

# Cairngorms National Park Authority

Annual Report and Accounts 2011/12



**Ùghdarras Pàirc Nàiseanta a' Mhonaìdh Ruaidh**

Aithisg Bhliadhnail agus Cunntasan 2011/12



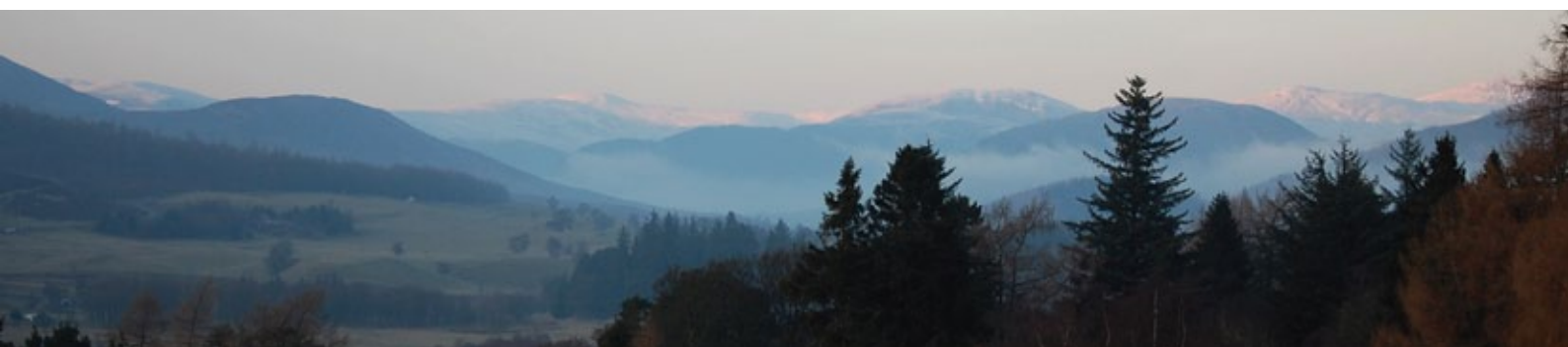
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## Foreword

**April 2011 was a hot and sunny month and just as the financial year began, it ended – March 2012 being the warmest on record for some time. This unseasonal weather created some challenges in the Park: businesses that depend on snow faced the obvious, but there was also now a high risk of wildfires.**



The uncertainty of the weather is a reminder we have an important role to play in managing the effects of climate change. This comes not just in terms of the impact it is having on the National Park – the countryside and wildlife – but how we as an organisation and individuals reduce our carbon footprint.

I'm pleased to say we've made great progress this year in both these areas. We've lowered our emissions from road travel and work in 'greener' offices. The extremely important work we've been doing on broadband connectivity will in future make it even easier for people to communicate and do business without the need for travel; the Food for Life project continues to encourage people to eat local produce; in developing planning policy and deciding applications, sustainable and environmentally sound design is expected; and Catchment Management Partnerships are helping improve the health of our rivers and control flood risk.

There are many more examples like this within this Annual Report where we're taking action now to secure the long-term interests of the Cairngorms National Park and perhaps most importantly, encouraging others to do the same.

## Facal-toisich

Bha an Giblean 2011, aig toiseach na bliadhna ionmhais, na mhìos grianach, teth agus chrìochnaich a' bhliadhna mar an ceudna - le Màrt 2012 tè dhe na mìosan as blàithe a chunnacas fad bhliadhnachan mòra. Bha an aimsir bhlàth seo le dùbhlain na lùib airson na Pàirce: le buaidh mar a shaoileadh air gnìomhachasan a tha an urra ris an t-sneachd, ach cuideachd le cunnart mòr ann gun tòisicheadh teintean.

Tha mì-chinnt mun aimsir a' cur nar cuimhne gu bheil dleastanas againn làimhseachadh nam buaidhean san atharrachadh-side. Tha seo fìor a-thaobh na buaidh air a' Phàirc Nàiseanta – fiadh-bheatha agus dùthaich – ach cuideachd a-thaobh na dòigh sa bheil sinne mar buidheann agus mar daoine fa leth a' lùghdachadh na tha sinn a' caitheamh de charbon.

Tha mi toilichte ag ràdh gu bheil sinn air adhartas mòr a dhèanamh mu choinneamh an dà chuid thairis air a' bhliadhna a dh' aom. Rinn sinn lùghdachadh air na gasan air an leigeil fa sgoil bho chòmhdhail rathaidean agus tha sinn ag obair ann an oifisean a tha nas 'uaine'. Mar toradh air ar n-obair a' stèidheachadh cheanglaichean bann-leathainn, bi e nas fhasa dha daoine sna bliadhnachan ri teachd a bhi ri conaltradh is gnìomhachas air astar gun feum aca air siubhal; tha am pròiseact Biadh do Bheatha fhathast a' brosnachadh dhaoine biadh bhon sgìre aca fhèin a ghabhail; ann an deasachadh phoileasaidhean planaigh agus a' measadh iarrtasan, tha sinn a' sùileachadh dealbhadh a tha seasmhach agus gun droch bhuidh air an àrainneachd; agus tha na Co-chomann Làimhseachadh Glacaidh a' toirt piseach air staid ar n-aibhnichean, le smachd cuideachd ga cumail air a' chunnart gun èirigh tuitlean.

Tha mòran eisimpleirean dhen t-seòrsa seo san Aithisg Bhliadhnail le ceumannan gan gabhail a chum maith Pàirc Nàiseanta a' Mhonaidh Ruaidh thairis air an fhad-ùine agus, nas cudromaich 's dòcha, a' brosnachadh dhaoine eile a dhèanamh an aon rud.

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

**Dàibhidh Green**, Neach-gairm na Pàirce  
Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh

## 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. Designation of the area as a National Park recognises that these special qualities require a particular co-ordination to ensure we collectively care for them.

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 visitor 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 four aims of the National Parks, as set out in the National Parks (Scotland) Act 2000, are achieved.

- 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 2011/12

This Annual Report presents the key activities of the Cairngorms National Park Authority and progress made, during 2011/12, against the 2008-2012 Corporate Plan. The work of the CNPA focuses on seven priorities for action (numbered 1-7, pp14-21) addressing the aims of the National Park, together with three further strategic priorities (numbered 8-10, pp22-24).

These latter three priorities 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 10-11 for further details).

## 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 in 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 2011/12

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 online Local Development Plans by LLTNPA on behalf of both NPAs;
- joint implementation of eplanning systems, hosted by LLTNPA on behalf of both NPAs;
- single pay remit submitted on behalf of both NPAs in March 2012, creating efficiencies for Scottish Government in administration and review of pay processes;
- 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 – creating efficiencies in use of staff resources within both NPAs;
- 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 Partnership Plans for 2012-2017;
- single new salary structure and job evaluation framework developed over the course of 2011/12 to support both NPAs.

Work envisaged in the original harmonisation programme is now substantially complete at 31 March 2012. Plans are now in place to more fully embed joint working arrangements between the NPAs with the Joint Corporate Services Director serving as a member of both NPAs senior teams and taking on line management of teams within each NPA.

Work on shared services is not undertaken exclusively between 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 below.

Scottish Government Strategic Outcome	Examples of achievements this year	Key Performance Indicators
<b>Outcome 2</b> <b>We realise our full economic potential with more and better employment opportunities for our people. (CNPA only)</b>	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 273 businesses awarded use of the Park brand, increasing from 235 in March 2011; 211 in March 2010, 161 in March 2009 and 118 in March 2008.
<b>Outcome 6</b> <b>We live longer, healthier lives.</b>	Access infrastructure and information; Core Paths Plan; Paths for Health Programme/ healthy walking groups.	Total 518 health walks led within the National Park, increasing from 443 in March 2011; 320 in March 2010, 295 in March 2009 and 225 in March 2008.
<b>Outcome 7</b> <b>We have tackled the significant inequalities in Scottish society. (CNPA only)</b>	Action on affordable housing; implementing equalities action plans and promoting best practice in equalities.	Proportion of affordable housing within approved developments, increasing to 57.8% in March 2012, from 24.2% in March 2011; 21% in 2009/10, 23.6% in 2008/09 and 21.2% in 2007/08.
<b>Outcome 10</b> <b>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</b>	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.

Scottish Government Strategic Outcome	Examples of achievements this year	Key Performance Indicators
<p><b>Outcome 11</b> We have strong, resilient and supporting communities where people take responsibility for their own actions and how they affect others.</p>	<p>Community Engagement and community action planning; LEADER Rural Grants scheme; Cairngorms Awareness and Pride training courses.</p>	<p>Sixteen communities with action plans in place, increasing from 11 in 2010/11, nine in 2009/10, four in 2008/09 and zero in 2007/08.</p>
<p><b>Outcome 12</b> We value and enjoy our natural and built environment and protect it and enhance it for future generations.</p>	<p>Conservation, landscape and priority species management; research activity; Access Authority duties; support for ranger services; Local Plan; National Park Plan co-ordination.</p>	<p>Positive action underway for 17 of 32 species covered by the Cairngorms Local Biodiversity Action Plan, previously 17 in 2009/10 and 2010/11, 15 in 2008/09 and 14 in 2007/08.</p>
<p><b>Outcome 13</b> We take pride in a strong, fair and inclusive national identity.</p>	<p>Cultural heritage projects; National Park awareness raising and signage; Gaelic language planning; John Muir Award scheme.</p>	<p>Covered by KPI on branding above.</p>
<p><b>Outcome 14</b> We reduce the local and global environmental impact of our consumption and production.</p>	<p>Environmental Management Scheme.</p>	<p>Sustained a reduction of 14.7 tonnes (25.7% reduction) of carbon emissions from vehicle based business travel – total emissions of 42.4 tonnes in 2011/12 compared with baseline of 57.1 tonnes in 2007/08.</p>
<p><b>Outcome 15</b> Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>Efficiency planning and financial management; strategic and operational service planning; integrated and shared services projects; best value service improvements.</p>	<p>Cumulative efficiency savings achieved by the Authority to 2010/11 from a 2007/08 baseline are £0.498m against a £0.436m target.</p>

## Delivering Sustainable Economic Growth

The Park's four statutory aims 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 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 National Park, the Park Authority co-ordinates delivery of these four statutory aims through the Cairngorms National Park Plan. The 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 landscape.

Over the course of 2011/12, some of our specific achievements with regard to delivering sustainable economic growth within the National Park are:

- ongoing 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.
- 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 conservation of our landscape,

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<sup>1</sup> Source: COAT website/press release 24 June 2010 – [www.cairngormsoutdooraccess.org.uk](http://www.cairngormsoutdooraccess.org.uk)

its flora and its fauna so that people can continue to enjoy it for years to come<sup>1</sup>. This project also includes a training element, with accredited training opportunities in path work and repair, which are directly suited to future employment within the local economy.

- supporting training opportunities relevant to the local economy while supporting skills development enhancing individual employment prospects. During 2011/12, COAT completed a path skills training programme from which all eight trainees went directly either into employment or started their own business. The Park Authority, in partnership with COAT and European Social Fund, is now supporting a further three year training project with plans to deliver training to a further 18 people. The Cairngorms LEADER fund, in partnership with Barnardos, has supported 20 young people with higher support needs in training in various rural skills. Separately, with the Highland Small Communities Housing Trust, LEADER and the Park Authority have supported 22 young people on training in building and construction skills. Three of these trainees are now in apprenticeships with 11 others continuing their learning.

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.



## Priority 1

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

Information on the landscapes of the Cairngorms National Park has been made more accessible and useful through the creation of an online resource which includes maps, guidance and photographs. Having gone through a consultation in March 2012, it's designed to help people address the challenge of retaining and enhancing the attractive and locally distinctive landscapes while encouraging change that will benefit man.

Now an annual event, the theme for 'Celebrating Nature' in May was the trees and forests of the National Park – to coincide with 2011 being the UN International Year of Forests. Hundreds of people came along to the free day of activities at Aviemore Highland Resort, which was supported by Ranger Services and Scottish Natural Heritage.

On the same theme, the grounds of Balmoral Castle became an outdoor classroom for a day in June for primary school pupils from Crathie, Ballater, Braemar, Strathdon and Towie. More than 100 children took part in a series of fun workshops giving them an insight into everything from how a tree works and the wildlife living in our woodlands to forest products, food and responsible recreation in our forests.

To help people learn more about the history and cultural heritage of their area, the CNPA has teamed up with the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS). The three year project will provide opportunities to unveil the stories of Aviemore, Glenmore and Upper Strathspey. Events that have already taken place include historical town walks and archaeology skills training.

#### **In Focus: Wildcat Project**

Significant progress has been made in conserving the Scottish wildcat through the Cairngorms Wildcat Project. Supported by the CNPA, Scottish Natural Heritage (SNH), Royal Zoological Society of Scotland (RZSS), Scottish Gamekeepers Association (SGA) and Forestry Commission Scotland (FSC), it ran from 2009-2012. With an estimated 400 wildcats left in the wild, many of them in the Cairngorms National Park, the project set out to raise awareness of this rare and iconic species and get people involved in helping to protect it.

Project Manager, Dr David Hetherington, reported the project's key findings as: a previously unknown population of wildcats has been captured by camera traps in the Park; heightened awareness which has resulted in the wildcat being in the top three species for public concern for its welfare; gamekeepers are more confident in identifying wildcats in the field, which will help ensure predator control is wildcat friendly; and there has been an increase in the number of domestic and feral cats being neutered to avoid hybridisation and immunised to prevent the spread of disease.

The findings will be presented at a conference in April 2012 which will mark the conclusion of the project.

## Priority 2

### Integrating public support for land management

The CNPA continues to facilitate meetings of the Land Management Forum: helping land managers to get together and hear about recent political developments that affect their businesses, develop new ideas and to learn from each other. The CNPA works with Scottish Land and Estates to ensure the agendas are relevant to land managers and allows us to find out what issues are affecting them most. Meetings held in September, November and March included discussions on the wildlife estates initiative, woodland expansion, woodfuel and biomass, wildfire, Vicarious Liability and due diligence.

Farmers' Forum meetings have been well attended and have covered issues such as the Spey Wetlands and Waders Initiative, future Common Agricultural Policy reform and getting more young farmers. Alongside the Farmers Forum, the CNPA contributes to the Cairngorms National Park Monitor Farm because it helps support farm business viability and encourages collaboration among the farming community.

A Biomass Officer for the National Park was part funded by the CNPA and appointed to provide a point of contact for anyone wishing to develop the use of woodfuel, in line with the Woodfuel Action Plan. Alongside promoting use of the wood resource, research is being carried out to find out where there are opportunities for woodland expansion to ensure we have adequate wood resources for the future.

The threat of wildfire across Scotland was high in the spring of 2011. In response to this threat the CNPA lent administrative support to the Badenoch and Strathspey Wildfire Group and offered it to other groups in the National Park. Wildfire groups are crucial in helping land managers work together and with the Fire and Rescue Services to combat wildfires. Prevention of wildfire is vitally important and the CNPA has helped to issue safety and awareness messages through the Tread Lightly campaign and website.

#### **In Focus: Catchment Management Partnerships**

The CNPA has been a partner in the Dee Catchment Management Partnership (CMP) since its inception in 2004, and the South Esk CMP since 2010. It was instrumental in re-invigorating the Spey CMP and in establishing the Spey Catchment Initiative, whose Project Officer was employed by the CNPA until 2011.

Through representation on the partnership steering and management groups and with a modest financial contribution, we influence how the plans are implemented, monitor progress and ensure that the work being carried out is in line with National Park Plan priorities.

This year, practical work took place which demonstrated the habitat improvements and value of allowing the Logie Burn on the Dee to run a more natural course. In the Spey, initial planning took place for practical work to renaturalise tributaries in the Dulnain with anticipated benefits for wildlife and water quality.

The CNPA, along with partners, also submitted an application to LIFE+ for money to pay for fresh water pearl conservation. Covering the Upper Dee Riparian Project, a good deal of this work would benefit this species and others in the National Park. We expect to find out later in 2012 whether the bid has been successful.

## Priority 3

### Supporting sustainable deer management

The Cairngorms Deer Advisory Group has continued to meet regularly to bring together wide interests in deer management and to ensure the delivery of the Cairngorms National Park Deer Framework.

The CNPA has led a project to look into the extent of hybridisation of red deer with sika deer in the western side of the National Park. This research, triggered by the Cairngorms Deer Advisory group, will improve understanding of whether deer are affected and what implications there may be for deer managers and to develop a better picture of the economics of all field sports in the Cairngorms National Park.

There has also been a move to develop interpretation which welcomes walkers entering estates and informs them of the importance of deer management. This is to be trialled on Invercauld Estate with a view to a new template being offered to other estates free of charge.

#### **In Focus: Mapping Deer Densities**

One of the mechanisms we are exploring to improve communications in deer management is through the use of maps. With over one hundred estates or 'deer management units' in the National Park, there is great scope for variety in the objectives each has for deer management.

The CNPA, with partners Scottish Natural Heritage (SNH), Royal Society for Protection of Birds (RSPB) and Bidwells (representing private landowning interests) in the Cairngorms Speyside Deer Management Group, have been instrumental in providing support to deer managers by mapping deer management objectives. This is a pioneering approach which has been rolled out into other parts of the National Park such as the East Grampian Deer Management Group and has been well received by others with an interest in deer. The maps will be useful for deer management groups provided they remain up to date and can be updated as necessary.

The Cairngorms National Park Deer Framework highlights the importance of ensuring there is good communication between neighbouring estates where they both have very different deer management objectives. Deer management groups were set up to enable this, but sometimes the tensions can occur between neighbouring groups. The maps we have developed show quite clearly the deer management objectives of individual deer managers by illustrating the desired number of deer per kilometre they wish to keep on their ground. The mapping has highlighted where there is an increased need for negotiation between neighbours and helps focus minds on where problems may need to be agreeably resolved.



## Priority 4

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

To encourage responsible enjoyment of the Park, a programme of events and resources was developed to get people to 'tread lightly' in the Cairngorms National Park. Initiatives include the 'Easy Signage' software that can be used to create bespoke information signs – particularly important to reinforce the need for dogs to be under close control during the bird breeding and lambing season. Rangers were also issued handy, pocket-sized leaflets containing 'top tips' about camping and journeying in the National Park, to give out to visitors they meet.

Research was carried out into how people enjoy Boat of Garten woods following concern that heavy use by cyclists and walkers with and without dogs may be having a negative impact on capercaillie. A well attended drop-in session provided honest and detailed information which will help inform future management and development in the area.

Work to upgrade a section of the Speyside Way between Nether Port and Cromdale Bridge which will allow multi-use was approved and built. The width of the path will be increased and drainage and surfacing improved. The £21,000 funding came from Scottish Government and the work is being carried out by the Cairngorms Outdoor Access Trust (COAT).

A bridge for walkers and cyclists is being rebuilt over the River Don thanks to a £120,000 grant from the CNPA and Scottish Government. COAT will manage the work on Strathdon Bridge and improvements to the path. Planning permission was also granted for two new bridges near Ballater which will extend the popular Seven Bridges walk.

#### **In Focus: Path Trainees**

Eight trainees were recruited and completed an eight month footpath construction skills training course run by the Cairngorms Outdoor Access Trust (COAT). Part of the £2.1m Cairngorms Mountain Heritage Project which is restoring 17 mountain paths, the trainees received on the job training gaining new skills to help them be in a position to take up employment opportunities. They achieved an industry recognised certificate in path skills and an SVQ level 2 in Environmental Conservation. So far, three trainees have set up their own contract company to carry out access work, with all others moving into paid employment.

Funding has been secured from the European Social Fund which when added to existing funding from the CNPA, The Highland Council and Scottish Natural Heritage, means the Access Skills Training Project can run for a further three years. Six people will take part in the programme each year and recruitment is underway to find this year's trainees.

## 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

The economic challenges affecting Tomintoul and Glenlivet became a big focus in 2011 with the CNPA, on behalf of partners, co-ordinating work to look at possible opportunities for regeneration. The community have decided to set up a Development Trust to take forward opportunities identified and employ a Development Officer. At the same time a master planning exercise for the area has been undertaken to guide what the landscape and buildings will look like in the future.

The Cairngorms National Park was, for the second time, recognised at a European level for its work in promoting and achieving sustainable tourism. The prestigious European Charter for Sustainable Tourism in Protected Areas happened because of the hard work, commitment and guidance of the Cairngorms Sustainable Tourism Forum. Some of the main strengths identified by the EUROPARC assessor were the enabling approach, the energy and commitment from all involved in the sector and the range of booklets which promote sustainable tourism.

The CNPA continues to support the Cairngorms Business Partnership (CBP) who, in 2011, launched a new marketing campaign 'Make it Yours' and whose work, including the creation and use of the brand, was also praised by the EUROPARC assessor.

Guides produced through the Food for Life project also received praise and this area of work is going from strength to strength. Initiatives this year have included educational work to show where our food comes from and why buying and eating local produce is good for us, the economy and the environment. These included grow your own courses, a Cooking Bus tour, farm visits, cookery clubs for children and the Adopt a School project where chefs go in to schools to teach children about food in a fun way.

### In Focus: Broadband Survey

The CNPA carried out a survey which showed online access in the National Park remains sporadic and the level of broadband service is poor: 600 people and businesses in the National Park took part and over half of businesses said that the current service restricted their ability to run their business effectively.

The CNPA used this evidence to initiate discussions with key partners including the five Local Authorities to collaborate on work to deliver improved broadband in isolated rural communities across the Park. This will help attract new investment and business, develop existing business and sustain vibrant communities in order to ensure the long-term economic and social health of the Park.

The Scottish Government also announced substantial investment in better broadband speeds and the CNPA, with partners from the public and private sector, will be working to ensure rural areas do not miss out. With the rise in use of smartphone technology, the Cairngorms Business Partnership (CBP) is also, with others, lobbying Scottish Government ministers to improve mobile coverage now and in the future.



## Priority 6

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

Consultations on the draft Cairngorms National Park Partnership Plan 2012-2017 and the Main Issues Report for the Local Development Plan reaffirmed this as a priority for people in the Park. Public funding for housing has reduced and there are new and greater challenges in delivering housing our communities need. The CNPA is actively considering ways its Affordable Housing policy can have the most responsive approach possible. This includes having an open minded approach to different ways of delivering affordable housing and how communities can have greater involvement in realistic solutions they think best meet their needs. The CNPA appointed an Affordable Housing Officer to work with communities, housing providers, councils, developers and land owners to deliver affordable housing in the Park.

We have been working with Community Councils to identify potential small sites for much needed affordable housing. As a result, in Blair Atholl, a site with the potential to meet local housing needs has been found in the centre of the village and Caledonian Housing Association is carrying out a feasibility study. In Ballater, Aberdeenshire Housing Partnership and Aberdeenshire Council have funded a feasibility study into a site on Sir Patrick Geddes Way with a view to getting six to eight new and affordable rental properties. A local self-build group is also looking at an innovative scheme where properties would be sold to Grampian Housing Association at below market value in return for a plot of land on Balmoral Estate to build a new home on.

Learning about sustainable construction and working on affordable homes being built in the Park, 15 young people are continuing on the Cairngorms Construction Training Project. This is a three year project part funded by the CNPA which aims to give the youngsters skills in construction and future employment potential by gaining a recognised qualification from Inverness College on completion of their training.

#### **In Focus: Boat of Garten**

The CNPA has been working hard to ensure that affordable housing will be delivered in Boat of Garten. After an application to build 77 houses – of which 42% would be affordable – was refused, the CNPA led efforts to find a solution.

Leaving the village without hope of new development would have been an untenable situation for everyone. Working very closely with the community, Scottish Natural Heritage (SNH), the developer and the estate through the Boat of Garten Working Group and consultative meetings in the community, measures were sought and assessed which will allow some badly-needed housing to be built.

A report prepared by SNH concluded that with these mitigation measures – including fencing/screening and encouraging people and their dogs to stick to paths in the woods – up to 30 units could be built in Boat of Garten without endangering capercaillie populations. More detailed discussions are now taking place between the developer, estate, and the CNPA planners.

## Priority 7

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

The valuable role rangers in the Cairngorms National Park play in helping people enjoy visits to the countryside was recognised with continued grant funding from the CNPA of £181,600 annually for five years. 15 Rangers, employed by both public and private organisations in some of the most important and popular sites in the Park, are supported by the grant.

There were further opportunities for young people aged 13-18 to take part in exciting, fun and adventurous outdoor learning in the Cairngorms National Park on the Junior Rangers Programme. Taking part in conservation and outdoor activities with Rangers, the youngsters learn how they can help protect the National Park and take away valuable skills. An exchange took place to the Bavarian Forest National Park and a return visit is planned in summer 2012.

The positive impact outdoor learning is having on young people and how Scotland's National Parks provide an ideal environment for this was celebrated with a conference in the Cairngorms National Park. 120 delegates from schools, local authorities, both National Parks and partners attended, including Cabinet Secretary for Education and Lifelong Learning, Mike Russell MSP. They heard experiences and took part in workshops that showed how our National Parks can help deliver Curriculum for Excellence.

#### **In Focus: Blair Atholl Visitor Centre**

A £500,000 investment in refurbishing the ranger base in the centre of Blair Atholl was secured to provide visitors with everything they need to get the best experience in Atholl and the Cairngorms National Park.

Work started with local MSP and Finance Minister John Swinney cutting the first turf. The restoration of the existing ranger base will create an information and education centre, a seating area outside and information boards will be accessible even when the building is closed. There is also planning permission for up to three retail units on the site.

The centre has the potential to reach over 100,000 visitors every year and will be managed by Atholl Estates in partnership with Blair Atholl Area Tourist Association. The funding has come from the CNPA, Perth & Kinross Council with Historic Scotland, Scottish Enterprise and the Scottish Government.

## Priority 8

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

We are involved in innovative and exciting work and projects that ensure the Park is enjoyed by future generations. It is important we keep everyone, from the general public, land owners and stakeholders to businesses and politicians, informed of the work we do. Our press and media service, publications and materials, website, social media and magazine help us to share what we do, promote the Park and get others involved.

We issued over 80 press releases ranging from topics as diverse as a creative competition on wildlife to Pitlochry Superdog, a fun-day for dogs and owners on responsible outdoor access; from planning approvals to a mountain paths training project for young people. As always this attracted the attention of local, national and international media, giving the Park a high profile.

We further promoted our work and the Park at a range of events both in and outwith the Park and through visits to the Park, a number of which were supported by either the Scottish Government or representatives from other National Parks around the world. These included the Outdoor Learning in the National Parks conference at Glenmore Lodge, which was opened by Cabinet Secretary for Education and Lifelong Learning Mike Russell and local MSP and cabinet secretary John Swinney cutting the first turf at the new £500,000 information and education centre in Blair Atholl.

As a public body, the CNPA has a legal duty to provide access to any of its information to anyone who asks and during 2011/2012 we responded to 21 Freedom of Information requests.

We also produced a number of publications, including the Cairngorms National Park Partnership Plan 2012-2017 and Main Issues Report consultations, Parklife, CNPA Annual Report and Accounts 2010-11 and Strategy and Action Plan for Sustainable Tourism 2011-2012.

#### **In focus: [www.cairngorms.co.uk](http://www.cairngorms.co.uk)**

The new look Cairngorms National Park Authority website was launched in August 2011. The emphasis has moved from a corporate site to a site that focuses on providing or linking to information about the Park. It has been designed to reflect a number of interest areas – the Park, Visit, Look After, Live and Work, Learn and is also still home to CNPA information. It includes a new blog section as well as surveys, toolkits and features. The site supports and links to [www.visitcairngorms.com](http://www.visitcairngorms.com) – the Park's tourism-facing website. We are continually monitoring and developing the site to ensure it meets the needs of our visitors.

## Priority 9

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

Preparation for the new National Park Partnership Plan and the Local Development Plan was a strong focus this year. Good progress has been made in having an effective and efficient planning service in line with the Service Improvement Plan. There have also been some exciting development proposals determined by the CNPA planning committee in line with the National Park Local Plan.

There have been a number of applications by individuals, businesses and estates to put in place schemes which would allow them to generate their own electricity or generate an income from production of electricity. We are very supportive of small-scale projects which use natural resources and have no adverse affect on the special qualities of the Park. Near Kingussie, two hydro-power schemes capable of generating enough energy to power 600 homes were granted planning permission. At the Lecht, a proposal for a single wind turbine was also approved to power the ski centre and allow scope for business expansion. Another single turbine approved near Cromdale will provide power for pumping a private water supply.

The CNPA was consulted on a number of large wind farm applications on or near the boundary of the National Park and carefully considered each case. The CNPA does not object to every scheme but has objected to proposals where it is clear that there will be an adverse impact on the qualities of wildness and landscape that contribute so much to the visitor experience of the National Park.

We were pleased to grant permission for an application for a new mountain bike centre and trails for the Crown Estate at Glenlivet Estate as this will provide an excellent facility for people wishing to come out and enjoy this part of the National Park.

Helping to conserve the Park's significant cultural heritage, a croft house near Braemar is being restored after the CNPA granted Listed Building consent for works to it and planning permission for a new house for the owners to stay on site and enable the restoration. The rundown croft house has many original features inside that are well preserved and largely unaltered including the hanging 'lum', box beds and woodwork.

#### **In Focus: Local Development Plan**

The first step in preparing the new Local Development Plan began in 2011 with a consultation to determine what people think the main issues are in relation to local development in the Park and what the best options are for dealing with them.

Information events were held throughout the Park during this consultation. These were well attended with nearly 400 people coming along to get more background and ask questions. For the first time it was possible to take part in the consultation online via our website.

The Local Development Plan Main Issues Report will shape the policies for local development including sites where homes could be built. This Report, along with other surveys and studies, is helping us prepare the draft Local Development Plan which will be consulted on in 2012/13.

## Priority 10

### Corporate support services and functions

#### Environmental Sustainability

Work continues on the environmental sustainability of the Authority's operations, targeting an ongoing and permanent reduction in our emissions. Our primary target indicator, as an organisation working in a rural location and with limited access to public transport, is reducing carbon emissions generated from vehicle based business travel. We have achieved a reduction of over 25% of our 2008 baseline emissions level and aim to improve on this over the coming years. Building improvements, designed to reduce carbon emissions, continue and we aim to secure funds to convert to wood fuel heating in 2012-2013.

Our commitment to improving the environmental sustainability of our operations and leading on promoting a low carbon economy, has been recognised with our Grantown-on-Spey operations re-accredited a Gold award in the Green Tourism Business Awards (GTBA), while our Ballater office secured a silver award.

#### Financing and Supporting the National Park

In order to finance projects to enhance the National Park, we seek to maximise the investment in the National Park through the use of the Authority's resources – offering funding support for activities which will yield significantly greater contributions from others. This year, for every £1 the National Park Authority has invested in projects, an average of £5 is generated and spent in the Park.

We have provided finance and human resource support to assist community and charity organisations, which helps organisations such as the Cairngorms Outdoor Access Trust (COAT), Voluntary Action Badenoch and Strathspey (VABS) and Cairngorms LEADER Local Action Group, make valuable contributions to the delivery of the Park Plan.

#### In Focus: LEADER

In 2011, LEADER provided funding to 68 projects within the National Park – the total EU funds distributed through the Cairngorms Local Action Group (LAG) was £465,407. This was matched by public and private investment of £578,186 meaning over £1m was put into Park projects. As lead partner for delivery of the Cairngorms LEADER investment, the Authority provides a team, and back up services, to support the LAG's delivery of its development strategy. In 2011, our commitment to the LAG resulted in almost £10 being spent in LEADER projects supporting community development for every £1 invested by the Authority.

Projects included the Nethy Bridge Golf Club Practice Area, funding towards a new ambulance for Cairngorm Mountain Rescue and a new leaflet promoting shinty.

The current LEADER funding programme is expected to close in December 2013, and we are already working on securing a new LEADER programme for the National Park for 2014 to 2020.



## Commentary on Financial Performance for 2011/12

Our full accounts for 2011/12 are set out in pages 29 to 68 of this document. This commentary provides a brief overview of the Authority's management and use of resources over the course of the year.

The Authority's total grant and other income for the year decreased slightly to £5.96m from £6.22m last year – a decrease of some £0.26m.

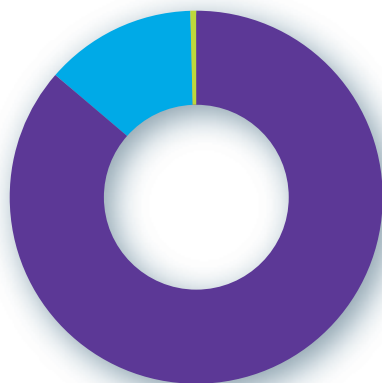
The National Park Authority's main source of funding continues to be grant-in-aid allocated by Scottish Government. In 2011/12, total grant funding from Scottish Government was £5.2m, including a number of one-off grants supporting visitor information, outdoor access and community and economic development projects in particular.

The year saw a relatively small decrease of £0.06 million in partner contributions to finance project activities in the Park for which the Authority was taking a lead role.

Continuing to target efficiency savings in the year on our office and administrative functions has allowed the Authority to continue to direct a significant amount of our resources, through our annual Operational Plan, into grants, projects and other investments in the Park. Our total Operational Plan expenditure invested directly into Park activities in 2011/12 was £2.99m, equivalent to 50.1% of total resources available. Of course, much of our staff time was also directed to leading these activities, and time invested by the 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 2011/12 our total expenditure of £5.97m, including depreciation charges for use of assets, gives a small over-spend for the year of only £10,000 (0.2% of total income).

### Income



- Grant-in-aid
- Partner support funding
- Other income

### Expenditure



- Board and staff costs 2.248
- Operational Plan expenditure 2.994
- Other operating costs 0.73

## Improving Efficiency, Effectiveness and Economy in the Exercise of Our Functions

The Authority focuses on the delivery of best value, and on the improvement in efficiency, effectiveness and economy in exercising our functions. 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 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. We ensure complaints and any other forms of feedback on our services are used to inform service development and help identify service improvements where these are required. We also value input from internal audit and other areas of external review to identify potential areas for service improvement and enhanced effectiveness.

In terms of the Authority's delivery of efficiencies in its operations, we continue to deliver against target cumulative efficiency savings. Consequently, the Authority is able to maintain investment, through its Operational Plan, in projects within the National Park despite reductions in public sector funding, by redirecting these efficiency savings from organisational support into project investment. Operational Plan investment was able to increase by 2% to £2.994 million. Operating costs were managed down by some £0.16 million (5%) in total over the course of the year

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 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. Policy staff have also been involved in development of shared policy where appropriate to both organisations' very different local service delivery requirements. Examples of these developments include:

- both Authorities continue to 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, saving staff time and costs;
- policy and other documents where appropriate are written once on behalf of both organisations;
- the Authority receives on-line local development plan and e-planning services from Loch Lomond and the Trossachs NPA, which had previously implemented these services and 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 Authority has to develop a central point of procurement expertise as an element of our shared service activity between both National Park Authorities. This has supported increased awareness of, and initiation of better uptake of, centrally procured contracts. The 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 a further improvement in the Scottish Government's Procurement Capability Assessment of the Authority undertaken in the year.



# Audited Accounts for the year ended 31 March 2012

## 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 ninth year of operation of the Cairngorms National Park Authority (CNPA). The Accounts Direction is shown on page 65. The Park Authority became fully operational on 1 September 2003.

### Background

#### National Park Aims

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

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

#### The Cairngorms National Park Authority

The statutory purpose of the Cairngorms National Park Authority is set out in section 9 of the National Parks (Scotland) Act 2000 (NP(S)A). This purpose is to ensure that the 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 Members together with a résumé of their backgrounds is detailed on pages 39 to 42. The Register of Members' Interest ([http://www.cairngorms.co.uk/uploads/documents/board\\_members\\_register\\_of\\_interests-revised\\_\\_20\\_Jan\\_2012.pdf](http://www.cairngorms.co.uk/uploads/documents/board_members_register_of_interests-revised__20_Jan_2012.pdf)) is available for public inspection during office hours at the Park Authority's offices, 14 The Square, Grantown-on-Spey, Moray PH26 3HG or online ([www.cairngorms.co.uk](http://www.cairngorms.co.uk)).

## Management Commentary (continued)

### Results and future activities

The results for the year to 31 March 2012 are set out in pages 49 to 52 together with the notes on pages 53 to 64. The accounts are prepared on a going concern basis.

The Park Authority's total expenditure for the year was £5.97 million and after receiving grant-in-aid of £4.72 million for operational activities, capital grant of £0.43 million, and third party contributions to Operational Plan expenditure and other income of £0.81 million, the accounts show recognised net expenditure of £0.01 million (see note 13).

Further details of our expenditure breakdown are shown in the notes to the accounts, in particular at note 2, which details our expenditure by key areas of operational activity, 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, including progress against targets and key performance indicators.

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.

	<b>Budget</b>	<b>Out Turn</b>	<b>Variance</b>
	£'000	£'000	£'000
<b>Resource Budget 2011/12</b>			
Current Operating Expenditure	4,723	4,723	0
Depreciation	111	114	(3)
<b>Operating Costs</b>	<b>4,834</b>	<b>4,837</b>	<b>(3)</b>
<b>Capital</b>	<b>430</b>	<b>430</b>	<b>0</b>
<b>Expenditure Financed by other income</b>	<b>Income (£000)</b>	<b>Expenditure (£000)</b>	
Operating Expenditure	707	733	(26)
Capital Expenditure	0	0	0

Capital budget and expenditure was enhanced for the year as a result of securing additional capital grant allocations from Scottish Government. These allocations totalled £397k and contributed towards bids supporting the Blair Atholl Visitor Centre, Strathdon Bridge reconstruction, Tomintoul and Glenlivet Regeneration Project and two Core Path projects. In total, the CNPA contributed £414k to capital projects within the Park with the balance of the £430k capital grant allocation funding fixed asset additions (see below).

### Changes in non-current assets

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

Key additions in the year related to £16k of Information Technology equipment.

### Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2012.

## 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 2012, the time taken to pay creditors achieved an average of 11.7 days against a target of 10 days with 54% of payments being made by the target date (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).

## 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 was re-accredited in 2011/12.

The Race, Gender and Disability Equality Schemes have been embedded into the work of the CNPA, and progress with the associated action plans reviewed. Comprehensive equalities training for all staff and Board members has been delivered, and guidance to support delivery of our equalities duties and policies is in place. Undertaking equalities impact assessment on key policy and project proposals is embedded through the organisation. The Authority's work on equalities and creating 'A Park for All' is overseen by an internal working group comprising staff drawn from across the organisation and chaired by a Senior Manager. The Authority 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. Conversations on staff development are held regularly as part of the appraisal review process and a reasonable training and development budget has been retained to support delivery of identified training requirements.

The 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 2011/12, the average number of days lost through sickness was 5.6 days per person (2010/11 4.5 days).

Significant attention has been given to security of information and data within the public sector over the course of 2011/12. The Authority has had no instances of loss of data or personal information over the course of the year. The Governance Statement included in this Annual Report and Accounts sets out more information on the Authority's range of internal controls and review mechanisms to ensure data security amongst other things.

## 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.

## Management Commentary (continued)

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

### Environmental matters

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 Supplementary Planning Guidance (SPG) 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. Guidance on 'Wildness' of the National Park has been produced amongst the suite of SPG topics – a first for a National Park in the UK.

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. 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 has seen a managed reduction of over a quarter of our carbon emissions since March 2008 against a baseline of 57.1 tonnes. A small reduction in the year of 0.2% has sustained these significant improvements over the previous three years. Further investment and action is underway to target further reductions in future years.

### 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 establish partnerships with individual communities and more widely with community planning partnerships.



Over the course of 2011/12, 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 (COAT), the Authority has also supported the delivery of improved path networks to support community based infrastructure.

Our key performance indicators highlights that 16 communities have been supported in producing their own Community Action Plans over the last four years. In working with COAT we are also making use of the outdoors and the infrastructure we support and develop within the National Park to encourage people to use and enjoy the environment we have, and for these opportunities to have positive health benefits for people. We have increased the number of health walks led within the National Park to 518 in the year to March 2012 from a base level of 225 in March 2008.

## 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 47 to 48 and details of the auditor's remuneration are given in note 5.

## Future Activities

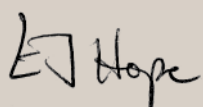
Over the course of 2011/12, the Authority has led the finalisation of the National Park Partnership Plan (NPPP) for the Cairngorms National Park. The NPPP sets out the target outcomes and priority actions for all organisational and groups involved in the National Park to collectively work towards between 2012 and 2017. The NPPP was approved by the Authority's Board in May 2012 and has now been submitted to Scottish Ministers for review and approval.

We have also developed the Authority's Corporate Plan for 2012 to 2017 in parallel with the NPPP. Our Corporate Plan highlights the National Park Authority's own organisational priorities in co-ordinating the NPPP and delivering or facilitating aspects of it. Our Corporate Plan sets out eight programmes of work and priority outcomes that the Authority will target over the course of the coming five years as our contribution to delivery of the collective NPPP. The Authority's Board also agreed this Corporate Plan at its meeting in May 2012.

## 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 and Accountable Officer

22 June 2012

# 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. The Committee's remit includes the following:

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

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

## Service contracts

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.

This section of the Remuneration Report is subject to Audit.

	Most recent appointment	End of term or date stepped down	2011/12		2010/11	
			Fees £	Expenses* £	Fees £	Expenses* £
<b>Scottish Government appointee</b>						
David Green	8 Sep 2009	7 Sep 2013	<b>20,775</b>	<b>9,993</b>	20,781	10,299
Eric Baird	24 Mar 2009	30 Sep 2010			5,235	1,938
Duncan Bryden	1 Oct 2010	30 Sep 2014	<b>10,391</b>	<b>2,108</b>	10,390	1,317
Angela Douglas	1 Oct 2010	30 Sep 2014	<b>7,194</b>	<b>1,906</b>	3,597	1,041
Lucy Grant	24 Mar 2009	30 Sep 2010			4,303	555
Gregor Hutcheon	1 Oct 2010	30 Sep 2014	<b>7,194</b>	<b>1,331</b>	3,597	1,052
Robert Kinnaid	1 Apr 2010	30 Jun 2011	<b>2,398</b>	<b>92</b>	7,194	589
Anne MacLean	25 Mar 2007	30 Sep 2010			3,597	115
Alistair MacLennan	24 Mar 2009	30 Sep 2010			3,597	333
David Paterson	1 Oct 2010	31 Oct 2010			599	622
Martin Price	24 Oct 2011	23 Oct 2015	<b>2,997</b>	<b>272</b>		
Gordon Riddler	1 Nov 2010	30 Sep 2014	<b>7,194</b>	<b>2,192</b>	2,997	500
Susan Walker	25 Mar 2007	30 Sep 2010			3,597	565
Brian Wood	1 Oct 2010	30 Sep 2014	<b>10,391</b>	<b>3,215</b>	4,130	1,208
<b>Local Authority nominee</b>						
Peter Argyle	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>946</b>	7,194	237
Francis (Stuart) Black	1 Sep 2007	30 Sep 2010			3,796	
Jaci Douglas	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>929</b>	7,194	199
Dave Fallows	1 Sep 2007	30 Sep 2010			3,796	396
Drew Hendry	1 Sep 2007	30 Sep 2010			3,796	619
Kate Howie	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>987</b>	3,597	332
Marcus Humphrey	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>684</b>	7,194	493
Ian Mackintosh	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>1,364</b>	7,194	1,612
Fiona Murdoch	1 Sep 2007	30 Sep 2010			3,796	234
Gregor Rimell	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>1,022</b>	7,194	775
Richard Stroud	1 Sep 2007	30 Sep 2010			3,597	330
Allan Wright	1 Oct 2010	30 Sep 2012	<b>7,194</b>	<b>1,328</b>	3,597	288
<b>Local elected</b>						
Geva Blackett	16 Mar 2007	15 Mar 2011			6,893	366
Dave Fallows	16 Mar 2011	15 Mar 2015	<b>7,493</b>	<b>543</b>		
Katrina Farquhar	16 Mar 2011	15 Mar 2015	<b>7,493</b>	<b>1,905</b>		
Eleanor Mackintosh	16 Mar 2011	15 Mar 2015	<b>7,194</b>	<b>1,344</b>	7,194	20
Mary McCafferty	16 Mar 2011	15 Mar 2015	<b>7,194</b>	<b>449</b>	7,194	363
William McKenna	16 Mar 2011	15 Mar 2015	<b>7,194</b>		7,194	
Andrew Rafferty	16 Mar 2007	15 Mar 2011			6,893	
			<b>155,460</b>	<b>32,610</b>	<b>170,927</b>	<b>26,398</b>

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

## 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 and members of the Management Team. Fees and expenses received by Board members are shown on page 35.

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

### Remuneration

Salary includes gross salary, performance pay or bonuses and any other allowance to the extent that it is subject to UK taxation. No performance pay or bonuses were payable to the chief executive in 2011/12 or 2010/11 as she has voluntarily waived any entitlement to them.

	2011/12		2010/11	
	Remuneration £'000	Benefits in kind £	Remuneration £'000	Benefits in kind £
<b>Jane Hope</b> Chief Executive	<b>75-80</b>	<b>0</b>	<b>75-80</b>	<b>0</b>
<b>David Cameron</b> (see note) Corporate Services Director	<b>60-65</b>	<b>0</b>	<b>50-55</b>	<b>0</b>
<b>Francoise van Buuren</b> Communications & Engagement Director	<b>50-55</b>	<b>0</b>	<b>40-45</b>	<b>0</b>
<b>Hamish Trench</b> Strategic Land Use Director	<b>50-55</b>	<b>0</b>	<b>45-50</b>	<b>0</b>
<b>Murray Ferguson</b> Sustainable Rural Development Director	<b>50-55</b>	<b>0</b>	<b>50-55</b>	<b>0</b>

Note: David Cameron acts as Corporate Services Director for Loch Lomond & The Trossachs National Park Authority for part of his employment. A part of his remuneration is in the form of an added responsibility allowance in recognition of this role.

	2011/12	2010/11
	Total Remuneration	Total Remuneration
<b>Band of Highest Paid Director's</b>		
Total Remuneration (£000)	<b>75-80</b>	<b>75-80</b>
Median Total Remuneration	<b>£30,455</b>	<b>£29,216</b>
Ratio	<b>2.5</b>	<b>2.7</b>

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce. Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

The ratio decreased by 0.2 from 2010/11 due to the effects of performance related pay progression on the median remuneration and the effect of a pay freeze on the highest paid director.

## Pension entitlements

	Accrued pension at age 60 as at 31 Mar 2012 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 Mar 2012 £'000	CETV (a) at 31 Mar 2011 £'000	Real increase in CETV (b) £'000
Jane Hope Chief Executive	15-20 plus lump sum of 55-60	0 plus lump sum of 0	427	399	0
David Cameron Corporate Services Director	20-25 plus lump sum of 0	0-2.5 plus lump sum of 0	268	245	0-5
Francoise van Buuren Communications & Engagement Director	0-5 plus lump sum of 0	0-2.5 plus lump sum of 0	69	47	5-10
Hamish Trench Strategic Land Use Director	5-10 plus lump sum of 0	0-2.5 plus lump sum of 0	56	46	0-5
Murray Ferguson Sustainable Rural Development Director	10-15 plus lump sum of 40-45	0-2.5 plus lump sum of 0-2.5	231	210	0-5

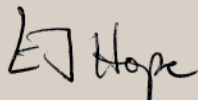
### (a) The Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalized value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

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

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

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



**Jane Hope**  
Chief Executive and Accountable Officer  
22 June 2012

## 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)
Peter Argyle		(b)	
Duncan Bryden	(Convener, Planning Committee)	(a)	(S&R)
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)	(S&R)
Kate Howie	appointed 1 October 2010	(b)	(S&R)
Marcus Humphrey		(b)	(F)
Gregor Hutcheon	appointed 1 October 2010	(a)	(A)
Robert Kinnaird	stepped down 30 June 2011	(a)	(S&R)
Eleanor Mackintosh	re-elected 16 Mar 2011	(c)	(F)
Ian Mackintosh		(b)	(A)
Mary McCafferty	re-elected 16 Mar 2011	(c)	(F)
William McKenna	re-elected 16 Mar 2011	(c)	
Martin Price	appointed 24 October 2011	(a)	
Gordon Riddler	appointed 1 November 2010	(a)	(A)
Gregor Rimell		(b)	(F)
Brian Wood	(Deputy Convener)		
	appointed 1 October 2010	(a)	(A), (S&R)
Allan Wright	appointed 1 October 2010	(b)	

(a) Scottish Government appointee

(b) Local Authority nominee

(c) Locally elected

### Committee membership (at present):

Planning (all Board members sit on the Planning Committee)

Finance (F)

Audit (A)

Staffing & Recruitment (S&R)

Membership of committees is reviewed annually.

Attendance at Board and Planning Committee meetings is set out in Appendix I (see page 66).

## Cairngorms National Park Authority Board Members (continued)

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

**Peter Argyle** (Scottish Liberal Democrat) has been a councillor since May 1999 and is Ward Councillor for Aboyne, Upper Deeside and Donside. He is Chair of the Infrastructure Services Committee and a past Chair of the Scrutiny and Audit Committee. 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. Peter is Vice Convener of the CNPA planning committee. Nominated by Aberdeenshire Council and approved by the Minister.

**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. Duncan is Convener of the CNPA Planning Committee. Ministerial appointment.

**Angela Douglas** is a Chartered Forester with over 22 years professional forestry and environment skills, knowledge and experience. She has benefitted from working across each of the private, public and third sectors, often in partnership. Angela manages her own forestry and environmental freelance business 'A Douglas Consultancy', having previously been Scotland Director for the Woodland Trust for 12 years and managing a very varied 21,000 acre estate. Ministerial appointment.

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

**Cllr David Fallows** was elected for Ward 1. He is a Highland Councillor and he sits on the Council's Housing and Social Work, TEC Services and Inverness, Nairn, Badenoch and Strathspey Planning Committees, as well as the Highland and Islands Joint Fire Board. He also represents the council on the Highland Disability Sport Committee and the Speyside Way Management Group. He 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 directly elected to represent Ward 5. She has worked in Sheridan Butcher's Ballater for the past twenty five years. She works with local groups, actively fundraising for numerous charities. Very much involved in the local farming community. She delivers elementary health and hygiene and health and



safety courses to local businesses and community groups. She has recently been elected as a local councillor in Aberdeenshire for Upper Deeside, Donside and Aboyne. She likes nothing better than walking, mountain biking or a more leisurely round of golf making the Park a very important part of her life having lived in it all her life.

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

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

**Gregor Hutcheon**, a resident of Strathdon, 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. This included stints with the Campaign to Protect Rural England (CPRE) and the National Trust. He is also a Director of Cairngorms Outdoor Access Trust. Ministerial appointment.

**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.

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

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

## Cairngorms National Park Authority Board Members (continued)

**Professor Martin Price** has been Director of the Centre for Mountain Studies, Perth College, University of the Highlands and Islands since 2000. He previously worked at the Universities of Oxford, Bern, and Colorado and the National Center for Atmospheric Research in Colorado. Since 2009, he has held the UNESCO Chair for Sustainable Mountain Development. Working with European and international organisations including FAO, IUCN, UNESCO and UNEP, he has been a key player on the global mountain scene since the early 1990s, when he was involved in introducing the mountain chapter into \*Agenda 21\* at the Rio Earth Summit. His research and knowledge exchange activities mainly focus on mountain areas, particularly relating to biodiversity, forests, protected areas, and tourism.

**Gordon Riddler**, a resident of Ballater, grew up in an Aberdeenshire farming community, is a graduate in Geology and Business Administration and a Chartered Engineer. His international career spans both the private and public sectors. He has served on boards of public listed companies and was Executive Director of the Mineral Industry Research Organisation. He worked for the Natural Environment Research Council, engaging in technology research and development. His experience includes studies balancing natural resource supply with social, environmental and economic costs, minerals planning and public enquiries, formulating codes of best practice for estimating mineral resources and guidelines for planning and construction of waste disposal facilities, optimising land use, and recording geodiversity data for areas that merit conservation. He is a Director and Trustee of Ballater (RD) Ltd (BRD), a voluntary sector Development Trust and registered charity, sourcing funds and providing administrative support for projects that meet specific needs arising from community action planning consultations. He is Managing Director of a Private Equity Fund, CD Capital (UK) Ltd. He has been active fundraising in the voluntary sector for many years.

Ministerial appointment.

**Gregor Rimell**, councillor Badenoch and Strathspey, has been, at various times, a directly elected Board Member and a member nominated by Highland Council.

**Brian Wood** is the Deputy Convener of the Cairngorms National Park Authority Board. He retired following a 38 year career in secondary education. Brian initially taught Physics at George Heriot's School, Edinburgh and Mackie Academy, Stonehaven. He was then appointed Rector of Mearns Academy, Laurencekirk and for the last 16 years of his career was Rector of Hazlehead Academy, Aberdeen. For the past 28 years, Brian has been a Justice of the Peace and Honorary Sheriff for Grampian, Highland and Islands, regularly presiding in the JP Court in Stonehaven. He is Chair of the Justices' Training and Appraisal Committees for GH&I. He is a volunteer guide at Braemar Castle and also chairs the Project Team planning the restoration of St Margaret's Church in Braemar.

Ministerial appointment.

**Cllr Allan Wright** is currently Leader of Moray Council. He is a lifelong supporter of National Parks and the responsible land management they bring to fragile areas. From 2007-10 he chaired the Speyside Way management group on which the Park was a major player. In Moray Council he is closely involved in economic development and considers the Park to have a key role in marrying tourism, economic development, and environmental protection.

Nominated by Moray Council and approved by the Minister.

## Statement of 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 FReM: [http://www.hm-treasury.gov.uk/d/2011\\_12\\_frem\\_full\\_version.pdf](http://www.hm-treasury.gov.uk/d/2011_12_frem_full_version.pdf), 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.

# Governance Statement

for the period ended 31 March 2012

## Governance Framework

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

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

## The Operation of the Board and Sub Committees

The Authority's Board has put Committees in place and delegated responsibility to oversee and scrutinise the Authority's deployment and management of resources, with a Finance Committee and a Staffing and Recruitment Committee in place.

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

The Audit Committee is supported by the Authority's internal and external auditors, who also have rights of independent access to the Committee Chairperson.

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 quarterly 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. KPMG LLP was appointed as the Authority's internal auditors in 2011 and they have undertaken a comprehensive review of key internal control systems since their appointment. Over the course of the year to 31 March, the internal auditors have reported to the Audit Committee on their independent reviews of Financial Controls Risks, Commercial Income Generation, Workforce Management, Financial Management Planning and Efficiencies and Stakeholder Satisfaction/Community Engagement.

In addition, the external auditors have reviewed key systems including a positive review of the Internal Auditors' documentation, Standards and Reporting Procedures, to form a view on the effectiveness of control arrangements and support their audit opinion on the financial statements. Recommendations made as part of this process have been taken on board and actions taken where appropriate.

## Risk Management

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

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

The Board's Audit Committee and Senior Management Team are involved in leading on embedding risk management processes throughout the organisation. Both these groups consider the management of strategic risk in line with the Risk Strategy adopted in 2008 and seek to ensure that the required actions to manage risk at a strategic level are appropriately reflected and incorporated in operational delivery plans. The Authority has a strategic risk register in place, capturing the key risks potentially impacting on the delivery of strategic organisational objectives and recording action taken to mitigate those risks and senior management responsibility for leading on each risk area. The strategic risk register is reviewed and updated by both Audit Committee and Senior Management Team two to three times each year.

## Data Security

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

## Governance Statement (continued)

for the period ended 31 March 2012

### Conclusion

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

I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board and its Audit Committee and a plan to address any weaknesses identified and ensure continuous improvement of the system is in place.

Appropriate action is in place to address any weaknesses identified and to ensure continuous improvement of the system, although the internal auditors have concluded that the controls tested were found to be strong with suggestions for only minor improvements being made.

The internal auditor's annual report for 2011/12 states that, based on the work undertaken over the course of the year, the Authority's systems provide a reasonable basis for maintaining control and that the control framework provides reasonable assurance regarding the effective and efficient achievement of strategic objectives.



**Jane Hope**

Chief Executive and Accountable Officer

22 June 2012

# Independent Auditor's Report

## Independent auditor's report to the members of the Cairngorms National Park Authority, the Auditor General for Scotland and the Scottish Parliament

I have audited the financial statements of the Cairngorms National Park Authority for the year ended 31 March 2012 under the National Parks (Scotland) Act 2000. The financial statements comprise of 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 2011/12 Government Financial Reporting Manual (the 2011/12 FReM).

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

### Respective responsibilities of the board, accountable officer and auditor

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

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts, disclosures, and regularity of expenditure and income 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 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 2012 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 2011/12 FReM, and
- have been prepared in accordance with the requirements of the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

## Opinion on regularity

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

## Opinion on other prescribed matters

In my opinion:

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

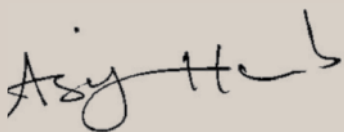
## Matters on which I am required to report by exception

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 Corporate Governance Statement does not comply with guidance from the Scottish Ministers.

I have nothing to report in respect of these matters.



**Asif A Haseeb**

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

22 June 2012



## Statement of Comprehensive Net Expenditure

for the year ended 31 March 2012

	Note	2012 £	2011 £
<b>Expenditure</b>			
Board members and staff costs	2, 3	<b>2,247,633</b>	2,263,008
Operational Plan expenditure	2, 4	<b>2,993,522</b>	2,930,977
Other operating costs	2, 5	<b>615,774</b>	756,099
Depreciation	7	<b>113,986</b>	79,165
		<b>5,970,915</b>	6,029,249
<b>Income</b>			
Operational Plan income	2, 6	<b>771,777</b>	827,246
Other income	2, 6	<b>33,728</b>	34,351
		<b>805,505</b>	861,597
Net Expenditure		<b>5,165,410</b>	5,167,652
Interest receivable		<b>0</b>	0
<b>Net Expenditure after interest</b>		<b>5,165,410</b>	5,167,652

No activities were discontinued during the year.

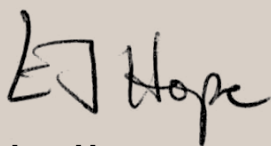
The notes on pages 53 to 64 form part of these accounts.

## Statement of Financial Position

as at 31 March 2012

	Note	2012 £	2011 £
<b>Non-current assets</b>			
Property, plant and equipment	7	<b>226,778</b>	324,384
<b>Total non current assets</b>		<b>226,778</b>	324,384
<b>Current assets</b>			
Trade and other receivables due within one year	9	<b>238,364</b>	276,696
Cash and cash equivalents	10	<b>569,844</b>	548,629
<b>Total current assets</b>		<b>808,208</b>	825,325
<b>Total assets</b>		<b>1,034,986</b>	1,149,709
<b>Current liabilities</b>			
Trade and other payables due within one year	11	<b>-529,258</b>	-620,082
<b>Total current liabilities</b>		<b>-529,258</b>	-620,082
<b>Non-current assets less net current assets</b>		<b>505,728</b>	529,627
Non-current liabilities	12	<b>-78,064</b>	-89,553
<b>Total non-current liabilities</b>		<b>-78,064</b>	-89,553
<b>Assets less liabilities</b>		<b>427,664</b>	440,074
<b>Tax Payers' Equity</b>	13	<b>427,664</b>	440,074
		<b>427,664</b>	440,074

Signed on behalf of the Cairngorms National Park Authority



**Jane Hope**

Chief Executive and Accountable Officer  
22 June 2012

Authorised for issue on  
22 June 2012

# Statement of Cash Flows

for the year ended 31 March 2012

	Note	2012 £	2011 £
<b>Cash flows from operating activities</b>			
Net Expenditure after interest		-5,165,410	-5,167,652
Adjustments for non cash transactions			
Depreciation		113,986	79,165
Gain on disposal of fixed assets		0	0
Movements in working capital			
Decrease in trade and other receivables		38,332	93,341
(Decrease)/Increase in trade and other payables		-90,824	239,008
(Decrease)/Increase in non-current liabilities		-11,489	89,553
Net cash outflow from operating activities		-5,115,405	-4,666,585
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		-16,380	-180,427
Proceeds from disposal of property, plant and equipment		0	0
Net cash outflow from investing activities		-16,380	-180,427
<b>Cash flows from financing activities</b>			
Grant funding		5,153,000	5,357,000
Net cash flow from financing		5,153,000	5,357,000
<b>Net increase in cash and cash equivalents in the year</b>		<b>21,215</b>	<b>509,988</b>
Cash and cash equivalents at 1 April 2011		548,629	38,641
Cash and cash equivalents at 31 March 2012	10	569,844	548,629

The notes on pages 53 to 64 form part of these accounts

## Statement of Changes In Taxpayers' Equity

for the year ended 31 March 2012

	Note	General Reserve	Total Reserves
<b>Balance at 1 April 2010</b>	13	250,726	250,726
<b>Changes in Taxpayers' Equity 2010-11</b>			
Net Expenditure after interest		-5,167,652	-5,167,652
Grant funding		5,357,000	5,357,000
Balance at 31 March 2011	13	440,074	440,074
<b>Changes in Taxpayers' Equity 2011-12</b>			
Net Expenditure after interest		-5,165,410	-5,165,410
Grant funding		5,153,000	5,153,000
<b>Balance at 31 March 2012</b>	13	427,664	427,664

# Notes to the Accounts

for the year ended 31 March 2012

## 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 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.

### I.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.

### I.2 IFRS

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

### I.3 Accounting Period

The accounting period commenced on 1 April 2011 and ended on 31 March 2012.

### I.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 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.

## Notes to the Accounts (continued)

For the Year Ended 31 March 2012

### 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 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 in 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 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 Reserve and net expenditure on activities funded by grant-in-aid is charged to this fund.

### 1.10 Impending application of newly issued accounting standards not yet effective

The Park Authority has not applied any new IFRS accounting standards that have been issued but are not yet effective for 2011/12. No disclosure has been made of any known or reasonably estimable information relevant to assessing the possible impact that initial application of any new standards will have on the Park Authority's financial statements.

### **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 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 2012 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 2012 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 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. Cairngorms National Park Authority reports on seven segments, six drawn from the current National Park Plan and one from the Park Authority's current Corporate Plan.

## Notes to the Accounts (continued)

For the Year Ended 31 March 2012

### 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
	£	£	£	£	£	£
<b>2012 by segment</b>						
Planning & Communications	964,327	516,893	200,085		-33,728	1,647,577
Awareness & Understanding	349,706	622,652	135,192	-2,334		1,105,216
Outdoor Access	313,202	488,311	111,263	-2,505		910,271
Sustainable Business & Tourism	256,634	889,258	76,206	-597,522		624,576
Biodiversity, Landscape & Deer	219,557	315,767	58,491	-113,831		479,984
Land Management Support	113,152	138,395	27,153	-55,585		223,115
Affordable, Sustainable Housing	31,055	22,246	7,384			60,685
	<b>2,247,633</b>	<b>2,993,522</b>	<b>615,774</b>	<b>-771,777</b>	<b>-33,728</b>	<b>5,051,424</b>
Reconciling Items:						
Income	-	-	-	-	-	-
Expenditure	-	-	-	-	-	-
Total per Statement of Comprehensive Net Expenditure	<b>2,247,633</b>	<b>2,993,522</b>	<b>615,774</b>	<b>-771,777</b>	<b>-33,728</b>	<b>5,051,424</b>

	Board Member & Staff costs	Operational Plan Expenditure	Other Operating Costs	Operational Plan Income	Net Other Income	Net Segmental Expenditure
	£	£	£	£	£	£
<b>2011 by segment</b>						
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
	<b>2,263,008</b>	<b>2,930,977</b>	<b>756,099</b>	<b>-827,246</b>	<b>-34,351</b>	<b>5,088,487</b>
Reconciling Items:						
Income	-	-	-	-	-	-
Expenditure	-	-	-	-	-	-
Total per Statement of Comprehensive Net Expenditure	<b>2,263,008</b>	<b>2,930,977</b>	<b>756,099</b>	<b>-827,246</b>	<b>-34,351</b>	<b>5,088,487</b>



### 3 Board members and staff costs

	2012	2011
	£	£
<b>Summary</b>		
Board members	<b>158,634</b>	177,382
Staff – Core	<b>2,088,999</b>	2,085,626
	<b>2,247,633</b>	2,263,008
<b>Board members - see Remuneration report</b>		
Fees	<b>155,460</b>	170,927
Social security costs	<b>3,174</b>	6,455
Pension costs	<b>0</b>	0
	<b>158,634</b>	177,382
<b>Staff – Core</b>		
Salaries	<b>1,656,850</b>	1,653,246
Social security costs	<b>127,380</b>	122,752
Pension costs (see note 14)	<b>304,769</b>	309,628
	<b>2,088,999</b>	2,085,626
Average numbers employed during period	No.	No.
Board members	<b>19</b>	21
Core employees (full time equivalents - FTE)	<b>48</b>	48

The Core employee number includes 0 staff members seconded to the Park Authority (0 FTE) and excludes 0 staff member seconded from the Park Authority (0 FTE). In 2011, 0 staff members were seconded to the Park Authority (0 FTE) and 1 staff member was seconded from the Park Authority (0.5 FTE).

<b>Number of staff with salaries above £50,000 (including Chief Executive)</b>	2012	2011
	No.	No.
£75,001 - £80,000	<b>1</b>	1
£70,001 - £75,000	-	-
£65,001 - £70,000	-	-
£60,001 - £65,000	<b>1</b>	-
£55,001 - £60,000	-	-
£50,001 - £55,000	<b>4</b>	3

## Notes to the Accounts (continued)

For the Year Ended 31 March 2012

### 3.1 Reporting of Civil Service and other compensation schemes - exit packages

Exit package cost band	Number of voluntary departures agreed	
	2012	2011
<£10,000	0	2
£10,000 - £25,000	0	2
£25,000 - £50,000	0	0
£50,000 - £100,000	0	0
£100,000 - £150,000	0	1
Total number of exit packages	0	5
Total cost of exit packages	£0	£151,935

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

	2012 £	2011 £
LEADER programme	<b>553,300</b>	628,212
Outdoor Access projects	<b>488,311</b>	387,479
Visitor Information	<b>378,874</b>	162,158
Ranger Services	<b>183,912</b>	157,798
Local Plan Inquiry and development costs	<b>164,904</b>	186,873
Planning Enforcement and Monitoring	<b>139,653</b>	150,601
LEADER Administration costs	<b>109,509</b>	96,120
Cultural & Community Heritage	<b>76,161</b>	46,933
Land Based Business Training	<b>74,231</b>	118,867
Species and Habitat Conservation	<b>72,304</b>	74,798
National Park Authorities' shared services work	<b>70,519</b>	103,788
Publications	<b>69,499</b>	76,287
Website	<b>63,375</b>	52,627
Strengthen Business Organisations	<b>61,782</b>	97,378
Community Needs	<b>61,395</b>	46,958
	<b>2,563,729</b>	2,386,877
Other (not previously greater than £50,000)	<b>429,793</b>	544,100
	<b>2,993,522</b>	2,930,977

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

### Staff – Project

Salaries	<b>242,182</b>	219,126
Social security costs	<b>18,492</b>	15,082
Pension costs	<b>44,701</b>	40,062
	<b>305,375</b>	274,270

The average number of full time equivalent Project staff employees in the year was 7 (in 2011 – 7).

## Notes to the Accounts (continued)

For the Year Ended 31 March 2012

### 5 Other operating costs

	2012	2011
	£	£
Office running costs	<b>186,898</b>	173,200
Board and staff costs (exc. salary costs)	<b>159,193</b>	173,001
Information technology	<b>86,773</b>	49,430
Professional support fees	<b>81,578</b>	81,288
Land and buildings rentals	<b>53,678</b>	62,335
Vehicles and office equipment rentals	<b>50,601</b>	44,843
Audit fees (external)	<b>10,400</b>	10,900
Employee benefits and early departure costs	<b>-13,347</b>	161,102
	<b>615,774</b>	756,099

### 6 Income

	2012	2011
	£	£
Operational Plan income from EU sources	<b>562,820</b>	627,606
Operational Plan income from other sources	<b>208,957</b>	199,640
Planning fees and other income	<b>33,728</b>	34,351
	<b>805,505</b>	861,597

## 7 Property, plant and equipment

	Park Entry Markers £	Leasehold Improvement £	Information Technology £	Office Equipment £	Motor Vehicles £	Total £
<b>Cost</b>						
At 1 April 2011	56,882	280,326	425,141	133,174	22,595	918,118
Additions			16,380			16,380
Disposals						0
At 31 March 2012	56,882	280,326	441,521	133,174	22,595	934,498
<b>Depreciation</b>						
At 1 April 2011	-9,101	-218,265	-265,094	-97,132	-4,142	-593,734
Charged in the year	-2,275	-24,340	-70,736	-12,116	-4,519	-113,986
Disposals						0
At 31 March 2012	-11,376	-242,605	-335,830	-109,248	-8,661	-707,720
<b>Net book value</b>						
At 31 March 2012	45,506	37,721	105,691	23,926	13,934	226,778
At 31 March 2011	47,781	62,061	160,047	36,042	18,453	324,384
<b>Asset financing:</b>						
Owned	45,506	37,721	105,691	23,926	13,934	226,778
Finance Leased						0
At 31 March 2012	45,506	37,721	105,691	23,926	13,934	226,778
Owned	47,781	62,061	160,047	36,042	18,453	324,384
Finance Leased						0
At 31 March 2011	47,781	62,061	160,047	36,042	18,453	324,384

## 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 Authorities expected purchase and usage requirements and the Park Authority is therefore exposed to little credit, liquidity or market risk.

## Notes to the Accounts (continued)

For the Year Ended 31 March 2012

### 9 Trade receivables and other current assets

	2012	2011
	£	£
Amounts falling due within one year:		
Project income debtors	<b>190,897</b>	209,031
Prepayments and accrued income	<b>47,467</b>	67,665
Total due within one year	<b>238,364</b>	276,696

Included within Trade Receivables are the following inter-government balances:

European Government Funders	190,082	202,470
Local Authorities	<b>815</b>	0
Enterprise Companies	<b>0</b>	0
Other NDPB's	<b>0</b>	17,518
	<b>190,897</b>	219,988

### 10 Cash at bank and in hand

	2012	2011
	£	£
Bank accounts	<b>569,646</b>	548,379
Cash imprest accounts	<b>198</b>	250
	<b>569,844</b>	548,629

### 11 Trade payables and other current liabilities

	2012	2011
	£	£
Amounts falling due within one year:		
Trade payables	<b>137,611</b>	242,799
Project income received in advance	<b>131,104</b>	179,302
Accruals and deferred income (see note 12)	<b>260,543</b>	197,981
Total due within one year	<b>529,258</b>	620,082

Included within Trade Payables are the following inter-government balances:

Central Government Bodies	<b>0</b>	0
European Government Funders	<b>35,000</b>	70,000
Local Authorities	<b>0</b>	0
Enterprise Companies	<b>0</b>	0
Other NDPB's	<b>61,104</b>	59,302
	<b>96,104</b>	129,302

## 12 Non-current liabilities

	2012	2011
	£	£
Early departure costs arising from the Park Authority's voluntary severance scheme (see note 3.1)	<b>92,561</b>	151,935
Costs arising within one year included in accruals and deferred income (see note 11)	<b>14,497</b>	62,382
Early departure costs due after one year	<b>78,064</b>	89,553

The transfer of £14,497 deferred income to creditors due within one year represents the income that will be released against early departure payments over the next twelve months. The net cost to the Park Authority of these future payments is therefore nil.

## 13 Taxpayers' Equity

	2012	2011
	£	£
Taxpayers' Equity at 1 April 2011	<b>440,074</b>	250,726
Net Expenditure after interest	<b>-5,165,410</b>	-5,167,652
Grant-in-aid received	<b>5,136,620</b>	5,176,573
Recognised Net (Expenditure)/Income for the year	<b>-28,790</b>	8,921
Grant applied to capital expenditure	<b>16,380</b>	180,427
Change in Taxpayers' Equity for the year ending 31 March 2012	<b>-12,410</b>	189,348
Taxpayers' Equity at 31 March 2012	<b>427,664</b>	440,074

## 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](http://www.civilservice-pensions.gov.uk)).

For 2011/12 employer's contributions of £297,490 (2010/11 £303,807) 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 £7,279 (2010/11 £5,821) 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 (continued)

For the Year Ended 31 March 2012

### 15 Capital commitments

	2012 £	2011 £
Contracted capital commitments at 31 March 2012 not otherwise included in these financial statements		
Property, plant and equipment	<b>0</b>	<b>0</b>

### 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	
	2012 £	2011 £	2012 £	2011 £
Obligations under operating leases comprise:				
Not later than one year	<b>54,500</b>	54,500	<b>22,327</b>	25,088
Later than one year & less than five years	<b>6,554</b>	62,208	<b>11,999</b>	22,907
Later than five years	<b>0</b>	0	<b>0</b>	0
	<b>61,054</b>	116,708	<b>34,326</b>	47,995

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 2012, nor in the year to 31 March 2011.





## 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.

A handwritten signature in black ink, appearing to be 'R. Hooper', written over a horizontal line.

Signed by the authority of the Scottish Ministers

*R. Hooper*

*Head of Contryside and  
Natural Heritage Div.*

Dated 12 January 2006

# Appendix I

## Board members' attendance at meetings

Board Member	Planning Committee		Board Meetings	
	Total meetings: 13	Attended: %*	Total meetings: 7	Attended: %*
Peter Argyle	10	77	6	86
Duncan Bryden	12	92	7	100
Angela Douglas	8	62	6	86
Jaci Douglas	13	100	6	86
Dave Fallows	10	77	4	57
Katrina Farquhar	8	62	7	100
David Green (Convener)	9	69	6	86
Kate Howie	9	69	4	57
Marcus Humphrey	10	77	7	100
Gregor Hutcheon	9	69	7	100
Bob Kinnaird	4	80	1	50
Eleanor Mackintosh	13	100	7	100
Ian Mackintosh	10	77	6	86
Mary McCafferty	9	69	3	43
Willie McKenna	13	100	4	57
Martin Price	2	50	2	100
Gordon Riddler	13	100	6	86
Grigor Rimell	12	92	6	86
Brian Wood	12	92	4	57
Allan Wright	10	77	5	71

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

## Appendix 2

### Staff details at 31 March 2012

#### Corporate Services

**Jane Hope**

Chief Executive

**David Cameron**

Corporate Services Director

**Kate Christie**

HR Manager

**Morag James**

Support Officer

**Alistair Highet**

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

**Dee Straw**

Cairngorms Local Action Group (CLAG)

Grants Officer

**Lynn Anderson**

Cairngorms Local Action Group (CLAG)

Grants Support Officer

**Andy Rinning**

Business Services Manager

**Sandy Allan**

Information Services Manager

**Fauzia Davidson**

GIS & Database Manager

**Margaret Smith**

Office Supervisor & PA to Chief Executive and

Convener

**Catriona Campbell**

Administration Officer

**Laura Grant**

Administration Officer

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#### Communications & Engagement

**Francoise 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

**Fiona Morris**

Land Management Training & Support Officer

## Appendix 2 (continued)

### Staff details at 31 March 2012

#### Strategic Land Use

**Hamish Trench**

Strategic Land Use Director

**Gavin Miles**

National Park Plan Officer

**Will Boyd-Wallis**

Senior Land Management Officer

**Penny Lawson**

Land Management Officer

**David Hetherington**

Wildcat Project Manager

**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 Officer

**Susan Dean**

Development Plan Support Officer

**Alison Lax**

Strategic Policy Officer

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#### 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

**Di Alexander**

Affordable Housing Officer

**Pip Mackie**

Office Manager & Technical Support Officer (job share)

**Marie Duncan**

Officer Manager & Technical Support Officer (job share)

**Julie Millman**

Administration Assistant

**Chris Bremner**

Sustainable Economy Manager

**Jackie Farquhar**

Sustainable Tourism Officer (maternity cover)

**Ruathy Donald**

Economic Development Officer

**Sandra Middleton**

Economic Development Officer

**Pete Crane**

Senior Visitor Services Officer

**Andy Ford**

Visitor Services Officer

**Alan Smith**

Outdoor Learning Officer

**Bob Grant**

Senior Outdoor Access Officer

**Adam Streeter-Smith**

Outdoor Access Officer

**Fran Potheary**

Outdoor Access Officer

**Justin Prigmore**

Ranger Support Officer



## **Cairngorms National Park Authority**

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(f) 01479 873527

enquiries@cairngorms.co.uk

## **Planning and Development Management**

Albert Memorial Hall

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(f) 013397 55334

planning@cairngorms.co.uk

[www.cairngorms.co.uk](http://www.cairngorms.co.uk)

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

