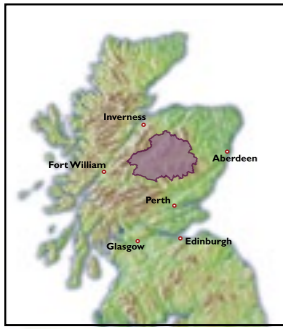


Cairngorms National Park Authority





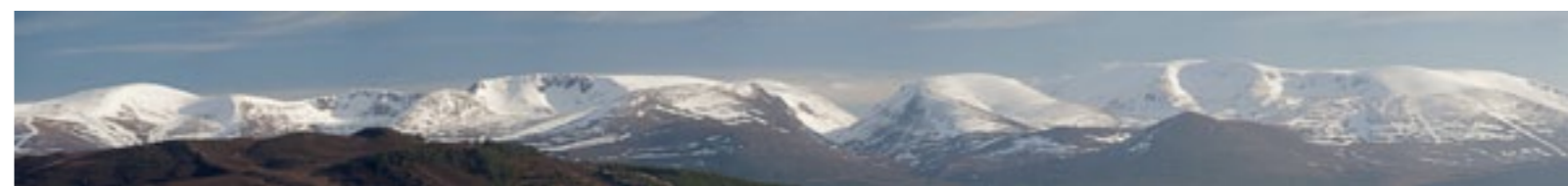
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Foreword

David Green, Convener
Cairngorms National Park Authority



The Cairngorms National Park Authority has a responsibility to not only conserve and enhance the cultural and natural heritage of this wonderful area but to ensure there is social and economic growth. It's not been an easy task this year given the financial pressures many people and organisations have had to deal with. The CNPA was not exempt and we were faced with many difficult decisions on where to spend so as to deliver the best value for money for the people of Scotland.

I'm proud to say there are many examples of growth in the Park this past year: the most visible being the extension of the boundary to include Blair Atholl and Glenshee. Ten years after the landmark legislation creating Scotland's two National Parks, the desire of these communities to be a part has been realised.

We have been working hard to encourage people to take up the opportunities that National Park status can bring and more and more people are getting involved in events, courses and projects run by the CNPA and partners.

Businesses in the National Park are doing well, using the Cairngorms National Park brand to attract tourists from across the world and promoting this fantastic Park as an area of beauty, amazing wildlife and outdoor pleasures.

Our committed approach to partnership working has helped us cope in the financial climate enabling us to lever in extra funding from the private, voluntary and public sectors. This report highlights we are continuing to deliver outcomes for Scotland and our communities, in line with the Park's aims.

Facal-toisich

Tha uallach air Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh, chan e a-mhàin a bhith a' gleidheadh agus a' brosnachadh dualchas nàdarra agus culturach na sgìre sònraichte seo, ach cuideachd a bhith cinnteach gu bheil cinneas eaconomach agus sòisealta ann. Chan eil cùisean air a bhith furasta am bliadhna, leis na h-uallaichean ionmhasail ris a bheil daoine agus buidhnean a' dèiligeadh. Cha robh an CNPA saor bho seo agus bha feum againn tòrr codhùnaidhean doirbh a dhèanamh a rèir dè chosgadh sinn gus luach an airgid na b' fhèarr fhaighinn do mhuintir na h-Alba.

Tha mi pròiseil às an t-uabhas de dh'eisimpleirean de chinneas a tha air a bhith anns a' Phàirc anns a' bhliadhna a dh'fhalbh: far a bheil an eisimpleir as follaisiche meudachadh na crìche agus e a' gabhail a-staigh Blàr Athall agus Gleann Sìth. Deich bliadhna an dèidh reachdas ùr sònraichte a chruthaich dà Phàirc Nàiseanta na h-Alba, tha miann nan coimhearsnachdan seo a bhith mar phàirt dheth air aithneachadh.

Tha sinn air a bhith ag obair gu cruaidh gus brosnachadh a thoirt do dhaoine na cothroman a ghabhail a tha inbhe na Pàirce Nàiseanta a' toirt seachad agus tha barrachd is barrachd daoine a' gabhail pàirt ann an tachartasan, cùrsaichean agus pròiseactan air an cur air dòigh le CNPA agus com-pàirtichean.

Tha gnìomhachasan anns a' Phàirc Nàiseanta a' dèanamh gu math, a' c' l eachdadh brand Pàirc Nàiseanta a' Mhonaidh Ruaidh gus luchd-turais a thàladh bho air feadh an t-saoghail agus ag àrdachadh na Pàirce shònraichte seo mar sgìre àlainn, le fiadh-beatha iongantach agus toileachas a-muigh.

Tha sinn ag obair gu dlùth ri ar com-pàirtichean a tha air a bhith na cuideachadh anns an aimsir ionmhasail seo agus iad a' leigeil oirnn maoinachadh a bharrachd a thoirt a-steach bho na h-earrannan prìobhaideach, saor-thoileach agus poblach. Tha an aithisg seo a' toirt an àirde gu bheil sinn a' cumail oirnn toraidhean a libhrigeadh do dh'Alba agus ar coimhearsnachdan, a rèir amasan na Pàirce.

The Cairngorms National Park

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

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

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

The Cairngorms National Park Authority

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

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

The purpose of the CNPA is to promote partnership and give leadership to all the bodies and agencies involved in the sustainable growth and development of the Park. The Park Authority has a number of statutory functions including the production of the Cairngorms National Park Plan and Local Plan, planning and development management, acting as the Outdoor Access Authority and producing the Cairngorms National Park Core Paths Plan.

Annual Report and Accounts 2010/11

This Annual Report presents to Scottish Ministers and the public the key activities of the Cairngorms National Park Authority and progress made, during 2010/11, against the 2008-2012 Corporate Plan.

The work of the CNPA focuses on seven priorities for action (numbered 1-7, p5) together with three further strategic priorities (numbered 8-10). These underpin the infrastructure and organisational development within the CNPA in order for it to fulfil its role. Our Corporate Plan sets out 48 achievements based on these 10 priorities which dovetail with the Scottish Government's purpose of creating a more successful country (see pages 8-9 for further detail).

Strategic priorities:

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

National Parks' Delivery of Services to Scotland

Scotland's two National Parks, Loch Lomond and the Trossachs and Cairngorms, share the same four statutory aims. While there are differences of landscape, visitor impact and special qualities which distinguish each Park, both National Park Authorities (NPAs) are charged with achieving many common outcomes. Both NPAs are responsible for delivering a diverse range of similar services from managing planning development; administering grant schemes and developing vibrant rural communities to conserving and managing priority species; outreach education and visitor information and management.

Alignment Between National Park Authorities: Achievements in 2010/11

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

Developing and delivering shared services by the NPAs focuses on three aims:

- 1 Establishing more robust service delivery for two relatively small organisations with high risk of adverse impact to service delivery from staff absence or turnover;
- 2 Realising efficiencies in service delivery;
- 3 Establishing single support or policy platforms where justified by commonality of need by two organisations, while respecting the differences of organisational culture and local priorities of each partner.



Among the joint working achievements since the start of the programme are:

- Joint Director of Corporate Services now supporting both NPAs;
- Memorandum of Understanding in place, signed off by both NPAs establishing a more integrated approach to Organisational Development, Strategic Planning, Governance, Standards and Monitoring now in place through the joint Director;
- Hosting of on-line Local Development Plans by LLTNPA on behalf of both NPAs;
- Joint implementation of e-planning systems, hosted by LLTNPA on behalf of both NPAs;
- A Cairngorms National Park Authority staff member is now in place in LLTTNPA main office in Balloch, to provide support to on-line Local Development Plan and e-planning project activity and build capacity for future project activity on common records and document management systems.
- Joint procurement activity with contracts now established for legal services, internal audit services, board induction training and equalities training for staff and Board members;
- Joint procurement of internal audit services has realised an efficiency saving of six per cent in total assessed annual internal audit days required by both NPAs;
- Establishment of common positioning of NPAs within Scottish Government's National Performance Framework;
- Representation of both NPAs by single officer at a range of meetings – SEARS, Benchmarking, NDPB Finance Directors' Forum etc;
- Joint project between both NPAs and Learning Teaching Scotland on using National Parks within the Curriculum for Excellence;
- Joint study underway on the future approach to rural land management support;
- Integrated approaches to development of National Park Plans for 2012/17.

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

Work on shared services is not undertaken exclusively between the National Park Authorities. We also work with a range of partners to establish collaborations and shared service activities where that presents the best value to both organisations. For example, Learning Teaching Scotland as in the list above, and Scottish Natural Heritage (SNH) with whom we have collaborated on communications infrastructure.

Delivery of Scottish Government's Strategic Outcomes

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

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

Scottish Government Strategic Outcome	Examples of achievements this year	Key Performance Indicators
Outcome 2 We realise our full economic potential with more and better employment opportunities for our people. (CNPA only).	Support for establishment of Cairngorms Business Partnership; tailored support, advice and training to land managers; promoting business benefits from the use of the Cairngorms National Park brand.	Total of 235 businesses awarded use of the Park brand, increasing from 211 in March 2010, 161 in March 2009 and 118 in March 2008.
Outcome 6 We live longer, healthier lives.	Access infrastructure and information; Core Paths Plan; Paths for Health Programme/ healthy walking groups.	Total 443 health walks led within the National Park, increasing from 320 in March 2010, 295 in March 2009 and 225 in March 2008.
Outcome 7 We have tackled the significant inequalities in Scottish society. (CNPA only).	Action on affordable housing; implementing equalities action plans and promoting best practice in equalities.	Proportion of affordable housing within approved developments increasing to 24.2% from 21.0% in 2009/10, 23.6% in 2008/09 and 21.2% in 2007/08.
Outcome 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need.	Planning Development Management; Local Development Plan; sustainable design guidance and supplementary planning guidance.	Covered by KPIs on affordable housing, community action planning, action on priority species and action on reducing carbon emissions.
Outcome 11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	Community Engagement and community action planning; LEADER Rural Grants scheme; Cairngorms Awareness and Pride training courses.	Thirteen communities with action plans in place, increasing from nine in 2009/10, four in 2008/09 and zero in 2007/08.
Outcome 12 We value and enjoy our natural and built environment and protect it and enhance it for future generations.	Conservation, landscape and priority species management; research activity; Access Authority duties; support for ranger services; Local Plan; National Park Plan co-ordination.	Positive action underway for 17 of 32 species covered by the Cairngorms Local Biodiversity Action Plan, previously 17 in 2009/10, 15 in 2008/09 and 14 in 2007/08.
Outcome 13 We take pride in a strong, fair and inclusive national identity.	Cultural heritage projects; National Park awareness raising and signage; Gaelic language planning; John Muir Award scheme.	Covered by KPI on branding above.
Outcome 14 We reduce the local and global environmental impact of our consumption and production.	Environmental Management Scheme.	Achieved reduction of 12.4 tonnes (25.5% reduction) of carbon emissions from vehicle based business travel – total emissions of 36.1 tonnes reducing from 48.5 tonnes in 2009/10, 54.1 tonnes in 2008/09 and 57.1 tonnes in 2007/08.
Outcome 15 Our public services are high quality, continually improving, efficient and responsive to local people's needs.	Efficiency planning and financial management; strategic and operational service planning; integrated and shared services projects; best value service improvements.	Cumulative efficiency savings over three years increased to £426,000 in 2010/11 against target of £293,000.

Delivering Sustainable Economic Growth

The Park's four statutory aims are:

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

The role of the Cairngorms National Park Authority is to ensure these are delivered collectively. All four of these aims have a role to play in delivering sustainable economic growth for the National Park and for Scotland. Delivery of these aims therefore contributes to the Scottish Government's purpose, to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. In particular, we aim to make a significant contribution to the National Outcome – 'We realise our full economic potential with more and better employment opportunities for our people'. In promoting partnership working and giving leadership to all those involved in the Cairngorms, the Park Authority co-ordinates delivery of these four statutory aims through the Cairngorms National Park Plan. The current Park Plan 2007-2012, sets out seven priorities for action, all of which work to support the delivery of sustainable economic growth to some degree, and four of which make a direct, significant contribution:

- Making tourism and business more sustainable;
- Making housing more affordable and sustainable;
- Providing high quality opportunities for outdoor access;
- Conserving and enhancing biodiversity and landscapes.

Over the course of 2010/11, some of our specific achievements with regard to delivering sustainable economic growth within the National Park are:

- Support for the development of the Cairngorms Business Partnership (CBP), a novel collaborative model within the private sector and between the private and public sectors, bringing together businesses throughout the Cairngorms National Park to join forces in order to compete with other international tourism destinations.
- Supporting the Cairngorms LEADER Local Action Group in funding an affordable housing enabler project led by the Highland Small Communities Housing Trust and involving the University of the Highlands and Islands among other partners. This project combines delivery of affordable housing with provision of leadership and advice on the delivery of highly sustainable houses, and tackles unemployment and training through provision of accredited construction skills training opportunities and on-site experience for trainees to support their future employment prospects.
- The Park Authority has supported the Cairngorms Outdoor Access Trust (COAT), an independent registered charity, in its successful bid for £2.1 million in European and Heritage Lottery Funding. This four year project will improve 17 upland paths in the largest continuous area of high ground above 1,000m in Britain. The unique landscape of the Cairngorms National Park attracts 1.5 million visitors a year with even the remotest of paths clocking up 12,000 users annually. The Heritage Lottery Fund commented, in making this award, that the stark beauty of Scotland's mountain heritage attracts an ever-growing number of walkers, climbers and tourists each year. This is a boon to our significant tourist economy, but we have to balance it with the conservation of our landscape, its flora and its fauna so that people can continue to enjoy it for years to come¹. This project also includes a training element, with accredited training opportunities in pathwork and repair which are directly suited to future employment within the local economy.
- The Land Based Business Training Project, supported by the Park Authority and funded in part by European and LEADER funds, provides training support to land based businesses within the Cairngorms National Park. The project supports this key sector of the rural economy within the Park through providing essential training focused on supporting land based businesses to grow and become more sustainable in their operations and, linked to this, increase the overall skill base of the local workforce within these businesses.

In conclusion, our work along with partners in the Cairngorms National Park, aims to establish exemplars of sustainable development within Scotland's rural economy – delivering sustainable economic growth within the National Park, while illustrating best practice that other rural areas in Scotland may follow.



¹Source: COAT website/press release, 24 June 2010

PRIORITY 1

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

Over the past year we have been focusing on raising understanding of the biodiversity, cultural heritage and special qualities of the National Park and how people can help enhance them.

We supported the first ever satellite tracking in the UK of peregrine falcons, working with the Highland Foundation for Wildlife to tag species of raptors. The two birds can be followed around the Cairngorms National Park and other parts of Scotland through the internet and accessed by everyone from wildlife experts to communities and school children.

The CNPA's Cultural Heritage Officer organised the first Cairngorms Cultural Heritage Conference. Invited speakers inspired over 70 members of the community to develop their own cultural heritage projects and discover, document and preserve what makes their area what it is today.

Our Natural Heritage Supplementary Planning Guidance will provide clarity on natural heritage and how it affects planning decisions made in the National Park. It supports policies in the Cairngorms National Park Local Plan and will lead to better conservation of natural heritage, including soils and geodiversity.

Draft Supplementary Planning Guidance has also been produced on Wildness – a UK first. Wildness is a special quality of the Cairngorms National Park and the CNPA has extended the study of wildness into Atholl and Glenshee. The project was supported by Scottish Natural Heritage (SNH) and was done in conjunction with Loch Lomond and the Trossachs National Park Authority's own study.

In Focus: Bio Buzz Day

On the 22 May 2010 the first 'Bio-Buzz Day' celebrated the great variety of plants and animals in the Cairngorms National Park and the vital role they play in our lives. It was a unique opportunity to bring people together to celebrate and promote greater understanding. There were three simultaneous 24-hour events in Grantown-on-Spey, Kingussie and Ballater. It was organised by the Cairngorms Local Biodiversity Action Plan team to coincide with the International Year of Biodiversity and Scottish Biodiversity Week. It was attended by the Cabinet Secretary for Rural Affairs and the Environment, Richard Lochhead and over 600 members of the community.

There were activities from morning to night. These included walks to see wading birds and listen to the dawn chorus, evening walks to inspect moth traps and look for nocturnal species like owls and bats, as well as storytelling and arts and craft sessions.

CNPA staff and Park rangers helped to identify and share their knowledge of the birds, mammals, insects, amphibians and plants found. The information was gathered on the day and sent to the North East Biological Records Centre, where trends can be analysed and used to help us make informed decisions about how to protect the natural heritage of the Cairngorms National Park in the future.

PRIORITY 2

Integrating public support for land management to benefit those who live, work and visit the Park

Action in the Cairngorms National Park is helping to tackle the impact of climate change, increase native woodland and boost the rural economy through the Cairngorms Woodfuel Action Plan, which was launched in August 2010. Early actions include: steps to improve demand for woodfuel; increase woodfuel production; developing business opportunities and increase access to information about using wood for heating homes and businesses.

The Spey Catchment Project Officer is in place, working with partners and the community to deliver projects benefiting the people and environment of the River Spey. Projects include control of non-native invasive species, restoring riparian woodland, promoting the river and the social and economic opportunities. They will also conduct an innovative pilot project, studying the capacity of the whole river system to deliver public benefits of climate change mitigation and adaptation, including natural flood management, small scale hydro, a resource for drinking water and habitat connectivity.

The Dee Catchment Partnership is progressing with a range of projects in line with the Dee Catchment Management Plan. Sites for wetland restoration are being selected as part of a pilot project by the Local Biodiversity Action Plan (LBAP) Freshwater and Wetlands group and salmon fishing interests and estates are involved in developing a 'riparian' woodland project in the upper Dee catchment.

As a member of Scotland's Moorland Forum, the CNPA took an active roll in the Upland Solutions Project by chairing the section looking into Carbon sequestration and increasing understanding of this amongst land managers. The project gathered evidence on the challenges and opportunities faced by people who live and work in the uplands, through their own eyes, to influence those who devise and deliver policies.

In Focus: Land Management Forum

The first meeting of the Land Management Forum took place after it was set up by the CNPA and the Scottish Rural Properties Business Association (now Scottish Land & Estates). The purpose of the forum is to bring together a wide range of people with an interest in land management in the Cairngorms National Park to: help improve viability and sustainability of land based businesses, share and compare information and experience, develop new ideas and opportunities to benefit the environment, economy and communities and provide practical advice.

Discussions focus on new policies, local and national initiatives and funding that may effect and benefit land management in the National Park. The Forum will also play a significant role in influencing the drafting of the next Cairngorms National Park Plan.

PRIORITY 3

Supporting sustainable deer management to benefit both people and the environment

The CNPA continues to play an active role in deer management in the National Park, sitting on the Cairngorms Deer Advisory Group (CDAG) which promotes better communication and understanding between organisations that have an interest in deer and their management in the Park. The CNPA has helped develop simple mapping techniques to allow land owners and managers to show visually the density of deer they wish to have on their land. This was initiated by the Cairngorms Speyside Deer Management Group and fully endorsed by CDAG. In order to help deer managers be better informed about how their objectives fit with those of their neighbours', we are working with the James Hutton Institute to develop the mapping further, incorporating other elements such as habitat, topography, areas deer prefer and site sensitivity.

A training course to encourage wider interest in deer stalking and an understanding of deer management in the Park took place in March 2011, organised by the CNPA in partnership with the British Deer Society. The four-day course covered deer biology and ecology, stalking techniques, safe and humane shooting and the laws on deer stalking in Scotland. This training course, aimed at increasing understanding of the important role of deer stalking, was offered through our Land Based Business Training Project Programme at half price to residents in the National Park.

We also submitted a response to the consultation on the Wildlife and Natural Environment (Scotland) Bill advising on deer management (as of 7 April 2011, this became the Wildlife and Natural Environment (Scotland) Act 2011). The Bill proposed a statutory Code for deer management. This is being developed by Scottish Natural Heritage (SNH) with input from the CNPA.

In Focus: Deer Framework

'Supporting Sustainable Deer Management' is a priority for action in the Cairngorms National Park Plan, with deer having a key influence on the habitats of the Park and the economy. The Cairngorms Deer Advisory Group (CDAG) has completed and published the Deer Framework for the Cairngorms National Park, which sets out to provide a bridge between national policy and local deer management.

The aims of the Deer Framework include promoting: protection of the deer population and the habitat upon which they depend; wider involvement in the management of deer; deer welfare and the marketing of venison; the value of deer as tools to maintaining a high quality environment and sporting related tourism.

Importantly, the Deer Framework has brought together the views of local deer managers and the local community alongside National interests. It provides a positive focus for sustaining the deer resource and the Park's environment for future generations. The CNPA believes it will also help to build on a growing sense of cohesion and understanding amongst all those with an interest in deer.

PRIORITY 4

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

The quality and condition of a number of paths in the Cairngorms National Park improved in 2010, allowing more people to enjoy the outdoors without damaging the Park. The CNPA provides funding to the Cairngorms Outdoor Access Trust (COAT) which, with additional grant funding, works to achieve this priority.

The Mountain Heritage Project has improved paths on high ground while new, upgraded or replacement low-level paths were constructed along the riverside in Dulnain Bridge, from Cambus o May to Ballater, as well as one linking Dinnet and Glen Tanar. A path alongside the river and Ballater golf course is suitable for all abilities and the Strathdon bridge path links Lonach Hall with the site of a new proposed bridge over the River Don. The path linking Insh to the Badenoch Way has been upgraded and the Herenry Trail at Boat of Garten caters for all abilities and includes a platform for pond dipping.

The health of people in the Park has improved with the growing popularity of the Walking to Health project. There are now 10 communities in the Park running at least one health walk group. Led by specially trained volunteers, the walks are aimed at people who are overweight or suffering from conditions such as heart disease, high blood pressure, diabetes or cancer. Both physical and psychological benefits have been observed and participation in 2010 doubled with 722 people taking part between July and September, compared with 357 for the same period in 2009.

The CNPA works to encourage enjoyment of the outdoors, responsibly. Specific programmes in 2010 targeted dog owners, with CNPA Outdoor Access Officers working with Highland Council Rangers to run events highlighting the problem of dog mess and also measures they could take to protect ground nesting birds, especially capercaillie.

For visitors and local people looking for information on where to walk, five new path leaflets are now available. These leaflets have already proved to be very popular locally and cover Nethy Bridge, Boat of Garten, Kingussie, Carr-Bridge and Ballater.

In Focus: Mountain Heritage Project

Ensuring the mountains of the Cairngorms National Park are maintained for future generations to enjoy, £2.1 million is to be spent protecting this fragile, unique environment by improving upland paths so they can sustain the number of visitors. The work is undertaken in a very sensitive manner to ensure that the paths look as natural as possible in their setting.

The Cairngorms Mountain Heritage Project identifies 17 upland paths, totalling 58 miles, to be completed over the course of four years. Some of the routes were formed as far back as the Middle Ages when they were used as droving tracks and work on Windy Ridge on Cairn Gorm, Lairig an Laoigh and Bynack Mor is nearly complete.

In addition, COAT is recruiting eight trainees who will learn a variety of skills in relation to the creation and maintenance of upland and lowland paths over an eight month period, working towards an SVQ Level 2 in Environmental Conservation.

PRIORITY 5

Making tourism and business more sustainable to grow the Park's economy and create a desirable place to visit time and time again

Since the Cairngorms National Park was set up in 2003, the number of residents in the Park has increased, unemployment has gone down and there are 13% more businesses which add to the Park's growing economy, worth £398m every year. These are some of the findings of 'The Economic and Social Health of the Cairngorms National Park in 2010' report, commissioned by the CNPA, Highlands and Islands Enterprise and Scottish Enterprise.

A second key research project published this year was the Cairngorms National Park Visitor Survey. This provided information on the behaviour, knowledge and attitudes of visitors to the Park in 2009/10 and will be used to guide businesses on how to best cater to visitors. The most popular places to visit are Aviemore, Braemar and Ballater and 82% of people knew they were in a National Park, compared to 68% when the first Visitor Survey was carried out in 2003/4.

This survey will help with the sustainable management of the Park. We have also re-applied for the EUROPARC Charter for Sustainable Tourism in Protected Areas after being the first National Park to be awarded the Charter in 2005. An Action Plan has been produced to help businesses recognise the Cairngorms National Park as a special place that needs to be cared for, the value in tourism growth and the needs of the visitors that come here every year.

Over 230 businesses and organisations are now using the Cairngorms National Park brand and a new marketing strategy is being developed by the Cairngorms Business Partnership (CBP). The CNPA continues to support the development of the CBP and a two-year staff secondment has just ended.

We sponsored and supported the successful Adventure Travel World Summit (ATWS) in Aviemore, which showed 500 specialist suppliers, media and travel operators in the outdoors and adventure travel industry what the Cairngorms National Park has to offer. We also sponsored the award for The Most Enterprising Business in the Great Outdoors at the Highlands and Islands Tourism Awards. For the first time, businesses from the whole of the Cairngorms National Park could enter and show the great work they do looking after up to 1.5 million visitors every year and contributing £115m to the local economy.

In Focus: Food for Life

The CNPA stepped up its commitment to the food and drink sector in the Park with the approval of the Food for Life development plan and £55,000 worth of funding to help implement the initiative.

The Cairngorms Food for Life project aims to promote an increase in food production and processing across the Park and increased consumption of Cairngorms produced food and drink. This will reduce food miles, boost the tourism and retail sectors and encourage people to consider a healthier diet.

As part of the Cairngorms Food for Life project, a Local Food & Drink Guide has already been produced, highlighting businesses which demonstrate exceptionally high standards when it comes to making and using local, seasonal produce; and the search is on for sites in Badenoch & Strathspey that could be used as allotments.



PRIORITY 6

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

The delivery of affordable housing is a priority in the National Park Plan. The Cairngorms National Park Local Plan, adopted October 2010, has policies which encourage 25-40% of open market housing to be affordable and states developments solely for affordable housing would be favourably considered.

We are part funding the Cairngorms Construction Training Project, which is a three year initiative developed to meet several challenges in the Park, namely employment, training, affordable housing and sustainable construction. 15 unemployed young people will receive a recognised qualification through Inverness College on successful completion of their training, which will cover a wide range of construction skills and on-site experience.

As part of the Scottish Rural & Islands Housing Conference 2010, held in Aviemore, the CNPA hosted a field trip to highlight some successful affordable housing developments in the National Park. Information was provided on the costs involved from funding and building through to the energy costs to the tenant or owner.

Sustainability of housing is also a priority, both in terms of environmental performance and design. Housing should be designed and use materials to fit in to the local landscape within the National Park. Supplementary Planning Guidance on Sustainable Design has been adopted to support policies in the Local Plan. As well as granting planning permission for a number of sustainably designed housing projects within the National park, CNPA staff and Board members explored the type of sustainable, eco-friendly housing that could be built in the Park in the future when they visited Scotland's Housing Expo in Inverness.

In Focus: Planning guidance on affordable housing

The Cairngorms National Park is a desirable place to live and house prices reflect this. There are many living and working communities within the National Park and provision has to be made to enable people to grow up, stay and thrive in these communities. Recognising the need for affordable housing in the National Park, approval was given to the Cairngorms National Park Local Plan policy for 25-40% of open market housing to be affordable. We have produced and adopted Supplementary Planning Guidance on Affordable Housing to help guide anyone looking to build in the National Park.

It sets out contributions developers may be expected to make towards the provision of affordable housing in the National Park. It recommends either a percentage of homes in a development are affordable houses or money is paid towards the provision of affordable housing.

The guidance explains how we have worked with partners to develop an innovative piece of software, the Development Appraisal Toolkit, to help developers, planners and housing officials work out how much affordable housing can be delivered on each site whilst retaining the viability of developments.

PRIORITY 7

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

The boundary of the National Park was extended in October 2010 to include Atholl and Glenshee and work has been ongoing to raise awareness of this welcome addition and increase understanding in the area of what it means to be in a National Park. Specific works have included: installing five granite markers in Perthshire and arrival signs at Blair Atholl Station; new visitor maps showing the enlarged area; redrafting the panoramic paintings to show the new boundary and updating visitor information to include the new area.

The CNPA has supported the Cairngorms Business Partnership (CBP) in a major piece of work developing, with partners, a marketing strategy for the National Park. This will form the basis of a substantial marketing campaign over the next three years (2011-14) encouraging visitors to experience and enjoy the National Park using the strapline '**make it yours**'. The CBP also improved the visitcairngorms.com website making it more useful for visitors and launched the World's first National Park smart-phone application.

Rangers play a very important role in raising awareness and understanding in the Park, being the first point of contact for many visitors. Successful discussions took place with Atholl Estates and Scottish Natural Heritage (SNH) on transferring responsibility for the grant, which supports the Estate's ranger services, to the CNPA from 1 April 2011. The CNPA will continue to support ranger services and the development of a specification plan for rangers in the National Park linking to the next National Park Plan.

The CNPA works with people from a young age on what it means to live in a special place like the Cairngorms National Park and 43 young people took part in Junior Ranger camps in summer 2010. The CNPA and Loch Lomond and The Trossachs National Park jointly hosted an education conference to promote outdoor learning in the National Parks and protected areas. In November 2010, a milestone was reached when the 10,000th John Muir Award gained in or around the Cairngorms National Park was awarded.

In Focus: Land Based Business Training Project

Since it was set up in 2004, the Land Based Business Training Project (LBBTP) has offered 4,800 training places and invested over £1m on training for primarily land based businesses in or adjacent to the Cairngorms National Park. As a result many of those working in the land based sector have improved skills and the businesses have been able to grow and operate more sustainably.

Courses in 2010 included training on Wildlife in the Cairngorms, Gaelic in the Cairngorms, Telling the Stories of the Cairngorms National Park and Understanding the Scottish Outdoor Access Code. The courses helped people whose work involves them taking others out to enjoy the special qualities of the Cairngorms National Park, enhance their understanding and experience.

Over the next three years, the CNPA will commit £80,000 per year to deliver a new training project. Delivery of future training across the National Park is made possible by the support of LEADER funding awarded by the Cairngorms Local Action Group and the European Social Fund.

PRIORITY 8

Strategy and communications
to deliver our role
effectively and efficiently

The CNPA ensures the general public, landowners, businesses, stakeholders and politicians are kept informed of the work we do in each of the priorities for action. To do this we produce a wide range of information and opportunities to raise the profile of the Park which includes working with the media, producing high quality leaflets and publications, website and newsletters.

The CNPA continued to attract Scottish Government recognition and approval, hosting nine Ministerial visits to the Park in 2010/11. These included Cabinet Secretary for Finance and Sustainable Growth, John Swinney MSP, at an event officially marking the extension of the Park; Minister for the Environment and Climate Change, Roseanna Cunningham MSP, presented the Park's 10,000th John Muir Award to a school pupil at Ballater Primary School and Cabinet Secretary for Rural Affairs and the Environment, Richard Lochhead MSP, launched the Cairngorms Food and Drink Plan.

Nearly 100 press releases were distributed generating high profile coverage in national and local newspapers, radio and television media. The Cairngorms Wildcat Project featured on the BBC Autumnwatch and the extension of the Park to include Atholl and Glenshee, also received wide-spread coverage raising awareness of the Park and the benefits of being part of it. CNPA staff assisted and advised a number of media interested in filming features on the Park including Wild Britannia – a series focusing on a year in the life of three National Parks – with filming starting March 2011.

We responded to a total of 39 Freedom of Information requests and produced 25 publications including the first Local Plan for a Scottish National Park. As a member of Scotland's Environmental and Rural Services (SEARS), the CNPA attended the 2010 Royal Highland Show as well as the Grantown Show where the Woodfuel Action Plan was launched by Richard Lochhead MSP, Cabinet Secretary for Rural Affairs and the Environment.

In Focus: National Parks debate

The CNPA works with people from all walks of life. We held a public debate 'Scotland's National Parks: Whose Parks are they anyway?' to explore what being a National Park means and the challenges and opportunities we face. The event was jointly hosted by Loch Lomond and the Trossachs National Park Authority in Perth as part of the international Global Change and the World's Mountains Conference, which brings together leading scientists and others working in and concerned with mountain areas around the world.

Home to some of the most special and protected landscapes, habitats and species in Scotland as well as popular places to live and visit, the panel of national and international speakers represented all aspects of Park life – tourism and the economy, why Scotland needs National Parks, how they protect the special landscape, deliver a healthier and more active Scotland and meet Scottish Government objectives.

PRIORITY 9

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

The Planning Committee of the CNPA meets every four weeks to determine the most significant planning applications in the National Park. Following a successful trial, the decision about which applications to 'call-in' is now carried out online, improving the efficiency of the service in terms of time, money and energy.

During the year, 44 applications were determined of which 40 were approved. These included: approval in principle to create a new community of up to 1500 homes at An Camas Mor, near Aviemore; a new replacement primary school in Aviemore for 300 pupils, designed with them, the location and the environment in mind; a new water supply for Badenoch & Strathspey; an extension to the car park at the Burn O'Vat visitor centre and in Nethy Bridge, affordable houses at Polyannas. Our planning officers are available to answer questions by applicants on the planning process, which can be complex. To improve our planning service, workshops have been held to engage with people who come in to contact with the planning department to listen to their feedback and hear their ideas about how the service could be improved.

In Focus: Local Plan

The Cairngorms National Park Authority this year adopted the Cairngorms National Park Local Plan, which sets out detailed planning policies to guide development in the Park over the coming years and is a first for a National Park in Scotland. It has been shaped through consultation with those with an interest in the special qualities of the National Park and the people who live and work within it.

A raft of Supplementary Planning Guidance has also been produced and adopted to expand on the detail of the policies within the Local Plan. This includes guidance on contributions towards affordable housing which aims to help people on modest incomes afford to live and work in this highly desirable part of the country; and sustainable design guidance to encourage everyone – architects, designers, builders and their clients – to choose more energy efficient buildings that are also designed to fit in to the local landscape.

Work has started on the next Local Development Plan with communities being asked where they see themselves in the future and discussions with landowners and developers on possible sites for development.

PRIORITY 10

Corporate support services and functions

We have continued to support the Cairngorms Local Area Action Group in its award of LEADER grants, funded through the European Union and Scottish Government. This year, the Cairngorms Local Area Action Group completed commitment of all funds allocated to it - £2.6 million since 2008 to a total of 169 projects. The use of LEADER funds as part-funding for projects has secured a total investment of £6.6 million into Cairngorms community initiatives, with additional funding secured from CNPA, other public sector organisations, private sector investment and contributions from the communities themselves.

We have taken the step of implementing a shared Corporate Services Director with Loch Lomond and the Trossachs National Park Authority (LLTNPA). The CNPA Director has committed 30% of his time to work for LLTNPA. Additionally, the two National Park Authorities have made further progress in developing a single set of staff policies and procedures; further integrating their Human Resource service; initiating a joint procurement service; and have entered into a number of joint service contracts.

The Park Authority has completed a three year financial efficiency programme in 2010/11, securing a cumulative total of over £400,000 in efficiency savings in central operating costs against a target of almost £300,000. These efficiency savings in operating costs have allowed the CNPA to increase funding of projects within the National Park, with total investment of around £2 million in 2010/11. Efficiency savings have allowed investment of £2m to be maintained into 2011/12 despite a reduction of 4.4% in the CNPA's core income for the year.

In Focus: Greening the organisation

Our staff have made significant progress in making the CNPA's business operations more sustainable. This has been recognised by our Grantown HQ again being credited with a GOLD award under the Green Tourism Business Scheme.

Our primary objective over the last three years has been to reduce the carbon emissions associated with the Authority's vehicle-based business travel. Reductions in emissions in 2008/09 and 2009/10 were 5.4% and 10.6% respectively and excellent progress continued in 2010/11 achieving a massive reduction of 25%. This was as a result of: further investment in a lower emission-rated car pool fleet; investment in an electric car; initiating a pilot on the feasibility of business use of such vehicles in a rural area; promoting public transport where feasible; car sharing and planning meetings to reduce numbers and length of journeys.

These results also provide evidence of increased staff awareness and personal action on the need for carbon management, with the average emissions ratings of staff members' personal vehicles also falling.

We have also acted on increasing the sustainability of our buildings: investing in additional insulation and secondary glazing of our premises. We also initiated in the year a project to replace our oil fuelled boilers in our HQ with a wood fuel boiler.

Commentary on Financial Performance for 2010/11

Our full accounts for 2010/11 are set out in pages 27 to 64 of this document. This commentary provides a brief overview of the Cairngorms National Park Authority's management and use of resources over the course of the year.

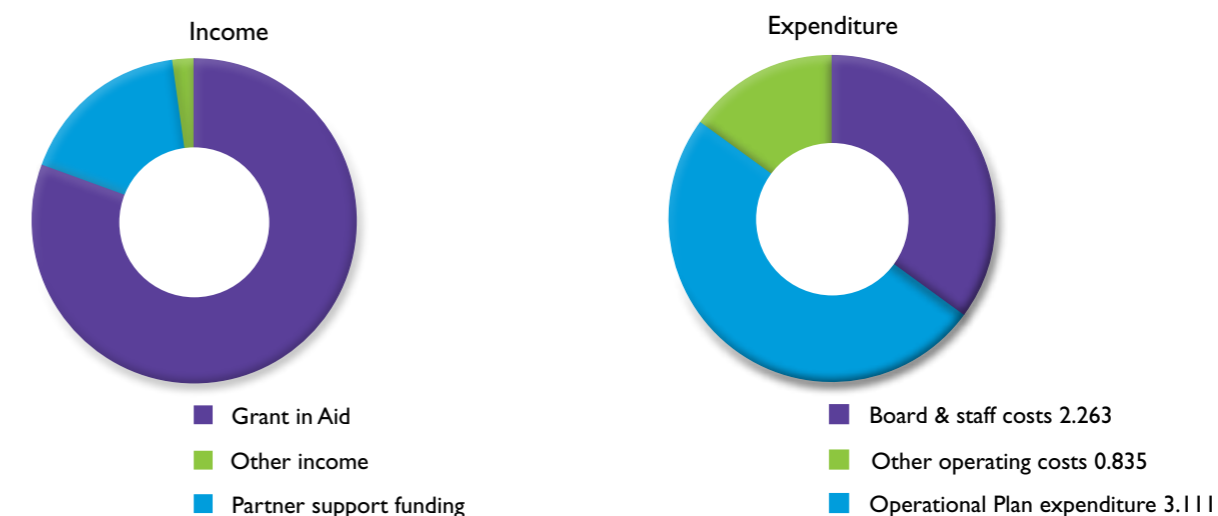
The Park Authority's total grant and other income for the year increased to £6.22m, from £5.51m last year – an increase of some £0.71m.

The CNPA's main source of funding continues to be grant-in-aid allocated by Scottish Government. In 2010/11, total grant funding from Scottish Government was £5.4m. This included a number of one-off grants, to support measures implemented in the year to give future year savings and to support development of the Park Authority's joint working with Loch Lomond and the Trossachs National Park Authority.

The year also saw an increase of £0.16 million in partner contributions to finance project activities in the Park for which the Park Authority was taking a lead role. The increase is mainly associated with LEADER grant awards administered by the Park Authority.

Continuing to target efficiency savings in the year on our office and administrative functions has allowed the Park Authority to continue to direct a significant amount of our resources, through our annual Operational Plan, into grants, projects and other investments in the Park. Our total Operational Plan expenditure invested directly into Park activities in 2010/11 was £3.11m, equivalent to 50.1% of total resources available (2009/10 comparative investment was £2.6m or 46% of total resources available). Of course, much of our staff time was also directed to leading these activities, and time invested by the Park Authority's and our partners' staff makes an essential contribution to the annual investment in the National Park.

Overall, we are tasked to achieve a year-end result as close to break-even as possible. In 2010/11 our total expenditure of £6.209m, including depreciation charges for use of assets, gives a small under-spend for the year of only £9,000 (0.1% of total income).



Improving efficiency, effectiveness and economy in the exercise of our functions

The Cairngorms National Park Authority maintains a focus on the delivery of best value, and on the improvement in efficiency, effectiveness and economy in exercising our functions, at the forefront of our planning. The contribution to the Scottish Government's National Outcome, that 'Our public services are high quality, continually improving, efficient and responsive to local people's needs', represents a key linkage between the Park Authority's corporate strategies and national policy.

We maintain our oversight of effectiveness of service delivery through a direct linkage between our complaints handling procedure and development of best value services. For example, in the past year our complaints handling process has identified a requirement for the Park Authority to be clearer in its communications with communities in dealing with sensitive issues around planning gain, with a particular requirement to set out clear expectations of all involved parties' roles in the process.

More widely, on delivery of effective services, the Park Authority continues to monitor delivery against a Best Value action plan, and over the course of 2010/11 has developed a Service Improvement Plan covering planning services.

In terms of the Park Authority's delivery of efficiencies in its operations, 2010/11 represented the culmination of the three year efficiency action plan targeting £293,000 in cumulative, annual efficiency savings since inception of the plan in 2008/09. Over the three year period, the Park Authority has delivered efficiencies totalling £426,000. Consequently, the Park Authority is able to maintain investment, through its Operational Plan, in projects within the Cairngorms National Park despite reductions in public sector funding, by redirecting these efficiency savings from organisational support into project investment.

Our development of shared services, particularly with Loch Lomond and the Trossachs National Park Authority, has been a contributory factor to successful delivery of efficiency savings and also to development of economic, effective service provision. The Park Authority both delivers and receives shared services as a consequence of these arrangements. All functional areas of corporate services have been involved in the development of these shared service arrangements: governance and standards, audit, human resources, finance and information technology. Some policy staff have also been involved in development of shared policy where appropriate to both organisation's very different local service delivery requirements. Examples of these developments include:

- Both Authorities now share a Corporate Services Director as the start point for future development of shared support service posts;
- Staff attend meetings on behalf of both organisations;
- Policy and other documents where appropriate are written once, on behalf of both organisations;
- The CNPA receives on-line Local Development Plan and e-planning services from Loch Lomond and the Trossachs National Park Authority, which had previously implemented these services. Therefore, we are able to make use of existing experience and expertise and develop these services in the most economic and effective manner possible;
- Development of a central point of procurement expertise supporting purchasing by both National Park Authorities.

We have also implemented improvements in our communications infrastructure as a result of support received from Scottish Natural Heritage (SNH).

Improving procurement capability has also made a significant contribution to our work on improving economy, efficiency and effectiveness in delivery of functions. As set out above, the Park Authority has developed a central point of procurement expertise as an element of our shared service activity between both National Park Authorities. This has supported increased awareness, and initiated better uptake, of centrally procured contracts. The Park Authority has also participated in a number of jointly procured contracts covering Board training, internal audit and legal services.

This collective work on procurement also contributed to an improved result in the Scottish Government's Procurement Capability Assessment of the Park Authority undertaken in the year.

Accounts

Management Commentary

Introduction

This Statement of Accounts, prepared in a form directed by Scottish Ministers in accordance with the National Parks (Scotland) Act 2000, reports on the eighth year of operation of the Cairngorms National Park Authority (CNPA). The Accounts Direction is shown on page 61. The Park Authority became fully operational on 1 September 2003.

Background

National Park Aims

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

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

The Cairngorms National Park Authority

The statutory purpose of the Cairngorms National Park Authority (CNPA) is set out in section 9 of the National Parks (Scotland) Act 2000 (NP(S)A). This purpose is to ensure that the four aims for the National Park, highlighted above, are achieved in a way that is mutually supportive, rather than looking at each of the aims separately and in isolation. Under the legislative provisions of the NP(S)A, the Designation Order for the Park Authority was approved on 7 January 2003. The Order defined the boundaries of the National Park, confirmed the constitution of the Park Authority, the functions to be exercised by the Park Authority and identified specific dates on which the CNPA would come into existence and when it would become responsible for full function delivery viz, the establishment date of 25 March 2003 and operational date of 1 September 2003.

The boundaries of the Cairngorms National Park, and therefore the administrative boundaries of the Authority, were extended on 4 October 2010 to include areas of North Perthshire.

The National Park Authority has the status of a Non-Departmental Public Body working to the provisions of a Management Statement and Financial Memorandum agreed with its sponsoring body within the Scottish Government: the Rural Directorate. The general purpose of the CNPA is to ensure that the National Park Aims are collectively achieved in a co-ordinated way, in relation to the Cairngorms National Park.

A full list of Park Authority Board members, together with a résumé of their backgrounds, is detailed on pages 36 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 or online at www.cairngorms.co.uk.

Results and future activities

The results for the year to 31 March 2011 are set out in pages 46 to 49 together with the notes on pages 50 to 60. The accounts are prepared on a going concern basis.

The Park Authority's total expenditure for the year was £6.13 million and after receiving grant-in-aid of £5.05 million for operational activities, capital grant of £0.31 million, and third party contributions to Operational Plan expenditure and other income of £0.77 million, the accounts show recognised net income of £0.01 million (see note 13).



Management Commentary (continued)

Further details of our expenditure breakdown are shown in the notes to the accounts, in particular at note 2, which details our expenditure by Segment and note 4, which details Operational Plan expenditure. A summary of our operational activity for the year is set out in the preceding sections of this Annual Report.

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

	Budget	Out Turn	Variance
	£'000	£'000	£'000
Resource Budget 2010/11			
Current Operating Expenditure	5,051	5,051	0
Depreciation	78	79	(1)
Operating Costs	5,129	5,130	(1)
Capital	306	306	0
Expenditure Financed by other income	Income (£000)	Expenditure (£000)	
Operating Expenditure	784	774	10
Capital Expenditure	0	0	0

Significant attention has been given to security of information and data within the public sector over the course of 2010/11. The Authority has had no instances of loss of data or personal information over the course of the year.

Changes in non current assets

Movements in non-current assets are shown in note 7.

Key additions in the year related to £139k of Information Technology equipment.

Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2011.

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 2011, the time taken to pay creditors achieved an average of 10.5 days against a target of 10 days with 58% of payments being made by the target date (during the period year to 31 March 2010, the time taken to pay creditors achieved an average of 11.3 days against a target of 10 days with 54% of payments being made by the target date).

Employment policies, consultation and equality

The CNPA continues to work closely with staff representatives and Prospect Trade Union through the Staff Consultative Forum in resolving a range of staffing issues, consulting on new initiatives and keeping staff well informed. The CNPA gained Investors in People status in April 2008 and will be seeking re-accreditation in 2011/12.

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

The Authority continues to recognise the importance of training and development to ensure that all staff have the skills required for delivery of their role in the context of the organisation's enabling and partnership ethos. An independent staff survey conducted through the "Sunday Time Best Places to Work" processes in 2009, confirmed the effectiveness of the Authority's employment policies, with very positive feedback on the great majority of aspects of organisational culture and policies, and with training benefits being seen as of particular value.

The Authority maintains oversight of its management of sickness absence through regular review of performance at Board and Management Team level. Sickness absence is included as a key performance indicator in the Authority's balanced scorecard performance measurement tool. In 2010/11, the average number of days lost through sickness was 4.5 days per person (2009/10, 6.1 days).

The Authority, in consultation with staff representatives, has established an action plan to address a number of areas of organisational practice reported on less favourably in the 2009 staff survey. The Authority also plans to undertake a follow up staff survey during 2011/12 to monitor progress in staff opinion, while implementing actions aimed at improving areas.

Pensions

The Park Authority's pension liabilities are detailed in the Remuneration Report and Notes 1, 3, 4 and 14 to the Accounts.

Sustainability reporting

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

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

Management Commentary (continued)

Environmental matters

Over the past year we have been focusing on raising understanding of the biodiversity, cultural heritage and special qualities of the National Park and how people can help enhance them.

Our Natural Heritage Supplementary Planning Guidance will provide clarity on natural heritage and how it affects planning decisions made in the National Park. It supports policies in the Cairngorms National Park Local Plan and will lead to better conservation of natural heritage.

Draft Supplementary Planning Guidance has also been produced on Wildness – a UK first. Wildness is a special quality of the Cairngorms National Park.

The first 'Bio-Buzz Day' celebrated the great variety of plants and animals in the Cairngorms National Park and the vital role they play in our lives. It was a unique opportunity to bring people together to celebrate and promote greater understanding. There were three simultaneous 24 hour events in Grantown-on-Spey, Kingussie and Ballater. It was organised by the Cairngorms Local Biodiversity Action Group to coincide with the International Year of Biodiversity and Scottish Biodiversity Week. It was attended by the Cabinet Secretary for Rural Affairs and the Environment, Richard Lochhead and over 600 members of the community.

The Cairngorms National Park is helping to reduce climate change, increase native woodland and boost the rural economy through the Cairngorms Woodfuel Action Plan which was launched in August 2010. Early actions include: steps to improve demand for woodfuel; increase woodfuel production; developing business opportunities and increase access to information about using wood for heating homes and businesses.

The first meeting of the Land Management Forum took place after it was set up by the CNPA and the Scottish Rural Properties Business Association (now Scottish Land & Estates). The purpose of the forum is to bring together a wide range of people with an interest in land management in the Cairngorms National Park to: help improve viability and sustainability of land based businesses, share and compare information and experience, develop new ideas and opportunities to benefit the environment, economy and communities and provide practical advice.

The National Park Authority has also set the reduction in its carbon footprint from its business activities as a key objective and illustration of its environmental performance and leadership. Our key performance indicator of reducing carbon emissions from vehicle based business travel reduced by 12.4 tonnes (25.6%) in 2010/11 and associated business mileage reduced by almost 15,000 miles (a 7.5% reduction against the 2009/10 total mileage of 197,000 miles).

Social and community issues

Conserving and enhancing the special qualities of the Cairngorms National Park is essential if the Park is to maintain and build a diverse and vibrant economy. The Authority's work in this area spans support for sustainable business development within the National Park, to work on promoting development of affordable housing, and to partnerships with individual communities and more widely with community planning partnerships. Over the course of 2010/11, the Authority has continued to provide support for the development of the Cairngorms Business Partnership and developed supplementary planning guidance on affordable housing. The Authority remains active in working with communities to support the development and delivery of community action plans. Through the Cairngorms Outdoor Access Trust, the Authority has also supported the delivery of improved path networks to support community based infrastructure.

Auditors

The accounts of the Park Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with paragraph 25 (2) of the National Parks (Scotland) Act 2000. The audit report is on pages 44 to 45 and details of the auditor's remuneration are given in note 5.

Future Activities

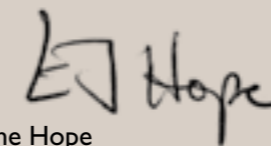
A comprehensive presentation of the Park Authority's current and future activity plans is available in its [Operational Plan for 2011/12](#) and [Corporate Plan for 2010 to 2012](#).

A key focus for the Authority over the course of 2011/12 will be the development and consultation on the next five year National Park Plan, 2012 to 2017. The 2011/12 year will also see the development of a new Corporate Plan for the Authority, setting out the organisation's own contribution to the delivery of the National Park Plan and also the Authority's contribution to the Scottish Government's national priorities. The coming year also sees the final year of delivery against our current strategic objectives.

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
24 June 2011

Remuneration Report

Introduction

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

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

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

Service contracts

Salary levels for the CNPA's staff, including the Chief Executive, are reviewed by the Staffing and Recruitment Committee and the overall pay remit is subject to agreement by the Park Authority's Sponsoring Body at the Scottish Government.

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

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

Chief Executive

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

Board members

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

Board members (continued)

This section of the Remuneration Report is subject to Audit.

			2010/11		2009/10	
	Most recent appointment	End of term or date stepped down	Fees £	Expenses* £	Fees £	Expenses* £
Scottish Government appointee						
David Green	08 Sep 2009	07 Sep 2012	20,781	10,299	20,776	9,641
Eric Baird	24 Mar 2009	30 Sep 2010	5,235	1,938	10,390	879
Duncan Bryden	01 Oct 2010	30 Sep 2014	10,390	1,317	10,430	1,716
Angela Douglas	01 Oct 2010	30 Sep 2014	3,597	1,041	-	-
Lucy Grant	24 Mar 2009	30 Sep 2010	4,303	555	7,889**	582
Gregor Hutcheon	01 Oct 2010	30 Sep 2014	3,597	1,052	-	-
Robert Kinnaird	01 Apr 2010	31 Mar 2014	7,194	589	7,194	512
Anne MacLean	25 Mar 2007	30 Sep 2010	3,597	115	7,194	560
Alastair MacLennan	24 Mar 2009	30 Sep 2010	3,597	333	7,194	243
David Paterson	01 Oct 2010	31 Oct 2010	599	622	-	-
Gordon Riddler	01 Nov 2010	30 Sep 2014	2,997	500	-	-
Susan Walker	25 Mar 2007	30 Sep 2010	3,597	565	7,194	919
Brian Wood	01 Oct 2010	30 Sep 2014	4,130	1,208	-	-
Local Authority nominee						
Peter Argyle	16 Mar 2009	31 Aug 2011	7,194	237	7,194	166
Francis (Stuart) Black	01 Sep 2007	30 Sep 2010	3,796	-	7,194	-
Jacqueline Douglas	01 Sep 2007	31 Aug 2011	7,194	199	7,297**	51
David Fallows	01 Sep 2007	30 Sep 2010	3,796	396	7,194	916
Andrew Hendry	01 Sep 2007	30 Sep 2010	3,796	619	7,194	676
Kate Howie	01 Oct 2010	30 Sep 2014	3,597	332	-	-
Marcus Humphrey	01 Sep 2007	31 Aug 2011	7,194	493	7,194	366
Ian Mackintosh	01 Sep 2007	31 Aug 2011	7,194	1,612	7,194	1,109
Fiona Murdoch	01 Sep 2007	30 Sep 2010	3,796	234	7,194	807
Gregor Rimell	01 Jan 2009	31 Aug 2011	7,194	775	7,194	625
Richard Stroud	01 Sep 2007	30 Sep 2010	3,597	330	7,194	491
Allan Wright	01 Oct 2010	30 Sep 2014	3,597	288	-	-
Local elected						
Geva Blackett	16 Mar 2007	15 Mar 2011	6,893	366	7,194	931
David Fallows	16 Mar 2011	15 Mar 2015	-	-	-	-
Katrina Farquhar	16 Mar 2011	15 Mar 2015	-	-	-	-
Eleanor Mackintosh	16 Mar 2011	15 Mar 2015	7,194	20	7,194	722
Mary McCafferty	16 Mar 2011	15 Mar 2015	7,194	363	7,194	604
William McKenna	16 Mar 2011	15 Mar 2015	7,194	-	7,194	-
Andrew Rafferty	16 Mar 2007	15 Mar 2011	6,893	-	7,194	-
			170,927	26,398	186,274	22,517

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

**Includes childcare allowances

Remuneration Report (continued)

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Civil servants may be in one of four statutory based 'final salary' defined benefit schemes (classic, premium, classic plus and nuvos). The schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with changes in the Consumer Price Index. New entrants may choose between membership of nuvos or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

Employee contributions are set at 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may commute some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2003 calculated broadly in the same way as classic. For nuvos, benefits accrue at the rate of 2.3% of pensionable salary for each year of service and there is an option to commute some pension for a lump sum payable on retirement.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a selection of approved products. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3.5% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Salary and pension entitlements

The following sections provide details of the remuneration and pension interests of the Chief Executive. Fees and expenses received by Board members are shown on page 33.

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

Remuneration

Salary includes gross salary, performance pay or bonuses and any other allowance to the extent that it is subject to UK taxation. No performance pay or bonuses were payable to the chief executive in 2010/11 or 2009/10 as she has voluntarily waived any entitlement to them.

	2010/11		2009/10	
	Remuneration £'000	Benefits in kind £	Remuneration £'000	Benefits in kind £
Jane Hope, Chief Executive. Salary	75-80	0	70-75	0

In addition to the above remuneration, the Park Authority made further payments in relation to the chief executive's employment for employer's pension and national insurance contributions of £25,000-£30,000 in 2010/11 and £20,000-£25,000 in 2009/10.

Pension entitlements

	Accrued pension at age 60 as at 31 Mar 2011 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 Mar 2011 £'000	CETV (a) at 31 Mar 2010 £'000	Real increase in CETV(b) £'000
Jane Hope, Chief Executive	15-20 plus lump sum of 55-60	0-2.5 plus lump sum of 0-2.5	399	358	13

(a) The Cash Equivalent Transfer Value (CETV)

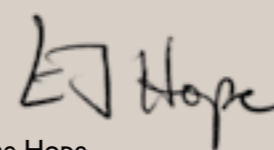
This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn. The actuarial factors used to calculate CETVs were changed in 2010/11. The CETVs at 31.3.10 and 31.3.11 have both been calculated using the new factors for consistency. The CETV at 31.3.10 therefore differs from the corresponding figure in last year's report which was calculated using the previous factors.

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

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

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

Signed on behalf of the Cairngorms National Park Authority



Jane Hope
Chief Executive
24 June 2011

Cairngorms National Park Authority Board Members

The Cairngorms National Park Authority's Board comprises 19 members. The Scottish Government appoints seven members directly; appoints a further seven following Council nominations by the five councils in the Park (Highland, Aberdeenshire, Moray, Angus and Perth & Kinross Councils) and five are elected locally. The members will serve for up to four years.

David Green	(Convener)	(a)	(F), (S&R)
Eric Baird	(Deputy Convener) stepped down 30 Sept 2010	(a)	
Peter Argyle		(b)	
Francis (Stuart) Black	stepped down 30 Sept 2010	(b)	
Geva Blackett	stepped down 15 Mar 2011	(c)	
Duncan Bryden	(Convener, Planning Committee)	(a)	
Angela Douglas	appointed 1 October 2010	(a)	(A)
Jaci Douglas		(b)	
Dave Fallows	elected 16 Mar 2011	(c)	
Katrina Farquhar	elected 16 Mar 2011	(c)	
Lucy Grant	stepped down 30 Sep 2010	(a)	
Drew Hendry	stepped down 30 Sep 2010	(b)	
Kate Howie	appointed 1 October 2010	(b)	(S&R)
Marcus Humphrey		(b)	(F)
Gregor Hutcheon	appointed 1 October 2010	(a)	(A)
Robert Kinnaird		(a)	(S&R)
Eleanor Mackintosh	re-elected 16 Mar 2011	(c)	(F)
Ian Mackintosh		(b)	(A)
Anne MacLean	stepped down 30 Sep 2010	(a)	
Alastair MacLennan	stepped down 30 Sep 2010	(a)	
Mary McCafferty	re-elected 16 Mar 2011	(c)	(F)
William McKenna	re-elected 16 Mar 2011	(c)	
Fiona Murdoch	stepped down 30 Sep 2010	(b)	
David Paterson	app. 1 Oct, stepped down 31 Oct 2010	(a)	
Andrew Rafferty	stepped down 15 Mar 2011	(c)	
Gordon Riddler	appointed 1 November 2010	(a)	(A)
Gregor Rimell		(b)	(F)
Richard Stroud	stepped down 30 Sep 2010	(b)	
Susan Walker	stepped down 30 Sep 2010	(a)	
Brian Wood	app. 1 Oct 2010 (Deputy Convener)	(a)	(A), (S&R)
Allan Wright	appointed 1 October 2010	(b)	

Notes:

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

Committee membership (at present):

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

Membership of committees is reviewed annually.

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

David Green is the Convener of the Cairngorms National Park Authority Board. A self-employed crofter who has diversified into tourism based on the croft, he lives in Ross and Cromarty. He was a Crofters Commissioner until September 2002, Convener of 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.

Peter Argyle (Scottish Liberal Democrat) has been a councillor since May 1999 and is Ward Councillor for Aboyne, Upper Deeside and Donside. He is Chair of the Aberdeenshire Council Infrastructure Services Committee and a past Chair of the Scrutiny and Audit Committee. Previously served on the CNPA Board from March 03 until September 04 and was reappointed in March 09. He is Chair of Mid Deeside Limited in Aboyne and on the Board of Royal Deeside Partnership.

Duncan Bryden is a self employed Rural Development consultant with a professional ecological background. He has undertaken a wide range of recreational and tourism-related activities within the Park and is Convener of the CNPA's Planning Committee.

Angela Douglas is a Chartered Forester operating her own freelance forestry and environmental business. She works with private, public and voluntary (including local community trust) bodies. Prior to this Angela was Director of the Woodland Trust Scotland for 12 years and previously worked in the private and public sectors. She has served on various public land management and industry advisory boards, local community groups and is a board member of a small private forestry company. She serves on the CNPA Audit Committee.

Jacqueline (Jaci) Douglas (Highland Council) was elected to Highland Council in May 2007 as an Independent councillor. Jaci moved to Grantown-on-Spey in 2003, having lived and worked abroad for a number of years. She was a founding member and organiser of the Cairngorms Farmers Market and worked for Grantown Initiative, an organisation which seeks to support local community groups. Jaci sits on the Highland Council's Education, Culture and Sport, Housing and Social Work and Gaelic Committees. She is Children's Champion for Inverness, Nairn, Badenoch and Strathspey as well as Transitions Champion and Alcohol and Drugs Political Champion for the whole of the Highlands.

David Fallows was elected for Ward 1, having previously served on the board as a Highland Council nominee. In his previous term as a Board Member, he has been a member of the Park Authority's Finance Committee and a Park nominated Director of the Cairngorms Outdoor Access Trust. He also writes on, and photographs, the sport of shinty for the Strathspey and Badenoch Herald and is Chair of the area shinty coaching committee.

Katrina Farquhar was elected for Ward 5. She lives in Deeside and has worked at a butcher's shop in Ballater for the past 25 years. She also delivers training courses in Health and Hygiene, Health and Safety throughout the Park.

Kate Howie (Perth and Kinross Council) was elected at a By-Election following the sudden death of her sister, Eleanor, who was a tireless figure for the inclusion of Blair Atholl and its environs in the Cairngorm National Park. Kate returned to Scotland in 2002 after a full career in the Army. She is Convenor of the Rural Forum and Vice Convenor of the Scots Language Centre and a Governor of Pitlochry Festival Theatre. She sits on the Staffing and Recruitment Committee.

Cairngorms National Park Authority Board Members (continued)

Cllr Marcus Humphrey (Aberdeenshire Council - Scottish Conservative) is a Chartered Surveyor who has been involved in farming, forestry, tourism and land management in the Park. He is currently Deputy Provost of Aberdeenshire Council and Member of the Council's Infrastructure Services Committee. He is also Chair of the North East Scotland Preservation Trust.

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

Robert Kinnaird, from Kingussie, is Principal, Glenmore Lodge – Sportscotland's national outdoor training centre based at Glenmore. He is chair of the National Park branding group, member of LOAF and sits on the CNPA's Staffing and Recruitment Committee. He holds both an international mountain leader licence and international ski instructor's licence.

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

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

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

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

Gordon Riddler grew up in an Aberdeenshire farming community and lives in Ballater. He is a graduate in Geology and Business Administration and a Chartered Engineer. His international career spans both the private and public sectors. His experience covers technology research and development as well as studies concerned with balancing natural resource supply with social, environmental and economic costs. He is a Board member of Ballater (RD) Ltd, a voluntary sector development trust and registered charity. He represents the CNPA on the Inclusive Cairngorms working group and is a member of the CNPA Audit Committee.

Gregor Rimell, councillor, Badenoch and Strathspey, he lives in Newtonmore. He has special interests in the role of the Park in the development of local communities and encouragement of young people's involvement. He is a member of the CNPA Finance Committee.

Brian Wood is currently Deputy Convener of the Cairngorms National Park Authority. He is a former secondary head teacher and has taught at George Heriot's School, Mackie Academy, Mearns Academy and Hazlehead Academy. He is a Justice of the Peace and Honorary Sheriff in Grampian Highland and Islands and chairs the Justice's Appraisal and Training Committees.

Cllr Alan Wright is deputy convener of the Moray Council. He was, for 35 years, an agricultural journalist with various newspapers and, for 13 years, with the BBC. He was elected to Dumfries and Galloway Council in 1999 and served two terms before moving to Moray and being elected to council in 2007. For three years he chaired the Speyside Way management committee until that was disbanded in 2010. He joined the CNPA Board in October 2010.

Statement of Cairngorms National Park Authority's Responsibilities

Under Section 25 of the National Parks (Scotland) Act 2000, the Cairngorms National Park Authority (CNPA) is required to keep proper accounts and accounting records, and to prepare for each financial year an account of the Authority's expenditure and receipts in accordance with directions issued by the Scottish Ministers.

Statement of Accountable Officer's Responsibilities

(Per The Government Financial Reporting Manual (FRM) 2 May 11, and Management Statement and Financial Memorandum, 8 September 2004)

The Chief Executive of the Authority is designated as its Accountable Officer by the Principal Accountable Officer of the Scottish Administration in accordance with sections 14 and 15 of the Public Finance and Accountability (Scotland) Act 2000.

The Accountable Officer is personally responsible for safeguarding the public funds (ie all funds falling within the stewardship of the Authority) for which he/she has charge; for ensuring propriety and regularity in the handling of those public funds; and for the day-to-day operations and management of the Authority. The Accountable Officer should act in accordance with the terms of the Management Statement and Financial Memorandum and within the terms of relevant guidance in the Scottish Public Finance Manual and other instructions and guidance issued by the Scottish Ministers – in particular the Memorandum to Accountable Officers of Other Public Bodies.

Specific responsibilities falling on the Accountable Officer in terms of the Authority's accounts are 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;
- sign a Certificate of Assurance on the maintenance and review of the Authority's internal control systems, for submission to the Department;
- ensure that an effective complaints procedure is in place and made widely known;
- give evidence when summoned before Committees of the Scottish Parliament on the use and stewardship of public funds by the Authority.

Statement on Internal Control for the period ended 31 March 2011

Scope of responsibility

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

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

Purpose of the system of internal control

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve the organisation's policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the organisation's policies, aims and objectives; to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically.

The process within the Cairngorms National Park Authority accords with guidance from Scottish Ministers provided in the SPFM and has been in place for the year ended 31 March 2011 and up to the date of approval of the annual report and accounts.

Risk and Control Framework

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

The Board recognises the importance of risk management in the activities of the organisation. The Board's Audit Committee and Senior Management Team are involved in leading on embedding risk management processes throughout the organisation. Both these groups consider the management of strategic risk and seek 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 exists within key control processes, including quarterly organisational performance monitoring, project initiation, and project delivery documents.

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

Statement on Internal Control

for the period ended 31 March 2011 (continued)

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

In terms of information management and security, a requirement to maintain close scrutiny on the Authority's IT functionality remains highlighted within the strategic risk register and is therefore reviewed regularly by Management Team and Audit Committee. The Authority's Staff Handbook sets out policies for both Data Protection compliance and Information and Communications Technology use, which make clear the importance of secure handling of information and data. These policies have been reinforced by Data Protection training for all staff, with more targeted, advance training for relevant senior staff.

More generally, the organisation is committed to a process of continuous development and improvement: developing systems in response to any relevant reviews and developments in best practice in this area.

In particular, in the period covering the year to 31 March and up to the signing of the accounts the organisation has:

- Determined and delivered an annual internal audit review plan through the Audit Committee;
- Acted on a range of internal audit recommendations for further improvements in the internal control framework;
- Continued implementation of a co-ordinated framework within which stakeholders will, along with the Authority, deliver priority actions set out in the National Park Plan agreed by Scottish Ministers.
- Continued in partnership with Loch Lomond and the Trossachs National Park Authority to identify opportunities to create greater operational efficiencies, particularly within corporate service functions, including undertaking joint procurement of support services including legal and internal audit services;
- Continued delivery of a Best Value action plan, including making use of reviews initiated by service complaints to identify any required improvements to services and controls, to deliver prioritised ongoing improvement in service delivery;
- Consideration of the outcomes of benchmarking exercises co-ordinated by Scottish Government and identification of areas for future improvement in efficiencies.

Review of effectiveness

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

- The executive managers within the Authority who have responsibility for the development and maintenance of the internal control framework;
- The work of the internal auditors, who submit regular reports to the organisation's Audit Committee which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of the organisation's systems of internal control together with recommendations for improvement;
- Comments made by the external auditors in their management letter and other reports.

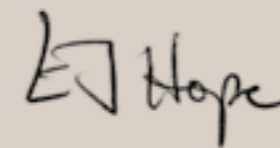
Advice from independent internal and external auditors forms a key and essential element in informing my review of the effectiveness of the systems of internal control within the Authority. The Board's Audit Committee also plays a vital role in this regard, through its review of audit recommendations 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 reports annually to the Board on the adequacy and effectiveness of the Authority's internal controls.

The internal audit function is an integral element of the Authority's internal control systems. Deloitte LLP were appointed as the Authority's internal auditors in 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 reviewed planning services, LEADER grant administration and funding claims, governance, pensions provision, planning enforcement services, and financial controls. A follow-up review has also been undertaken on action taken in implementing previous recommendations for improvements to controls.

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

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

The internal auditors have reported that, overall, adequate systems of internal control were in place within the Authority over the course of 2010/11.



Jane Hope
Chief Executive

24 June 2011

Independent Auditor's Report to the Members of the Cairngorms National Park Authority, the Auditor General for Scotland and the Scottish Parliament

I have audited the financial statements of Cairngorms National Park Authority for the year ended 31 March 2011 under the National Parks (Scotland) Act 2000. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2010/11 Government Financial Reporting Manual (the 2010/11 FReM).

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 123 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Respective responsibilities of Accountable Officer and auditor

As explained more fully in the Statement of the Accountable Officer's Responsibilities set out on page 40 the Accountable Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and is also responsible for ensuring the regularity of expenditure and receipts. My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland. Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors. I am also responsible for giving an opinion on the regularity of expenditure and receipts.

Scope of the audit of the financial statements

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

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2011 and of its net operating cost for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2010/11 FReM; and
- have been prepared in accordance with the requirements of the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

Opinion on regularity

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

Opinion on other prescribed matters

In my opinion:

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

Matters on which I am required to report by exception

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

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

I have nothing to report in respect of these matters.

Elaine Barrowman

Elaine Barrowman
Audit Scotland, 7th Floor, Plaza Tower, East Kilbride G74 1LW
29 June 2011

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2011

	Note	2011 £	2010 £
Expenditure			
Board members and staff costs	2, 3	2,263,008	2,324,054
Operational Plan expenditure	2, 4	2,930,977	2,538,248
Other operating costs	2, 5	756,099	603,386
Depreciation	7	79,165	62,311
		<u>6,029,249</u>	<u>5,572,999</u>
Income			
Operational Plan income	2, 6	827,246	666,905
Other income	2, 6	34,351	44,092
		<u>861,597</u>	<u>710,997</u>
Net Expenditure		<u>5,167,652</u>	<u>4,862,002</u>
Interest receivable		0	0
		<u>5,167,652</u>	<u>4,862,002</u>
Net Expenditure interest		<u>5,167,652</u>	<u>4,862,002</u>

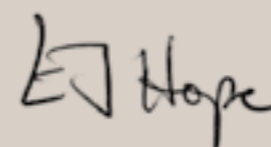
No activities were discounted during the year.
The notes on pages 50 to 60 form part of these accounts.

Statement of Financial Position

as at 31 March 2011

	Note	2011 £	2010 £
Non-current assets			
Property, plant and equipment	7	324,384	223,122
Total non-current assets		<u>324,384</u>	<u>223,122</u>
Current assets			
Trade and other receivables due within one year	9	276,696	370,037
Cash and cash equivalents	10	548,629	38,641
Total current assets		<u>825,325</u>	<u>408,678</u>
Total assets		<u>1,149,709</u>	<u>631,800</u>
Current liabilities			
Trade and other payables due within one year	11	-620,082	-381,074
Total current liabilities		<u>-620,082</u>	<u>-381,074</u>
		<u>529,627</u>	<u>250,726</u>
Non-current assets less net current assets			
Non-current liabilities	12	-89,553	0
Total non-current liabilities		<u>-89,553</u>	<u>0</u>
		<u>440,074</u>	<u>250,726</u>
Assets less liabilities			
Tax Payers' Equity	13	440,074	250,726
		<u>440,074</u>	<u>250,726</u>

Signed on behalf of the Cairngorms National Park Authority



Jane Hope
Chief Executive
24 June 2011

Authorised for issue
24 June 2011

The notes on pages 50 to 60 form part of these accounts.

Statement of Cash Flows

for the year ended 31 March 2011

	Note	2011 £	2010 £
Cash flows from operating activities			
Net Expenditure after interest		-5,167,652	-4,862,002
Adjustments for non cash transactions		-	-
Depreciation		79,165	62,311
Gain on disposal of fixed assets		0	0
Movements in working capital		-	-
(Decrease)/ Increase in trade and other receivables		93,341	-99,197
Increase /(Decrease) in trade and other payables		239,008	-20,478
Increase in non-current liabilities		89,553	0
Net cash outflow from operating activities		-4,666,585	-4,919,366
Cash flows from investing activities			
Purchase of property, plant and equipment		-180,427	-60,277
Proceeds from disposal of property, plant and equipment		0	0
Net cash outflow from investing activities		-180,427	-60,277
Cash flows from financing activities			
Grant funding		5,357,000	4,805,000
Net cash flow from financing		5,357,000	4,805,000
Net increase in cash and cash equivalents in the year		509,988	-174,643
Cash and cash equivalents at the beginning of the year		38,641	213,284
Cash and cash equivalents at the end of the year	10	548,629	38,641

The notes on pages 50 to 60 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2011

	Note	General Reserve £	Total Reserves £
Balance at 31 March 2009	13	307,728	307,728
Changes in Taxpayers' Equity 2009-10			
Net Expenditure after interest		-4,862,002	-4,862,002
Grant funding		4,805,000	4,805,000
Balance at 31 March 2010	13	250,726	250,726
Changes in Taxpayers' Equity 2010-11			
Net Expenditure after interest		-5,167,652	-5,167,652
Grant funding		5,357,000	5,357,000
Balance at 31 March 2011		440,074	440,074

The notes on pages 50 to 60 form part of these accounts.

Notes to the Accounts

for the year ended 31 March 2011

I Statement of Accounting Policies

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

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

1.1 Accounting Convention

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

1.2 IFRS

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

1.3 Accounting Period

The accounting period commenced on 1 April 2010 and ended on 31 March 2011.

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

Recognition

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

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

Capitalisation

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

Valuation

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

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

Subsequent Cost

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

1.5 Depreciation

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

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

Assets under construction are not depreciated.

1.6 Financial Instruments

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

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

1.7 Inventories

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

1.8 Income

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

1.9 Grant-in-Aid

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

1.10 Change of Accounting Policy – Cost of Capital Charge

HM Treasury, under the Clear Line of Sight (Alignment Project) removed the cost of capital charge from budgets and accounts from 1st April 2010. The cost of capital charge is therefore no longer applicable. The removal of the cost of capital charge is a change in accounting policy under IAS 8. Applying paragraph 31 of IAS 1 and, noting that the removal of the cost of capital charge has no effect on the balance sheets, a specific disclosure is not required. The impact on the prior-year net expenditure account is to reduce the nominal net expenditure charged in 2009-10 by £12,365.

Notes to the Accounts

for the year ended 31 March 2011 (continued)

1.11 Pension Costs

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

1.12 Leases

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

1.13 Value Added Tax (VAT)

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

1.14 Trade Receivables

All material amounts due as at 31 March 2011 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were received.

1.15 Cash and Cash Equivalents

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

1.16 Trade Payables

All material amounts outstanding as at 31 March 2011 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were made.

1.17 Short-Term Employee Benefits

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

1.18 Segmental Reporting

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

2 Analysis of Net Expenditure by Segment

	Board Member & Staff Costs	Operational Plan Expenditure	Other Operating Costs	Operational Plan Income	Other Income	Net Segmental Expenditure
2011 by segment	£	£	£	£	£	£
Planning and Communications	873,275	372,486	207,659		-34,351	1,419,069
Sustainable Business & Tourism	272,679	1,050,702	123,793	-622,429		824,745
Awareness & Understanding	299,833	400,354	123,229			823,416
Outdoor Access	296,138	387,479	120,259			803,876
Biodiversity, Landscape & Deer	239,286	279,457	73,661	-95,062		497,342
Affordable, Sustainable Housing	144,288	213,841	63,170			421,299
Land Management Support	137,509	226,658	44,328	-109,755		298,740
	2,263,008	2,930,977	756,099	-827,246	-34,351	5,088,487

	Board Member & Staff Costs	Operational Plan Expenditure	Other Operating Costs	Operational Plan Income	Other Income	Net Segmental Expenditure
2010 by segment	£	£	£	£	£	£
Planning and Communications	648,331	188,435	107,303		-44,092	899,977
Sustainable Business & Tourism	383,478	757,150	115,280	-355,298		900,610
Awareness & Understanding	370,310	463,380	118,478	-26,014		926,154
Outdoor Access	290,356	324,508	89,883			704,747
Biodiversity, Landscape & Deer	243,199	298,228	61,590	-110,979		492,038
Affordable, Sustainable Housing	246,323	228,337	68,583			543,243
Land Management Support	142,057	323,210	42,269	-174,614		332,922
	2,324,054	2,583,248	603,386	-666,905	-44,092	4,799,691

Notes to the Accounts

for the year ended 31 March 2011 (continued)

3 Board members and staff costs

Summary

	2011 £	2010 £
Board members	177,382	193,276
Staff - Core	2,085,626	2,130,778
	<u>2,263,008</u>	<u>2,324,054</u>

Board members - see Remuneration report

Fees	170,927	186,274
Social security costs	6,455	7,002
Pension costs	0	0
	<u>177,382</u>	<u>193,276</u>

Staff - Core

Salaries	1,653,246	1,699,682
Social security costs	122,752	121,845
Pension costs	309,628	309,251
	<u>2,085,626</u>	<u>2,130,778</u>

Average numbers employed during period

	No.	No.
Board members	21	23
Core employees (full time equivalents - FTE)	48	51

The Core employee number includes 0 staff members seconded to the Park Authority (0 FTE) and excludes 1 staff member seconded from the Park Authority (0.5 FTE). In 2010, 1 staff member was seconded to the Park Authority (0.5 FTE) and 1 staff member was seconded from the Park Authority (0.5 FTE).

Number of staff with salaries above £50,000 (including Chief Executive)

	2011	2010		2011	2010
£75,001 - £80,000	1	-	£60,001 - £65,000	-	-
£70,001 - £75,000	-	1	£55,001 - £60,000	-	1
£65,001 - £70,000	-	-	£50,001 - £55,000	3	2

3.1 Reporting of Civil Service and other compensation schemes – exit packages

Exit package cost band	Number of voluntary departures agreed	
	2011	2010
<£10,000	2	0
£10,000 - £25,000	2	0
£25,000 - £50,000	0	0
£50,000 - £100,000	0	0
£100,000- £150,000	1	0
Total number of exit packages	<u>5</u>	<u>0</u>
Total cost of exit packages	<u>£151,935</u>	<u>0</u>

Departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the Park Authority has agreed early retirements, the additional costs are met by the Park Authority and not by the Civil Service Pension Scheme.

4 Operational Plan expenditure

	2011 £	2010 £
New LEADER programme	628,212	369,024
Outdoor Access projects	387,479	263,083
Local Plan Inquiry and development costs	186,873	197,508
Visitor Information	162,158	50,219
Ranger services	157,798	139,130
Planning Enforcement and Monitoring	150,601	68,765
Land Based Business Training	118,867	192,429
National Park Authorities' shared services work	103,788	213
Strengthen Business Organisations	97,378	91,470
New LEADER Administration costs	96,120	113,545
Publications	76,287	55,253
Species and Habitat Conservation	74,798	87,499
Website	52,627	30,698
Community Needs Programme (2009 Integrated Grants)	46,958	66,536
Land Management sustainability	46,933	59,519
	<u>2,386,877</u>	<u>1,784,892</u>
Other (not previously greater than £50,000)	544,100	798,356
	<u>2,930,977</u>	<u>2,583,248</u>

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

Staff – Project

Salaries	219,126	247,726
Social security costs	15,082	15,960
Pension costs (see note 13)	40,062	43,861
	<u>274,270</u>	<u>307,547</u>

The average number of full time equivalent Project staff employees in the year was 7 (in 2010 - 9).

Notes to the Accounts

for the year ended 31 March 2011 (continued)

	2011	2010
	£	£
5 Other operating costs		
Office running costs	173,200	157,804
Board and staff costs (exc. salary costs)	173,001	197,550
Employee benefits and early departure costs	161,102	-1,826
Professional support fees	81,288	87,028
Land and buildings rentals	62,335	62,946
Information technology	49,430	45,269
Vehicles and office equipment rentals	44,843	43,215
Audit fees (external)	10,900	11,400
	<u>756,099</u>	<u>603,386</u>
	2011	2010
	£	£
6 Income		
Operational Plan income from EU sources	627,606	377,476
Operational Plan income from other sources	199,640	289,428
Planning fees and other income	34,351	44,093
	<u>861,597</u>	<u>710,997</u>

7 Property, plant and equipment

	Park Entry Markers	Leasehold Improvement	Information Technology	Office Equipment	Motor Vehicles	Total
	£	£	£	£	£	£
Cost						
At 31 March 2010	56,882	280,326	286,076	114,406	0	737,691
Additions			139,065	18,767	22,595	180,427
Disposals						0
At 31 March 2011	<u>56,882</u>	<u>280,326</u>	<u>425,141</u>	<u>133,174</u>	<u>22,595</u>	<u>918,118</u>
Depreciation						
At 31 March 2010	-6,826	-193,925	-227,985	-85,833	0	-514,569
Charged in the year	-2,275	-24,340	-37,109	-11,299	-4,142	-79,165
Disposals						0
At 31 March 2011	<u>-9,101</u>	<u>-218,265</u>	<u>-265,094</u>	<u>-97,132</u>	<u>-4,142</u>	<u>-593,734</u>
Net book value						
At 31 March 2011	<u>47,781</u>	<u>62,061</u>	<u>160,047</u>	<u>36,042</u>	<u>18,453</u>	<u>324,384</u>
At 31 March 2010	<u>50,056</u>	<u>86,401</u>	<u>58,091</u>	<u>28,573</u>	<u>0</u>	<u>223,122</u>

8 Financial Instruments

As the cash requirements of the Park Authority are met through the spending review process, financial instruments play a more limited role in creating and managing risk than in a non public sector body.

The majority of financial instruments relate to contracts to buy non-financial items in line with the Park Authority's expected purchase and usage requirements and the Park Authority is therefore exposed to little credit, liquidity or market risk.

Notes to the Accounts

for the year ended 31 March 2011 (continued)

	2011 £	2010 £
9 Trade Receivables and other current assets		
Amounts falling due within one year:		
Project income debtors	209,031	339,741
Prepayments and accrued income	67,665	30,296
Total due within one year	276,696	370,037
Included within Trade Receivables are the following inter-government balances:		
European Government Funders	202,470	315,813
Local Authorities	0	0
Local Enterprise Companies	0	1,923
Other NDPB's	17,518	16,439
	219,988	334,175
10 Cash at bank and in hand		
Bank accounts	548,379	38,445
Cash imprest accounts	250	196
	548,629	38,641
11 Trade payables and other current liabilities		
Amounts falling due within one year:		
Trade payables	242,799	163,992
Project income received in advance	179,302	116,557
Accruals and deferred income (see note 12)	197,981	100,526
Total due within one year	620,082	381,074
Included within Trade Payables are the following inter-government balances:		
Central Government Bodies	0	10,000
European Government Funders	70,000	70,000
Local Authorities	0	0
Local Enterprise Companies	0	2,003
Other NDPB's	59,302	44,554
	129,302	126,557

12 Non-current liabilities

Early departure costs arising from the Park Authority's voluntary severance scheme (see note 3.1)

Costs arising within one year included in accruals and deferred income (see note 11)

Early departure costs due after one year

	2011 £	2010 £
Early departure costs arising from the Park Authority's voluntary severance scheme (see note 3.1)	151,935	0
Costs arising within one year included in accruals and deferred income (see note 11)	62,382	0
Early departure costs due after one year	89,553	0

13 Tax Payers' Equity

Tax Payers' Equity at 31 March 2010

Net Expenditure after interest

Grant-in-aid received

Recognised Net Income/ -Expenditure for the year

Grant applied to capital expenditure

Tax Payers' Equity at 31 March 2011

	2011 £	2010 £
Tax Payers' Equity at 31 March 2010	250,726	307,728
Net Expenditure after interest	-5,167,652	-4,862,002
Grant-in-aid received	5,176,573	4,744,723
Recognised Net Income/ -Expenditure for the year	8,921	-117,279
Grant applied to capital expenditure	180,427	60,277
Tax Payers' Equity at 31 March 2011	440,074	250,726

14 Pensions

The Park Authority is a member of the Principal Civil Service Pension Scheme (PCSPS) which is an un-funded multi-employer defined benefit scheme. The Park Authority is unable to identify its share of the underlying assets and liabilities of the scheme. A full actuarial valuation was carried out as at 31 March 2007 details of which can be found in the Resource Accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk). For 2010/11 employer's contributions of £303,807 (2009/10 - £347,205) were payable to the PCSPS. The contributions were payable at one of four rates ranging from 16.7% to 24.3% of pensionable pay, based on salary bands.

All employees have the opportunity to join the scheme. In addition, the Park Authority paid employer pension contributions of £5,821 (2009/10 - £5,907) to other pension providers and we were also invoiced for employer pension contributions of seconded staff working for the Park Authority.

Notes to the Accounts

for the year ended 31 March 2011 (continued)

15 Capital commitments

Contracted capital commitments at 31 March 2011 not otherwise included in these financial statements

Property, plant and equipment

2011	2010
£	£

0	24,000
---	--------

16 Commitments under leases

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

	Land & Buildings		Motor vehicles & office equipment	
	2011	2010	2011	2010
	£	£	£	£
Obligations under operating leases comprise:				
Not later than one year	54,500	61,745	25,088	17,858
Later than one year and less than five years	62,208	134,217	22,907	20,595
Later than five years	0	0	0	0
	116,708	195,962	47,995	38,453

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

17 Contingent liabilities

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

18 Related party transactions

The Park Authority is a Non-Departmental Public Body of the Scottish Government. The Park Authority's Sponsoring Body is the Scottish Government Rural Directorate which is regarded as a related party with which there have been various material transactions during the year in the normal course of business. In addition the Park Authority has had a number of material transactions with other Government Departments and other Non-Departmental Public Bodies. None of the Board Members, Management Team, or other related parties has undertaken any material transactions with the CNPA during the year. Material transactions cover payments made under contract for goods or services.

19 Losses and Special Payments

There were no losses or special payments in the year to 31 March 2011, nor in the year to 31 March 2010.



CAIRNGORMS NATIONAL PARK AUTHORITY

DIRECTION BY THE SCOTTISH MINISTERS

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

Signed by the authority of the Scottish Ministers

Dated 12 January 2006

IR HODGKINSON, Head of Conventions and National Heritage Division

Appendix 1

Members' attendance at meetings

Board Member	Planning Committee Total meetings 13		Board Meetings Total meetings 5	
	Attended	%*	Attended	%*
Peter Argyle	13	100	4	80
Eric Baird	7	100	3	100
Stuart Black	7	100	3	100
Geva Blackett	12	92	3	60
Duncan Bryden	13	100	5	100
Jaci Douglas	11	85	4	80
Dave Fallows	6	86	3	100
Katrina Farquhar	0	n/a	0	n/a
Lucy Grant	6	86	3	100
David Green (Convener)	9	69	5	100
Drew Hendry	5	71	3	100
Marcus Humphrey	9	69	4	80
Bob Kinnaird	10	77	4	80
Eleanor Mackintosh	13	100	5	100
Ian Mackintosh	11	85	5	100
Anne Maclean	7	100	2	67
Alastair MacLennan	4	57	3	100
Mary McCafferty	13	100	5	100
Willie McKenna	12	92	3	60
Fiona Murdoch	3	43	0	0
Andrew Rafferty	10	77	4	80
Grigor Rimell	10	77	4	80
Richard Stroud	6	86	3	100
Susan Walker	5	71	3	100
Angela Douglas	5	83	2	100
Kate Howie	3	50	2	100
Gregor Hutcheon	6	100	2	100
David Paterson	1	100	1	100
Gordon Riddler	5	100	2	100
Brian Wood	6	100	1	50
Allan Wright	5	83	1	50

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

Appendix 2

Staff details at 1 April 2011

Corporate Services

Jane Hope
Chief Executive

David Cameron
Corporate Services Director

Kate Christie
HR Manager

Morag James
Support Officer

Alistair Hight
Finance Manager

Diane Buchan
Finance Technician

Amy Lyons
Corporate Support Assistant

Sam Masson
Corporate Support Assistant

Patricia Methven
Cairngorms Local Action Group (CLAG) Grants Manager

Jackie Farquhar
Cairngorms Local Action Group (CLAG) Grants Officer

Alix Harkness
Cairngorms Local Action Group (CLAG) Grants Support Officer

Andy Rinning
Business Services Manager

Sandy Allan
Information Services Manager

Fauzia Davidson
GIS Officer

Margaret Smith
Office Supervisor & PA to Chief Executive and Convener

Catriona Campbell
Administration Officer

Laura Grant
Administration Officer (maternity leave)

Lynn Anderson
Administration Officer (maternity cover)

Nikki Ings
Administration Officer/ Receptionist (Temp)

Communications & Engagement

Françoise van Buuren
Communications & Engagement Director

Stephanie Bungay
Communications & Information Manager

Karen Archer
Press Officer (job share)

Clare Muckart
Press Officer (job share)

Alison Fleming
Communications Officer

Sara Smith
Assistant Communications Officer

Claire Ross
Education & Inclusion Manager

Elsbeth Grant
Social Inclusion Policy Officer

Vacant
Land Management Training & Support Officer

Staff details at 1 April 2011

Strategic Land Use

Hamish Trench
Strategic Land Use Director

Gavin Miles
National Park Plan Officer

Will Boyd-Wallis
Senior Land Management Officer

David Hetherington
Wildcat Project Manager

Vacant
Land Management Officer

Christine Skene
Spey Catchment Project Officer

Matthew Hawkins
Senior Heritage Officer

Fiona McLean
Community Heritage Officer

Karen Couper
Ecology Adviser

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

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

Frances Thin
Landscape Adviser

Karen Major
Development Plan Manager

Alison Lax
Strategic Policy Officer

Sustainable Rural Development

Murray Ferguson
**Sustainable Rural
Development Director**

Don McKee
Head Planner

Mary Grier
Development Management Officer

Andrew Tait
Development Management Officer

Robert Grant
Planning Officer

Bruce Luffman
**Monitoring
& Enforcement Officer**

Vacant
Affordable Housing Officer

Pip Mackie
**Office Manager
& Technical Support Officer
(job share)**

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

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Administration Assistant

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Sustainable Economy Manager

Heather Trench
Sustainable Tourism Officer

Ruathy Donald
Economic Development Officer

Vacant
Economic Development Officer

Pete Crane
Senior Visitor Services Officer

Andy Ford
Visitor Services Officer

Alan Smith
Outdoor Learning Officer

Bob Grant
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Adam Streeter-Smith
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Photography by Will Boyd-Wallis, Angus Findlay,
David Gowans, www.cairngormlandscapes.co.uk
Design by Sabato



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