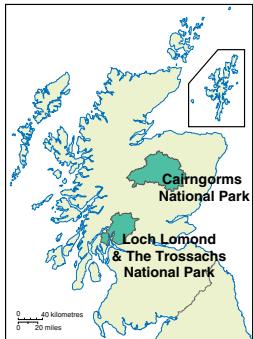


Cairngorms National Park Authority

Annual Report and Accounts 2006/07





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Introduction

The Cairngorms National Park was created in September 2003 because the area is unique and special and needs to be cared for – both for the wildlife and landscapes it contains and for the people that live in it, manage it and visit it. It is Britain's largest National Park.

The Cairngorms National Park Authority (CNPA) was created as an 'enabling' organisation, promoting partnership and giving leadership to all those involved in the sustainable growth and development of the Park.

This Annual Report presents to Scottish Ministers and the public the key activities and progress made during the second year of delivery against our 2005-2008 Corporate Plan.



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Foreword

David Green, Convener

After three years, people are asking whether the Cairngorms National Park and Park Authority are making a difference. Much of what has been achieved has resulted from working in partnership and real progress has been made to set firm foundations for the future management of the Park while improving people's lives today.

A lot has been done to encourage people to get involved in caring for the Park. Over 4,000 people from across Scotland have participated in the John Muir Award, a new conservation volunteering scheme has supported young people to engage with the Park while giving them valuable work experience, and a new training and skills scheme has encouraged schoolchildren to consider Park-related vocational careers. Funding support has led to local communities and schools engaging in conservation projects and encouraged farmers and landowners to manage their land to support the aims of the Park.

Residents and visitors have benefited from better access to the outdoors through improved promotion of the Park, recreational facilities and public transport

services and information which allows people to get around the Park without using a car.

Environmental schemes, such as the agri-waste scheme which helps farmers deal with plastic and chemical waste, help businesses benefit from greener practices. The promotion of the Green Tourism Business Scheme has resulted in well over 100 businesses being accredited in the Cairngorms National Park and our own policies and practices support our and other businesses to use local produce and suppliers and to adopt flexible working practices in relation to office, travel and procurement practices.

The role of the Park Authority is to lead and co-ordinate the collective delivery of the Park aims. Last year saw the finalisation of the Cairngorms National Park Plan which sets out a strategic direction for the Park, endorsed by our partners and approved by Ministers. Our outdoor access strategy was finalised and work with local communities and recreational users is underway

to develop a Core Paths Plan by 2008. Extensive discussions have also led to a deposit version of the Local Plan being prepared for formal consultation in the summer of 2007. The Deposit Local Plan sets out a strategy for development and land use within the Park with a strong focus on increasing affordable housing, the single most important issue raised by all the communities across the Park.

These plans provide a clear direction for the future management of the Cairngorms National Park. We now need to focus on delivering these plans and, by working in partnership, I believe people will see positive change in five years' time which will make a real difference to people's lives.





Ro-ràdh Daibhidh Green, Neach-gairm

Às dèidh trì bliadhna, tha daoine a' faighneachd a bheil Pàirc Nàiseanta a' Mhonaidh Ruaidh agus Ùghdarris na Pàirce Nàiseanta a' déanamh eadar-dhealachadh. Tha mòran de na chaidh a choileanadh mar thoradh air obair ann an com-pàirt agus chaidh fior adhartas a dhèanamh le suidheachadh bunaitean daingeann airson rianachd na Pàirce san àm ri teachd agus leasachadh aig an aon àm air beatha dhaoine an-diugh.

Chaidh mòran a dhèanamh airson daoine a bhrosnachadh gu com-pàirteachadh ann an coimhead às dèidh na Pàirce. Ghabh còrr air 4,000 duine às gach ceàrn de dh'Alba pàirt ann an duais John Muir, sgeama obair glèidheteachais saor-thoileach a chuidich daoine òga a bhith an sàs anns a' Phàirc fhad 's a tha iad a' faighinn eòlas obrach luachmhor agus tha sgeama trèanaidh agus sgilean ùra air clann scoile a bhrosnachadh gu beachdachadh air dreuchdan ann an obair co-cheangailte ris a' Phàirc. Lean taic ionmhais gu coimhairsnachdan agus sgoiltean na sgìre a' gabhail pàirt ann am pròiseactan glèidheteachais agus tuathanaich agus uachdarain a bhrosnachadh gu bhith a' rianachd an fhearrainn aca airson taic a thoirt do dh'amasan na Pàirce.

Tha luchd-còmhnaidh agus luchd-tadhail air buannachd bho chothrom nas fheàrr air slighean dùthchail tro adhartachadh nas fheàrr air a' Phàirc, goireasan cur-seachad agus seirbhisean agus fiosrachadh nas fheàrr mu chòmhail poblach a tha a' toirt barrachd cothruim air faighinn timcheall na Pàirce às aonais càr.

Tha sgeamaichean àrainneachd, mar an sgeama sgudal àiteachais a tha a' cuideachadh tuathanaich a' dèligeadh ri sgudal plastaig agus ceimigeach, a' cuideachadh gnìomhachasan gu buannachd bho chleachdaidhean nas uaine. Tha adhartachadh Sgeama Gnìomhachais Turasachd Uaine air leantainn gu còrr math air 100 gnìomhachasan a' faighinn barrantas ann am Pàirc Nàiseanta a' Mhonaidh Ruaidh agus tha na poileasaidhean agus dòighean-obrach againn fhìn a' toirt taic don ghnìomhachas againn fhìn agus dhaoine eile a bhith a' cleachdadh stuthan agus solarachean ionadail agus dòighean-obrach sùbailte co-cheangailte ri obair oifis, siubhal agus solarachadh.

'S e dleastanas Ùghdarris na Pàirce a bhith a' stiùireadh agus a' co-òrdanachadh coileanadh coitcheann air amasan na Pàirce. An-uirdh chaidh crìoch a chur air Plana Pàirc Nàiseanta a' Mhonaidh

Ruaidh a tha a' suidheachadh stiùireadh ro-innleachdail airson na Pàirce, le aonta ar com-pàirtichean agus cead Mhinistearan. Tha sinn air an an ro-innleachd shlighean dùthchail againn a chriochnachadh agus tha obair a' dol air adhart còmhla ri luchd-còmhnaidh agus luchd-cuairt sa choimhairsnachdan ionadail airson plana phriomh shlighean a chur air dòigh ro 2008. Tha còmhraidhean farsaing cuideachd air leantainn gu ullachadh dreachd den Phlana Ionadail airson co-chomhairle phoblach ann an samhradh 2007. Tha an Dreachd Phlana Ionadail a' suidheachadh ro-innleachd airson leasachaidh agus cleachdadhfearainn taobh a-staigh na Pàirce le cudrom làidir air meudachadh air taighean aig prìs reusanta, a' chùis as cudromaiche a chaidh a thogail leis a h-uile coimhairsnachd bho cheann gu ceann den Phàirc.

Tha na planaichean seo a' toirt stiùireadh soilleir airson rianachd Pàirc Nàiseanta a' Mhonaidh Ruaidh san àm ri teachd. Feumaidh sinn a-nis cudrom a chur air coileanadh nam planaichean sin agus tro obair ann an com-pàirt, tha mi a' smaoineachadh gum faic daoine atharrachadh cinnteach an ceann còig bliadhna a nì fior eadar-dhealachadh do bheatha dhaoine.

Special qualities of the Cairngorms National Park

Britain's largest National Park is a living, working landscape, chosen for its exceptional wild and natural qualities.

The Park is 3,800 square kilometres in area, extending from Grantown-on-Spey in the north to the heads of the Angus Glens in the south and from Dinnet in the east to Dalwhinnie in the west.

Within the Park are four of Scotland's five highest mountains, as well as 53 summits over 900 metres. The Cairngorms are the highest range of arctic mountain landscape in the British Isles and contain the finest collection of different glacial landforms in the UK. These mountains, with their wild arctic tundra and heather moorlands, foster enormous ecological diversity.

Lower down in the glens are some of the most extensive remnants of Scotland's ancient

Caledonian pine forest, while the rivers, lochs and marshes are among the cleanest in Scotland. The Spey, Don and Dee river valleys are major features of the Park and the heathland, birch woods, farmland and grasslands of the lower ground are important for many plants and animals.

This combination of habitats supports the rich biodiversity found in the Cairngorms, with a large proportion of the UK's most threatened, localised and endangered species living in the Park. The Cairngorms is the best place to view the Scottish crossbill, the only bird unique to Britain. Golden eagle, osprey, black grouse, capercaillie and crested tit are just a few of the other rare bird species found here.

Animals include pine martens, red squirrels, water voles and otters while the rivers hold salmon, trout, rare lampreys and a rising population of the globally endangered freshwater pearl mussel.

It is not just landscapes and natural features that are important in the Cairngorms; people have lived and worked here for thousands of years, leaving their mark on the landscape through buildings, villages, and their use of the land, as well as through traditions and language.



The Cairngorm mountains at the heart of the National Park have acted as a natural barrier to the movement of people and goods for many years; although there are circuitous public roads around the Park, the central massif can only be accessed without motor vehicles, for example by using the old drove routes through the Lairig an Laoigh and other passes. This has created diverse communities with their own distinct identities around them.

Today, the Park is home to 16,000 people, living in towns, villages, hamlets, farmhouses, crofts and houses in the countryside. Many work in farming, forestry, sporting management, conservation or tourism. The Park is world renowned for the quality of its outdoor recreation opportunities and visitors and residents can enjoy a wide range of activities from walking to winter mountaineering.

The Park landscape has existed in its present form for thousands of years. In order to safeguard the special qualities of the area for future generations, the Cairngorms National Park Authority exists to ensure there is a sustainable, joined-up approach to the management of the Cairngorms National Park.

Role of the Cairngorms National Park Authority



Our role is to secure the long-term interests of the Cairngorms National Park, by ensuring the co-ordinated and collective achievement of the four aims of the Park.

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

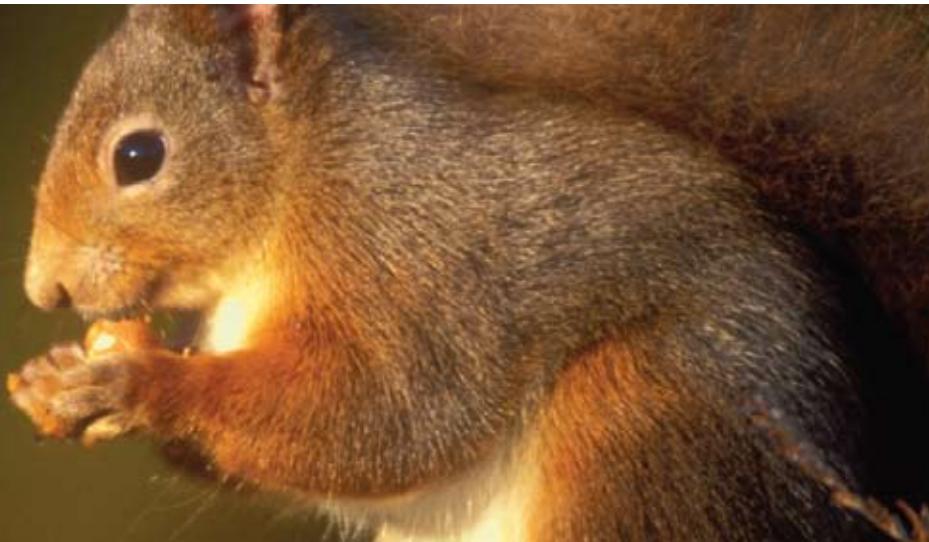
- To conserve and enhance the natural and cultural heritage of the area;
- To promote sustainable use of the resources of the area;
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public;
- To promote sustainable economic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

We aim to fulfil our role, not by duplicating the work of other public agencies but by working with and through others, maximising the effect of our relatively small, limited resources by acting as a catalyst, co-ordinator and enabler.

Our work is overseen by a board of 25 members, as set out in the National Parks (Scotland) Act 2000. Of the 25 members, five are directly elected, ten are appointed on the nomination of the four relevant local authorities and ten are directly appointed by Scottish Ministers. The legislation requires at least ten board members to live within the Park – currently 21 live in or near the Park.

As a statutory Non-Departmental Public Body, the CNPA is directly funded by the Scottish Executive and is accountable to the Scottish Parliament and its Ministers.

The CNPA has a number of statutory functions including producing the Cairngorms National Park Plan and Local Plan, planning and development management, acting as the Outdoor Access Authority and producing the Core Paths Plan for the Park.



The Cairngorms National Park Plan 2007 sets out a strategic long-term vision for managing the Park and guides the work and policies of all organisations operating in the Park, with a view to securing a co-ordinated and collective approach to the delivery of the Park aims.

The new Local Plan, once it has been adopted, will set out a tailored strategy to guide and control development and other activities covered by the planning system within the Cairngorms National Park which support the policies and strategic objectives set out in the Park Plan. In the meantime, while the Local Plan is being finalised, planning decisions are based on the four existing Local Authority Plans which cover the Park – Highland, Aberdeenshire, Moray and Angus. All planning applications for development within the Park are made in the usual way to the relevant local authority. However, if any of these raise issues of 'general significance' for the Park then the CNPA planning committee can 'call-in' the application and take on the responsibility for the determination.

The CNPA also has a statutory duty to uphold people's outdoor access rights in the Park and to set up a Local Outdoor Access Forum, as well as being charged with preparing a Core Paths Plan for the area.

In addition, the CNPA is required to prepare a three year Corporate Plan which sets out our aims and how we plan to deliver them. The Corporate Plan for 2005-2008 is available separately and has been approved by Scottish Ministers.

The Corporate Plan identifies the priority areas of work for the CNPA over a three year period, given its role, resources and assessment of best fit with the work of our many partners. The 2005-2008 Plan sets out five strategic themes, three of which reflect areas of policy and delivery and two that support that delivery.

Role of the Cairngorms National Park Authority (continued)

The themes are:

Theme 1

To enable current and future generations to understand and enjoy the special qualities of the Park in a way that fosters those qualities and supports the activities of others.

Theme 2

To promote sustainable resource, land and water management; and to protect and enhance our wildlife and landscapes.

Theme 3

To support and stimulate economic and social development within the Park that sustains and is sustained by its special natural and cultural qualities.

Theme 4

To ensure our commitment to future generations we will look beyond the horizon and put in place plans to guide the long-term integrated management of the Park.

Theme 5

To be an open, innovative and professional organisation that engages effectively with the public and behaves with integrity.

Each theme has a number of goals which in turn focus on a number of milestones to be delivered by March 2008. The CNPA directs its resources towards their delivery during the three years of the Corporate Plan.

In addition to the five main themes, three cross-cutting themes are identified which run through all the CNPA's activities. Projects and plans are proofed against these themes as our work is taken forward:

Sustainability: *ensuring that our actions do not compromise those of future generations.*

A Park for All: *creating a Park which is accessible to everyone, not just the fit and the few.*

Delivering the 3 Es: *ensuring economy, effectiveness and efficiency in our use of resources.*

The CNPA is required each year to produce an annual report which Ministers must then lay before the Scottish Parliament. This 2006/07 Annual Report covers achievements during the second year of the 2005-2008 Corporate Plan. This has been a period during which the CNPA has become fully established, with our infrastructure in place, our staffing complement appointed, our policies and procedures in place and our role clarified with our partners. Over the same period we established a shared vision for the Park as a whole and have been laying the foundation for how the private, voluntary and public sectors can most effectively pull in the same direction to nurture this special place called the Cairngorms National Park.

Theme 1



Key statistic
1442
**John Muir Awards
presented**

Achievements during 2006/07 include:

- Completion of the Outdoor Access Strategy for the Park
- Undertook the first round of public engagement on the Core Paths Plan
- Promoted the Scottish Outdoor Access Code through a wide range of activities
- Funded major projects to improve the condition, access and availability of footpaths within the Park
- Advice provided to Scottish Natural Heritage (SNH) about the proposed extension of the Speyside Way
- Over 1,400 John Muir Awards presented, an increase of 73 per cent on 2005/06
- Agreed the vision for ranger services in the Park with all 13 ranger service providers to ensure they work together effectively
- Commissioned five views of the Park from world's leading panoramic artist to help visitors and residents appreciate the scale of the Cairngorms National Park and how they fit within it
- 19 point of entry markers in place using granite sourced from the Park

"To enable current and future generations to understand and enjoy the special qualities of the Park in a way which fosters those qualities and supports the activities of others."

Priorities for 2006/07: hosting and supporting the John Muir Award project, outdoor access authority duties, improved outdoor access infrastructure, co-ordination of ranger services, enhancement of visitor experiences, signage and interpretation.

Key Highlight: Outdoor Access

During 2006, 'Enjoying the Cairngorms', the first ever Outdoor Access Strategy for the area, was completed, following a stakeholder consultation exercise. It contains a number of new policies for the Park on issues such as organised events and car park charging at countryside sites.

The CNPA undertook a range of work to raise awareness of the new Scottish Outdoor Access Code, such as contributing to training courses on low impact camping. Fifty five access issues, out of a total of 104 referrals, were resolved, many with assistance from the Cairngorms Local Outdoor Access Forum (LOAF), which provided useful, high quality advice on the more important or controversial cases.

The LOAF held an annual event in Strathdon which was well attended by members of the public and allowed them to ask questions and discuss important issues.

The CNPA chaired the annual meeting of anglers and paddlers through the Spey Users' Group, brought together to reduce potential conflict and to address matters of mutual concern over access to and use of the river,



and a special workshop was held for golf course managers to ensure high standards of access management are maintained on golf courses, many of which are close to communities.

Contributions about outdoor access management were made to a further workshop for river managers and to national events held by the Scottish Countryside Access Network, the Scottish Countryside Rangers' Association and in the Scottish Parliament. CNPA staff also represented both National Park Authorities in Scotland on the National Access Forum.

The CNPA made significant advances in taking forward the long-standing proposal to extend the Speyside Way from Aviemore

to Newtonmore, a move which will make a major contribution to the local economy. Following several rounds of public consultation, a route was identified and advice given to SNH, who will now present a proposal to Ministers. The CNPA continues to invest around £70,000 per annum in the management of the Speyside Way.

Funding support was also provided to Forestry Commission Scotland to undertake an economic appraisal of the purpose-built mountain bike trails at Laggan. Following the study, additional funding was offered to assist in the construction of Phase Two of the trails. In addition, 12 projects were supported through the Outdoor Access strand of the Integrated Grants Programme. These projects have helped ensure that the paths are in good condition and that visitors can easily find their way around.



Spotlight

The Core Paths Plan

During the year, the CNPA led the first round of public engagement in the preparation of the Core Paths Plan for the Park, due for submission to the Scottish Executive by February 2008. The CNPA held 22 public meetings, 18 of which were for communities in and around the Park, two for land managers and two for recreational users. Findings were presented to the Board who worked with the Local Outdoor Access Forum (LOAF) to help develop and agree the criteria which are used to propose core paths.

The John Muir Award

The John Muir Award is the main educational initiative of the John Muir Trust and is managed locally by the CNPA. It encourages groups or individuals of any age to discover, explore, conserve and share their experiences of wild places. In 2006, 1,442 awards were presented: an increase of 73 per cent over the previous year. Courses were delivered by 47 active providers demonstrating the very high degree of partnership working. The Deputy Minister for the Environment and Rural Development, Rhona Brankin, met participants undertaking the Award at Glen Tanar estate and saw how the Award encourages people to become directly involved in caring for the Park.

Ranger Services

During 2006/07, the vision for the 13 ranger services was agreed. The role that the ranger services should play in the implementation of the Park Plan was also clarified. This clarification at strategic level will help the ranger services work effectively together and demonstrate real value for the Cairngorms National Park. The Board agreed in principle that, in the interests of greater efficiency and effectiveness, the CNPA should move to take on the funding role for ranger services that is currently delivered by Scottish Natural Heritage.

Point of Entry Markers and Tourism Signage

Nineteen granite entry point markers were installed on non-trunk roads leaving just two more still to be installed. In addition, markers are to be installed on the main trunk roads into the Park. Funding was agreed for the second phase of the project, comprising the installation of four granite markers on the trunk road entrances to the Cairngorms National Park, scheduled to start in summer 2007. The vast majority of products and services associated with this project were sourced within Scotland. The resulting high quality product gives people a sense of arrival into the Park and it has received highly positive feedback.

A scoping study, detailing the location and design of tourist signs to the Cairngorms National Park, was completed and Angus Council finished their work signing the Park from the south. Funding support was provided to VisitScotland for the re-signing of the Highland Tourist Route.

Visitor Interpretation and Information

To enable visitors to get the most out of their visit to the Park, a range of promotional publications and materials was produced and distributed to tourist information centres, visitor attractions and accommodation providers across the Park and beyond. In addition, to raise awareness of the special qualities of the Park, Cairngorms National Park information panels were installed at Glenmore Forest Visitor Centre, Ralia Tourist Information Centre and CairnGorm Mountain.

Five panoramic paintings of the Park viewed from different directions have been commissioned from the world's leading panoramic artist, Heinz Vielkind. Considered to be at the forefront of his field, this is the first project he has undertaken for a National Park in Britain. The paintings will enable visitors to better understand the Park's layout and geography as well as our many communities. Due for completion in 2007, they will be placed at the main entry points into the Park to act as a large map which highlights to visitors how vast and varied the Cairngorms National Park is.

They will also be reproduced for use in tourist information centres and other visitor attractions.

The CNPA supports interpretation projects that share people's enthusiasm for the area, that raise awareness of the Park's special qualities and enhance people's enjoyment of it. During 2006, grants were offered to ten community based interpretation projects providing information about the special qualities of the Cairngorms National Park. Funding support was also provided to Forestry Commission Scotland to upgrade the interpretation at the Glenmore Visitor Centre, as well as to the CairnGorm Mountain Trust to assist in the installation of artworks and develop environmental improvements at the car park at CairnGorm Mountain. Support funding has also been allocated for the 'Vital Spark', an international interpretation conference that will be held in Aviemore in autumn 2007, as part of the Highland Year of Culture.

CNPA staff represented both National Park Authorities in Scotland at the Interpret Scotland meeting of national agencies and Non-Governmental Organisations.

Theme 2



Key statistic
£49,000
supported 22
biodiversity
schemes

Achievements during 2006/07 include:

- Raptor watch project to help protect golden eagle, peregrine falcon and hen harrier established in the Grampian area of the Cairngorms National Park
- Butterfly and moth surveys and workshops held, with a view to establishing 'butterfly trails' for visitors
- Continuing efforts, in partnership with the University of Aberdeen, to conserve the nationally declining water vole population
- Commencement of the first ever comprehensive survey of species-rich farm grasslands within the Cairngorms which will help identify conservation priorities under the Scottish Rural Development Programme
- Project to ascertain deer numbers in Strathspey to support sustainable deer management
- 'Wildness in the Cairngorms' workshops will guide future policies to enhance one of the Park's most significant features
- Agri-waste scheme recycled 30 tonnes of waste plastic
- Farm diversification scheme set up

"To promote sustainable resource, land and water management; and to protect and enhance our wildlife and landscapes."

Priorities for 2006/07: protection and enhancement of wildlife, landscape, cultural and natural resources and support for land managers.

Key Highlight: **Raptor Watch Project**

Set up to help to improve the breeding success of three iconic predatory bird species: golden eagle, peregrine falcon and hen harrier, all at low population levels which could increase and still be supported by the amount of habitat available. The project is currently focused on the Aberdeenshire and Moray areas of the Park and is run in partnership with Grampian Police, Scottish Natural Heritage (SNH) and the Royal Society for the Protection of Birds (RSPB). The project works positively with estate owners and managers to manage habitat in a manner that will safeguard nesting and feeding requirements of the birds and actively prevent illegal persecution. Thirteen estates, both inside and outside the Cairngorms National Park, agreed to participate in 2006, and an additional four have joined so far in 2007, demonstrating strong support for partnership working to benefit the Park.



Cairngorms Local Biodiversity Action Plan (LBAP)

The Cairngorms LBAP continues to deliver action for biodiversity across the area, supported by the CNPA, SNH, Aberdeenshire, Angus and Highland Councils and other partners. It has assisted in the establishment of the Water Vole and Butterfly projects and runs the successful Biodiversity Grant Scheme. A review of the LBAP's habitat and species work was undertaken to focus action on the key priority species and habitats in the Cairngorms. This has supported the development of the Cairngorms National Park Plan's priorities for action regarding natural heritage and a number of projects are under development for 2007.

The 'Cairngorms Butterflies & Moths Mean Business' project, supported by the CNPA in partnership with Butterfly Conservation Scotland, LEADER+ and the Cairngorms LBAP, is providing training for visitors, local people and local businesses in the identification and recording

of butterflies and moths. Several workshops were held and a large number of volunteer works will be run in 2007. A number of 'butterfly trails' are also being established and a new leaflet on moths is being produced to accompany the leaflet on Cairngorms butterflies. The Water Vole Project, set up in 2005 to safeguard an important remnant of the nationally declining water vole population has continued in 2006/07. It is run in partnership with SNH, the University of Aberdeen and latterly with the Game Conservancy Trust. Major funding has been received from the Tubney Trust to expand the project's coverage of the Park. Habitat improvement works are being planned for future years to encourage the spread of colonies and the level of interest and take-up among land managers has been very encouraging throughout the Park.

The CNPA in association with SNH, Aberdeenshire, Angus and Highland Councils and LEADER+ supported the Cairngorms LBAP in running a highly successful grant scheme. The scheme, in its second year, funded 22 projects totalling £49,000. Some of the projects included the creation of wildlife gardens in local schools, two projects on training volunteers in species identification and recording and a barn owl project working with farmers in the Angus Glens. A similar scheme is being run in 2007.



Spotlight

Grasslands Survey

The CNPA, in partnership with SNH and the Forest Research Survey, undertook a survey of species-rich grasslands and fens in the lowland farms of Badenoch and Strathspey. Survey work is complete for about 75 per cent of the study area thanks to the excellent support from the farming community. The survey has confirmed that there are many important areas of species rich grasslands that have become rare elsewhere in Britain. These are an essential part of the Park's special qualities and are dependent on ongoing positive management by farmers to conserve and enhance these grassland areas.

This is the first time such a comprehensive survey has been undertaken, and the results will assist in identifying conservation priorities under the forthcoming Rural Development Contracts, under the Scottish Rural Development Programme. During 2007, the work in Badenoch and Strathspey will be completed and the survey will then be extended to cover the rest of the Park in the following year.

Deer Management

The Cairngorms Deer Advisory Group was established at the request of deer managers to assist communication between the various deer management groups across the Park and to co-ordinate management efforts in the light of legal requirements. The group also advises the Park Authority on deer management issues and is overseeing a project in association with Forestry Commission Scotland to ascertain deer numbers in Strathspey, in order to help target management actions more effectively.

Wildness in the Cairngorms

The opportunity for people to experience a sense of wildness of nature is one of the most significant features of the Cairngorms National Park. A project aimed at identifying the key areas where this may most readily be experienced began with a workshop in March 2007, which brought together groups with a particular interest in the enhancement of wild land. The next stage is to map the various qualities that contribute to a sense of wildness and survey public awareness and opinion of the value of wild land or wildness in the Cairngorms in order to guide future policies aimed at protecting and enhancing wild land in the Park.

Initiatives for Land Managers

The Integrated Land Management Advisory Forum has, among other things, continued to provide a useful means for the CNPA to discuss land management issues with a wide range of land managers. The Forum was instrumental in guiding many aspects of the Cairngorms National Park Plan and covered subjects including: Cairngorms Forest and Woodland Framework, forest habitat networks, the land based business training project, core paths planning, communications grant scheme, agricultural waste, Scottish Rural Development Plan and Cairngorms Deer Advisory Group.

The CNPA piloted a 'Communications Grant' aimed at assisting land managers to build understanding of their role in delivering the four aims of the Cairngorms National Park. Grants were given to enable workshops to be held across the Park which highlighted the value of path management, and to support two estates in the provision of information on their land management activities and encourage feedback from the public. Lessons learnt from the pilot have resulted in a change

to the grant, which makes it available to collective groups of land managers requiring financial assistance to set up meetings and events aimed at improving collaboration and communication.

Farm Support Schemes

The CNPA has joined two partnerships comprising Highlands and Islands Enterprise, Crofters Commission and Quality Meat Scotland to set up the 'Planning to Succeed' and 'Monitor Farm' schemes. Both schemes will run for three years each. They are designed to assist farmers to diversify their farm businesses in order to retain economically viable land management, capable of providing a range of public benefits associated with habitat management, economic development, and good quality farm produce.

The agri-waste scheme assists the Park's farmers in dealing with plastic waste such as silage wrap. There is currently little opportunity to dispose of waste in an environmentally friendly manner, so the CNPA established a scheme that pays for transferring waste plastic to a recycling facility. Twenty six farms or crofts benefited, resulting in nearly

30 tonnes of waste plastic being recycled. The disposal of sheep dip has also continued in Badenoch and Strathspey, supporting local farmers.

Scottish Rural Development Programme

Discussions have been underway with the Scottish Executive Environment and Rural Affairs Department to seek to identify the best means by which evolving public support mechanisms will be able to help achieve the relevant policies and priorities for action contained in the Park Plan.



Theme 3

Key statistic 93 businesses gain Green Tourism Business Scheme accreditation

Achievements during 2006/07 include:

- Reintroduction of the Heather Hopper cross-Park bus service
- 105 approvals to use the Park brand
- 93 businesses accredited for the Green Tourism Business Scheme
- Four social inclusion projects helped to identify potential barriers which may be excluding people from accessing and enjoying the Park
- Launch of a pilot volunteering scheme focused on conservation initiatives
- Support for a wide range of vocational training schemes
- Significant progress in developing mechanisms which will help create more affordable housing to meet local community needs across the Park
- 87 projects supported under the Integrated Grants Programme

Key Highlight: Sustainable Transport

A priority for the CNPA is to provide high quality opportunities for outdoor access. An outstanding success in this area in 2006/07 was the reintroduction of the Heather Hopper bus service linking Strathdon and Deeside in the east with Strathspey in the west. The original Heather Hopper ceased operation in the 1990s. The Heather Hopper gives people the chance to get out and explore more of the Park on public transport. It also helps tackle climate change as it enables people to leave their cars at home. In 2006 the CNPA facilitated a partnership initiative with Highland and Aberdeenshire Councils to reintroduce the service which started in July and carried over 1,750 people through the summer months. A longer period of operation and enhanced marketing of the route will see an even better service delivered in 2007.



Sustainable Tourism

The Cairngorms National Park brand helps to promote the Cairngorms area, brings commercial benefits to businesses that use it and encourages improvements in quality and environmental standards.

As of the end of March 2007, 105 approvals had been granted to use the Park brand. A wide range of organisations have been actively using the brand to help promote their business including: accommodation providers, attractions and events such as the Grantown Try Tri. The Park brand has also been widely used on publications such as the Cairngorms Visitor Guide, Park *i* and the Sustrans Cycling leaflet. This shows a great willingness from a range of businesses and communities, as well as public sector partners, to embrace the values of the Cairngorms National Park which are embodied in the Park brand.

Green Tourism Business Scheme

Since its inception in 1997, VisitScotland's Green Tourism Business Scheme (GTBS) has been championing sustainable tourism in the UK, and has become the largest and most successful scheme of its type in the world with over 1,100 members. The GTBS is an important tool for the Park in demonstrating commitment to sustainable principles. Businesses who want to make use of the Cairngorms National Park brand to support their marketing activities must demonstrate a commitment to environmental responsibility and the GTBS is the most common tool for doing so. A series of seven GTBS seminars were organised by the CNPA during 2006, resulting in over 90 businesses gaining GTBS accreditation in the Cairngorms National Park, compared with just 25 at December 2005.



Spotlight Park for All

For financial, cultural and other reasons, some groups and individuals tend to miss out on various recreational and educational opportunities in the countryside. A lack of knowledge about the resources and facilities available in an area like the Cairngorms National Park, and how to access these, can be major barriers to socially excluded groups.

In order to help identify and remove these barriers, four social inclusion pilot projects were supported by the CNPA in 2006/07 with partners from varying backgrounds including: The Big Issue Foundation, St Fitticks bail hostel, Cornerstone Community

Care employment service and a young parents' community group from Buckie. Each visit was highly successful, with most incorporating the John Muir Award scheme. Full evaluation reports have been supplied identifying barriers to participation in the Park and highlighting actions that would enable the groups to return independently in the future. It is hoped that many other people in a similar situation will benefit and that the Park will achieve recognition as a 'Park for All'.

British Trust for Conservation Volunteers (BTCV) Volunteering Scheme

The CNPA has worked with BTCV and Project Scotland to pilot a volunteering scheme focused on conservation. The scheme has had a promising start both in supporting young people in engaging with and enjoying the Cairngorms National Park, and in developing quality volunteering placements.

Vocational Training Support

The CNPA helped fund new schools liaison posts, hosted by LANTRA, the Sector Skills Council for environmental and land based industries, promoting Park-related vocational careers options within schools.

A new Cairngorms Action for Training and Skills (CATS) scheme was launched at the beginning of 2007. This addresses funding barriers to young people accessing Park-related vocational skills training and there has been particular early interest in outdoor activity instructor training.

A training session for private landlords on the Housing (Scotland) Act 2006, other legislation and tenancy deposits (good practice) were delivered via the Land Based Business Training Project.

Housing Research Initiatives

At 4.2 people per square kilometre, the population density in the Park is very low. Trends show a rise in an ageing population and a fall in the younger age group. The popularity of the area means a high demand for housing, including second homes, and prices have increased beyond the range of many people, placing pressure on the special qualities and sustainability of the Park. The lack of access to affordable and good quality homes has been identified by many communities as a key issue facing the Cairngorms National Park. Young people and those on low incomes in particular need better opportunities to secure homes in their communities.

A housing needs survey was undertaken in Braemar through the Aberdeenshire Rural Housing Enabler. Following a satisfactory feasibility study, a plan to develop affordable and sustainable timber housing on a Forestry Commission site at Kincraig has now proceeded to outline planning stage.

Integrated Grants Programme

It has been another successful year for this grants programme, which helps foster vibrant local communities. During 2006/07 £249,329 of funding was committed to over 90 projects. The communities in Deeside received £3,970 to utilise the Balmoral Road Race event to market the diverse attractions of Deeside to a captive audience by providing a designated location for the purpose. Angus Farming and Wildlife Advisory Group received £4,178 to provide farm visits advising on habitat management for barn owls. Badenoch and Strathspey schools received £4,049 for a programme of summer activities including art workshops at attractions in the Park. A Happy Map guide for children will be developed using images from the workshops to help publicise attractions in the area. Braemar Community received £4,500 towards a scoping study for a new footbridge over the River Dee. The Society of Badenoch and Strathspey Artists received £2,408 to run three art workshops bringing together storytellers and local people to develop visual images of the stories of past and present traditions and ways of life.

Theme 4



Key statistic
14% of planning applications notified to the CNPA were called-in for determination

Achievements during 2006/07 include:

- Three month consultation process completed on the Cairngorms National Park Plan
- Final Park Plan endorsed by our public sector partners and approved by Ministers without modifications
- Tackling climate change has been embedded in the work of the Cairngorms National Park Plan delivery teams
- Continued work on the Local Plan has resulted in it going on deposit in 2007
- Housing is a key focus of continuing Local Plan activity with policies being developed to address the lack of affordable local housing
- 78 out of 558 (14%) planning applications were called-in for determination
- Process improved for dealing with determination of planning applications
- E-planning facilities introduced
- The CNPA sustained the objection to the new power line which would run through part of the Park due to its adverse impact on the landscape, ecology and economy of the Park

"To ensure our commitment to future generations we will look beyond the horizon and put in place plans to guide and co-ordinate the long-term integrated management of the Park."

Priorities for 2006/07: the Cairngorms National Park Plan, production of the Local Plan including finalising of housing policies and an effective and efficient development management service, seamlessly blending planning policy and Park aims..

Key Highlight:
The Cairngorms National Park Plan

The Cairngorms National Park Plan sets out the long-term vision (25 years) for the Park, as well as priorities for action in the first five years of the Plan from 2007-2012.

During 2006, a draft Park Plan and Strategic Environmental Assessment report were prepared and a three month consultation process launched by the Deputy Minister for Environment and Rural Development. Feedback and comments from 31 consultation meetings, 63 organisations and 61 individuals were received. Responses were provided before a final plan was submitted for ministerial approval in December 2006, along with a consultation report and Strategic Environment Assessment Statement. The Park Plan was endorsed by our public sector partners in December 2006, approved by Ministers without modifications in March 2007 and formally adopted by the CNPA Board in April 2007.



Tackling Climate Change

With the approval of the Cairngorms National Park Plan the Park Authority Board agreed that the guiding principle of climate change and sustainable living should be embedded in the work carried out by the Park Plan delivery teams – for example using our planning system to require more energy efficient new buildings and initiating a programme to reinstate wetland areas to reduce flooding pressures.

The Board also agreed that the Park Authority will lead on communicating why tackling climate change is important to the Cairngorms National Park, what we and our partners are collectively doing, what individuals can do and what progress is being made. In addition, financial support will be made available to effective projects through a ‘sustainability fund’ and the organisation itself will lead by example by making sure its own activities are sustainable.

Local Plan

Work continued on a Local Plan for the Cairngorms National Park area during 2006 and was published and placed on deposit for consultation in summer 2007. The Local Plan will set out the CNPA’s strategy for built development within the Park, land use policies and site-specific proposals for development.

The Local Plan takes account of the two rounds of extensive consultation that have already been carried out with communities and partners. Until the new Local Plan is in place, decisions in the Park take place in the context of the four existing local authority Local Plans. The Cairngorms National Park Local Plan will give a basis for consistent and up to date decision-making across the Park.

Housing has been the focus of much of the Local Plan discussions. Affordable housing is a priority in the approved Cairngorms National Park Plan and the CNPA has been developing policies in the Local Plan that will help to increase delivery of affordable housing in communities across the Park over the next five years and beyond.



Spotlight

Development Management

The Park Authority deals with planning applications that are of significance to the aims of the Park. Once an application is lodged with the local authority, the Park Authority has 21 days to decide if the application raises issues of significance to the Park. In practice, it is the more complex cases that our Planning Committee 'calls-in' and is responsible for. The CNPA determines the 'called-in' application on the basis of the four Park aims, existing structure and Local Plans and national planning guidance. During 2006/07 the CNPA called in 78 planning applications. Wherever possible, we work with the applicant to deliver a positive outcome and of the 54 applications determined during the year, 43 (80 per cent) were approved.

E-planning

As part of the Scottish Executive's efficient government drive, all local authorities and national park authorities in Scotland are introducing e-planning facilities. Eventually this will mean applications can be submitted electronically, but in the meantime, anyone with an interest in planning in the Cairngorms National Park can now access planning information online, with basic information on planning applications available to view on the CNPA website. Planning officers' reports and minutes of the CNPA's planning committee meetings were always available online, however, the new system will in time allow people to access much more detailed information about planning applications and track their progress. The new facilities make planning easier to understand and give people access to far greater information on planning applications that affect them or their communities.

Power Line Upgrade

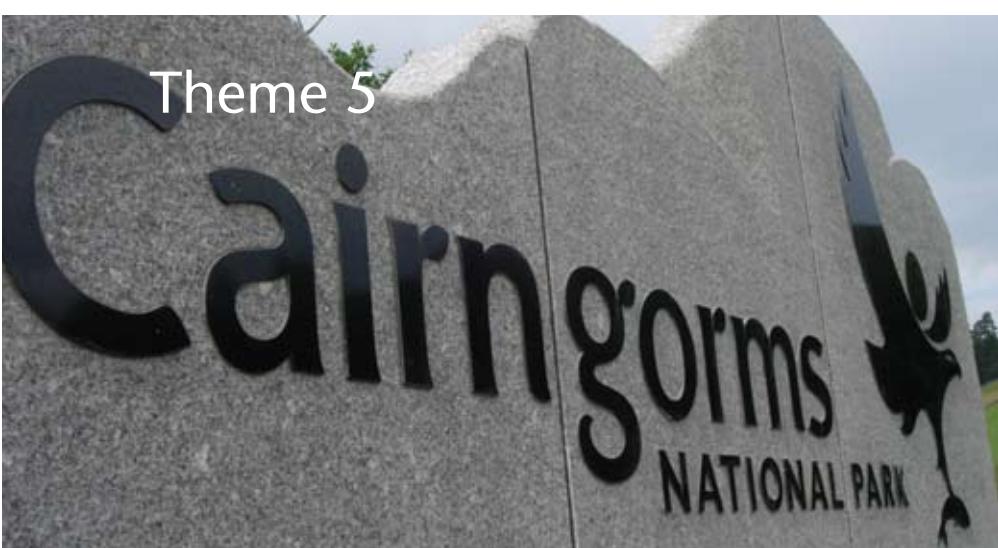
A public inquiry regarding the routing of a major powerline from Beauly to Denny, opened in Perth in early 2007 looking at strategic and local issues raised by the planning authorities along the route, as well as considering other objections.

The CNPA sustained the objection to the construction of over 20km of overhead pylon line through the western end of the Park between the Corrieyairak Pass and Drumochter Pass. The line would follow a substantially different route from the current pylon line, and use significantly larger pylon towers. The CNPA presented evidence at the strategic session of the public inquiry into the impact of the proposal on the landscapes, ecology and economy of the Park. This included the implications for the Park, designated because it is of outstanding national importance for the combination of its natural and cultural heritage, its distinctive character and coherent identity.

The CNPA has worked with Highland Council, Perth & Kinross Council and Stirling Council to share legal and undergrounding expert costs where concerns and issues are the same in relation to the power line.

The CNPA would prefer that the new transmission line did not come through the Park, however, if it does, then significant stretches should be placed underground on an alternative route.

The inquiry will be considering the detailed impact on the Park at a specific local session in Newtonmore from 28 August to 21 September 2007.



Theme 5

Key statistic The CNPA gains a Green Tourism Business Scheme Silver Award

Achievements during 2006/07 include:

- Completion of the staff recruitment programme to provide the staff time and skills needed to complement those of our partners and deliver the Park aims
- Development of corporate policies, standards and training to ensure delivery of consistently high quality, efficient and effective services
- Improvements to internal communications processes including the launch of a staff intranet and responding to the results of a staff survey to further develop staff morale and consistency of service provision
- Development and implementation of a wide range of greening and flexible working policies to support the work/life balance of our staff and recognise and act on the environmental impact of the Park Authority's operations
- Responses to 16 information requests under Freedom of Information
- 74 press releases produced and distributed to raise the profile of the Park and the work of the Park Authority

"To be an open, innovative and professional organisation that engages effectively with the public and behaves with integrity."

Priorities for 2006/07: staff recruitment, retention, training and appraisal, the CNPA's efficiency and effectiveness, openness and accountability, people's understanding and appreciation of the Park and of the role of the CNPA and partners.

- CNPA website meets highest accessibility standards
- Extensive engagement with local communities across the Park
- Support for local community newsletters and websites through training workshops and an awards event



Key Highlight: Greening Targets

We received a Silver Award from the Green Tourism Business Scheme for our environmental policy and have actively responded to the findings of their audit which revealed our existing strengths, as well as highlighting areas for improvement.

We have implemented greening and flexible working policies in relation to the office, travel and procurement, covering areas such as energy use, recycling, using energy efficient equipment, remote access to email and vehicle sharing. Staff are actively involved internally in driving forward greening targets and in identifying new opportunities to improve environmental performance.

Externally, the CNPA aims to influence businesses and organisations around the Park through a number of measures including the promotion for local use of locally produced farm produce and timber products.

Corporate Services

During 2006/07 internal and external audit reports confirmed that all of the CNPA's resources were effectively managed and all requirements for good governance were in place.

A 'balanced scorecard' model was developed and implemented, in order to provide an overview of the performance of the Park Authority and its organisational 'health' in terms of staff, finances, governance, risk management and delivery of key corporate objectives. This will help the CNPA deliver economy, effectiveness and efficiency, one of the three cross-cutting themes which run through all of our work.

The Corporate Services Group supports and encourages the highest standards in corporate governance, risk management and financial stewardship.

In the year, we also led on development of the Park Authority's Disability Equality Scheme and supported a wide ranging staff development programme. In addition, work was undertaken on the development of our 'Park for All' policies, accessibility/equality standards and training.



Spotlight

Our Staff

We successfully completed our recruitment programme, bringing the complement of core full-time equivalents to 49, plus five project staff posts.

Our staffing groups include: visitor services and recreation, natural heritage and land management, economic and social development, planning and development management, strategy and communications and corporate services.

A senior management development programme and a wide range of staff training and development events were delivered, informed by training requirements as part of staff appraisals. Staff continued to be consulted on the development of the organisation and had an opportunity to influence its development through the Staff Consultative Forum. Internal communications processes were improved, taking on board the results of a staff survey.

Communications

Communication is a vital part of the Cairngorms National Park Authority's work and a wide range of activities were undertaken in order to promote greater understanding of the CNPA among our key audiences.

Our media relations service produced and distributed 74 press releases to mainstream and specialist media.

The CNPA website meets highest accessibility standards and provides easy access to all of our Board meetings' and advisory forums' papers and minutes, all CNPA publications and press releases, projects and investment programmes, the CNPA Corporate Plan, as well as information on Freedom of Information, job vacancies and a consultants' database.

A number of publications were produced during 2006/07 including:

- Place-Names of the Cairngorms National Park
- The Cairngorms Explorer 2006/07 – Cairngorms National Park by bus, train, cycle and on foot 2007/08

- Cairngorms Countryside Events 2006
- Cairngorms National Park Visitor Guide 2006/07 (in partnership with VisitScotland)
- Parklife Summer/Autumn 2006
- Parklife Winter 2006/2007 (including a feedback questionnaire)
- Cairngorms Action for Training & Skills Bursary Scheme
- Cairngorms National Park Authority Annual Report and Accounts 2005/2006
- Cairngorms National Park: A Draft Plan for the Future Priorities for Action 2007-2012
- Cairngorms National Park: A Draft Plan for the Future Looking to 2030
- Cairngorms National Park: A Draft Plan for the Future Strategic Environmental Assessment Environmental Report
- Cairngorms National Park: State of the Park Report
- Viewpoint to the Future (Draft Cairngorms National Park Plan summary guide)

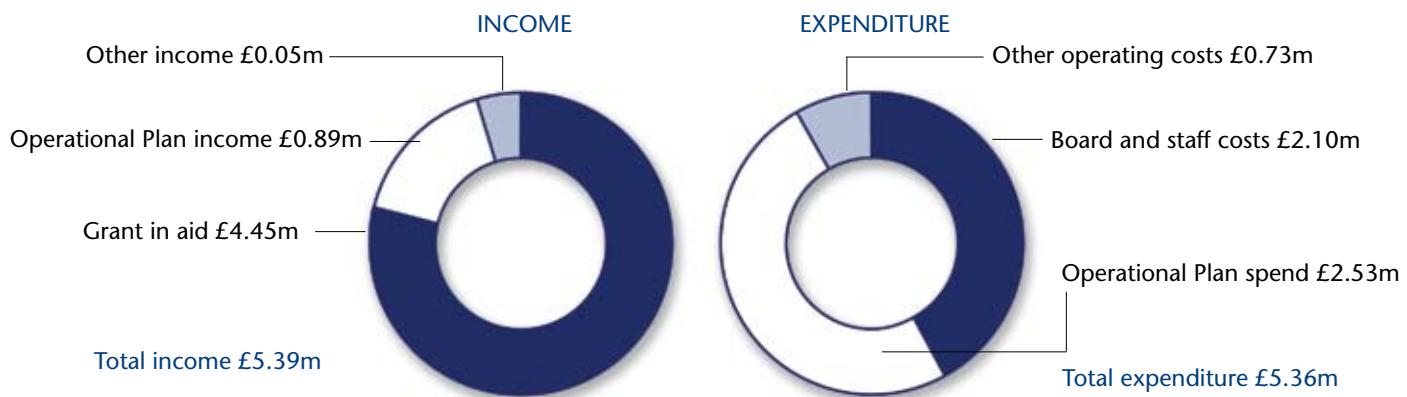
Monthly e-bulletins are sent out to 500 subscribers and two issues of our newsletter Parklife, together with a summary of the draft Cairngorms National Park Plan, were sent out to all residents and businesses within the Park.

Community newsletters and websites were supported by ongoing training workshops which resulted in a notable improvement in the standard of newsletters being produced across the Park. An Awards Ceremony was introduced to acknowledge best practice and give recognition to the many volunteers who work hard to support their local communities.

In addition, the CNPA carried out extensive engagement with the local communities within the Park and with interested parties as part of the development of the Cairngorms National Park Plan, Core Paths Plan and Outdoor Access Strategy, as well as holding regular community open evenings across the Park and advisory forums focused on integrated land management, economic and social development and visitor information services and tourism.

Internally, a staff intranet site was launched in June 2006 which provides easy access to corporate information and includes a staff notice board and comments section.

Sources of income and expenditure (2006/07)



Commentary on Financial Performance for 2006/07

Our full accounts for 2006/07 are set out on pages 31 to 57.

Once again, the achievements set out in this report have been delivered within our total resource allocation made by the Scottish Executive.

The total resource allocation made available for 2006/07 was £4.4million. Of this amount, £0.1million is used to meet non-cash expenditure such as depreciation and notional costs which leaves cash received as grant in aid of £4.3million. In addition we also benefited in the year from £0.1million of grant in aid that the Scottish Executive allowed us to carry forward from 2005/06.

The accounts also show our success in working with partners and attracting additional funds to support projects in the Cairngorms. We received £0.9million of partner funding, slightly higher than the previous year.

At 31 March 2007 we had fully drawn down all our grant in aid entitlement and had a bank balance of £3,000 which indicates that all but this amount of our resources were committed in the year. However, we are showing a small surplus of just over £30,000 for the year as a result of creditor movements between financial years.



Accounts

Foreword

Introduction

This Statement of Accounts, prepared in a form directed by Scottish Ministers in accordance with the National Parks (Scotland) Act 2000, reports on the fourth year of operation of the Cairngorms National Park Authority (CNPA). The Accounts direction is shown on page 57. The Park Authority became fully operational on 1 September 2003 but prior to that date the CNPA had assumed stewardship duties for the area from the Cairngorms Partnership following the creation of the Park Authority Board on 25 March 2003.

Background

National Park Aims

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

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

The Cairngorms National Park Authority

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

The National Park Authority has the status of a Non-Departmental Public Body working to the provisions of a Management Statement and Financial Memorandum agreed with its sponsoring body within the Scottish Executive: 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 38 to 39.

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.

Results and future activities

The results for the year to 31 March 2007 are set out in pages 46 to 48 together with notes on pages 49 to 56. The accounts are prepared on a going concern basis.

The Park Authority's total expenditure was over £5.3 million and after receiving grant in aid of £4.4 million, third party contributions to Operational Plan spend of £0.9 million and other income the accounts show a small recognised gain of £30,206.

Further details of our expenditure breakdown are shown in the notes to the accounts and in particular note 4 which details our Operational Plan expenditure.

A comprehensive presentation of the Park Authority's current and future activity plans is available in its Operational Plan for 2007/08 and Corporate Plan for 2005 to 2008.

Foreword (continued)

Changes in fixed assets

Movements in fixed assets are shown in note 7.

Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2007.

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 2007, the time taken to pay creditors achieved an average of 17 days (2006 – 19 days).

Employment policies, consultation and disabled employees

During the year the Park Authority has continued to develop employment policies including home working policy, redundancy policy and a lone working policy. Equal opportunities continue to underpin our policies and the past year has seen good progress on the development of our Disability, Gender and Race Equality Schemes. Wide consultation both internally and externally has helped to shape these policies and the related action plans for the coming three years.

The CNPA has developed a competency framework for the organisation which will be rolled out through 2007 to inform the appraisal system and encourage consistency and clarity in job description and person specifications. Our training and development programme has been developed further, using information from the appraisal system to ensure that staff are receiving timely and appropriate training as required. The Staff Consultative Forum continues to work in partnership with Prospect Trade Union and is our main vehicle for informing and consulting with staff on general employment issues.

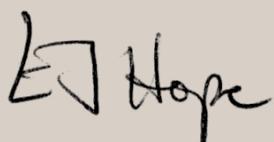
Auditors

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 44 and 45 and details of the auditor's remuneration are given in note 5.

Disclosure of information to auditors

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

Signed on behalf of the Cairngorms National Park Authority



Jane Hope, Chief Executive
29 August 2007

Remuneration Report

Introduction

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

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

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

Service contracts

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

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 Executive.

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; and
- 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.

Remuneration Report (continued)

Board members

				2006/07		2005/06	
	Most recent appointment	End of term or date stepped down		Fees £	Expenses £	Fees £	Expenses £
Scottish Executive appointee							
David Green	08 Sept 2006	07 Sept 2010	14,025	6,193	6,735	2,686	
Andrew Thin	25 Mar 2003	31 Aug 2006	8,248	3,317	19,457	4,758	
Eric Baird	25 Mar 2006	24 Mar 2009	9,898	1,252	9,728	2,620	
Duncan Bryden	25 Mar 2007	24 Mar 2010	6,853	1,455	6,735	900	
Nonie Coulthard	01 Apr 2006	31 Mar 2009	6,965	875	-	-	
Sally Dowden	25 Mar 2003	24 Mar 2006	-	168	6,735	1,357	
Lucy Grant	25 Mar 2006	24 Mar 2009	6,853	100	6,735	581	
Robert Kinnaird	01 Dec 2006	31 Mar 2010	2,284	101	-	-	
Anne MacLean	25 Mar 2007	24 Mar 2010	6,853	463	6,735	523	
Alastair MacLennan	25 Mar 2006	24 Mar 2009	6,853	266	6,735	570	
Joyce Simpson	25 Mar 2003	24 Mar 2006	-	-	6,735	374	
Susan Walker	25 Mar 2007	24 Mar 2010	6,853	558	6,959	807	
Ross Watson	01 Apr 2006	31 Mar 2009	6,853	328	-	-	
Local Authority nominee*							
Francis (Stuart) Black	25 Sept 2004	31 Aug 2007	6,853	-	6,735	-	
Basil Dunlop	25 Sept 2004	31 Aug 2007	6,853	-	6,735	-	
Angus Gordon	25 Sept 2004	31 Aug 2007	6,853	-	6,735	163	
Marcus Humphrey	25 Sept 2004	31 Aug 2007	6,853	708	6,735	497	
Bruce Luffman	25 Sept 2004	31 Aug 2007	6,853	1,148	6,735	1,597	
Sandy Park	25 Sept 2004	31 Aug 2007	6,853	761	6,735	1,081	
David Selfridge	25 Sept 2004	31 Aug 2007	6,853	1,789	6,735	2,421	
Sheena Slimon	25 Sept 2004	31 Aug 2007	6,853	-	6,735	-	
Richard Stroud	25 Sept 2004	31 Aug 2007	6,853	690	6,735	1,122	
Bob Wilson	25 Sept 2004	31 Aug 2007	6,853	712	6,735	786	
Locally elected							
Geva Blackett	16 Mar 2007	15 Mar 2011	-	-	-	-	
Douglas Glass	25 Mar 2003	15 Mar 2007	6,662	17	6,735	-	
Mary McCafferty	16 Mar 2007	15 Mar 2011	-	-	-	-	
William McKenna	16 Mar 2007	15 Mar 2011	6,853	-	6,735	42	
Eleanor Mackintosh	16 Mar 2007	15 Mar 2011	6,853	697	6,735	277	
Andrew Rafferty	16 Mar 2007	15 Mar 2011	6,853	104	6,735	232	
Gregor Rimell	25 Mar 2003	15 Mar 2007	6,662	832	6,735	795	
			184,951	22,534	184,314	24,189	

*Initially, the contracts for all Local Authority nominees ran to 30 June 2007. These have been extended by two months to allow Local Authorities time to consider their nominations following the Scottish local elections in May 2007.

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 the previous page.

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

Salary

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

	2006/07		2005/06	
	Salary £'000	Benefits in kind £'000	Salary £'000	Benefits in kind £'000
Jane Hope Chief Executive	55-60	0	55-60	0

Pension entitlements

	Accrued pension at age 60 as at 31 Mar 2007 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 Mar 2007 £'000	CETV (a) at 31 Mar 2006 £'000	Real increase in CETV (b) £'000
Jane Hope Chief Executive	10-15	0-2	213	200	7

(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.

Remuneration Report (continued)

(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.

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Civil servants may be in one of three statutory based 'final salary' defined benefit schemes (classic, premium, and classic plus). The schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Price Index. New entrants may choose between membership of premium 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 and classic plus. 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.

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% 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).

Signed on behalf of the Cairngorms National Park Authority

Jane Hope, Chief Executive

29 August 2007

Cairngorms National Park Authority Board Members

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

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

David Green (Convener from 8 September 2006)	(a)	(S&R)
Andrew Thin (Convener to 31 August 2006) ‡	(a)	
Eric Baird (Deputy Convener)	(a)	(A), (S&R)
Francis (Stuart) Black	(b)	
Geva Blackett (From 15 March 2007)	(c)	
Duncan Bryden	(a)	(A)
Nonie Coulthard	(a)	(A)
Basil Dunlop	(b)	
Douglas Glass (Until 15 March 2007)	(c)	
Angus Gordon	(b)	
Lucy Grant	(a)	
Marcus Humphrey	(b)	
Robert Kinnaird (From 01 December 2006)	(a)	
Bruce Luffman	(b)	(F)
Mary McCafferty (From 15 March 2007)	(c)	
William McKenna	(c)	
Eleanor Mackintosh	(c)	(F)
Anne MacLean	(a)	(S&R)
Alastair MacLennan	(a)	
Sandy Park	(b)	(S&R)
Andrew Rafferty	(c)	
Gregor Rimell (Until 15 March 2007)	(c)	(F)
David Selfridge	(b)	(F)
Sheena Slimon	(b)	
Richard Stroud	(b)	
Susan Walker	(a)	(A)
Ross Watson	(a)	
Bob Wilson	(b)	(A)

Notes

(a) Scottish Executive 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.

‡ Following his appointment as Chairman of Scottish Natural Heritage (SNH), Andrew Thin resigned as Convener of the Cairngorms National Park Authority and stepped down as a Board member on 31 August 2006.

Membership of committees is reviewed annually; the latest review was on 23 September 2006 and made the following changes, which have been reflected in the above list:

Planning	no change.
Finance	Andrew Thin stepped down; Bruce Luffman joined.
Audit	Sheena Slimon stepped down; Sue Walker joined.
Staffing & Recruitment	Douglas Glass and Bruce Luffman stepped down; Sandy Park Joined.
	Following the election of local members on 15 March 2006, Gregor Rimell stepped down from the Board and Finance Committee. A replacement to the Finance Committee has to be appointed.

Cairngorms National Park Authority Board Members (continued)

David Green OBE 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 Cairngorms National 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 Grampian Regional Forestry Forum.

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

Geva Blackett was elected for Ward 5 and is employed as Parliamentary and Media officer for the Scottish Gamekeepers Association. A farmer's daughter, she cares passionately about the countryside and its people.

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.

Nonie Coulthard from Glen Isla is a consultant in ecology and biodiversity and has experience working in conservation management in Africa and Scotland. She is a keen participant in many outdoor activities and is a member of the Cairngorms Local Outdoor Access Forum.

Basil Dunlop was an Independent member of the Highland Council until May 2007. He is a Chartered Forester who has specialised in the native pinewoods of the Cairngorms, and is a Director of the Anagach Woods Trust which he chairs. He has lived and worked in the Cairngorms for over 40 years, and is a keen hillwalker and photographer.

Angus Gordon was an Independent member of the Highland Council until May 2007. He is a local tenant farmer and a member, at area and local level, of the National Farmers Union.

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

Councillor Marcus Humphrey (Aberdeenshire Council – Scottish Conservative) is a Chartered Surveyor who has been involved in farming, forestry, tourism and land management in the Park area.

He is currently Deputy Provost of Aberdeenshire Council and Vice-Chairman of the Council's Infrastructure Services Committee.

Robert Kinnaird from Kingussie, is Chief Executive of CairnGorm Mountain Limited and is a Director of the Aviemore and Cairngorm Destination Management Organisation. He is a member of the Scottish Tourism Innovation Group and is a qualified trainer of ski instructors and qualified mountaineering instructor.

Councillor Bruce Luffman JP (Aberdeenshire Council – Scottish Conservative) is the CNPA representative on the North East Scotland Tourism Group. He is a member of the North Board of the Scottish Environmental Protection Agency and Chairman of the South Aberdeenshire Licensing Board. He is the Vice-Chairman of the Policy and Resources Committee on Aberdeenshire Council. Bruce and his wife run a B&B in Strathdon.

Mary McCafferty JP was elected for Ward 3 and has a 30 year professional background in education. She is a member of the Community Council and works closely with a number of local agencies, is a trustee and secretary of the Dulnain Bridge Village Hall and administrator for Dulnain Bridge Community Company. She has also been involved with the Sunshine Club for 25 years and is a member of Grantown Twinning Association.

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

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

Anne MacLean has an interest in Human Resource issues, disability rights and awareness, is a board member of the Highland Society for Blind People, the Royal National Institute of the Blind Scotland and Albyn Housing Society. She served as an Assessor for the Commissioner for Public Appointments in Scotland for six years until June 2006.

Alastair MacLennan was born in Grantown-on-Spey and is a farmer who has diversified into tourism and other business ventures, having been 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.

Councillor Sandy Park (Highland Council – Independent) was elected as Convener of the Highland Council in May 2007. He has been involved in outdoor pursuits in the National Park area for over 40 years.

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

David Selfridge JP was an SNP member of Moray Council and a member of several of the council's committees until May 2007. He was formerly an Assistant Director of Water Services with Tayside Regional Council.

Sheena Slimon was an Independent member of the Highland Council until May 2007. She was involved in setting up the Laggan Rural Partnership, the Community Information Resource Centre and the Laggan Forest Trust and works closely with a number of local agencies and other parties concerned with the wellbeing of the Laggan community.

Councillor 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 an active mountaineer and ski mountaineer.

Susan Walker OBE is a specialist in water and land. She is currently a board member of the Scottish Environment Protection Agency and the Deer Commission for Scotland and a member of the Fisheries (Electricity) Committee and Waterwatch Scotland. She served as a board member of Scottish Natural Heritage for six years until March 2006.

Ross Watson from Nethy Bridge is a nature reserve warden and ghillie and has experience of nature conservation both within the Cairngorms National Park and in National Parks in Tanzania and South Africa. He is also a member of the Scottish Youth Parliament where he is Convener of the Transport, Environment and Rural Affairs Committee.

Bob Wilson was an Independent member of Moray Council and Chair of its Environmental Services Committee until May 2007. He has a keen interest in local community issues and those issues which will fall to the remit of the Park Board.

Statement of 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, total 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 judgements 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 Executive's Environment and Rural Affairs Department designated the Chief Executive of the Cairngorms National Park Authority (CNPA) as Accountable Officer for the Park 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.

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

29 August 2007

Statement of Internal Control for the period ended 31 March 2007

Scope of Responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the organisation's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Management Statement for the Cairngorms National Park Authority (CNPA). In discharging this responsibility I am held accountable by the Park Authority's Board, and by Scottish Ministers. In particular, the Park Authority's Board has Finance and Audit Committees in place, each of which has remits to ensure elements of the Park Authority's 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 Executive and other relevant bodies on the proper handling of public funds. It is mainly designed to ensure compliance with statutory and parliamentary requirements; promote value for money; ensure high standards of propriety; secure effective accountability and risk management within organisations; and hence ensure good systems of internal control. An element of my responsibility as Accountable Officer is to ensure the Park Authority's internal control systems comply with the requirements of the SPFM.

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in the Park Authority for the year ended 31 March 2007 and up to the date of approval of the Annual Report and Accounts, and accords with Treasury guidance.

The internal audit function is an integral element of the Park Authority's internal control systems. Deloitte LLP were appointed as the Park 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 Park Authority's financial ledger; grant award systems; cash flow management; risk management; the Park Authority's computerised HR system; and the coverage of financial controls. Work is ongoing on a review of health and safety management. The Park Authority Board's Audit Committee has considered reports on each of these 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.

Statement of Internal Control for the period ended 31 March 2007 (continued)

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's recognition of the importance of risk management in the activities of the organisation, and through the Park Authority Board's adoption of risk based monitoring reports for delivery of Corporate and Operational Plan objectives and for wider assessment of organisational performance.

The Park Authority Board's Audit Committee and Management Team are also 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.

Risk and Control Framework

The Park Authority's strategic risk management processes are based on a schedule of key risks and risk management strategy approved by the Audit Committee in March 2005. Risk appetite is set within the agreed risk management strategy. This process has given rise to the Park Authority's Strategic Risk Register, setting out responses to key risks and officers responsible for their management, which was subsequently approved by the Audit Committee in March 2006. The Strategic Risk Register is reviewed and updated quarterly by the Park Authority's Management Team and at each Audit Committee, and maintains an audit trail of action taken.

The CNPA 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.

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 2007 and up to the signing of the accounts the organisation has:

- implemented a 'balanced scorecard' model to further assist in monitoring and controlling key organisational risks around the Park Authority's finances, its staffing, its governance and its delivery of key outcomes;
- acted on a range of internal audit recommendations for further improvements in the internal control framework;
- initiated a process of Best Value reviews of service delivery in order to seek continuous improvement in risk management and service standards;
- developed a control framework within which public stakeholders will, along with the Park Authority, deliver priority actions set out in the Cairngorms National Park Plan agreed by Scottish Ministers. This framework will also support the management of risks by these public stakeholders in their delivery of Cairngorms National Park Plan actions.

Review of Effectiveness

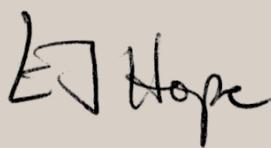
As Accountable Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the CNPA who have responsibility for the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

Advice from independent internal and external auditors forms a key and essential element in informing my review of the effectiveness of the systems of internal control within the Park 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 Park Authority's internal controls.

Senior Managers on the Park 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, and taking a leading role in embedding the principles of risk management throughout the organisation.

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

The internal auditors have reported that, overall, adequate internal controls were in place within the Park Authority over the course of 2006/07.



Jane Hope, Chief Executive

29 August 2007

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 the Cairngorms National Park Authority for the year ended 31 March 2007 under the National Parks (Scotland) Act 2000. These comprise the Income and Expenditure Account, Balance Sheet, the Cash Flow Statement and Statement of Total Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them.

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 the Code of Audit Practice approved by the Auditor General for Scotland and for no other purpose as set out in paragraph 43 of the Statement of Responsibilities of Auditors and of Audited Bodies prepared by Audit Scotland, dated July 2001.

Respective responsibilities of the Board, Chief Executive and Auditor

The Board and Chief Executive are responsible for preparing the annual 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 Statement of Accountable Officer's Responsibilities.

My responsibility is to audit the financial statements 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 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 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. I also report if, in my opinion, the Foreword is not consistent with the financial statements, if 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 Executive's guidance. I report if, in my opinion, it does not comply with the guidance or if it is misleading or inconsistent with other information I am aware of from my audit of the financial statements. I am not required to consider, nor have I considered, whether the statement covers all risks and controls. Neither am I required to 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 the Foreword and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinion

I conducted my audit in accordance with the Public Finance and Accountability (Scotland) Act 2000 and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board as required by the Code of Audit Practice approved by the Auditor General for Scotland. An 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. It also includes an assessment of the significant estimates and judgements made by the Board and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are appropriate to the body's circumstances, consistently applied and adequately disclosed.

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

Opinion

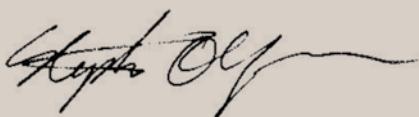
Financial statements

In my opinion

- the financial statements give a true and fair view, in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers, of the state of affairs of the Cairngorms National Park Authority as at 31 March 2007 and of the surplus, total recognised gains and losses and cash flows for the year then ended; and
- 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.

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

Audit Scotland
7th Floor
Plaza Tower
East Kilbride G74 1LW
29 August 2007

Income and Expenditure Account for the year ended 31 March 2007

		2007	Restated 2006
	Note	£	£
Income			
Planning fees and other income		44,110	65,333
Operational Plan income	2	893,512	834,179
		937,622	899,512
Expenditure			
Board members and staff costs	3	(2,094,575)	(1,855,951)
Operational Plan expenditure	4	(2,535,021)	(2,426,225)
Other operating costs	5	(634,989)	(686,298)
Notional costs	6	(7,226)	(11,056)
Depreciation	7	(92,820)	(109,879)
		(5,364,631)	(5,089,409)
Excess of expenditure over income from operations		(4,427,009)	(4,189,897)
Bank interest received		11,215	10,656
Excess of expenditure over income for the year	16	(4,415,794)	(4,179,241)
Transfer to General Fund	11	(4,415,794)	(4,179,241)
		(4,415,794)	(4,179,241)

The excess of expenditure over income for the year represents the cost of Scottish Executive funded activities, the cash to fund this activity being taken directly to the General Fund. A comparison of the results initially reported for 2006 and the restated results for 2006 as required by the Government's Financial Reporting Manual (FReM) is given in note 16.

Statement of Total Recognised Gains and Losses for the year ended 31 March 2007

		2007	Restated 2006
	Note	£	£
Grant in aid received	11	4,446,000	4,188,234
Excess of expenditure over income for the year		(4,415,794)	(4,179,241)
Total recognised gains/(losses)		30,206	8,993

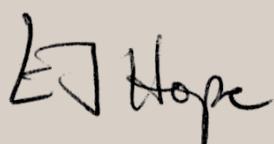
No activities were discontinued during the year.

The accounting policies and notes on pages 49 to 56 form part of these accounts.

Balance Sheet as at 31 March 2007

	Note	2007 £	2006 £
Fixed Assets			
Tangible assets	7	241,726	326,498
Current Assets			
Debtors	8	329,768	217,421
Cash at bank and in hand	9	3,143	29,061
		332,911	246,482
Creditors: amounts falling due within one year	10	(242,094)	(277,869)
Net Current Assets /(Liabilities)		90,817	(31,387)
		332,543	295,111
Financed by:			
Reserves	11	332,543	295,111
		332,543	295,111

Signed on behalf of the Cairngorms National Park Authority



Jane Hope, Chief Executive
29 August 2007

Authorised for Issue
29 August 2007

The accounting policies and notes on pages 49 to 56 form part of these accounts.

Cash Flow Statement for the year ended 31 March 2007

		2007	2006
	Note	£	£
Net cash flow from operating activities	12	(29,085)	(10,485)
Returns on investments			
Bank interest received		11,215	10,656
Investing activities			
Purchase of fixed assets		(8,048)	(14,340)
Increase/(decrease) in cash		<hr/> (25,918)	<hr/> (14,169)
Reconciliation of net cash flow to movement in net funds			
Increase/(decrease) in cash for the year		(25,918)	(14,169)
Net funds at start of year		29,061	43,230
Net funds at end of year		<hr/> 3,143	<hr/> 29,061

The accounting policies and notes on pages 49 to 56 form part of these accounts.

Notes to the Accounts

for the year ended 31 March 2007

1. Accounting Policies

(a) Basic Accounting

The accounts have been prepared under the historical cost convention modification in a form determined by Scottish Ministers. The particular accounting policies adopted are described below and are applied consistently within the accounts.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 1985 and accounting standards issued and adopted by the Accounting Standards Board in so far as those requirements are appropriate.

(b) Accounting Period

The accounting period commenced on 1 April 2006 and ended on 31 March 2007.

(c) Fixed Assets

Fixed assets are valued at initial cost less accumulated depreciation.

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

Leasehold improvements	over length of lease
Office equipment	5 years
IT equipment	3 years
Motor vehicles	5 years

(d) Value Added Tax

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

(e) Leases

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

(f) Grant in aid

The CNPA receives grant in aid from the Scottish Ministers to finance its net expenditure. Following recent 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.

(g) Notional Costs

In line with HM Treasury's Fees and Charges Guide, the Park Authority includes notional costs for cost of capital.

(h) Pension Costs

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

(i) Debtors

All material amounts due as at 31 March 2007 have been brought into the Income and Expenditure Account irrespective of when actual payments were received.

(j) Creditors

All material amounts outstanding as at 31 March 2007 have been brought into the Income and Expenditure Account irrespective of when actual payments were made.

Notes to the Accounts

for the year ended 31 March 2007 (continued)

2. Income

In addition to the income disclosed on the face of the Income and Expenditure Account, the Park Authority also received grant in aid funding from the Scottish Executive. A change in accounting disclosure requirements in 2006/07 means that grant in aid income is now credited directly to the Balance Sheet and comparative figures have been restated.

Operational Plan income received includes £450,039 received from EU sources (2006 £372,973). All EU monies received have been used to part-finance the Park Authority's Operational Plan expenditure.

3. Board members and staff costs

	2007	2006
	£	£
Summary		
Board members	192,725	192,241
Staff – Core	1,901,850	1,663,710
	<hr/>	<hr/>
	2,094,575	1,855,951

Project staff's salary details are included in note 4

Board members – see Remuneration report

Fees	184,951	184,314
Social security costs	7,774	7,927
Pension costs	-	-
	<hr/>	<hr/>
	192,725	192,241

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

Staff – Core

Salaries	1,489,665	1,312,919
Social security costs	112,858	102,672
Pension costs (see note 13)	299,327	248,119
	<hr/>	<hr/>
	1,901,850	1,663,710

Average numbers employed during period	No.	No.
Board members	25	25
Core employees (full time equivalents – FTE)	49	44

The Core employee number includes 5 staff seconded to the Park Authority (4 FTE) and excludes 2 staff seconded from the Park Authority (1 FTE). In 2006, 4 staff were seconded to the Park Authority (2 FTE) and no staff were seconded from the Park Authority.

4. Operational Plan expenditure

The Operational Plan details key targets and milestones that the CNPA follows in seeking to meet objectives set by the Scottish Executive. Major items of expenditure are detailed below:

		2007 £	2006 £
LEADER+	*	306,359	259,717
LEADER+ Administration costs	*	71,332	62,766
Park Entry Point signage		289,109	200,392
Land Based Business Training	*	254,508	211,721
Integrated Grants Programme		249,329	-
Outdoor Access projects		163,872	313,163
Moorlands	*	108,656	184,771
Pylon inquiry		83,703	-
Park Plan		53,952	-
Website		-	71,778
		1,580,820	1,304,308
Other			
(individually less than £50,000)	*	954,201	1,121,917
		2,535,021	2,426,225

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

Staff – Project			
Salaries		148,753	148,657
Social security costs		9,873	13,003
Pension costs (see note 14)		28,804	34,982
		187,430	241,642

The average number of full time equivalent Project staff employees in the year was 6 (in 2006 the number was 8).

Notes to the Accounts

for the year ended 31 March 2007 (continued)

5. Other operating costs

	2007	2006
	£	£
Board and staff costs (exc. salary costs)	186,244	302,873
Office running costs	302,099	259,813
Information technology	94,404	48,463
Consultants' fees	52,242	75,149
	634,989	686,298
The following expenditure is included in the above costs:		
Audit fees (external audit)	10,100	10,100
Operating lease rentals		
- land and buildings	62,683	55,875
- vehicles and office equipment	17,456	13,252

6. Notional costs

	£	£
Cost of capital (calculated @ 3½%)	7,226	11,056

7. Fixed Assets

	Leasehold improvements	Office equipment	Motor vehicles	Total
	£	£	£	£
Cost				
At 1 April 2006	280,326	261,045	29,900	571,271
Additions	-	8,048	-	8,048
Disposals	-	-	-	-
At 31 March 2007	280,326	269,093	29,900	579,319
Depreciation				
At 1 April 2006	(77,080)	(161,215)	(6,478)	(244,773)
Provided in year	(31,726)	(55,114)	(5,980)	(92,820)
Disposals	-	-	-	-
At 31 March 2007	(108,806)	(216,329)	(12,458)	(337,593)
Net book value				
At 31 March 2007	171,520	52,764	17,442	241,726
At 31 March 2006	203,246	99,830	23,422	326,498

8. Debtors

	2007 £	2006 £
Project income debtors	210,258	201,847
Other debtors	119,510	15,574
	329,768	217,421

9. Cash at bank and in hand

Bank accounts	2,893	28,861
Cash imprest accounts	250	200
	3,143	29,061

10. Creditors

Trade creditors	88,734	168,320
Project income received in advance	43,999	34,961
Accruals	109,361	74,588
	242,094	277,869

11. Reserves

General Fund		
Opening balance	295,111	275,062
Grant in aid		
– current	4,411,000	4,173,894
– capital	35,000	14,340
	4,741,111	4,463,296
Transfer from Income and Expenditure Account	(4,415,794)	(4,179,241)
Add back: Notional costs	7,226	11,056
	332,543	295,111

Notes to the Accounts for the year ended 31 March 2007 (continued)

12. Reconciliation of excess expenditure over income to net cash flow from operating activities

	2007	2006
	£	£
Excess of expenditure over income from operations	(4,427,009)	(4,189,897)
Grant in aid funding received	4,446,000	4,188,234
Depreciation charge	92,820	109,879
Notional costs	7,226	11,056
(Increase)/decrease in debtors	(112,347)	(48,505)
Increase/(decrease) in creditors	(35,775)	(81,252)
	<hr/>	<hr/>
	(29,085)	(10,485)

13. Pensions

The Park Authority is a member of the Principal Civil Service Pension Scheme (PCSPS) which is an un-funded multi-employer defined benefit scheme. The Park Authority is unable to identify its share of the underlying assets and liabilities of the scheme. A full actuarial valuation was carried out as at 31 March 2003 details of which can be found in the Resource Accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2006/07 employer's contributions of £304,617 (2005/06 £263,679) were payable to the PCSPS. The contributions were payable at one of four rates ranging from 17.1% to 25.5% of pensionable pay, based on salary bands. The same rates will be applied for 2007/08 although there has been an adjustment to the starting point at which each rate applies.

All employees have the opportunity to join the scheme. In addition, the Park Authority paid employer pension contributions of £124 to other pension providers and we were also invoiced for employer pension contributions of seconded staff working for the Park Authority.

14. Related party transactions

The CNPA is a Non-Departmental Public Body of the Scottish Executive. The Park Authority's Sponsoring Body is the Scottish Executive 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 have undertaken any material transactions with the CNPA during the year. Material transactions cover payments made under contract for goods or services.

15. Capital commitments, contingent liabilities and operating leases

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

Commitments under non-cancellable operating leases are as follows:

	Land & buildings 2007 £	Motor vehicles & office equipment 2007 £	Land & buildings 2006 £	Motor vehicles & office equipment 2006 £
Operating leases which expire:				
Within one year	55,900	-	-	527
Within two to five years	7,400	5,371	63,600	2,840
After five years	-	-	-	-
	63,300	5,371	63,300	3,367

16. Restatement of Income and Expenditure Account for the year ended 31 March 2006

The Park Authority follows Government accounting regulations, as shown in the Financial Reporting Manual (FReM), in preparing its Annual Report and Accounts.

There has been a change in the recommended accounting treatment of grant in aid effective from the 2006/07 accounting period. Grant in aid is now treated as a contribution from a controlling party giving rise to a financial interest and, as a consequence of this, grant in aid is now credited to the Park Authority's balance sheet. In addition, the add back of notional costs that was previously shown in the Income and Expenditure Account is now also credited to the balance sheet.

	Restated 2006 £	Initially reported 2006 £
Income		
Grant in aid	-	4,173,894
Planning fees and other income	65,333	65,333
Released from Capital Assets Fund	-	109,879
Operational Plan income	834,179	834,179
	899,512	5,183,285
Expenditure		
Board members and staff costs	(1,855,951)	(1,855,951)
Operational Plan expenditure	(2,426,225)	(2,426,225)
Other operating costs	(686,298)	(686,298)
Notional costs	(11,056)	(11,056)
Depreciation	(109,879)	(109,879)
	(5,089,409)	(5,089,409)

Notes to the Accounts for the year ended 31 March 2007 (continued)

Note 16 continued

	Restated 2006	Initially reported 2006
	£	£
Excess of expenditure over income from operations	(4,189,897)	-
Surplus on operating activities	-	93,876
Bank interest received	10,656	10,656
Add back: Notional costs	-	11,056
Excess of expenditure over income for the year	(4,179,241)	-
Surplus for the year	-	115,588
Operational Plan income	(4,179,241)	115,588

17. Restatement of Statement of Total Recognised Gains and Losses for the year ended 31 March 2006

	Restated 2006	Initially reported 2006
	£	£
Grant in aid received	4,188,234	-
Excess of expenditure over income for the year	(4,179,241)	-
Surplus for the year	-	115,588
Total recognised gains/(losses)	8,993	115,588



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 (FReM) 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.

A handwritten signature in black ink, appearing to read "R.H. Hooper".

Signed by the authority of the Scottish Ministers

R.H. Hooper, Head of Countryside and
Natural Heritage Division

Dated 12 January 2006

Appendix 1

Members' attendance at meetings

Board Member	Planning Committee		Board Meetings	
	Total meetings 22	%*	Total meetings 12	%*
Eric Baird	20	91	12	100
Francis (Stuart) Black	18	82	8	67
Duncan Bryden	18	82	12	100
Nonie Coulthard	13	59	9	75
Basil Dunlop	17	77	11	92
Douglas Glass	17	77	11	92
Angus Gordon	15	68	7	58
Lucy Grant	10	91	7	100
David Green	18	82	11	92
Marcus Humphrey	15	68	10	83
Robert Kinnaird	4	100	2	67
Bruce Luffman	15	68	11	92
Eleanor Mackintosh	19	86	11	92
Anne MacLean	18	82	9	75
Alastair MacLennan	16	73	10	83
William McKenna	18	82	11	92
Sandy Park	15	68	8	67
Andrew Rafferty	13	59	6	50
Gregor Rimell	11	50	7	58
David Selfridge	16	73	8	67
Sheena Slimon	13	59	9	75
Richard Stroud	16	73	9	75
Andrew Thin	9	82	5	83
Susan Walker	15	68	11	92
Ross Watson	15	68	10	83
Bob Wilson	13	59	7	58

* This shows the percentage of meetings that the members attended out of the possible number during their tenure. Bob Kinnaird was appointed in December, Andrew Thin stepped down in August 2006 and Lucy Grant was on maternity leave during the year.

Appendix 2

Staff details at 1 April 2007

Corporate Services

Jane Hope
Chief Executive
David Cameron
Head of Corporate Services
Sandy Allan
Information Services Manager
Diane Buchan
Project Finance Officer
Catriona Campbell
Administration Officer
Laura Grant
Administration Officer
Morag James
Support Officer
Sara Krawczynska
Administration Officer
Mandy Mathieson
Core Finance Officer
Quentin McLaren
External Funding Officer
Denby Pettitt
Finance Manager
Sarah Quirie
Administration Assistant
Andy Rinning
Business Services Manager
Fran Scott
Human Resources Manager
Margaret Smith
**Office Supervisor &
PA to Chief Executive
and Convener**

Strategy & Communications

Françoise van Buuren
Head of Strategy & Communications
Karen Archer
Press Officer (maternity leave)
Stephanie Bungay
Press Officer (maternity cover)
Alison Fleming
Communications Officer

Economic & Social Development

Andrew Harper
Head of Economic & Social Development
Kate Christie
Land Based Business Project Manager
Jackie Farquhar
LEADER+ Support Officer
Heather Galbraith
Sustainable Tourism Officer
Elspeth Grant
Social Inclusion Policy Officer
Patricia Hamilton
LEADER+ Programme Manager
Alix Harkness
LEADER+ Administration Officer
Sam Masson
Land Based Business Project Support Officer
Fiona Milligan
Marketing Officer
Fiona Munro
Housing Policy Officer
Claire Ross
Education and Inclusion Manager
Chris Taylor
Tourism & Economic Development Manager
John Thorne
Economic Development Officer

Staff details at 1 April 2007 (continued)

Natural Heritage & Land Management

David Bale
Head of Natural Heritage & Land Management
 Will Boyd-Wallis
Senior Land Management Officer
 Fiona Chalmers
Integrated Land Management Officer
 Stephen Corcoran
Local Biodiversity Action Plan Officer (job share)
 Matthew Hawkins
Landscape Adviser
 David Hetherington
Ecology Adviser
 Colin McClean
Integrated Land Management Officer (Deer & Upland)
 Justin Prigmore
Local Biodiversity Action Plan Officer (job share)

Planning & Development Management *Ballater Office*

Don McKee
Head of Planning & Development Management
 Gareth Austin
GIS Officer
 Mary Grier
Planning Officer (Development Management)
 Pip Mackie
Office Manager & Planning Administration Assistant
 Karen Major
Planning Officer (Local Plan)
 Gavin Miles
Planning Officer (Local Plan)
 Iram Mohammed
Assistant Planning Officer
 Wendy Rogerson
Administration Assistant
 Neil Stewart
Planning Officer (Development Management)
 Andrew Tait
Planning Officer (Development Management)

Visitor Services & Recreation

Murray Ferguson
Head of Visitor Services & Recreation
 Pete Crane
Senior Visitor Services Officer
 Andy Ford
Visitor Services Officer
 Bob Grant
Senior Outdoor Access Officer
 Sandra Middleton
Outdoor Access Officer
 Fran Pothecary
Outdoor Access Officer
 Alan Smith
John Muir Award Manager
 Adam Streeter-Smith
Outdoor Access Officer



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Stewart Grant

Design: Sabato

Printing: Thomson Colour Print

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National Park Authority
at the Grantown-on-Spey
office address above or
telephone 01479 873535.

