

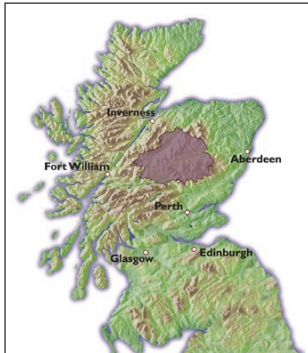
CAIRNGORMS
NATIONAL PARK AUTHORITY

ÙGHDARRAS PÀIRC NÀISEANTA A'
MHONaidH RUaidH

Cairngorms National
Park Authority
Annual Report and
Accounts 2012/2013



Ùghdarras Pàirc Nàiseanta a' Mhonaìdh Ruaidh
Aithisg Bhliadhnail agus Cunntasan 2012/13



- VisitScotland Information Centre
- Ranger base
- Long distance footpath
- National cycle route
- National Park Boundary
- Woodland
- Height in metres



Whilst every care has been taken in the creation of this map, no responsibility can be taken for errors or omissions or for changes in the information given.

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 ISBN 978-1-906071-73-8

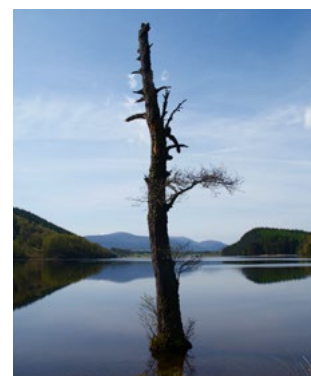
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FOREWORD

We are delighted to present the Cairngorms National Park Authority's Annual Report and Accounts 2012/13. This report, in our 10th Anniversary year, shows our measurable progress and that we enter our next decade with renewed optimism.

Since 2003 significant progress has been made in bringing folk together and using the Cairngorms National Park to improve the health of the environment, people's lives and the economy. Over 80% of our 1.5 million visitors consider the Park is well managed. We provide leadership and action to make the right things happen in the right places.

Future conservation in this outstanding Park will be helped by Cairngorms Nature, an exciting new partnership launched this year. Partners are committing to projects from capercaillie management to expansion of scattered, rare mountain scrub clinging to high hillsides to ensure Park wildlife is able to adapt to climate change and still flourish.

Park communities are seeing benefits as we invest in public spaces used by people. Station Square in Boat of Garten has been transformed. Residents mingle with customers from the popular Strathspey Steam Railway in the revitalised centre of this go-ahead Park community. The ambitious Tomintoul and Glenlivet Development Trust is just one outcome from the implementation of Park-wide community action plans. The foundations of a long-term vision for capital investment to support the Park aims have been laid.

Community and businesses in Blair Atholl are enthusiastic about the role of CNPA staff and our investment in creating a new visitor facility, which opened recently in the village. Across the Park, our staff work closely with local partners to encourage the best possible visitor experience and we continue to invest to improve low carbon walking and cycle opportunities and the National Park's ranger services.

Our planning service is supporting sustainable development throughout the National Park. For example, consent was recently achieved for 30 new houses in Strathspey – including 10 affordable properties – close to European protected sites and species. This involved a tremendous effort with our public, private and community partners working together, building trust and looking for the best outcomes that fulfil the National Park's aims.

The last 12 months has seen change, including the appointment of a new Chief Executive. We said goodbye to Jane Hope, who leaves us with a strong 10 year legacy and a committed staff. We can meet future challenges from a position of strength, but we must avoid complacency. Our second, five year National Park Partnership Plan requires us, more than ever, to operate in a creative, collaborative way to achieve the long-term outcomes for nature, our communities and visitors, making sure that this special part of Scotland is well managed and has the support of our country and its people.



Grant Moir, Chief Executive,
Cairngorms National Park Authority
Duncan Bryden, Convener,
Cairngorms National Park Authority board

FACAL-TOISICH

Tha sinn toilichte Aithisg Bhliadhnail is Cunntasan Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh 2012/13 a thoirt seachad. Tha an aithisg-sa, a nochdas nar l'Omh bliadhna, a' sealltainn mar a rinn sinn adhartas agus gu bheil sinn a' ruigsinn ar n-ath dheichead le dòchas ùr.

○ 2003 chaidh adhartas nach beag a dhèanamh ann a bhith a' toirt daoine còmhla agus a' cur feum air Pàirc Nàiseanta a' Mhonaidh Ruaidh gus feabhas a thoirt air mathas na h-àrainneachd, beatha nan daoine agus an eaconamaidh. Canaidh còrr is 80% den 1.5 millean neach-tadhail a bhios againn gur e am beachd gum bithear a' stiùireadh na Pàirce gu math. Nì sinne stiùir is gnìomhan a chor is gun tachair na rudan cearta anns na h-àiteachan cearta.

Bithear a' cuideachadh a thaobh glèidhteachais san t-sàr-Phàirc seo sna làithean ri teachd tro Nàdar a' Mhonaidh Ruaidh, com-pàirticheas tarraingeach ùr a chaidh a chur air bhog am bliadhna. Tha na com-pàirtichean fo dhealas gun cum iad taic ri pròiseactan leithid dìon nan capall-coille agus leudachadh ras gann nam beann a leanas ri slèibhteann àrda gus dèanamh cinnteach gum bi fiadh-bheatha na Pàirce comasach air atharrachadh a rèir sìde agus tighinn beò fhathast.

Tha coimhearsnachdan na Pàirce a' faotainn buannachd agus sinn a' cur airgead an-sàs ann an àiteachan poblach a chleachdas daoine. Chaidh atharrachadh a thoirt air Ceàrnag an Stèisein ann an Coit a' Ghartain. Bidh luchd-còmhnaidh a' dol an lùib luchd-cleachdaidh Rathaid larainn na Trèana Smùidich (a tha glè mhòr aig daoine) anns a' mheadhan ùraichte adhartach seo de choimhearsnachd na Pàirce. Tha Urras Tom an t-Sabhail is Gleann Liobhait, urras le mòr-amasan, mar aon toradh air cur-an-gnìomh nam planaichean coimhearsnachd thar na Pàirce. Tha bun-stèidh a thaobh sealladh fad-ùine gus cur-an-sàs calpach a chumas taic ri amasan na Pàirce leagte nis.

Tha coimhearsnachd agus gnìomhachasan Bhlàr Athail dealasach mu ròl luchd-obrach ÙPNMR agus na chuir sinn a-steach de dh'airgead gus ionad-tadhail ùr a chruthachadh, ionad a dh'fhosgail sa bhaile o chionn ghoirid. Thar na Pàirce, bidh ar luchd-obrach ag obair gu dlùth ri com-pàirtichean ionadaile gus sàr-ghoireasan luchd-tadhail a

bhrosnachadh agus tha sinn fhathast a' cur airgead an-sàs gus cothroman coiseachd is rothaireachd aig ìre ìseal gualain a chur am feabhas, cho math ri seirbheisean rèindsearan na Pàirce Nàiseanta.

Tha ar seirbheis dhealbhadh a' cumail taic ri leasachadh seasmhach air feadh na Pàirce Nàiseanta. Mar eisimpleir, chaidh aonta a thoirt a-mach o chionn ghoirid airson 30 taigh ùr ann an Srath Spè – 10 togalaichean air phrìs reusanta nam measg – dlùth ri far a bheil làraichean is seòrsaichean ainmhidhean a tha fo dhìon na h-Eòrpa. An lùib seo bha fìor oidhirp agus ar com-pàirtichean poblach, prìobhaideach is coimhearsnachd a' co-obrachadh, a' togail earbsa agus a' sireadh nan toraidhean as fheàrr a choileanas amasan na Pàirce Nàiseanta.

Bha atharrachaidhean air chois ri linn nan 12 mìos a chaidh seachad, nam measg cur-an-dreuchd Àrd-oifigear ùr. Dh'fhàg sinn soraidh slàn aig Jane Hope, a dh'fhàgas againne dìleab làidir 10 bliadhna agus luchd-obrach èasgaidh. Faodamaid aghaidh a chur ri dùbhlain nan làithean ri teachd o shuidheachadh neartmhor, ach feumaidh sinn somaltachd a sheachnadh. Tha an dàrna Plana Com-pàirteach againn, a mhaireas 5 bliadhnaichean, a' cur uallach fiù's nas motha oirn a bhith ag obrachadh air dòigh chruthachail, cho-obrachail a chor is gun coilean sinn na toraidhean fad-ùine air sgàth nàdair, ar coimhearsnachdan is luchd-tadhail, a' dèanamh cinnteach gum bi am pàirt àraid seo de dh'Alba air a stiùireadh gu math agus gum bi taic ar dùthcha is a daoine againn.



Grant Moir, Àrd-oifigear,
Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh
Duncan Bryden, Neach-gairm,
Bòrd Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh.

The Cairngorms National Park Authority

The Cairngorms National Park is an outstanding part of Scotland and the UK. Its glacial landforms, wild arctic tundra and heather moorlands foster an enormous ecological diversity. Here, among ancient Caledonian pine forests, rivers, lochs and marshes, is where you can still find many of the UK's most threatened, localised and endangered species.

It is also home to around 17,000 people and supports numerous businesses. As well as our permanent residents, 1.5 million visitors flock here every year, largely for the exceptional quality of our outdoor pursuits. They come from down the road and increasingly from across the world. Building sustainable communities and businesses will ensure that future generations continue to benefit from this national asset.

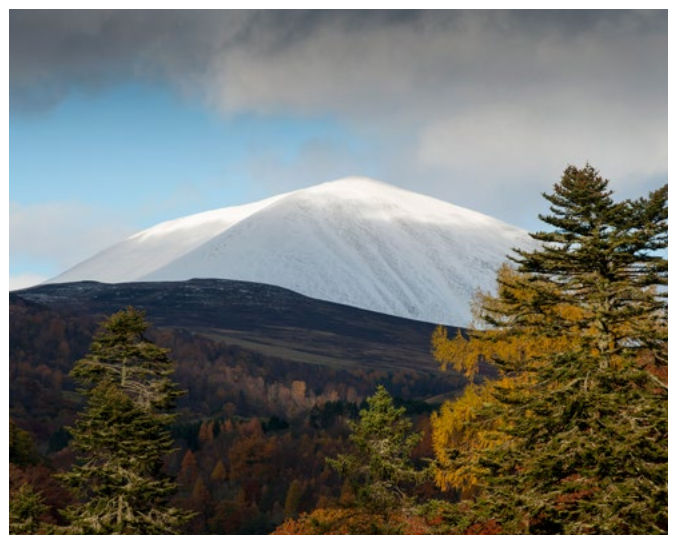
The Cairngorms National Park is a place for people, a place for nature, a place for enterprise and a place for enjoyment. Against this backdrop, the Cairngorms National Park Authority possesses the ideal vantage point. Though by no means the sole guardian of these landscapes, the Park Authority has a unique role to play in providing leadership and bringing together the very many individuals and organisations that have an interest in the Park.

At the same time, we deliver our planning and access authority roles and encourage low carbon living, inclusion and the use of Gaelic through our Language Plan. We have a duty to deliver excellent everyday public services in this 'Park for All'.

We take the lead through means such as the development and delivery of the Cairngorms National Park Partnership Plan. We invite partners around the table to tackle the big issues, and our people work on the ground to ensure that the right things happen in the right places at the right time. We also help to build capacity in community groups so they can work more effectively towards our collective goals.

Together we're working towards a time when the Cairngorms National Park will be mentioned in the same breath as established world-class National Parks like Yosemite, Fiordland and Jotunheimen.

With so many partnerships and plans in motion, the Cairngorms National Park Authority is the place where myriad paths converge. We can't get where we want to go without the continued support of our partners. It's our job to make sure that we're all heading in the same direction.



Annual Report and Accounts 2012/13

The CNPA focuses on eight programmes of work that address the aims of the National Park, to deliver three strategic outcomes.

A sustainable economy supporting thriving businesses and communities (sustainable communities)

A special place for people and nature with natural and cultural heritage enhanced (people and nature)

People enjoying the Park through outstanding visitor and learning experiences (enjoying the Park)

See pages 16 to 26 for case studies of work undertaken during 2012/13 to deliver these outcomes, as well as examples of Park Authority services.

Our Corporate Plan sets out what we will do to realise these outcomes and we are concentrating our efforts on a number of particularly important factors.

- Helping the economy to thrive.
- Protecting and enhancing the landscape which is key to the area's attractiveness to visitors and is the basis of many businesses.
- Delivering a planning/development management service to meet housing, economic development and conservation objectives.
- Increasing the use of renewable energy, and using energy more efficiently.
- Building capacity in others and helping young people develop skills as a basis for employment.
- Supporting the delivery of an outstanding visitor experience.
- Connecting people with the National Park so they value and look after it into the future.



Putting together all of the above leads to our eight programmes of work.

1. Building the Cairngorms Brand and Visitor Experience
2. Getting People Involved
3. Land Management and Conservation
4. Cairngorms National Park: A Special Place
5. Developing Opportunities for Recreation
6. Supporting Sustainable Business
7. Delivering Organisational Excellence
8. High Quality, Effective Planning Services

Delivery of Scottish Government's Strategic Outcomes

The CNPA has set out a business case demonstrating our contribution to the Scottish Government's purpose, creating a more successful country, with opportunities for all to flourish through increasing sustainable economic growth. We achieve this through our contribution to nine of the Scottish Government's 16 strategic outcomes.

We have developed a small number of Key Performance Indicators (KPIs) that demonstrate the Park Authority's contribution to the Scottish Government's purpose and to the relevant National Outcomes. These indicators measure both performance against our eight programmes of work set out in the Authority's Corporate Plan and also, as a set of 'proxy' indicators, the contribution made by these programmes to the Scottish Government's wider national outcomes.

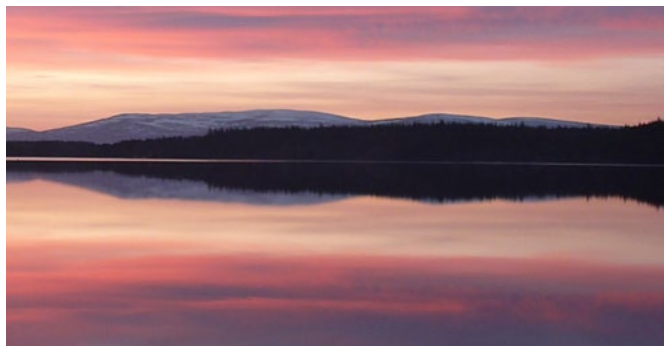
For ease of presentation, each KPI is set against one of the Scottish Government's National Outcomes and against our own work programmes in the year. In practice, the performance measures set out in the KPIs are a result of work across a number of projects and activities, and reflect contributions made toward a number of Corporate Plan programmes and National Outcomes.

Overall, the KPIs aim collectively to give some sense of the success of the Authority in delivering its Corporate objectives. Many of the KPIs have been adopted only in the last year or so. It will only be as trend information over a longer period of time becomes available that we will have a more robust sense of the success of the Authority's work.

Scottish Government Strategic Outcomes	Examples of Achievements in 2012/13	Key Performance Indicators
<p>Outcome 2 We realise our full economic potential with more and better employment opportunities for our people.</p>	<p>Land based business training, vocational training, building skills training and student placements, supporting people towards better employment opportunities.</p> <p>Ongoing support for the Cairngorms Business Partnership (CBP) to bring together businesses and promote the Park as an outstanding international tourism destination.</p> <p>Broadband services made available in the very remote communities of Tomintoul, Glenlivet, Corgarff and Glenbuchat.</p>	<p>Increase in skills development training days delivered to meet demands of land management and business, from 2 in 2011/12 to 18 in 2012/13.</p> <p>Increase in CBP membership from 252 in April 2012 to 282 in April 2013.</p> <p>Future KPIs currently being worked on:</p> <ul style="list-style-type: none"> • use of Cairngorms National Park brand • broadband use

Scottish Government Strategic Outcomes	Examples of Achievements in 2012/13	Key Performance Indicator
<p>Outcome 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>	<p>Planning Aid Scotland 'In My Back Yard' (IMBY) scheme delivered in local primary schools, junior rangers programme and John Muir Award (JMA) delivered through local schools, online education resources for teachers and pupils to support outdoor learning in the Park.</p>	<p>Future KPI: website statistics for CNPA outdoor learning resources and Cairngorms Learning Zone.</p>
<p>Outcome 6 We live longer, healthier lives.</p>	<p>Investment into new and improved paths, support for health walk groups and the development of a cycling plan, including an electric bike pilot to encourage more people to get active. Promotion of access to the National Park and the benefits of enjoying the outdoors.</p>	<p>Number of participants in health walks and related activities: increased to 198 in 2012/13 from 129 in 2011/12. Counters on 4 lowland paths show an increase in use from 99,444 in 2011/12 to 126,112 uses in 2012/13.</p>
<p>Outcome 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p>	<p>Determination of significant planning applications including plans for affordable houses and renewable energy schemes. Consultation on the Local Development Plan Main Issues Report completed and the first National Park Design Awards celebrate good design across the Park.</p>	<p>2012/13 gives a baseline of 1 community with a townscape improvement project. 2012/13 planning service survey baseline: of 61 responses, 15% rated overall planning service as Excellent, 15% rated it as being Good, 21% rated as Adequate, 8% as Poor and 8% as Unacceptable while 33% left this section blank.</p>
<p>Outcome 11 We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>	<p>Community companies or trusts are delivering essential community-led projects, including capital projects which improve visitor and resident services. Support of the Cairngorms LEADER LAG continues to enable programme investment of over £7million in the National Park.</p>	<p>Community companies or trusts generating business income and hence working to self-sustainability has increased from 2 in 2011/12 to 4 in 2012/13.</p>

Scottish Government Strategic Outcomes	Examples of Achievements in 2012/13	Key Performance Indicator
<p>Outcome 12 We value and enjoy our natural and built environment and protect it and enhance it for future generations.</p>	<p>River catchment projects are in place for the Spey, Dee and Esk.</p> <p>A Landscape Toolkit helps land management and planning decisions.</p> <p>Wild Estates Scotland pilot results in six estates in the Park being accredited for positive land management for wildlife.</p> <p>We work to increase the numbers of species actively protected with Cairngorms Nature Action Plan and strategy group in place.</p>	<p>Volunteering days delivered through ranger services have increased from 893 in 2011/12 to 1,207 in 2012/13.</p> <p>Number of projects being delivered through Cairngorms Nature Action Plan (previously Cairngorms LBAP): a baseline of 5 active projects in 2012/13.</p>
<p>Outcome 13 We take pride in a strong, fair and inclusive national identity.</p>	<p>We support John Muir Awards completed in the National Park.</p> <p>Our Gaelic Language Plan approved in year and a number of cultural heritage projects supported including a Park-wide Ceilidh Trail.</p>	<p>KPI in development: profile of the Cairngorms National Park brand and hits to its websites.</p>
<p>Outcome 14 We reduce the local and global environmental impact of our consumption and production.</p>	<p>Woodfuel Action Plan, community renewable projects, planning applications for renewable energy developments agreed, reduction in CO2 emissions from CNPA business travel, installation of a biomass boiler for the Park Authority office in Grantown.</p>	<p>18.5% reduction in emissions from business travel in 2012/13. Reduction in emissions of 7.9 tonnes compared with 2011/12 and total reduction of 22.6 tonnes from the 2007/08 baseline.</p> <p>An increase from 1 (in 2011) to 2 (in 2012/13) community renewable projects in the National Park.</p>
<p>Outcome 16 Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>Service Improvement Plan is in place to support the Scottish Government Planning Performance Framework.</p> <p>Efficiency targets identified and delivered in year. The Park Authority has clear service and governance standards in place, including those aimed at ensuring delivery of Best Value in public services.</p>	<p>Planning applications for local developments determined in an average of 18.5 weeks in 2012/13 compared with 29.8 weeks in 2011/12.</p> <p>2012/13 outturn delivered on budget: £0.02million or 0.3% cash surplus on £7.1million total income, including delivery of a 3% efficiency saving on running costs (£0.14million).</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; and
- to promote sustainable economic and social development of the area's communities.

Delivery of these aims 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 Partnership Plan which was launched by Ministers in May 2012.

Over the course of 2012/13, there have been a number of specific achievements with regard to delivering sustainable economic growth within the National Park.

- 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, its flora and its fauna so that people can continue to enjoy it for years to come. 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 2012/13, COAT followed up a successful path skills training programme with successful completion of the first of a three-year path work and environmental skills training project in partnership with the Park Authority and European Social Fund.

- The Park Authority has led on the investment of an additional £1.5 million in capital funding made available by the Scottish Government over the course of the year. Our investment in access infrastructure, community development priorities, cultural heritage assets and visitor attractions aims to sustainably develop the economy within the National Park over the short and long-term.

In conclusion, our work along with our partners, 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.

National Parks’ Delivery of Services in Scotland

Scotland’s two National Parks, Loch Lomond and the Trossachs and the 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 2012/13

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.



During 2012/13 our work on alignment between the two National Park Authorities realised two significant achievements which we had jointly worked towards since adoption of the plan in 2009/10. We implemented a significant range of harmonised terms and conditions in the employment arrangements of both NPAs, including a common salary structure supported by a new single job evaluation system, common arrangements for annual leave and much closer terms and conditions for working hours. We also successfully achieved the target of submitting a single pay remit and adopting a single pay award to cover all NPA staff across both authorities – a key target adopted in 2009 which has been delivered on time and which delivers administrative efficiencies for both NPAs and also for Scottish Government.

We also maintained, and where possible enhanced, all previous achievements over the previous years of the harmonisation programme, as reported in previous annual reports. 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, we have undertaken project collaborations with Education Scotland and Scottish Natural Heritage.

The Park Authority has led on the investment of an additional £1.5 million in capital funding made available by the Scottish Government over the course of the year.



Commentary on Financial Performance

Our full accounts for 2012/13 are set out in pages 27 to 64 of this document. This commentary provides a brief overview of the Park Authority's management and use of resources over the course of the year.

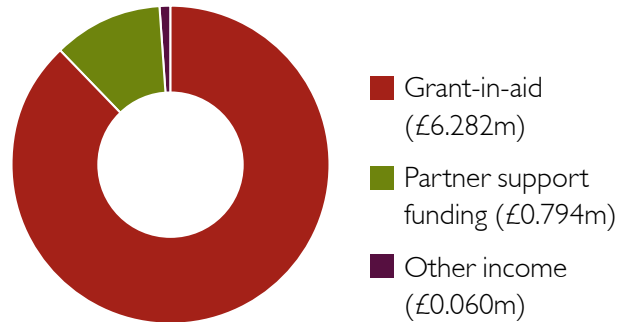
The Park Authority's total grant and other income for the year increased significantly to £7.14m from £5.96m last year – an increase of some £1.18m due primarily to a significant increase in capital grants received from Scottish Government.

The Park Authority's main source of funding continues to be grant-in-aid allocated by Scottish Government. In 2012/13, total grant funding from Scottish Government was £6.3m, including a number of one-off grants supporting visitor information, outdoor access and community and economic development projects in particular.

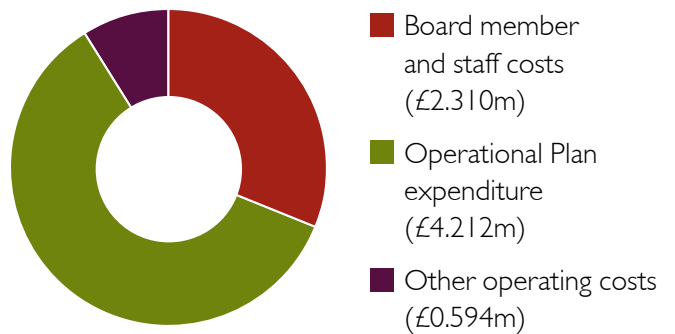
Continuing to target efficiency savings in the year on our office and administrative functions has allowed the Authority to direct a significant amount of our resources, through our annual Operational Plan, into grants, projects and other investments in the Park. Our total Operational Plan expenditure invested directly into Park activities in 2012/13 was £4.21m, equivalent to 59.0% of total resources available. Of course, much of our staff time was also directed to leading these activities, and time invested by the Park Authority's and our partners' staff makes an essential contribution to the annual investment in the National Park.

Overall, we are tasked to achieve a year-end result as close to break-even as possible. In 2012/13 our total expenditure of £7.22m, including depreciation charges of £0.1m for use of assets, gives a small over-spend for the year £0.08m (1.1% of total income). When depreciation charges are excluded, our 'cash' based expenditure of £7.12m against £7.14m income in the year generated a small surplus of £0.02m (0.3% of total income).

Income 2012/13



Expenditure 2012/13



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

The Park 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 Park Authority's corporate strategies and national policy.

We maintain our oversight of effectiveness of service delivery through a direct linkage between our complaints handling procedure and development of best value services. 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 audit and other areas of external review to identify potential areas for service improvement and enhanced effectiveness.

In terms of the Park Authority's delivery of efficiencies in its operations, we continue to deliver against target cumulative efficiency savings. Consequently, the Park 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 over 30% to £4.212 million.

Our development of shared services, particularly with Loch Lomond and the Trossachs National Park Authority, has been a contributory factor to successful delivery of efficiency savings and also to development of economic, effective service provision. The Park Authority both delivers and receives shared services as a consequence of these arrangements. All functional areas of corporate services have been involved in the development of these shared service arrangements: governance and standards, audit, human resources, finance, and information technology. 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 Park Authorities continued to share a Corporate Services Director over 2012/13;
- 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 CNPA receives online local development plan and eplanning services from LLTNPA, 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;

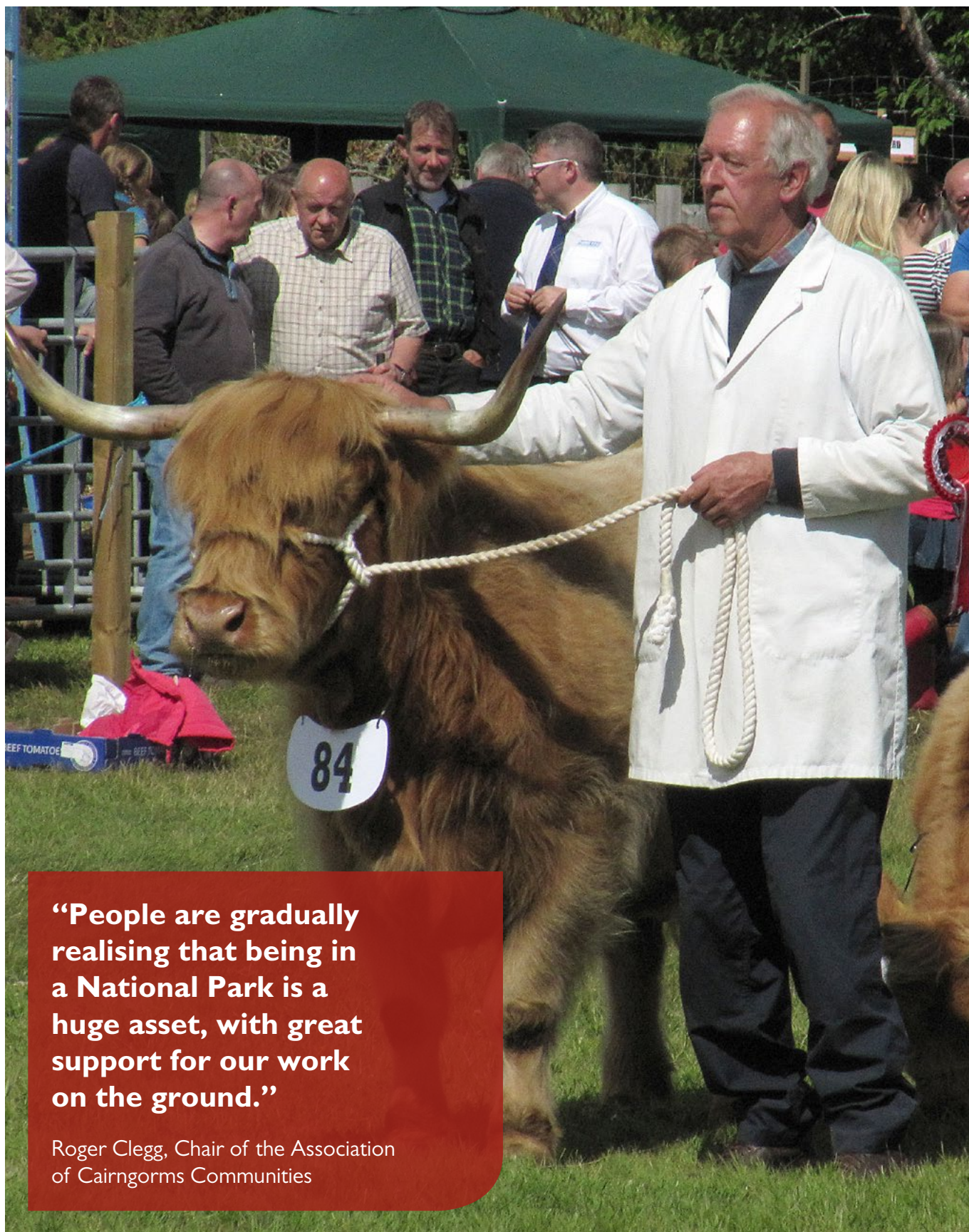
- the CNPA has shared its expertise in development of equalities policy and practice with LLTNPA, supporting that organisation in its timely development and publication of its Equalities Plans;
- development of a central point of procurement expertise supporting purchasing by both Park Authorities.

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

This collective work on procurement also contributed to maintaining previous improvements in the Scottish Government's Procurement Capability Assessment of the Park Authority undertaken in the year.

STRATEGIC OUTCOME

SUSTAINABLE COMMUNITIES



“People are gradually realising that being in a National Park is a huge asset, with great support for our work on the ground.”

Roger Clegg, Chair of the Association of Cairngorms Communities

Stronger together

Communities that collaborate rather than compete have a better chance of achieving their aims. As public resources diminish and it becomes harder to source funding and support, it's vital that communities don't compete against one another to access what little money and resources remain. The launch of the Strengthening Communities project in June 2012 saw Badenoch and Strathspey join forces in a bid to strengthen their collective capacity in these austere times.

Over the years, we have established a highly proactive network of Community Development Officers (CDOs) who go out and find out about the aspirations of the communities within the National Park. By summer 2012, the CDOs – who are based in Aberdeenshire, Badenoch and Strathspey, Tomintoul and Glenlivet, and Laggan – had worked with around 200 community groups and secured £2m in additional amounts of funding for community-led projects. Strengthening Communities is the next logical step.

Rural communities everywhere are facing enormous challenges, whether it's achieving better local transport links and telecommunications coverage or coping with rising fuel costs and food prices. The Strengthening Communities project brings together the communities of Badenoch and Strathspey with the aim of identifying and addressing common difficulties. Support in the form of learning, networking and training enables communities to better help themselves and, ultimately, to reach their full potential.

Every community has a band of willing volunteers who give generously of their time, but comprehensive training in areas such as financial management, business planning and project management can make volunteers even more effective and promote community enterprise. Some community groups already manage large sums of funding or are employers

who generate local jobs. In time, it's hoped that the Strengthening Communities project will inspire confidence in others to follow suit.

One of the by-products of the Badenoch and Strathspey Strengthening Communities project has been the setting up of various development projects in the Strath. Elsewhere, substantial funding made available by the Scottish Government towards the end of 2012/13 has made many communities sit up and think about more complex projects such as village hall refurbishments and woodland buy-outs. Aberdeenshire is now looking into implementing the Strengthening Communities approach.

The three-year partnership project is supported by the Badenoch and Strathspey Community Planning Partnership and managed by Voluntary Action in Badenoch & Strathspey. Funding awarded by the European Social Fund has been boosted by contributions from The Highland Council, the Robertson Trust and the Cairngorms National Park Authority. Strong communities are crucial to the National Park – they want to look after their environment and they support local businesses and community groups – so it's our job to help them to make the most positive impact they can.



Promoting low carbon living

Helping to promote low carbon living in the National Park has seen us get involved in a variety of different projects throughout the year. Whilst work is ongoing to help reduce energy demand in the Park, the Cairngorms National Park Authority has also invested in the promotion of information and training for communities and helped to fund a number of community renewable energy projects in 2012/13.

A taster session held in November aimed to inspire community groups to consider using renewable energy to heat and power community-owned assets. Solar panels, small-scale hydropower, woodfuel boilers and other schemes feasible for communities all featured.

Every community in the Park differs in its needs and so the technology most suited to each also varies. Woodfuel heating has generated a great deal of interest across the board, however – no doubt in part due to current government incentives. As a result, we followed up the taster session with a training event to help communities understand the ins and outs of woodfuel heating opportunities.

We also made financial contributions to help a number of communities progress their own energy efficiency and renewable energy projects. These included woodfuel heating, insulation and an investigation in support of a proposed hydropower scheme.

Our overall aim is to encourage our communities to embrace the challenges of low carbon living. We will continue to support energy efficiency and renewable energy projects in places where there will be a direct benefit to the community and also where the systems will be on show. By seeing examples of various technologies in situ, we should see more households and businesses in the Park take action over the coming years.



STRATEGIC OUTCOME

PEOPLE AND NATURE



“Scotland’s natural environment is an economic asset worth more than £17bn and supports one in seven jobs.”

Scottish Natural Heritage 3-year strategy, launched January 2012

Creating Cairngorms Nature

A massive 25 per cent of the UK's threatened animal and plant species can be found in the Cairngorms National Park. This is the home of Scottish wildcats, golden eagles, capercaillie, fresh water pearl mussels and red squirrels, as well as 1,200 other species identified as important for nature conservation. The National Park is the most outstanding single area in the UK for nature conservation, and the launch of Cairngorms Nature will help to ensure that it remains so.

Much of the groundwork for Cairngorms Nature was laid in 2012/13 with the help of the representatives from the Cairngorms National Park Authority, Dee Fisheries Trust, Forestry Commission Scotland, National Farmers Union Scotland, National Trust for Scotland, Royal Society for the Protection of Birds, Scottish Land and Estates, Scottish Gamekeepers Association and Scottish Natural Heritage, who together with a Community Development Officer formed the Cairngorms Nature strategy group.

The Cairngorms National Park Authority led the creation of the Cairngorms Nature partnership and the development of the Cairngorms Nature Action Plan 2013-2018. Inviting input from more than 80 consultees – local, national and international – we devised the strategy and priorities for the years ahead and secured the agreement of the steering group. The Park Authority will also co-ordinate and support the future delivery of the Action Plan, which was launched in May 2013 by Richard Lochhead MSP, Cabinet Secretary for Rural Affairs and the Environment.

Through the co-ordinated efforts of a range of landowners, agencies and groups with an interest in the Park, the key aims are to: improve the quality and connectivity of woodlands and wetlands for biodiversity; implement priority actions for other habitats; conserve and enhance key species through focused conservation action; and encourage, support and provide opportunities for people to realise the benefits from, and help to look after, nature.

The Action Plan looks at how the various stakeholders can build on past achievements to continue to enhance the unique nature and habitats of the Park. Notable successes during the first 10 years of the Park's existence include the Cairngorms Wildcat Project. The focus moving forward is on landscape scale projects that enhance entire ecosystems, like montane scrub restoration or increasing native woodlands by 5,000 hectares in five years.

Rising to some of the challenges will be no mean feat. But the positive impact made by new and ongoing projects bodes well for the future. The Allt Lorgy project was launched in 2012 as part of the two-year Spey Catchment Initiative to protect and enhance the river Spey's entire 3,000km² catchment. Renaturalising the Allt Lorgy burn has already dramatically improved this habitat for plants, fish and other creatures. Now the Cairngorms Nature Action Plan will enable other ecosystems elsewhere in the Park to thrive too.



Looking after our landscape

Much of the appeal of the Cairngorms National Park lies in its largely wild and untamed beauty. Sustaining the special qualities and character of the landscape – and reversing the adverse effects of some past decisions – is vital. Recognising that landscapes change, we have developed the Cairngorms National Park Landscape Toolkit, a new online tool designed to help people maintain and enhance what's special about the landscape when planning new development or land use changes.

A trial version of the Toolkit was launched in March 2012, and feedback received over the course of last year has helped to further develop the website. The Toolkit now contains a raft of landscape information to steer planners, developers, land managers and local communities towards designing and locating developments and other changes with landscape very much in mind. The Toolkit will continue to evolve as we monitor landscape change and add new information about the special landscape qualities of the Park. A review of historic designed landscapes in the Park was carried out in 2012/13 – the Toolkit gives us a way to share that information.

Toolkit users can explore the Park according to its landscape areas, settlements, characteristic maps or sensitivity maps, and can learn more about landscape principles and the special landscape qualities of the Park. The Toolkit doesn't replace or remove the planning application process, nor can it provide definitive answers. What it does do is provide a source of information and guidance so that developers and others can consider the wider impact of their plans very early on.

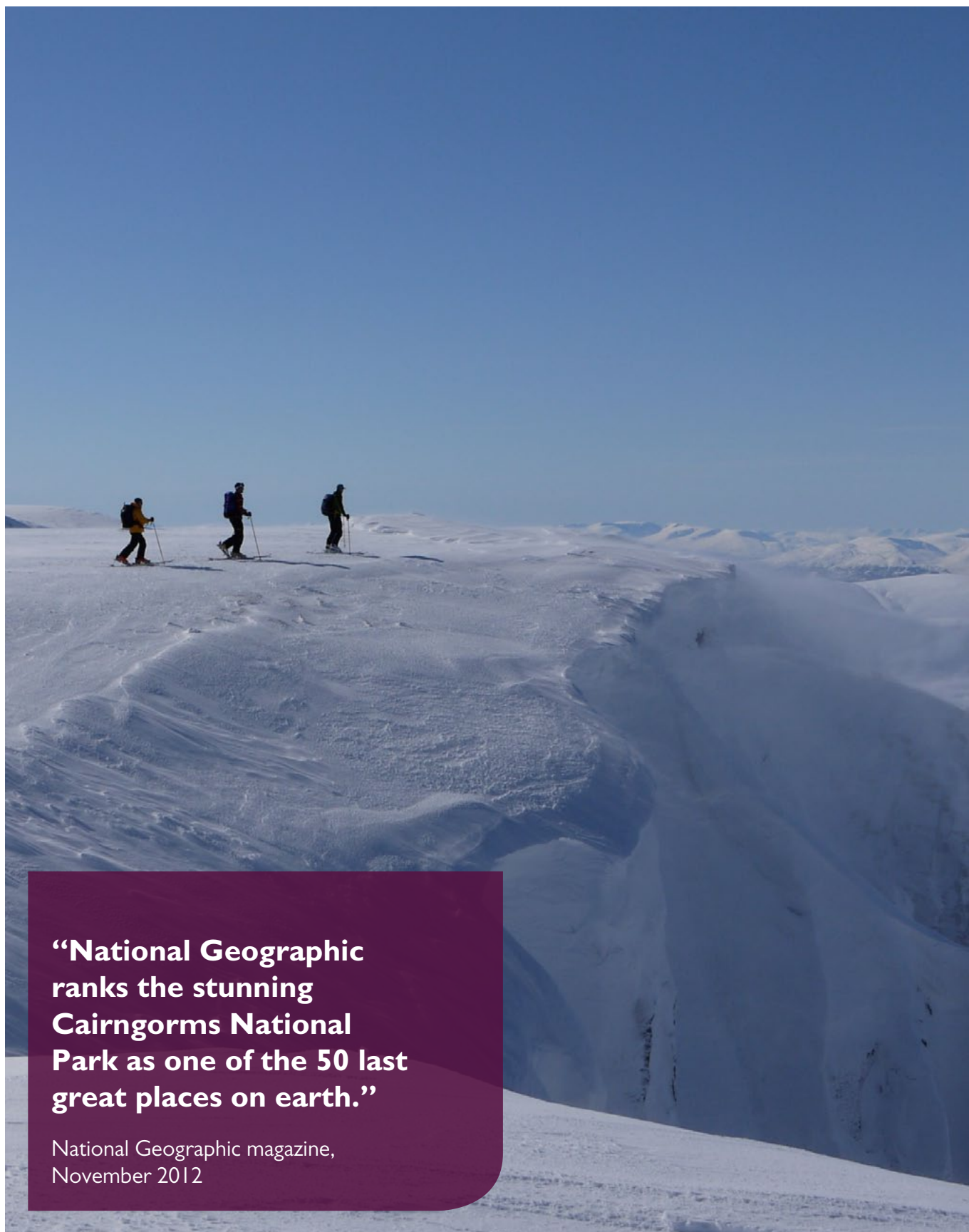


Especially useful are the sensitivity maps that plot the relative sensitivity of a particular piece of land to the various types of change most likely to occur. Potential scenarios include woodland expansion, riparian woodland, flood alleviation, decline in farm management, wind turbines, small-scale hydro, deer fencing and montane woodland creation. Each scenario has its own sensitivity map and these are already helping to guide long-term changes and opportunities such as woodland expansion and renewable energy development.

Reversing the negative impact of some decisions is also an important part of enhancing the landscape. Work began in late 2011 to remove around 33 miles of transmission line that traverses the National Park between Boat of Garten and Caimmore, as a condition of the new Beaully-Denny line. This year many pylons across the Lecht have been removed, significantly enhancing this fantastic open landscape.

STRATEGIC OUTCOME

ENJOYING THE PARK



“National Geographic ranks the stunning Cairngorms National Park as one of the 50 last great places on earth.”

National Geographic magazine,
November 2012

A world-class welcome

Blair Atholl enjoyed a double celebration on 22 March 2013, having timed the official opening of its new visitor facility to coincide with the 10th anniversary of the Cairngorms National Park. Local MSP and Cabinet Secretary John Swinney had the honour of cutting the ribbon – and a cake – on the Park’s birthday to launch the long-awaited ranger base and visitor information centre in this ‘gateway’ village.

Plans to refurbish the local school’s former refectory had first surfaced in the community years before it became part of the National Park. Even before the boundary was moved in 2010, the Cairngorms National Park Authority was active in helping to drive the plans forward, recognising the huge importance of tourism to the local economy. Funding cuts had stalled the proposals, but our support helped to secure the necessary backing for work to begin in 2012 on the joint venture between Blair Atholl Area Tourism Association and Atholl Estate.

We provided funding towards the £574,000 project along with Perth & Kinross Council, Historic Scotland, Scottish Enterprise and the Scottish Government. The investment allowed the little-used tin roofed and timber lapped building housing Atholl Estate’s ranger services to be converted into a modern day ranger base, visitor information hub and education centre – which has the potential to welcome 100,000 visitors a year. As well as enabling visitors to stay longer in the area, it also encourages them to enjoy more of what the Park has to offer.

This includes other villages like Boat of Garten, another community that received our support in 2012/13. Funding from us and from other parties has helped the community to transform Station Square into a visitor destination that highlights the area’s cultural and natural heritage. Among other things, visitors to Strathspey Steam Railway can now enjoy a trail of stainless steel heritage ‘postcards’ set into the path linking the station to the village, and a 5m-high osprey sculpture in honour of the area’s most famous bird of prey.

Over the last year, we have invested £320,000 in total in path works, visitor centres, ranger services and signage around the Park, including at railway stations. Now that the visitor has a definite sense of being in a National Park, the next step is to make sure that their experience throughout the Park is world-class. Capital investment of £1.7 million has been secured to help us continue to invest in making the Cairngorms National Park a truly global destination.



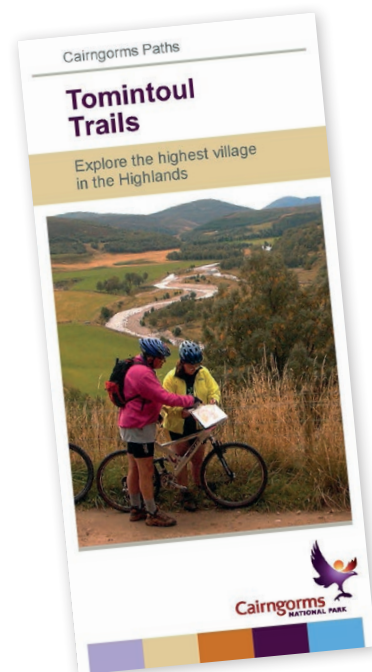
Access all areas

In support of our aim to make it easier for people to enjoy the National Park, we committed to providing funding of £590,000 to Cairngorms Outdoor Access Trust (COAT) over the three years from 2012 to 2015. By sourcing match funding, COAT has already turned our initial year's investment of £180,000 into £1.2m-worth of much-needed path improvements throughout the Park. Low ground path work to improve the path networks in and around communities was a particular focus of this investment in infrastructure.

On higher ground, COAT has continued its four-year, £2.1m Mountain Heritage Project. At the same time, the Cairngorms Construction Training Project is creating training and employment opportunities for 18 low wage, low skilled individuals. The Cairngorms National Park Authority is one of the organisations to have topped up the £279,393 awarded by the European Social Fund to the three-year initiative for 2012 to 2015. At the beginning of the Year of Natural Scotland, the Scottish Government promised the Cairngorms National Park an additional £2.31m. The funds, for 'shovel ready' projects that bring economic, environmental and tourism benefits, will maintain the momentum in 2013/14.

Engaging with communities over the last year led to the expansion of our suite of path leaflets. A selection of 12 leaflets is now available on our website, and standardised signage on the ground enables instant recognition of the National Park trails. The leaflets aim to inspire gentle rambles and serious hikes everywhere from Ballater to Boat of Garten and Dalwhinnie to Dulhain Bridge.

Meanwhile the popularity of our volunteer-led Health Walks scheme continues to grow among those who need a little more encouragement. In 2012/13, around 200 participants took to our paths weekly, in pursuit of greater fitness and well-being. As well as helping to do our bit towards making Scotland a healthier nation, our investment in developing the scheme has social benefits. Inactive people are often isolated too: our Health Walks bring people together to enjoy both the Park and one another's company.



PARK AUTHORITY SERVICES

The Park Authority is responsible for leading the management of this very special place. As the largest National Park in the UK with a relatively small budget, our services focus on providing a clear direction through the National Park Partnership Plan and adding value to the activities of our partners. We act as a catalyst to bring people and resources together, lever in extra funding, pilot new ways of doing things, provide advice, training and information and influence and persuade others to find viable solutions to sometimes highly controversial issues. We also deliver the planning and development function and act as the access authority for the Park, as well as meeting all our public sector responsibilities in terms of social inclusion and low carbon targets.

Professional support beyond the CNPA

The Cairngorms National Park Authority sometimes has the greatest impact when we lend support in the back office rather than on the ground. It's the reason why our Corporate Services directorate provides professional support services to organisations beyond our own. By working to instil good governance, sound financial management and solid human resources practices, we can help charities and community groups to aim higher and achieve even more.

Although providing such support is something we've done for years, our professional services involvement peaked in 2012/13 in terms of its importance in delivering the Park Partnership Plan. The Cairngorms Outdoor Access Trust (COAT), decision-making body LEADER LAG (Local Action Group) and Voluntary Action in Badenoch & Strathspey (VABS) have all benefited from our professional oversight and support in 2012/13. As third sector organisations, none has sufficient resources to go it alone.

In 2012/13, our LEADER programme became fully committed to funding community-led projects. Our support in financing administration and support staff and in helping to find match funding turned a £2.6m award into more than £7m-worth of investment in the Park.

Our strategic planning and governance support has helped COAT to grow from an organisation turning over £300,000 to one with a turnover of around £1.4m in 2012/13. For VABS, our professional HR support in managing staffing contracts provided peace of mind in a difficult economic and legal environment.

Day-to-day essentials taken care of, our partner charities and community organisations are free to focus on what they do best – and can go about their work with greater efficiency than ever.



Planning service improvements

The Planning Service Improvement Plan is an ongoing programme of work designed to increase satisfaction with one of the CNPA's critical services. Through the decisions it makes, our unique Planning Service exerts a fundamental and far-reaching influence both on how the land looks and how people feel about the Park.

We continually reflect on those things our Planning Service is good at and not so good at, charting our gradual improvement against eight areas specified by the Scottish Government. Although the results of our 2012/13 efforts won't be known until June 2015, two key initiatives stand out for their successful implementation over the last year.

Already the Developers Forum has proven extremely popular as a means for planning agents and consultants, developers and architects to informally discuss issues of topical concern two to four times a year. Meanwhile, a network of Planning Representatives from the community councils was created to invite comment and criticism at a similarly early stage.

Both sets of stakeholders are integral to the success of the planning process. Our hope is that these newly introduced initiatives will get people sitting round the table to discuss potential problems while there's still plenty of time to find suitable solutions.

Quality design celebrated

A brewery, an eco retreat and an architect-designed house were named joint winners of the inaugural Cairngorms National Park Design Awards held in 2012. Taken together, the trio demonstrates the diversity of good design and also the level of environmental awareness across the National Park. A further 12 developments, constructed since 2003, were commended.

Each of the 56 entries received were considered against a number of criteria, and in all cases had to reflect the principles of good design set out in the Cairngorms National Park Sustainable Design Guide. The awards criteria included the development's use of locally available/sourced materials; use of local people in its design and construction; its environmental credentials; and its contribution to the special place that is the Cairngorms National Park.

One of the three winners, Cairngorm Brewery, stood out for its thoughtful construction – using larch cladding sourced 10 miles in one direction, and hard core for the car park 10 miles the other – and its clever design. The bottling and storage plant requires no heating or cooling even in sub-zero winter conditions despite beer being a temperature-sensitive product.

Around 80 individuals involved in development in the Park celebrated the positive benefits of good design at an awards evening held in November. Online case studies of each of the 15 winning and commended projects continue to keep at the forefront of everyone's minds how important it is to lives and landscapes to carefully plan every aspect of a Park development.



Audited Accounts for the year ended 31 March 2013

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 tenth year of operation of the Cairngorms National Park Authority (CNPA).

The accounts direction is reproduced 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 Cairngorm National Park, and therefore the administrative boundaries of the Park 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 proviso of a Management Statement and Financial Memorandum agreed with its sponsoring body within the Scottish Government, the Environment & Forestry 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 resume of their backgrounds, is detailed on pages 39 to 41. The Register of Members' Interest is available for public inspection during office hours at the Park Authority's office, 14 The Square, Grantown-on-Spey, PH26 3HG or online at

www.cairngorms.co.uk/uploads/documents/park_authority/about_us/board_members_register_of_interest-revised_16_April_2013.pdf

MANAGEMENT COMMENTARY continued

Results and future activities

The results for the year to 31 March 2013 are set out on pages 48 to 51 together with the notes on pages 52 to 64. The accounts were prepared on a going concern basis.

The Park Authority's total expenditure for the year was £7,071,597 (2012: £5,971,000) and after receiving grant-in-aid of £4,713,000 (2012: £4,723,000) for operational activities, capital grant of £1,569,000, (2012: £430,000) and third party contributions to Operational Plan expenditure and other income of £854,232 (2012: £805,505). The accounts show recognised net income of £64,634 (2012: net expenditure of £12,410) [see note 13].

Further details of the Park Authority's expenditure breakdown are shown in the notes to the accounts, in particular at note 2, which details expenditure by key areas of operational activity, and note 4 which details Operational Plan expenditure.

A summary of operational activities 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 Environment & Forestry Directorate. These resources have been utilised during the year as shown in the table below and the result has been noted by the sponsoring department.

	Budget	Actual	Variance
Resource Budget 2012/13	£'000	£'000	£'000
Current operating expenditure	6,282	6,282	0
Depreciation	109	106	3
Operating costs	6,391	6,388	3
Capital	1,569	1,569	0
Expenditure finance by other income	Income	Expenditure	
	£'000	£'000	£'000
Operating expenditure	204	807	(603)
Capital expenditure	-	-	-

Capital budget and expenditure was enhanced in the year as a result of securing additional capital grant allocations from the Scottish Government. These additional capital allocations totalled £1,536,000 and were used to support the sustainable development of the National Park. Funding was allocated to projects including a visitor centre at Blair Atholl; village enhancements to improve infrastructure and visitor information provision in Boat of Garten; a range of improvements in the path network; works on the River Spey catchment enhancing natural habitats; support for community purchase of woodlands at Nethy Bridge; support as part of community led development of Braemar Castle as a visitor attraction; support to affordable housing projects led by Highlands Small Communities Housing Trust; and investment by the Park Authority in a new woodfuel boiler enhancing the sustainability of our organisational operations and taking a leading role in progress in the woodfuel action plan for the National Park.

Changes in non-current assets

Movements in non-current assets are shown in note 7. Key additions in the year related to £40,728 of Information Technology equipment and £108,804 bio-mass heating system in Leasehold Improvements.

Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2013.

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 2013, the time taken to pay creditors achieved an average of 9.9 days (2012: 11.7 days) against a target of 10 days (2012: 10 days), with 54% (2012: 54%) of payments being made by the target date.

Employment policies, consultation and equality

The Park Authority has a Staff Consultative Forum in place, through which it ensures effective two-way communications with staff and Prospect Trade Union representative in resolving any issues arising and consults on new initiatives. During 2012/13 we finalised consultation on and adopted a new salary structure and supporting job evaluation scheme. These revisions in terms and conditions support the implementation of improved flexibility and efficiency in the organisations' management of pay costs and reduced future fixed commitments in pay movement, as a key organisational response to current reductions in levels of public sector funding. CNPA gained Investors in People status in April 2008 and was re-credited in 2011/12.

The Park Authority continues to embed its approach to ensuring equality of opportunity. During 2012/13 our focus has been on implementing our mainstreaming of equalities work and policies in response to Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and in establishing future actions required to continue with this work. 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 Park 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 is chaired by a Senior Manager. The Park Authority is accredited with the "Positive About Disabled People" symbol.

The Park Authority continues to recognise the importance of training and development to ensure that all staff, and Board members, 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 Park 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 Park Authority's balanced scorecard performance measurement tool. In 2012/13 the average number of days lost through sickness absence was 5.2 days per person (2012: 5.6 days).

Significant attention has been given to security of information and data within the public sector over the course of 2012/13. The Park 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 Park Authority's range of internal controls and review mechanism to ensure data security amongst other things.

MANAGEMENT COMMENTARY continued

Pensions

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

Sustainability reporting

The Purpose of the Park Authority is to promote partnership working and give leadership to all the bodies and agencies involved in the sustainable growth and development of the Cairngorms National Park. Through co-ordinating development and collective agreement of the National Park Partnership Plan we aim to ensure the 'collective and co-ordinated delivery' of the four aims of the National Park. To put this another way, the Cairngorms National Park Authority (CNPA) works to ensure that we are all living, working and caring for the National Park in such a way that it remains to be enjoyed by future generations. A new five year National Park Partnership Plan (NPPP) spanning 2012 to 2017 was adopted and approved by Ministers at the commencement of 2012/13. Separate annual reports will set out a comprehensive description of the work undertaken by the National Park Authority and its partners in the sustainable development of the National Park.

Our own Corporate Plan was revised in May 2012 to set out a new set of strategic objectives for the NPA to complement the new NPPP.

Our Corporate Plan sets out what our contribution will be to realising these agreed NPPP outcomes. In doing so we are concentrating our efforts on the things we are well placed to do, and a number of particularly important factors:

- the imperative of helping the economy to thrive;
- helping build capacity in others;
- developing the Cairngorms National Park visitor experience, reflected in the Cairngorms National Park brand;
- the importance of connecting people with the National Park, ensuring the place is looked after in the future will only be achieved if people value it;
- helping young people to develop skills as a basis for employment;
- recognising the importance of planning/development management, both as a means of delivering wider objectives (housing, economic development, protecting sensitive sites) and also as a service that interacts directly with the public;
- recognising that the landscape is key to the Park's attractiveness to visitors. Much of the landscape is wild, while much of it is the result of being managed, and remains the basis of many businesses; and
- the need to move towards lower carbon living through increasing use of renewable energy, and using energy more efficiently.

Details of the Park Authority's delivery achievements against these factors is set out in the earlier sections of this Annual Report and Accounts.

Environmental matters

Of the eight programmes of work set out in our new Corporate Plan for 2012 to 2015, four programmes directly contribute to the Park Authority's work on environmental matters.

Our Land Management and Conservation programme seeks to deliver outcomes around a new free-standing wildlife partnership, able to act as a 'delivery arm' for the National Park Partnership Plan and Local Biodiversity Action Plan objectives; a strong relationship of mutual support with the land management community about the National Park; and an active and supportive land management community engaging on matters of conservation, access, visitor management and the economy.

Our programme of work seeks to maintain the Cairngorms National Park as a 'special place' and aims, among other outcomes, to ensure plans and policies are being used to deliver a sense of place, with communities and developers having a good understanding of and using the Local Development Plan and associated guidance to deliver benefits for the National Park. This programme also aims to deliver demonstrable progress towards low carbon targets including renewable energy generation and improvements in energy efficiency.

Within our own internally focused developing organisational excellence programme we also target business process changes to reduce our carbon emissions from organisational activities. Over the course of 2012/13 we have continued to invest in our pool car fleet to reduce the overall carbon emissions from vehicle use and complement this with policies promoting use of public transport wherever possible. We have also completed investment in the year in a woodfuel boiler to move away from oil fuel in line with the Cairngorms Woodfuel Action Plan.

Finally, our programme to deliver high quality, effective planning services aims to support sustainable development within the National Park where that development is within wider policies agreed through National Park Partnership Plan and strategic planning processes.

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 Park Authority's work in this area spans support for sustainable business development within the National Park, to promoting development of affordable housing, and to establish partnership with individual communities and more widely with community planning partnerships.

Our programme of work in the new Corporate Plan promoting people and communities to 'get involved' in the National Park seeks outcomes of:

- a clearly focused set of initiatives to enable people to feel connected to the Cairngorms National Park;
- active Community Planning partnerships contributing to delivery of the National Park Partnership Plan;
- communities that have developed their own working models of sustainability and are substantially self financing;
- an active LEADER programme contributing to the National Park Partnership Plan vision.

We also have commenced delivery of a programme of work on supporting sustainable business. This work builds on activities over the previous five year corporate plan and seeks the following outcomes:

- developing a strong business voice;
- a leading Economic Forum and ideas for strengthening and diversifying the economy in the Cairngorms;
- better digital connectivity leading to more business opportunities;
- and a regeneration programme, already underway, in Glenlivet/Tomintoul, increasingly led by the community and business with support from the public sector as appropriate.

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 independent auditor's report is on pages 46 to 47 and details of the auditor's remuneration are given in note 5.

MANAGEMENT COMMENTARY continued

Future Activities

The Annual Report presented along with these accounts highlights our progress and key achievements in delivery against our new Corporate Plan over the first year since their establishment.

The Park Authority over the course of the coming year, 2013/14, will continue with delivery of projects which move toward achievement of our corporate outcomes. Among the key activities for the coming year are:

- delivery of our capital investment programme, with a further £1.5 million of capital resources allocated to help deliver our objectives and also assist in promoting sustainable economic development within the National Park in both the short and long term through that investment;
- supporting the Cairngorms LEADER LAG in developing a bid for an allocation of LEADER funding resources from the forthcoming 2014-2020 European Union funding programme;
- working with the Cairngorms Business Partnership in developing an economic development strategy for the National Park;
- working with the Cairngorms Outdoor Access Trust in developing and enhancing the access infrastructure within the National Park to the benefit of residents and visitor, and the wider economic benefit of the National Park;
- continuing to support Cairngorms Nature in its evolution to take forward positive conservation work in the National Park;
- continue internal service improvement, particularly on developing the effectiveness and efficiency of our planning functions.

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 to ensure 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



Grant Moir

Chief Executive and Accountable Officer

16 August 2013

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 board. The Committee's remit includes the following:

- to oversee and monitor the human resources systems put in place for the Park Authority, including in particular the pay and grading system, performance appraisal system and the associated performance related pay systems;
- to advise the 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 Park Authority'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 board, (and of Scottish Ministers in the case of the Chief Executive).

For the purposes of his 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, Directors and board members.

Service contracts

Staff salary levels, 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; and
- the Government's inflation target.

Chief executive

The current Chief Executive, Grant Moir, took up the post on 4 March 2013. Mr Moir's contract of employment, signed on 4 January 2013, contains a three months notice period.

Board members

Board members fees are approved annually each April by the Scottish Government. Fees and expenses are disclosed on page 9. Expenses do not form part of the Remuneration Report subject to audit but are disclosed only 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 the 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 pensions interests of the Chief Executive and Directors. Fees and expenses received by the board are shown below.

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 Jane Hope, Chief Executive until 28 February 2013 as she had voluntarily waived any entitlement to them.

	2012/2013		2011/2012	
	Remuneration in kind £,000	Benefits in kind £	Remuneration £,000	Benefits in kind £
Jane Hope Chief Executive	70 - 75	-	75 - 80	-
Grant Moir Chief Executive	05 - 10	-	-	-
David Cameron Corporate Services Director*	55 - 60	-	60 - 65	-
Francoise van Buuren Communications and Engagement Director	55 - 60	-	50 - 55	-
Hamish Trench Strategic Land Use Director	50 - 55	-	50 - 55	-
Murray Ferguson Sustainable Rural Development Director	55 - 60	-	50 - 55	-

* David Cameron, Corporate Services Director, acts as Corporate Services Director for Loch Lomond and The Trossachs National Park Authority for part of his employment. Part of his remuneration is in the form of an added responsibility allowance in recognition of this additional role.

The Park Authority is required to disclose the relationship between the remuneration of the highest paid director and the median remuneration of the 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 value of pensions.

	2012/2013 Total Remuneration £,000	2011/2012 Total Remuneration £,000
Band of highest paid Director's total remuneration	70 - 75	75 - 80
Median total remuneration	£24,201	£30,455
Ratio	3	2.5

REMUNERATION REPORT *continued*

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 of value of pensions.

The median ratio increased from 2011/12 by 0.5 (2011/12: decreased by 0.2) due to the number of staff leaving and starting during the year, and the retirement of Jane Hope, the Chief Executive until February 2013.

Pension entitlements

	Accrued pension at age 60 as at 31 03 2013 and related lump sum £,000	Real increase in pension and related lump sum at age 60 £,000	CETV (a) at 31 03 2013 £,000	CETV (a) at 31 03 2012 £,000	Real increase in CETV (b) £,000
Jane Hope Chief Executive	20-25 plus lump sum of 60-65	0-2.5 plus lump sum of 0-2.5	459	427	5-10
Grant Moir Chief Executive	0-5 plus lump sum of 0	0-2.5 plus lump sum of 0	1	0	0-5
David Cameron Corporate Services Director*	20-25 plus lump sum of 0	2.5-5 plus lump sum of 0	318	268	30-35
Francoise van Buuren Communications and Engagement Director	5-10 plus lump sum of 0	0-2.5 plus lump sum of 0	99	69	10-15
Hamish Trench Strategic Land Use Director	5-10 plus lump sum of 0	0-2.5 plus lump sum of 0	71	56	5-10
Murray Ferguson Sustainable Rural Development Director	15-20 plus lump sum of 45-50	0-2.5 plus lump sum of 2.5-5	269	231	20-25

(a) The Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member of the pension scheme at a particular point in time. The benefits 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 accrued in the former scheme. The pension figures shown relate to the benefits that the director's have 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. CETV's 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 in benefits resulting from Lifetime Allowance Tax which may be due when pensions 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 pensions 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.

Board members' fees and expenses

	Most recent appointment	End of term or date stepped down	2012/13		2011/12	
			Fees £	Expenses* £	Fees £	Expenses* £
Scottish Government appointee						
Duncan Bryden	02 10 2010	30 09 2014	16,221	3,497	10,391	2,108
Angela Douglas	02 10 2010	30 09 2014	7,194	2,398	7,194	1,906
David Green	08 09 2012	07 09 2013	13,119	7,748	20,775	9,993
Gregor Hutcheon	02 10 2010	30 09 2014	7,194	868	7,194	1,331
<i>Robert Kinnaird</i>	01 10 2010	30 06 2011	-	-	2,398	92
Martin Price	24 10 2011	23 10 2015	7,194	610	2,997	272
Gordon Riddler	01 11 2010	30 09 2014	7,194	1,042	7,194	2,192
Brian Wood	02 10 2010	30 09 2014	10,391	3,337	10,391	3,215

REMUNERATION REPORT continued

	Most recent appointment	End of term or date stepped down	2012/13		2011/12	
			Fees £	Expenses* £	Fees £	Expenses* £
Local Authority nominee						
Peter Argyle	01 10 2012	30 09 2015	7,194	263	7,194	946
<i>Jaci Douglas</i>	01 10 2010	30 09 2012	3,597	278	7,194	929
Jeanette Gaul	01 10 2012	30 09 2015	3,597	1,162	-	-
Kate Howie	01 10 2012	30 09 2015	7,194	1,355	7,194	987
<i>Marcus Humphrey</i>	01 10 2010	30 09 2012	3,597	200	7,194	684
John Latham	01 10 2012	30 09 2015	3,597	274	-	-
Bill Lobban	01 10 2012	30 09 2015	3,598	521	-	-
<i>Ian Mackintosh</i>	01 10 2010	30 09 2012	3,597	1,061	7,194	1,364
Fiona Murdoch	01 10 2012	30 09 2015	3,597	262	-	-
Gregor Rimell	01 10 2012	30 09 2015	7,194	594	7,194	1,022
<i>Alan Wright</i>	01 10 2010	30 09 2012	3,597	641	7,194	1,328
Local elected						
Dave Fallows	18 03 2011	17 03 2015	7,194	463	7,493	543
Katrina Farquhar	18 03 2011	17 03 2015	7,194	1,098	7,493	1,905
Eleanor Mackintosh	18 03 2011	17 03 2015	8,455	1,980	7,194	1,344
Mary McCafferty	18 03 2011	17 03 2015	4,796	330	7,194	449
William McKenna	18 03 2011	17 03 2015	7,194	135	7,194	-
			153,699	30,117	155,460	32,610

Board members who left the board during the year are in italics.

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

Signed on behalf of the Cairngorms National Park Authority



Grant Moir

Chief Executive and Accountable Officer
16 August 2013

BOARD MEMBERS

Duncan Bryden is Convener of the Cairngorms National Park Authority board. He has a professional environmental and heritage management background. An international advisor specialising in rural development and community consultations, he also teaches tourism at postgraduate level, for the UHI. He became an alumnus of the University of Cambridge International Programme for Sustainable Business Leadership in 2011. Previously, as a Head of Research and Planning within the Highlands and Islands Enterprise network, he coordinated business and planning and an oil industry employment taskforce. Later, as Director of the Scottish Tourism and Environmental Forum, he pioneered sustainable tourism policies and, as Director of a national NGO, managed 22 properties for wildlife and visitors. Duncan brings an excellent knowledge of protected area management and has visited many National Parks worldwide. He knows the Cairngorms intimately after living and working in the area for over 30 years. Since clambering up Cairn Gorm aged four, he has mountaineered over all Scotland's Munros and through mountains as diverse as the Alps, the Rockies and Indonesian volcanoes.

Scottish Government appointee.

Peter Argyle (Scottish Liberal Democrat) has been a councillor since May 1999 and is Ward Councillor for Aboyne, Upper Deeside and Donside. He is Chair of the Infrastructure Services Committee and a past Chair of the Scrutiny and Audit Committee. He previously served on the Board from March 2003 until September 2004 and was re-appointed in March 2009. He is Chair of Mid Deeside Limited in Aboyne and is also on the Board of Royal Deeside Partnership. Peter is Vice-Convener of the Planning Committee.

Local Authority nominee.

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 is skilled at working constructively with others across operational, policy, relationship development, fundraising, communication and engagement work. She has recently established 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.

Scottish Government appointee.

Cllr David Fallows is a Highland Councillor and sits on the Council's Housing and Social Work, TES 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.

Local elected.

Katrina Farquhar has worked in Sheridan Butcher's, Ballater for the past 25 years. She works with local groups, actively fundraising for numerous charities and is very much involved in the local farming community. She delivers elementary health and hygiene, and health and safety courses to local business and community groups. She likes nothing better than walking, mountain biking or a more leisurely round of golf. The Park is a very important part of her life, having lived in it all her life.

Local elected.

Jeanette Gaul represents the Kirriemuir and Dean Ward. She is a member of the Chartered Institute of Personnel and Development. As well as bringing her skills in personnel management, she has experience in working with community groups, organising community events, tourism and budget monitoring.

Local Authority nominee.

BOARD MEMBERS continued

David Green is 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.

Scottish Government appointee.

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 into the Cairngorms National Park. She is also Chair of Perth & Kinross Rural Forum. Ms Howie previously had an army career where she developed strong leadership and communications 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.

Local Authority nominee.

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

Scottish Government appointee.

John Latham represents the Huntly, Strathbogie and Howe of Alford Ward. He was born in Aberdeen and brought up on Deeside. He served as a countryside ranger for 27 years. Latterly he was the senior ranger with Aberdeenshire Council, covering the Aberdeenshire part of the National Park. He worked closely with the Cairngorms Partnership and subsequently with the Cairngorms National Park Authority. He brings practical and professional experience in visitor management, conservation and ecology to the National Park Authority.

Local Authority nominee.

Bill Lobban is the councillor for the Badenoch and Strathspey Ward. He has lived and worked in Aviemore for over 20 years and gained an in-depth knowledge of the area. He cares passionately for the area and has a strong interest in ensuring local communities in the National Park are fully involved in the decision making process.

Local Authority nominee.

Eleanor Mackintosh was elected for Ward 4 and is convener of the Planning Committee and 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.

Local elected.

Mary McCafferty was elected for Ward 3 and has a thirty 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.

Local elected.

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.

Local elected.

Fiona Murdoch is the member for the Speyside-Glenlivet Ward which includes the Tomintoul and Glenlivet part of the Park. She is returning to the board after an absence of two years. She is currently chair of Moray Council's Economic Development & Infrastructure Committee, with a special interest in sustainable rural economy and tourism. Fiona is a farmer's daughter from Banffshire and had a career in journalism and small business before joining Moray Council in 2007.

Local Authority nominee.

Professor Martin Price established the Centre for Mountain Studies at Perth College, University of the Highlands and Islands in 2000, and has since acted as its Director. He also holds the UNESCO Chair in Sustainable Mountain Development. He has over three decades of experience of applied research in the mountains of Europe and North America and has advised many international organisations on issues related to sustainable mountain development. He has also undertaken numerous projects on mountain themes for the European Commission and the European Environment Agency. In Scotland, he has led research on sustainable upland estates, wild land, mountain forests, climate change and biosphere reserves. As Chair of the Tayside Biodiversity Partnership from 2004 to 2010 he worked with a wide range of communities and businesses to foster biodiversity throughout the Tayside area.

Scottish Government appointee.

Gregor Rimell lives in Newtonmore and has been sub postmaster in Kingussie since 1992. His particular interest is in how the separate communities of the National Park retain their identities, but come together to develop the Park as an internationally recognised destination.

Local Authority nominee.

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 currently Chairman of the Board of Ballater (RD) Limited, 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 has been active fundraising in the voluntary sector for many years.

Scottish Government appointee.

Brian Wood recently 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 has been Rector of Hazlehead Academy, Aberdeen. He remains involved in promoting international education, particularly with China. For the past 25 years, Brian has been a Justice of the Peace and honorary Sheriff for Grampian, Highlands and Islands regularly presiding in the JP court in Stonehaven. Brian brings expert knowledge in education and business management.

Scottish Government appointee.

STATEMENT OF NATIONAL PARKS AUTHORITY'S RESPONSIBILITIES

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

STATEMENT OF ACCOUNTABLE OFFICER'S RESPONSIBILITIES

The Chief Executive of the Park 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 (i.e. all funds falling within the stewardship of the Authority) for which he 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 Park Authority.

The Accountable Officer should act in accordance within 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 Park 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 of Internal Control regarding the Park 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 Park 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 Park Authority.

(Per FReM: http://www.hm-treasury.gov.uk/d/2012_13_frem_full_version.pdf, and Management Statement and Financial Memorandum 8 September, 2004.)



Grant Moir

Chief Executive and Accountable Officer

16 August 2013

GOVERNANCE STATEMENT

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 Park Authority and Scottish Government. In discharging this responsibility I am held accountable by the Park 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 Park Authority's internal control systems comply with the requirements of SPFM.

The operation of the board and sub-committees

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

The Park 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 Audit 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 Park Authority's internal and external auditors, who also have rights of independent access to the Committee's Convener.

Advice from independent internal and external auditors forms a key and essential element in informing my review of the effectiveness of the systems of internal control within the Park Authority. The Board's Audit Committee also plays a vital role in this regard, through its review of audit recommendations arising from reviews of internal control systems and its consideration of proposed management action to address any improvements required. 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 meets quarterly and reports annually to the Board on the adequacy and effectiveness of the Park's 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 Park Authority's internal auditors in 2011 and they have undertaken a comprehensive review of key internal controls since their appointment. Over the course of the year to 31 March 2013, the internal auditors have reported to the Audit Committee on their independent reviews of Financial Controls, Performance Management, Partnership Working, Visitor Experience and LEADER grant administration. Additionally, the internal auditors have assisted in the process of developing updated risk management arrangements and derivation of a new strategic risk register to complement the Park Authority's new Corporate Plan.

In addition, the external auditors have reviewed key systems including a positive review of the Internal Auditor's 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.

GOVERNANCE STATEMENT continued

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 Park Authority. Through adoption of risk based monitoring reports for delivery of Corporate and Business Plan objectives, National Park Partnership 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 Operational Management Group and 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 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 Park Authority has developed a revised strategic risk register during 2012/13, capturing the key risks potentially impacting on the delivery of new strategic organisation objectives as set out in the Corporate Plan adopted by the organisation in May 2012.

The strategic risk register continues to record action taken to mitigate those risks identified and senior management responsibility for leading on mitigation of each risk area. The strategic risk register will continue to be 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 Park Authority has had no reported or recorded instances of data loss over the course of the year. Shared services arrangements with Loch Lomond and the Trossachs National Park Authority have been implemented in the year to enhance the Park Authority's data back-up arrangements and improve overall data security.

Conclusion

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

- the Directors 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 system of internal control together with recommendations for improvement;
- comments made by the external auditors in their management letter and other reports.

In taking up appointment as Accountable Officer on 4 March 2013 in the financial year to which this statement relates, I have had to place particular regard to the above areas of assurance, and in particular to the views of the Corporate Services Director who has provided continuity of senior management leadership on the financial management, internal controls and governance arrangements over the year.

I have also 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. 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 where found be strong with suggestions for only minor improvements being made.

The internal auditor's annual report for 2012/13 states that, based on the work undertaken over the course of the year, the Park 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.



Grant Moir

Chief Executive and Accountable Officer
16 August 2013

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 2013 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 2012/13 Government Financial Reporting Manual (the 2012/13 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 office and auditor

As explained more fully in the Statement of the Accountable Officer's Responsibilities the Accountable Officer is responsible for the preparation of the financial statement and for being satisfied that they give a true and fair view, and 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 and opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures 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. It also involves obtaining evidence about the regularity of expenditure and income. In addition, I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements, irregularities 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 2013 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 2012/13 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:

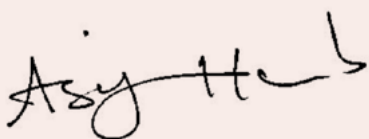
- the part of the Remuneration Report to be audited has been properly prepared in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers; and
- the information given in the Management Commentary for the financial year for which the financial statements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

8 Nelson Mandela Place, Glasgow, G74 1LW

16 August 2013

STATEMENT OF COMPREHENSIVE NET EXPENDITURE

for the year ended 31 March 2013

	notes	2013 £	2012 £
Expenditure			
Board members and staff costs	2,3	2,309,873	2,247,633
Operational plan expenditure	2,4	4,061,788	2,993,522
Other operating costs	2,5	593,864	615,774
Depreciation	7	106,072	113,986
		<hr/>	<hr/>
		7,071,597	5,970,915
Income			
Operational plan income	2,6	794,022	771,777
Other income	2,6	60,209	33,728
		<hr/>	<hr/>
		854,231	805,505
Net expenditure		<hr/>	<hr/>
		6,217,366	5,165,410

No activities were discontinued during the year.


The notes on pages 52 to 65 form part of these accounts.

STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2013

	notes	2013 £	2012 £
Non-current assets			
Property, plant and equipment	7	270,238	226,778
Total non-current assets		<u>270,238</u>	<u>226,778</u>
Current assets			
Trade and other receivables due within one year	9	352,340	238,364
Cash and cash equivalents	10	278,195	569,844
Total current assets		<u>630,535</u>	<u>808,208</u>
Total assets		<u>900,773</u>	<u>1,034,986</u>
Current liabilities			
Trade and other payables due within one year	11	346,118	529,258
Total current liabilities		<u>346,118</u>	<u>529,258</u>
Total assets less total current liabilities		554,655	505,728
Non-current liabilities	12	62,359	78,064
Total non-current liabilities		<u>62,359</u>	<u>78,064</u>
Total assets less total liabilities		<u>492,296</u>	<u>427,664</u>
Taxpayers' equity	13	<u>492,296</u>	<u>427,664</u>

Signed on behalf of the Cairngorms National Park Authority



Grant Moir

Chief Executive and Accountable Officer
Authorised for issue on
16 August 2013

The notes on pages 52 to 65 form part of these accounts.

STATEMENT OF CASH FLOWS

for the year ended 31 March 2013

	note	2013 £	2012 £
Cash flows from operating activities			
Net expenditure after interest		(6,217,366)	(5,165,410)
Adjustments for non-cash transactions			
Depreciation		106,072	113,986
(Gain)/loss on disposal of fixed assets		-	-
Movements in working capital			
(Increase)/decrease in trade and other receivables		(113,978)	38,332
(Decrease)/increase in trade and other payables		(183,140)	(90,824)
(Decrease)/increase in non-current liabilities		(15,705)	(11,489)
Net cash outflow from operating activities		(6,424,117)	(5,115,405)
Cash flows from investing activities			
Purchase of property, plant and equipment		(149,532)	(16,380)
Proceeds from disposal of property, plant and equipment		-	-
Net cash outflow from operating activities		(149,532)	(16,380)
Cash flows from financing activities			
Grant funding		6,282,000	5,153,000
Net cash flow from financing		6,282,000	5,153,000
Net (decrease)/increase in cash and cash equivalents in the year			
		(291,649)	21,215
Cash and cash equivalents at 1 April 2012		569,844	548,629
Cash and cash equivalents at 31 March 2013	10	278,195	569,844

The notes on pages 52 to 65 form part of these accounts.

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY

for the year ended 31 March 2013

	note	General Reserve £	Total Reserves £
Balance as at 1 April 2011		440,074	440,074
Changes in taxpayers' equity 2011-12			
Net expenditure after interest		(5,165,410)	(5,165,410)
Grant funding		5,153,000	5,153,000
		<hr/>	<hr/>
Balance as at 31 March 2012	13	427,664	427,664
Changes in taxpayers' equity 2012-13			
Net expenditure after interest		(6,217,366)	(6,217,366)
Grant funding		6,282,000	6,282,000
		<hr/>	<hr/>
Balance as at 31 March 2013	13	492,298	492,298

The notes on pages 52 to 65 form part of these accounts.

NOTES TO THE ACCOUNTS

for the year ended 31 March 2013

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 (FRM), which follows generally accepted accounting practice as defined in International Reporting Standards as adopted by the European Union and the Companies Act 2006 to the extent that it is meaningful and are 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 are 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 International Financial Reporting Standards

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

I.3 Accounting period

The accounting period commenced on 1 April 2012 and ended on 31 March 2013.

I.4 Non-current assets - property, plant and equipment (PPE)

Recognition

All PPE assets are 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 individual non current assets, other than information technology is £500. Information technology 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 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 Statement of Comprehensive Net Expenditure.

Subsequent cost

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the 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 Intangible assets

Copyrights and software licenses are disclosed as intangible assets in accordance with FReM guidance and are written down on a straight line basis over their expected useful lives.

1.6 Depreciation

Depreciation is provided on all non-current assets at rates calculated to write down the cost or valuation by equal instalments over their estimated useful lives, which are normally in the following ranges:

- Park entry markers 25 years
- Office equipment 5 years
- Information technology 3 years
- Leasehold improvements over the length of the lease
- Motor vehicles 5 years

Assets under construction are not depreciated.

1.7 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 International Accounting Standards 37, 39 and International Financial Reporting Standard 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.

1.8 Inventories

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

1.9 Income

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

1.10 Grant-in-aid

The Park 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.

NOTES TO THE ACCOUNTS continued

1.11 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 2012/13. 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 financial statements.

1.12 Pensions 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 Park 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 Park Authority recognises the contributions payable for the year:

1.13 Leases

Where substantially all the risks and rewards and ownership of a leased property are born by the Park Authority, it is recorded as a non-current asset and corresponding creditor recorded in respect of the debt due to the lessor, with the interest element of the finance lease payment charged to the Statement of Comprehensive Net Expenditure. Rentals payable in respect of operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight line basis over the term of the lease.

1.14 Value added tax (VAT)

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

1.15 Trade receivables

All material amounts due at 31 March 2013 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were received.

1.16 Cash and cash equivalents

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

1.17 Trade payables

All material amounts outstanding at 31 March 2013 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were made.

1.18 Short-term employee benefits

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

1.19 Segmental reporting

IFRS 8: Segmental Reporting, requires operating segments to be identified on the basis of internal reports about components of the 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 eight segments: six drawn from the Scottish Government's National Park Partnership Plan, and two from the Park Authority's current Corporate Plan.

2 Analysis of net expenditure by segment

	Board member and staff costs £	Operational Plan expenditure £	Other operating costs £	Operational Plan income £	Other income/ funding £	Net Segmental Expenditure £
2013 by segment current plan						
High quality planning	529,274	376,604	136,076	-	(50,209)	991,745
A special place	475,516	143,776	122,254	-	-	741,546
Land management	333,845	284,760	85,831	(61,584)	(10,000)	632,852
Brand and visitor experience	285,082	556,534	73,294	-	-	914,910
Opportunities for recreation	275,204	860,556	70,754	(4,408)	-	1,202,106
Sustainable business	236,934	209,143	60,915	(26,895)	-	480,097
Getting involved	131,914	1,444,217	33,915	(635,985)	-	974,061
Organisational excellence	42,104	186,198	10,825	(65,150)	-	173,977
Total per statement of Comprehensive Net Expenditure	2,309,873	4,061,788	593,864	(794,022)	(60,209)	6,111,294

The eight programmes running in the year are from the new year operating plan which runs until 2017/18.

The programmes are different from those in 2012 which were based on the now completed previous operating plan.

The 2012 segmental expenditure analysis 2012 has not been restated to match those reported in 2013 as it is not considered appropriate to re-analyse the reported segmental costs as this exercise will not add to the understanding of the accounts.

2012 by segment	£	£	£	£	£	£
Planning and communications	964,327	516,893	200,085	-	(33,728)	1,647,577
Awareness and 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 and tourism	256,634	889,258	76,206	(597,522)	-	624,576
Biodiversity, landscape and 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
Total per statement of Comprehensive Net Expenditure	2,247,633	2,993,522	615,774	(771,777)	(33,728)	5,051,424

NOTES TO THE ACCOUNTS continued

3 Board members and staff costs

	2013 £	2012 £
Summary		
Board members	156,248	158,634
staff - core	2,153,625	2,088,999
	2,309,873	2,247,633
Board members - see Remuneration report		
Fees	153,690	155,460
Social security costs	2,558	3,174
Pension costs	-	-
	156,248	158,634
Staff - Core		
Salaries	1,719,833	1,656,850
Social security costs	125,773	127,380
Pension costs (see note 14)	308,019	304,769
	2,153,625	2,088,999

Average numbers employed during period

	No.	No.
Board members	19	19
Core employees (Full time equivalents - FTE)	48	48

The core employee number includes 1 (2012:0) staff members seconded to the Park Authority (1 FTE (2012:0 FTE)) and excludes 0 (2012:0) staff members seconded from the Park Authority (0 FTE (2012:0 FTE)).

Number of staff with salaries above £50,000 (including Chief Executive)	2013 No.	2012 No.
£75,001 - £80,000 *	-	1
£70,001 - £75,000 *	1	-
£65,001 - £70,000	-	-
£60,001 - £65,000	-	1
£55,001 - £60,000	3	-
£50,001 - £55,000	2	4

* There is no member of staff in the band £75,000 to £80,000 due to the retirement of the chief executive near the end of the year.

Reporting of Civil Service and other compensation scheme - exit packages

Exit package cost band	Number of voluntary departures agreed	
	2013 No.	2012 No.
<£10,000	-	-
£10,001 - £25,000	-	-
£25,001 - £50,000	-	-
£50,001 - £100,000	-	-
£100,001 - £150,000	-	-

In previous years departure costs have been paid in accordance with the provision 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 Pensions Scheme. There were no departures from the scheme in the year (2012: nil).

NOTES TO THE ACCOUNTS continued

4 Operational Plan expenditure

	2013 £	2012 £
LEADER programme	715,942	553,300
Outdoor access projects	835,889	488,311
Visitor information	36,274	378,874
Ranger Services	276,877	183,912
Local Plan inquiry and development costs	259,583	164,904
Planning enforcement and monitoring	120,414	139,653
LEADER administration costs	53,467	109,509
Cultural and community heritage	668,181	76,161
Land Based Business Training	214,278	74,231
Species and habitat conservation	94,186	72,304
National Park Authorities' shared services work	106,922	70,519
Publications	7,317	69,499
Website	34,475	63,375
Strengthen business organisations	24,750	61,782
Community needs	168,552	61,395
	<hr/>	<hr/>
	3,617,107	2,563,729
Other (not previously greater than £50,000)	444,681	429,793
	<hr/>	<hr/>
	4,061,788	2,993,522

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

Staff - Project

Salaries	171,716	242,182
Social security costs	13,571	18,492
Pension costs	31,451	44,701
	<hr/>	<hr/>
	216,738	305,375

The average number of full time equivalent project staff employees in the year was 7 (2012: 7).

5 Other operating expenditure

	2013	2012
	£	£
Office running costs	142,462	186,898
Board and staff costs (excluding salary costs)	179,068	159,193
Information technology	62,132	86,773
Professional support fees	51,368	81,578
Land and buildings rentals	82,396	53,678
Vehicles and office equipment rentals	65,838	50,601
Audit fees (external)	10,600	10,400
Employee benefits and early departure costs	-	(13,347)
	<hr/> 593,864	<hr/> 615,774

6 Income

Operational Plan income from EU sources	655,170	562,820
Operational Plan income from other sources	138,852	208,957
Planning fees and other income	60,209	33,728
	<hr/> 854,231	<hr/> 805,505

NOTES TO THE ACCOUNTS continued

7 Property, plant and equipment

	Park entry markers £	Leasehold improvements £	Information technology £	Office equipment £	Motor vehicles £	Total £
Cost						
At 1 April 2012	56,882	280,326	441,521	133,174	22,595	934,498
Additions	-	108,804	40,728	-	-	149,532
Disposals	-	-	(196,001)	-	-	(196,001)
At 31 March 2013	56,882	389,130	286,248	133,174	22,595	888,029
Depreciation						
At 1 April 2012	(11,376)	(242,605)	(335,830)	(109,248)	(8,661)	(707,720)
Charged in the year	(2,275)	(26,152)	(62,314)	(10,812)	(4,519)	(106,072)
Disposals	-	-	196,001	-	-	196,001
At 31 March 2013	(13,651)	(268,757)	(202,143)	(120,060)	(13,180)	(617,791)
Net book value						
At 31 March 2013	43,231	120,373	84,105	13,114	9,415	270,238
At 31 March 2012	45,506	37,721	105,691	23,926	13,934	226,778
Asset financing						
Owned	43,231	120,373	84,105	13,114	9,415	270,238
Finance leased	-	-	-	-	-	-
At 31 March 2013	43,231	120,373	84,105	13,114	9,415	270,238
Owned	45,506	37,721	105,691	23,926	13,934	226,778
Finance leased	-	-	-	-	-	-
At 31 March 2012	45,506	37,721	105,691	23,926	13,934	226,778

At 31 March 2013 information technology includes software licenses with a net book value of £1,410 (2012: £4,405).

This is a departure from the FReM requirements.

8 Financial instruments

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

9 Trade receivable and other current assets

	2013 £	2012 £
Amounts falling due within one year:		
Project income debtors	295,047	190,897
Prepayments and accrued income	57,293	47,467
Total due within one year	352,340	238,364

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

Central Government Bodies		
European Government Funders	274,776	190,082
Local Authorities	-	815
Enterprise Companies	-	-
Other NDPBs	9,920	-
	284,696	190,897

10 Cash at bank and in hand

	2013 £	2012 £
Bank accounts	277,997	569,646
Cash imprest accounts	198	198
	278,195	569,844

11 Trade payables and other current liabilities

	2013 £	2012 £
Amounts payable within one year		
Trade payables	71,893	137,611
Project income received in advance	68,032	131,104
Accruals and deferred income (see note 12)	206,193	260,543
Total due within one year	346,118	529,258

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

Central Government Bodies	-	-
European Government Funders	-	35,000
Local Authorities	-	-
Enterprise Companies	-	-
Other NDPBs	68,032	61,104
	68,032	96,104

NOTES TO THE ACCOUNTS continued

12 Non-current liabilities

	2013 £	2012 £
Early departure costs arising from the Park Authority's voluntary severance scheme (see note 3)	78,064	92,561
Costs arising within one year included in accruals and deferred income (see note 11)	(15,705)	(14,497)
	<u>62,359</u>	<u>78,064</u>

The transfer of £15,705 (2012: £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

	2013 £	2012 £
Taxpayers' equity at 1 April 2012	427,664	440,074
Net expenditure after interest	(6,217,366)	(5,165,410)
Grant-in-aid received	4,713,000	4,723,000
Capital grant received	1,569,000	430,000
	<u>6,282,000</u>	<u>5,153,000</u>
less applied to capital expenditure	(149,532)	(16,380)
	6,132,468	5,136,620
Recognised net (expenditure)/income for the year	(84,898)	(28,790)
Grant applied to capital expenditure	149,532	16,380
Change in Taxpayers' equity for the year ending 31 March 2013	64,634	(12,410)
Taxpayers' equity at 31 March 2013	<u>492,298</u>	<u>427,664</u>

14 Pensions

The Park Authority is a member of the Principal Civil Service Pensions Scheme (PCSPS) which is an unfunded 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 Resources Accounts of the Cabinet Office: civil Superannuation (www.civilservice-pensions.gov.uk).

For the year to 31 March 2013 employer's contributions of £307,938 (2012: £297,490) were payable to the PCSPS. The contributions were payable at one of four rates, 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 contributions of £2,029 (2012: £7,279) to other pension providers and were invoiced for employer contributions of seconded staff working for the Park Authority.

15 Capital commitments

	2013 £	2012 £
Contracted capital commitments at 31 March 2013 not otherwise included in the financial statements		
Property, plant and equipment	-	-

16 Commitments under leases

Total future minimum lease payments under operating lease are:

	2013 £	Land and buildings 2012 £	2013 £	Motor vehicles and office equipment 2012 £
Not later than one year	56,400	54,500	26,762	22,327
Later than one year and less than five years	226,000	6,554	48,487	11,999
Later than five years	-	-	-	-
	282,400	61,054	75,249	34,326

There were no commitments under finance lease at the date of the Statement of Financial Position.

17 Contingent liabilities

There were no contingent liabilities at the date of the Statement of Financial Position.

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.

The Scottish Government and Scottish Government Rural Directorate are regarded as related parties with whom 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 Authority during the year. Material transactions cover payments made under contract for goods or services.

NOTES TO THE ACCOUNTS continued

19 Financial instruments – exposure to risks

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

Liquidity risk

The Park Authority's net revenue resource requirements are financed by Scottish Government, as is its capital expenditure.

The Park Authority is not therefore exposed to material liquidity risks.

Credit risk

The Park Authority's funders are mainly Scottish Government or European Union Departments, Executive Agencies or other Public Bodies. The Authority is therefore not exposed to any material credit risk.

Foreign currency risk

The Park Authority is not exposed to foreign currency risk.

20 Losses and special payments

There were no losses or special payments in the year to 31 March 2013 (2012: £nil.)



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 (FRoM) 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.

R Hooper. Head of Countryside and National Heritage Division

Signed by the authority of the Scottish Ministers

Dated 12 January 2006

APPENDIX I

Members attendance at meetings 2012-13

Board member	Planning committee		Board meetings	
	Total meetings 12 Attended	%	Total meetings 6 Attended	%
Peter Argyle	12	100	5	83
Duncan Bryden (Convener)	9	75	6	100
Angela Douglas	10	83	5	83
Dave Fallows	11	92	2	33
Katrina Farquhar	11	92	6	100
David Green	10	83	4	66
Kate Howie	7	58	4	66
Gregor Hutcheon	11	92	5	83
Eleanor Mackintosh	12	100	6	100
Mary McCafferty	1	8	0	-
Willie McKenna	11	92	6	100
Martin Price	9	75	3	50
Gordon Riddler	10	83	6	100
Gregor Rimell	9	75	6	100
Brian Wood	10	83	6	100
Appointed in year	Total meetings 6 Attended	%	Total meetings 3 Attended	%
Jeanette Gaul	4	66	3	100
Bob Latham	6	100	3	100
Bill Lobban	6	100	3	100
Fiona Murdoch	3	50	3	100
Stepped down in year	Total meetings 6 Attended	%	Total meetings 3 Attended	%
Jaci Douglas	6	100	3	100
Marcus Humphrey	5	83	2	66
Ian MacIntosh	5	83	3	100
Allan Wright	4	66	2	66

APPENDIX 2

Staff details at 31 March 2013

Corporate Services

Grant Moir

Chief Executive

David Cameron

Corporate Services Director

Vacant

Head of Finance & IT

Danie Ralph

Finance Manager (temporary)

Diane Buchan

Finance Officer

Amy Lyons

Finance Assistant

Andy Rinning

Business Services Manager

Sandy Allan

Information Systems Manager

Fauzia Davidson

GIS & Database Manager

Alix Harkness

Database & Information Support Officer

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

Web & Events Assistant Officer

Kate Christie

Head of Organisational Development

Morag James

Support Officer

Margaret Smith

Office Supervisor & PA to Chief Executive and Convener

Catriona Campbell

Administration Support Officer

Laura Grant

Administration Support Officer (maternity leave)

Naomi Corr

Administration Support Officer (maternity cover)

Holly McAuly-Brand

Apprentice Receptionist

Patricia Methven

Cairngorms Local Action Group (CLAG) Grants Manager

Dee Straw

Grants Officer

Lynn Anderson

Grants Support Officer

Sam Masson

Project Support Officer

Claire Ross

Community Support & Education Programme Manager

Elsbeth Grant

Education & Inclusion Officer

Alan Smith

Outdoor Learning Officer

Pete Crane

Sustainable Tourism & Visitor Experience Programme Manager

Vacant

Communications & Visitor Experience Manager

Justin Prigmore

Ranger Support Officer

Heather Trench

Sustainable Tourism Officer

APPENDIX 2 continued

Staff details at 31 March 2013

Strategic Land Use

Hamish Trench

Strategic Land Use Director

Gavin Miles

Strategic Planning Programme Manager

Karen Major

Development Planning Manager

Rachel Danemann

Development Planning Officer

Alison Lax

Strategic Policy Officer

Will Boyd-Wallis

Land & Conservation Programme Manager

Bruce McConachie

Land Management Adviser

Penny Lawson

Land Management Officer

Andy Ford

Cairngorms Nature Manager

Justin Prigmore

Cairngorms Nature Officer (job share)

Stephen Corcoran

Cairngorms Nature Officer (job share)

Matthew Hawkins

Heritage Manager

Frances Thin

Landscape Adviser

David Hetherington

Ecology Adviser

Sustainable Rural Development

Murray Ferguson

Sustainable Rural Development Director

Don McKee

Head Planner

Mary Grier

Senior Planning Officer

Katherine Donnachie

Senior Planning Officer

Vacant

Planning Officer (Development Management)

Di Alexander

Affordable Housing Officer

Bruce Luffman

Monitoring & Enforcement Officer

Fiona Oldroyd

Planning Support Officer

Pip Mackie (maternity leave)

Planning Systems Officer (job share)

Marie Duncan

Planning Systems Officer (job share)

Charlotte Milburn (maternity cover)

Planning Administrator

Julie Millman

Planning Systems Assistant Officer

Sandra Middleton

Sustainable Business Programme Manager

David Watson

Economic Development Manager

Jackie Farquhar

Economic Development Officer

Bob Grant

Recreation & Access Programme Manager

Adam Streeter-Smith

Outdoor Access Officer

Fran Potheary

Outdoor Access Officer

Cairngorms National Park Authority

14 The Square
Grantown-on-Spey
Moray PH26 3HG

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(f) 01479 873527
enquiries@cairngorms.co.uk

Planning and Development Management

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planning@cairngorms.co.uk

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.

