499	0
Planning Enforcement and Monitoring	a) 68,765	0
Community Needs Programme (2009 Integrated Grants)	66,536	9,807
Land Management sustainability	59,519	79,817
Publications	55,253	102,466
Visitor Information (2009 Park Entry signage)	50,219	43,662
Website	b) 30,698	49,075
Park Plan	b) 6,345	7,934
	<hr/> 1,791,024	<hr/> 1,249,137
Other (not previously greater than £50,000)	792,224	863,218
	<hr/> c) 2,583,248	<hr/> 2,112,355

a) expenditure not greater than £50,000 in 2009.

b) expenditure greater than £50,000 in 2008.

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

Staff - Project

Salaries	247,726	192,510
Social security costs	15,960	12,796
Pension costs (see note 13)	43,861	35,055
	<hr/> 307,547	<hr/> 240,361

The average number of full time equivalent Project staff employees in the year was 9 (in 2009 - 7).

	2010	2009
	£	£
6 Other operating costs		
Board and staff costs (exc. salary costs)	197,550	253,366
Office running costs	157,804	139,703
Professional support fees	87,028	80,155
Land and buildings rentals	62,946	69,649
Information technology	45,269	57,282
Vehicles and office equipment rentals	43,215	27,014
Audit fees (external)	11,400	11,299
Employee benefits provision	-1,826	18,120
	<u>603,386</u>	<u>656,588</u>
7 Notional costs		
Cost of capital for the year under UK GAAP		14,819
Adjustment for IAS 19 Employee benefits		-1,608
Cost of capital for the year under IFRS (calculated at 3.5%)	12,365	<u>13,211</u>
8 Income		
Operational Plan income from EU sources	377,476	217,380
Operational Plan income from other sources	289,429	240,191
Planning fees and other income	44,092	66,343
	<u>710,997</u>	<u>523,914</u>

Notes to the Accounts

for the year ended 31 March 2010 (continued)

9 Property, plant and equipment

	Park Entry Markers	Leasehold Improvement	Information Technology	Office Equipment	Motor Vehicles	Total
	£	£	£	£	£	£
Cost						
At 31 March 2009	56,882	280,326	229,919	110,287		677,414
Additions			56,157	4,120		60,277
Disposals						0
At 31 March 2010	56,882	280,326	286,076	114,407	0	737,691
Depreciation						
At 31 March 2009	-4,551	-169,585	-204,273	-73,849		-452,259
Charged in the year	-2,275	-24,340	-23,712	-11,984		-62,311
Disposals						0
At 31 March 2010	-6,826	-193,925	-227,985	-85,833	0	-514,569
Net book value						
At 31 March 2010	50,056	86,401	58,091	28,574	0	223,122
At 31 March 2009	52,331	110,741	25,646	36,437	0	225,155
Cost						
At 31 March 2008	56,882	280,326	204,540	96,970	29,900	668,618
Additions			25,379	13,317		38,696
Disposals					-29,900	-29,900
At 31 March 2009	56,882	280,326	229,919	110,287	0	677,414
Depreciation						
At 31 March 2008	-2,275	-140,531	-195,121	-56,019	-18,438	-412,384
Charged in the year	-2,276	-29,054	-9,152	-17,831	-5,480	-63,793
Disposals					23,918	23,918
At 31 March 2009	-4,551	-169,585	-204,273	-73,850	0	-452,259
Net book value						
At 31 March 2009	52,331	110,741	25,646	36,437	0	225,155
At 31 March 2008	54,607	139,795	9,419	40,951	11,462	256,234

10 Financial Instruments

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

	2010 £	2009 £
11 Trade Receivables and other current assets		
Amounts falling due within one year:		
Project income debtors	339,741	229,326
Prepayments and accrued income	30,296	41,514
Total due within one year	370,037	270,840
Included within Trade Receivables are the following inter-government balances:		
European Government Funders	315,813	201,880
Local Authorities	0	2,350
Local Enterprise Companies	1,923	19,107
Other NDPB's	16,439	5,989
	334,175	229,326
12 Cash at bank and in hand		
Bank accounts	38,445	213,035
Cash imprest accounts	196	250
	38,641	213,285
13 Trade payables and other current liabilities		
Amounts falling due within one year:		
Trade payables	163,992	104,917
Project income received in advance	116,557	190,799
Accruals and deferred income	100,526	105,836
Total due within one year	381,074	401,552
Included within Trade Payables are the following inter-government balances:		
Central Government Bodies	10,000	651
European Government Funders	70,000	140,000
Local Authorities	4,400	0
Local Enterprise Companies	2,003	2,003
Other NDPB's	44,554	52,843
	130,957	195,497

Notes to the Accounts

for the year ended 31 March 2010 (continued)

	2010 £	2009 £
14 Reserves		
General Reserve		
Opening balance	307,727	310,098
Net Expenditure after cost of capital and interest	-4,874,367	-4,561,582
Grant in aid received	4,805,000	4,546,000
Add back Notional Costs	12,365	13,211
Recognised Net Expenditure for the year	-57,002	-2,371
	250,726	307,727

15 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).

For 2009/10 employer's contributions of £347,205 (2008/09 £345,253) 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.

All employees have the opportunity to join the scheme. In addition, the Park Authority paid employer pension contributions of £5,907 (2008/09 £7,829) to other pension providers and we were also invoiced for employer pension contributions of seconded staff working for the Park Authority.

	2010 £	2009 £
16 Capital commitments		
Contracted capital commitments at 31 March 2010 not otherwise included in these financial statements		
Property, plant and equipment	24,000	0

17 Commitments under leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	Land & Buildings		Motor vehicles & office equipment	
	2010	2009	2010	2009
	£	£	£	£
Obligations under operating leases comprise:				
Not later than one year	61,745	61,745	17,858	19,201
Later than one year and less than five years	134,217	170,071	20,595	17,625
Later than five years	0	0	0	0
	<u>195,962</u>	<u>231,816</u>	<u>38,453</u>	<u>36,826</u>

There were no commitments under finance leases at the balance sheet date.

18 Contingent liabilities

There were no contingent liabilities existing at the balance sheet date.

19 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.

20 Losses and Special Payments

There were no losses or special payments in the year to 31 March 2010, nor in the year to 31 March 2009.



CAIRNGORMS NATIONAL PARK AUTHORITY

DIRECTION BY THE SCOTTISH MINISTERS

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

Signed by the authority of the Scottish Ministers

I R Stewart Head of Country Parks and
National Heritage Division

Dated 12 January 2006

Appendix I

Members' attendance at meetings

Board Member	Planning Committee Total meetings 25		Board Meetings Total meetings 6	
	Attended	%*	Attended	%*
Peter Argyle	19	76	5	83
Eric Baird (Deputy Convener)	23	92	6	100
Francis (Stuart) Black	22	88	6	100
Geva Blackett	16	64	5	83
Duncan Bryden	24	96	6	100
Jacqueline Douglas	20	80	3	50
David Fallows	22	88	6	100
Lucy Grant	22	88	6	100
David Green (Convener)	20	80	6	100
Andrew Hendry	17	68	5	83
Marcus Humphrey	19	76	4	67
Robert Kinnaird	17	68	6	100
Eleanor Mackintosh	25	100	6	100
Ian Mackintosh	18	72	5	83
Anne MacLean	23	92	6	100
Alastair MacLennan	23	92	6	100
Mary McCafferty	23	92	5	83
William McKenna	25	100	6	100
Fiona Murdoch	17	68	5	83
Andrew Rafferty	16	64	5	83
Gregor Rimell	18	72	5	83
Richard Stroud	22	88	5	83
Susan Walker	21	84	5	83

* This shows the percentage of meetings that the members attended out of the possible number during their tenure.

Appendix 2

Staff details at 1 April 2010

Corporate Services

Jane Hope
Chief Executive

David Cameron
Head of Corporate Services

Andy Rinning
Business Services Manager

Kate Christie
HR Manager

Quentin McLaren
External Funding Officer

Alistair Highet
Finance Manager

Sandy Allan
Information Services Manager

Fauzia Davidson
GIS Officer

Morag James
Support Officer

Mandy Mathieson
Finance Technician

Diane Buchan
Finance Technician

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
Press Officer

Alison Fleming
Communications Officer

Sara Smith
Assistant Communications Officer

Patricia Methven
Grants Manager

Jackie Farquhar
Grants Officer

Alix Harkness
Grants Support 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
Senior Heritage Officer

Fiona McLean
Community Heritage Officer

Karen Couper
Ecology Adviser

Frances Thin
Landscape Adviser

Chris Bremner
Sustainable Economy Manager

Fiona Milligan
**Marketing & Sustainable
Tourism Officer**

John Thorne
Economic Development Officer

Ruathy Donald
Economic Development Officer

**Planning and Development
Management (Ballater Office)**

Don McKee

Head of Planning

Bill Stewart

Planning Manager

(Development Management)

Karen Major

Development Plan Manager

Alison Lax

Planning Officer (Local Plan)

Andrew Tait

Planning Officer

(Development Management)

Mary Grier

Planning Officer

(Development Management)

Fiona Munro

Housing Policy Officer

Robert Grant

Planning Officer

Derek Manson

Planning Officer

Bruce Luffman

**Monitoring
& Enforcement Officer**

Pip Mackie

Office Manager

**& Technical Support Officer
(job share)**

Marie Duncan

Office Manager

**& Technical Support Officer
(job share)**

Julie Millman

Administration Assistant

**Visitor Services
and Recreation**

Murray Ferguson

**Head of Visitor Services
and 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

Outdoor Learning Officer

Claire Ross

Education and Inclusion Manager

Elsbeth Grant

Social Inclusion Policy Officer

Andy Rockall

**Land Based Business
Project Manager**

Sam Masson

**Land Based Business
Project Support Officer**

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INVESTOR IN PEOPLE



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natural
scotland
SCOTTISH GOVERNMENT