

CAIRNGORMS  
NATIONAL PARK AUTHORITY

ÙGH DARRAS PÀIRC NÀISEANTA A'  
MHONAIDH RUAIDH

Cairngorms National  
Park Authority

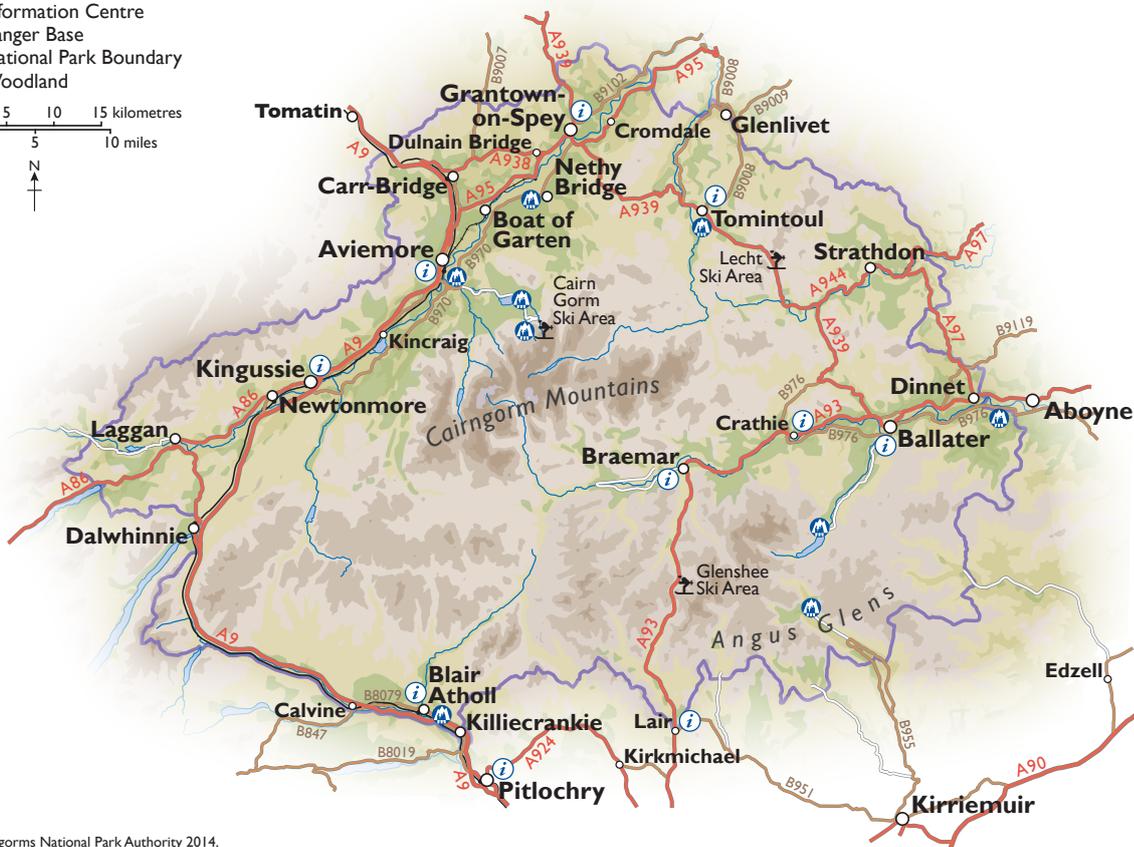
Annual Report and  
Accounts 2013/2014



Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh  
Aithisg Bhliadhnail agus Cunntasan 2013/14



-  Information Centre
  -  Ranger Base
  -  National Park Boundary
  -  Woodland
- 0 5 10 15 kilometres  
0 5 10 miles
- 



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# FOREWORD

**N**ational Park. I often reflect on the true meaning of this designation given to the Cairngorms. Finding an exact source for the national park idea proves somewhat elusive and the model varies between countries. 2014 has seen commemorations remembering John Muir; the American Scot who did much to further the case for National Parks. His writings offer many quotations – one in particular catches the 'Park for All' and sustainability philosophies central to the Scottish National Park model.

*'Thousands of tired, nerve shaken, over civilised people are beginning to find out that going to the mountains is going home ... That mountain parks and reservations are useful not only as fountains of timber and irrigating rivers, but as fountains of life.'*

Muir wrote these words over 100 years ago in a new land but, applied to the wild places, people, communities and businesses of the Cairngorms, I see no great contradiction in his thoughts today; particularly in this Year of Homecoming. Change happens constantly whether we like it or not. The Cairngorms National Park Authority's role is to plan and sow new seeds and help others nurture them for the good of this special place we call our National Park.

2013/14 has seen the Park Authority continue to invest in conservation, the visitor experience and rural development. In particular it has seen a substantial allocation of capital funding to projects all across the Park including the Speyside Way extension, Kindrochit Castle, Laggan Forest Trust Visitor Centre and many others.

I am delighted to present the Cairngorms National Park Authority's Annual Report and Accounts 2013/14, which sets out our priorities and investments and records how we, with help from our partners, have harnessed change in effective, efficient and economical ways.



**Duncan Bryden, Convener**  
Cairngorms National Park Authority board

# FACAL-TOISICH

**P**àirc Nàiseanta. Bidh mi tric a' beachdachadh air fìor bhrìgh an t-sònrachaidh seo a chaidh a thoirt dhan Mhonadh Ruadh. Tha e doirbh a bhith a' lorg cò às dha-rìribh a thàinig a' bheachd-smuain airson pàirc nàiseanta agus tha am modail ag atharrachadh thar dhùthchannan. Ann an 2014 chunnacas cuimhneachain air an cumail airson Iain Muir, an t-Albannach a bha ann an Ameireaga a rinn uimhir gus cùis nam Pàircean Nàiseanta a ghluasad air adhart. Tha mòran abairtean rim faotainn anns na sgrìobhaidhean aige – agus tha aon gu sònraichte a' dèiligeadh ris a' chuspair Pàircean Airson nan Uile agus na feallsanachdan a thaobh seasmhach a tha aig teis mheadhan modail Pàirce Nàiseanta na h-Alba.

*'Tha na mìltean de dhaoine a tha sgìth is iomagaineach is air leth sìobhalta, air tòiseachadh a' faighinn a-mach gu bheil a bhith a' dol chun nam molaidhean mar a bhith a' dol dhachaigh ...Tha na pàircean monaidh agus na cùl-stòran feumail chan ann a-mhàin airson solar fiodha agus uisge ach mar thobraichean beatha.'*

Sgrìobh Muir na briathran sin còrr air 100 bliadhna air ais ann an dùthaich ùir ach, chan eil mi a' faicinn duilgheadas sam bith a bhith a' cur nan smuaintean sin ris an t-suidheachadh san là an-diugh a thaobh àiteachan fàsail, daoine, coimhearsnachdan agus gnothachasan sa Mhonadh Ruadh, gu h-àraidh anns a' Bhliadhna Tilleadh Dachaidh seo. Tha cùisean a' sìor atharrachadh a dh'aindeoin a bheil no nach eil sin a' còrdadh rinn. Is e an dreuchd a tha aig Pàirc Nàiseanta a' Mhonaidh Ruaidh a bhith a' dealbh agus a' cur sìol ùr agus daoine eile a chuideachadh ann a bhith gan àrach a chum math an àite shònraichte seo ris an can sinn ar Pàirc Nàiseanta.

Thar 2013/14 tha Ùghdarras na Pàirce Nàiseanta air leantainn air adhart an sàs ann an glèidhteachas, goireasan luchd-turais agus leasachadh dùthchail. Gu sònraichte thathar air faicinn riarachadh sònraichte air maoin calpa air pròiseactan thar na Pàirce air fad a' gabhail a-steach an leudachadh air Slighe Spè, Caisteal Ceann Drochaide, Ionad Luchd-turais Coille Lagain agus mòran eile.

Tha mi air leth toilichte Aithisg Bhliadhnail agus Cunntasan 2013/14 airson Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh a thaisbeanadh a tha a' cur an cèill ar prìomhachasan agus ar tasgaidhean agus a' clàradh mar a tha sinne, le taic bho ar com-pàirtichean, air atharrachaidhean a chur an cèill ann an dòighean èifeachdach, buadhach agus eaconamaigeach.



**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 18,000 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. Though by no means the sole guardian of these landscapes, the Cairngorms National Park Authority (CNPA) 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 organisation 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 2013/14

The Cairngorms National Park Authority 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 21 for case studies of work undertaken during 2013/14 to deliver these outcomes, as well as information on the 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 Cairngorms National Park Authority 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 Park 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 Park 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 Park Authority's work.

Scottish Government Strategic Outcomes	Examples of Achievements in 2013/14	Key Performance Indicators
<p><b>Outcome 2</b> 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>Cairngorms Business Partnership (CBP) to bring together businesses and promote the Park as an outstanding international tourism destination.</p> <p>Established Digital Communications Steering Group to get best possible outcome from national programmes to improve connectivity.</p>	<p>Increase in CBP membership from 252 in April 2012 to 282 in April 13 to 356 in April 14.</p>

Scottish Government Strategic Outcomes	Examples of Achievements in 2013/14	Key Performance Indicators
<p><b>Outcome 4</b> Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>	<p>Travel grant scheme piloted to support educational trips for schools and youth groups to the Cairngorms National Park.</p> <p>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>21 schools (3 secondary and 18 primary) and 1 youth group were awarded grants, benefiting a total of 632 pupils and teachers/helpers.</p>
<p><b>Outcome 6</b> 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.</p>	<p>Number of participants in Health Walks and related activities: increase from 129 in 2011/12 to 198 in 2012/13 (latest information available at time of publication).</p> <p>Counters on sample of 4 lowland paths show increase in use from 89,567 in 2011/12 to 139,155 in 2012/13 and 147,727 in 2013/14.</p>
<p><b>Outcome 10</b> We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p>	<p>Cairngorms National Park Local Development Plan progressed to commencement of review by Reporters Unit in February 2014.</p> <p>Determination of a number of significant planning applications, including issue of Planning Permission in Principle for An Camas Mòr.</p>	<p>Development Plan in place is no more than 5 years old (2013/14 – 3 years old).</p>
<p><b>Outcome 11</b> We have strong resilient and supporting communities where people take responsibility for their own actions and how they affect others.</p>	<p>Community companies or trusts are delivering essential community led projects, including capital projects which improve visitor and resident services.</p> <p>Support of the Cairngorms LEADER LAG continues to enable programme investment of over £7 million in the National Park.</p>	<p>Community Companies or Trusts generating business income and hence moving towards self-sustainability: increase from 4 in 2012/13 to 10 in 2013/14.</p> <p>Forecast outturn LEADER programme investment in Cairngorms National Park 2007 to 2013 = £7.2 million.</p>

Scottish Government Strategic Outcomes	Examples of Achievements in 2013/14	Key Performance Indicators
<p><b>Outcome 12</b> We value and enjoy our natural and built environment and protect it and enhance it for future generations.</p>	<p>River catchment projects are operational for the Spey, Dee and Esk.</p> <p>A Landscape Toolkit helps land management and planning decisions.</p> <p>We continue to work to increase the numbers of species actively protected with Cairngorms Nature Action Plan and support the strategy group in place.</p>	<p>Volunteering days supported through ranger services: 893 in 2011/12; 1,207 in 2012/13; 1066 in 2013/2014</p> <p>Number of projects being delivered through Cairngorms Nature Action Plan (previously Cairngorms LBAP): baseline 5 projects in 2012/13; 6 projects in 2013/14.</p>
<p><b>Outcome 13</b> We take pride in a strong, fair and inclusive national identity.</p>	<p>We have embedded Equality Impact Assessments within our mainstream operations; we also support Inclusive Cairngorms as a consultative and advisory body to assist in ensuring our activities and projects are as inclusive as possible and that our strategies and policies support equality improvements as fully as possible.</p>	<p>Annual increase in the number of full strategic equality impact assessments – 2013/14 + 3 (pay policies, local development strategy, Cairngorms Nature Action Plan).</p>
<p><b>Outcome 14</b> We reduce the local and global environmental impact of our consumption and production.</p>	<p>First full year operation of a biomass boiler serving the CNPA's main office.</p> <p>Support for community renewable projects, planning applications for renewable energy developments agreed, continue to target reductions of 2% to 3% each year in CO<sub>2</sub> emissions from CNPA business travel.</p>	<p>33% reduction in energy costs from switch to biomass boiler.</p> <p>2007/08 baseline for vehicle based CO<sub>2</sub> emissions = 57,135 tonnes.</p> <p>2011/12 42,375 tonnes (0.2% in year reduction); 2012/13 34,522 (18.5% in year reduction); 2013/14 34,285 (0.7% in year reduction). 40% total reduction in emissions since inception of policy compared to target of 13% to 19%.</p>
<p><b>Outcome 16</b> Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>Programme of improvement priorities are being delivered 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 15.7 weeks in 2013/14, compared with 18.5 weeks in 2012/13 and 29.8 weeks in 2011/12.</p> <p>2013/14 outturn delivered on budget (0.0% variation) including 3% efficiency savings on grant-in-aid (£0.14 million).</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 2013/14, there have been a number of specific achievements with regard to delivering sustainable economic growth within the National Park.

- The Park Authority has worked with the Cairngorms Business Partnership (CBP), to establish a Cairngorms Economic Forum. An Economic Diversification and Development Strategy for the Park is at an advanced stage of preparation. We have worked with VisitScotland and key partners to promote the National Park as a key tourism destination.
- The Park Authority has led on the investment of a further £1.5 million in capital funding made available by the Scottish Government over the course of the year. Our ongoing 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. Our total investment is now around £3.5 million over the last three years.
- The Park Authority continues to support the Cairngorms Outdoor Access Trust (COAT), an independent registered charity, in delivery of improvements to 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. We are also supporting COAT in a bid for future funding to improve mountain paths in both of Scotland's National Parks.



- Supporting training opportunities relevant to the local economy while supporting skills development enhancing individual employment prospects. During 2013/14, COAT followed up a successful path skills training programme with successful completion of the second of a three year path work and environmental skills training project in partnership with the Park Authority and European Social Fund.

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 Cairngorms 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 2013/14**

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

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.



The project developing greater harmonisation was brought to an effective conclusion during the year, with the significant changes reported on in 2012/13 completing the developmental phase.

Having embedded more harmonised systems of pay, terms and conditions, we have once again submitted a joint pay remit to Scottish Government to cover the two year period to 31 March 2016.

A further key achievement in 2013/14 was the incorporation of both Park Authorities' Procurement Capability Assessments by Scottish Government into a single exercise on the basis of the effective development of shared expertise and policy, establishing real efficiency savings to both the Park Authorities and to Scottish Government.

Both Park Authorities' senior teams and also Corporate Services management teams continue to meet regularly to build on these strengthened foundations and explore further ways of working more collaboratively, effectively and efficiently.



**“Our work, along with our partners, aims to establish exemplars of sustainable development within Scotland’s rural economy”**

## Commentary on Financial Performance for 2013/14

The full accounts for 2013/14 are set out on pages 22 to 59 of this document. This commentary provides a brief overview of the Park Authority's management and use of resource over the course of the year.

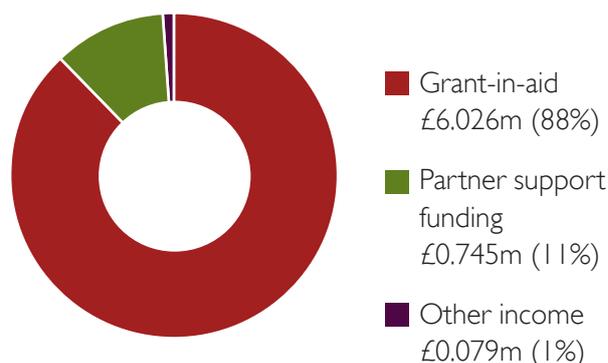
The Park Authority's total grant-in-aid and other income for the year decreased from £7.136m to £6.850m, a decrease of £0.286 (4%), due in the main to the reduction in grant-in-aid from Scottish Government.

The Park Authority's main source of funding continues to be grant-in-aid allocated by its Scottish Government sponsor, the Natural Resources Division, Environment & Forestry Directorate. In 2013/14, total grant funding from Scottish Government was £6.026m, including 'shovel ready' funding to enable the sustainable development of the National Park, including visitor and community amenities, affordable housing and improvements, and extensions, to the existing path network within the Cairngorms.

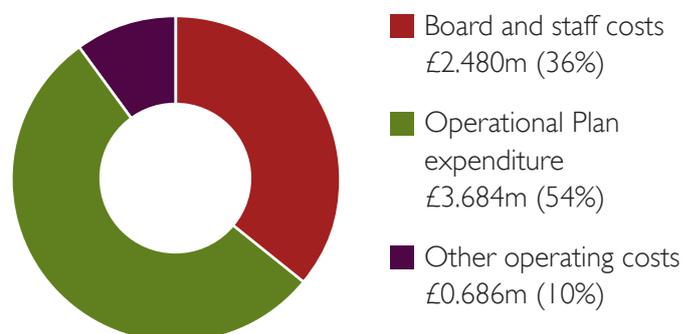
The Park Authority continues to channel significant resources into its annual Operational Plan as grants to projects and other investments in the Park, in addition to the commitment and time invested by staff ensuring objectives are met. During 2013/14 the total expenditure on the Operational Plan was £3.684m, or 54% of the total resources available. In addition to the Park Authority's staff, the contribution from partner staff is essential to achieving and sustaining the ongoing investment in the National Park.

The Park Authority is tasked to achieve a year-end result as close to break even as possible. For 2013/14 the 'cash' based expenditure of £6.850m was matched to the income received in the year. After depreciation, taxpayers' equity was reduced by £0.097m, or 1.4% of total income.

### Income 2013/14



### "Cash" Based Expenditure 2013/14



## **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 internal 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 £0.19 million in the year through realisation of targeted 3% efficiency savings releasing £0.14 million and managing core running costs budgets to a final figure of £0.05 million below budget.

Our delivery of services through 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 services 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.

The Park Authority also adopted a revised Best Value Action Plan in 2013, directing work to ongoing improvement in the quality and effectiveness and efficiency of our processes and services.

# STRATEGIC OUTCOMES



**Sustainable Communities** (p17)

**People and Nature** (p18)

**Enjoying the Park** (p19)

**“The Cairngorms National 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 Cairngorms National Park.”**

# SUSTAINABLE COMMUNITIES

## **Glenlivet Mountain Bike Trails**

Mountain biking is just one of the many forms of cycling that residents and visitors can enjoy in the Cairngorms National Park and 2013 saw the opening of a brand new mountain bike centre in the heart of the Park.

Glenlivet Mountain Bike Trails opened in November and attracted over 5,000 riders in its first six months, far exceeding expectations and providing the Tomintoul and Glenlivet area with a social and economic boost.

Costing around £610,000, the Crown Estate's project attracted financial support from a variety of sources including £30,000 from Moray Council, £178,000 from the European Regional Development Fund and £35,700 from the Cairngorms National Park Authority.

Two trails are on offer for visitors to the mountain bike centre with a 9km blue trail for novices and families and a more challenging 22km red grade loop with black grade technical features. And after all that adrenalin, riders can enjoy refreshments in the onsite café – which is fast earning a reputation for great cake! Facilities also include bike hire, a bike wash and picnic area.

Mountain biking in the UK has seen significant growth during that last 10 years and Scotland is regarded as a world-class mountain biking destination. The Cairngorms National Park can now boast two dedicated mountain biking centres with the new Glenlivet facility and Laggan Wolfrax in the south west corner of the Park.

Along with whisky and walking, and following on from the opening of the community operated Smugglers Hostel last year, the Glenlivet Mountain Bike Trails are giving visitors another reason to stay longer in this unique corner of the Cairngorms National Park.



# PEOPLE AND NATURE

## Pride of the Park Awards

The Cairngorms National Park's 10th anniversary year saw the launch of the Pride of the Park Awards at the Granttown-on-Spey Agricultural Show. The awards were introduced in 2013 to celebrate the best cattle, sheep and horses in the Cairngorms National Park and recognise the outstanding contribution made by farmers and crofters in the Park.

The Cairngorms National Park is home to some of the highest quality farming in the UK – despite the challenges faced such as climate, soil and distance to market. The farming industry contributes approximately £42million a year to the Park's economy and supports around 900 jobs.

Local MSP and Cabinet Secretary for Rural Affairs and the Environment, Richard Lochhead, was at the Granttown Show in August to present the Awards, accompanied by Cairngorms National Park Authority board convener Duncan Bryden. The first Pride of the Park winners were equestrian Morag Durno from Glenlivet, sheep farmer John Pirie from Kingussie and Michael Robertson from Tomintoul who farms cattle.

Cairngorms National Park farmers and crofters produce some of the finest beef, lamb and pork in the UK and the sustainable way that the Park's farmers and crofters manage the land has helped shape the rich iconic landscapes of the Park. Many of the farmers and crofters in the Park are in 'agri-environment' schemes, which means that they take extra care of the environment by careful grazing, growing special crops for birds, and growing wildflower meadows.

Farming is about to undergo great changes, with farmers and crofters stretched further in providing the economic, social and environmental benefits needed by their area. It is vital that the good work practiced by our farmers and crofters continues and the Park Authority is doing everything it can

to make sure it does, through advice, support, various projects and special learning events.

The Pride of the Park Awards will return to the Granttown Show in 2014, where we look forward to another fine display of the best sheep, cattle and horses that the Cairngorms National Park has to offer.



# ENJOYING THE PARK

## Travel Grant Scheme

The Outdoor Learning Travel Grant Scheme pilot, launched in October 2013, proved very popular with 21 grants offered by March 2014.

The scheme was set up to support educational trips to the Cairngorms National Park for schools, youth and disadvantaged groups from across Scotland. A grant of up to £250 was available to help pay for transport costs for educational visits and was open to schools as well as voluntary and community educational groups.

The Cairngorms National Park is an excellent outdoor classroom and can be studied across the curriculum from history and geography to art and music. However, one of the barriers that teachers and groups face is the high cost of travel to or around the Park.

The Cairngorms National Park Authority (CNPA) contributed £2,500 to the scheme with a further £1,250 coming from Scottish Natural Heritage (SNH) and applicants could apply for up to 75 per cent of their travel costs. Grants awarded ranged from £75 up to the maximum of £250.

Among those to benefit were Thurso High School in Caithness, Cauldeen Primary School in Inverness and Hill of Banchory Primary who visited Cairngorm Mountain; Glenurquhart Primary School from Drumadrochit and Merkinch Primary of Inverness went to Loch Insh; several Edinburgh schools visited the Park staying at the Lagganlia Outdoor Centre and Bellahouston Academy, Glasgow, went to Atholl Estates and visited the Drumochter Pass. Some made use of local ranger services during their visit and most of the groups used other CNPA resources such as the Park Authority website and the Cairngorms Learning Zone.

Students studied a range of topics on their travels to and around the Cairngorms National Park including land use, glaciation, conservation,



wildlife habitats and eco systems, social history and ancient Scotland as well as developing skills in co-operation and team work. Some groups also embarked on their John Muir Award.

Transport costs for educational trips has long been recognised as a barrier to outdoor learning and of the schools and groups involved in the pilot scheme, half said that their trip would not have been possible without the financial support offered by the CNPA and SNH.

The Park Authority has already committed £4,500 to support the continuation of the Travel Grant Scheme in 2014/15 and it is hoped to secure funding from partner organisations in the longer term.

# PARK AUTHORITY SERVICES

**T**he 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 Cairngorms 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 Services**

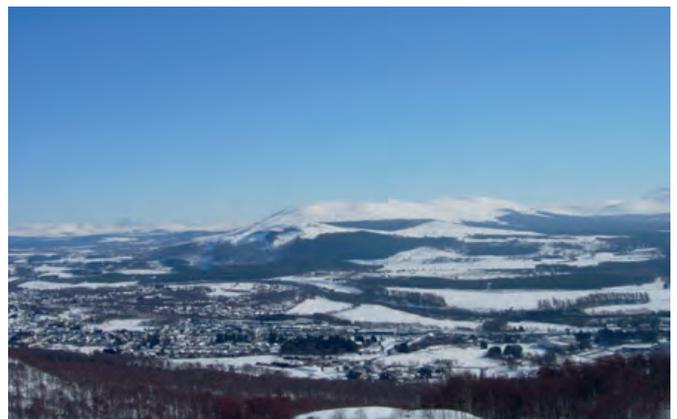
Our professional support services have once again helped the Park Authority achieve our key goals. Our finance function has supported delivery of our £7 million programme of activities on budget, including financial management of around £1.5 million of capital investment. Our human resources function has supported a restructure process where we have further reduced the number of senior posts and reviewed our internal organisation of services. We have continued to respond to ongoing legal and regulatory developments on questions such as state aid.

In the spirit of seeking ongoing improvement in service provision, we have undertaken a detailed review of our support services, and drawn up an Organisational Development (OD) Strategy to direct enhancement work over the coming years. The OD Strategy takes account of the views of our staff through direct consultation and findings from our staff survey. Our OD Strategy and change management programme has identified improvements that we will seek in the areas of leadership, our people and their development, our culture, our organisational facilities, our knowledge and information management systems and our internal communications systems.

We also continue to lend support to voluntary and community agencies involved in delivering key National Park Partnership Plan priorities. We have supported the Cairngorms LEADER Local Action Group in drawing its 2007 to 2013 European LEADER grants programme to a conclusion, while also supporting its development of proposals for a new programme hoped to launch in 2015. We have continued to provide assistance to Cairngorms Outdoor Access Trust (COAT) with financial, human resource and governance issues. We have also helped provide professional support to groups such as Voluntary Action Badenoch and Strathspey and Laggan Community Trust in their delivery of key projects. In helping take care of technical issues for these organisations we aim to ensure that they are able to focus on delivering valuable work and services for the National Park and its communities.

## Planning Service improvements

The Planning Service plays a key role in creating the Park we all want by promoting development of high quality in the right places, by stimulating investment, by protecting and enhancing the natural/cultural environment and by creating places that we will value and enjoy. We take a proactive approach to service improvement and, during the year, we have realised a number of initiatives to help our customers. We have relocated the majority of our planning staff to Grantown-on-Spey so that they are close to where the majority of development takes place and to promote integration with other specialists. And we have restructured our team so that we have enhanced management attention on the processing of applications in a timely fashion – already we are seeing the benefits. We have clarified and improved a number of our processes and provided new information on our website. We have continued to work with the Developers Forum for planning agents and consultants, developers and architects to discuss issues of common concern. We facilitate a network of Planning Representatives from the Community Councils and Associations to help them feed their views into the planning process at an early stage. Both these sets of stakeholders are critically important to getting the best outcomes for the Park.



## **ACCOUNTS**

**for the year ended 31 March 2014**

## STRATEGIC REPORT

### Introduction

The Cairngorms National Park Authority (the Park Authority) presents this Annual Report and Accounts for the eleventh year of operation, from 1 April 2013 to 31 March 2014, in a format directed by Scottish Ministers in accordance with the National Parks (Scotland) Act 2000.

A copy of the Accounts Direction is reproduced on page 59.

### Aims

Section 1 of the National Parks (Scotland) Act 2000 [NP(S)A] sets out the four aims of the Park:

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

### The Cairngorms National Park Authority

The Designation Order for the National Park, approved on 7 January 2003, defined the boundaries of the National Park, confirmed the constitution of the Park Authority and its functions, and identified the establishment date, 25 March 2003, and operational date, 1 September 2003.

The boundaries of the Cairngorms National Park were extended on 4 October 2010 to include areas of North Perthshire.

The Park Authority is a Non-Departmental Public Body working to the provisions of a Management Statement and Financial Memorandum agreed with its sponsoring body within the Scottish Government, the Natural Resources Division, Environment & Forestry Directorate. The general purpose of the Park Authority is to ensure that the National Park Aims are achieved in a co-ordinated way, in accordance with the Cairngorms National Park Partnership Plan.

A full list of Park Authority Board Members, together with brief resumes of their backgrounds, is detailed on pages 10 to 12. The Register of Members' Interest is available on line or for inspection during office hours at the Park Authority's office, 14 The Square, Grantown-on-Spey, PH26 3HG.  
[http://www.cairngorms.co.uk/uploads/documents/park\\_authority/about\\_us/board\\_members\\_of\\_interestrevised\\_28\\_April\\_2014.pdf](http://www.cairngorms.co.uk/uploads/documents/park_authority/about_us/board_members_of_interestrevised_28_April_2014.pdf)

### Results

The results for the year to 31 March 2014, prepared on a going concern basis, are set out on pages 45 to 48 with the notes on pages 49 to 58.

The Park Authority's total expenditure for the year was £6,947,496 (2013: £7,071,597). It received grant-in-aid of £4,533,000 (2013: £4,713,000) for operational activities from its sponsoring body within the Scottish Government together with capital grants of £1,493,000 (2013: £1,569,000). Third party contributions to the Operational Plan were £824,052 (2013: £854,231). The accounts show net expenditure of £97,444 (2013: net income of £64,634), see Statement of Changes in Taxpayers' Equity.

The Park Authority's expenditure is broken down over key areas of operational activity in the Analysis of net expenditure by segment, note 3 to these accounts. A summary of operational activities for the year is set out in the Annual Report accompanying these accounts, including progress against targets and key performance indicators.

The main sources of the Park Authority's funding for the year were the resource budgets and grant-in-aid funding from the sponsoring body the Natural Resources Division, Environment & Forestry Directorate, of the Scottish Government.

### Resource budget 2013/14

	Budget £	Actual £	Variance £
Current operating expenditure	6,026,000	6,026,000	-
Depreciation	99,000	97,000	2,000
<b>Operating costs</b>	<b>6,125,000</b>	<b>6,123,000</b>	<b>2,000</b>
Capital	1,493,000	1,493,000	-
<b>Expenditure finance by other income</b>	<b>Income</b>	<b>Expenditure</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
Operating expenditure	794,000	824,000	30,000
Capital expenditure	-	-	-

Capital expenditure was enhanced in the year as a result of securing additional capital grant allocations from the Scottish Government totalling £1,460,000. The additional funding was used to support the sustainable development of the National Park, including a new visitor and community facility at Laggan Forest, renovation and conservation work at Kindrochit Castle in Braemar (in partnership with Aberdeenshire Council), continued support for affordable housing within the Park, development of Aviemore Countryside Park, and further improvements and extensions to the existing path network, including work implementing extension to the Speyside Way Long Distance Route.

### Changes in non-current assets

Movements in non-current assets are shown in note 8, Property, Plant and Equipment. Key additions in the year related to £13,684 of Information Technology (including Software), Leasehold improvements £8,870 and £10,126 additional Office Equipment.

### Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2014.

### 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 2014, the time taken to pay creditors achieved an average of 7.5 days (2013: 9.9 days) against a target of 10 days (2013: 10 days), with 72% (2013: 54%) of payments being made by the target date.

### Pensions

The Park Authority's pension liabilities are detailed in the Remuneration Report and notes 1, 4, 5 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 Cairngorms National Park Partnership Plan, the Park Authority aims to ensure the 'collective and co-ordinated delivery' of the four aims of the National Park. To put it another way, the Cairngorms National Park Authority 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.

The latest five year National Park Partnership Plan (NPPP) spanning 2012 to 2017 was adopted and approved by Ministers at the commencement of 2012/13. The first annual report on delivery of the NPPP was published in the course of 2013/14, while our work as the National Park Authority over the period covered by this Annual Report and Accounts document contributed to delivery of the second of the five years of this NPPP.

The Park Authority's Corporate Plan was revised in May 2012 to set out a new set of strategic objectives to complement the new NPPP. The 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 National 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 are set out in the earlier sections of this Annual Report and Accounts.

## Environmental matters

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

The Land Management and Conservation programme seeks to deliver outcomes around a new free-standing wildlife partnership, Cairngorms Nature, 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.

The programme of work seeks to maintain the Cairngorm 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 2013/14 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 also brought a woodfuel boiler into operation to replace our oil fuelled plant servicing the Park Authority's main office in Grantown-on-Spey.

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, community and human rights 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, to establish partnerships with individual communities in developing and delivering these communities' action plans, and more widely to engage 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.

The Park Authority's support over the course of 2013/14 has helped the Cairngorms Local Action Group (LAG) secure approval from Scottish Government to form a LAG to administer a further programme of LEADER investment in the Cairngorms National Park during 2015-2020. We have also helped support the development, consultation and submission of a draft LEADER Local Development Strategy for that new programme. The draft Cairngorms Local Development Strategy was submitted to Scottish Government at the end of March 2014.

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 and Tomintoul, increasingly led by the community and business, with support from the public sector as appropriate.

The Directors' Report sets out detail of our ongoing work in relation to developing equalities within the National Park and within the Park Authority. In terms of our internal staffing structure, our gender split of staffing at the end of the financial and operational year was:

	male		Female	
	2014	2013	2014	2013
Chief executive and directors	4	4	-	1
Senior managers	4	5	3	3
Employees	20	13	36	34
	<u>28</u>	<u>22</u>	<u>39</u>	<u>38</u>

## 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 43 and 44. Details of the auditor's remuneration are given in note 6, Other Operating Expenditure.

## Future activities

### Strategy and business model

The Park Authority leads in coordinating development and delivery of a five year National Park Partnership Plan (NPPP) – a strategic planning document prioritising and coordinating activity of all public, private, community and voluntary organisations active in delivering services and activities within the Cairngorms National Park. The latest NPPP runs from 2012 to 2017. Our own priorities in making direct contributions toward the National Park Partnership Plan outcomes are set out in its Corporate Plan – with the current Park Authority Corporate Plan spanning the period 2012 to 2015. This period is commensurate with the three year budget indications made available by Scottish Government to the Park Authority.

The Annual Report presented along with these accounts highlights the progress and key achievements in delivery against the Corporate Plan. We have a strategic risk register in place, overseen by our Senior Management Team and Audit Committee, to manage those risks faced in the delivery of our Corporate Plan objectives. Regular updates to the risk register may be accessed from the Park Authority's Audit Committee papers:

<http://cairngorms.co.uk/park-authority/about-us/meeting-papers/committee-papers/?main=1&typeID=4>

## Highlights of plans for 2014/15

### Conservation

- **Cairngorms Nature** – will prioritise enhancing woodland and wetland habitats, the Capercaillie Framework (reducing tensions between development, disturbance and capercaillie conservation), and peatland and montane woodland restoration. A media campaign will focus on increasing awareness and engagement with Cairngorms Nature;
- **Land management support** – will focus on aiding the Cairngorms Nature objectives by facilitating training for land managers by improved communication and assisting with funding applications for collaborative land management. The latter will include a major bid to the Heritage Lottery Fund for the Glenlivet Tomintoul area; and
- **Heritage Management** – advisors will further promote conservation through the provision of effective advice on ecology, landscape and environmental legislation to planners, land managers and others. Special emphasis will be given to advising the A9 Dualling Project, An Camas Mòr (proposed new town within the Park) and the development of a landscape monitoring project.

### Visitor Experience

- **Improve access infrastructure** – in partnership with COAT (Cairngorms Outdoor Access Trust) will continue to construct the Speyside Way Extension and support the Mountain Paths Heritage Lottery bid;
- **Get more people active** – 'Active Cairngorms', a new outdoor access strategy for the National Park will be developed to encourage more people to get active and create more opportunities for volunteering in the countryside; and
- **Encourage a wider range of people to visit, learn about and enjoy the National Park** – by promote opportunities through Education Scotland, the Cairngorms Festival All (autumn 2014) and travel grants.

## Rural Development

- **Delivering economic growth** – finalise the Economic Development and Diversification Strategy and work with partners to deliver priorities including tourism, food and drink, forestry, and broadband;
- **Get communities delivering for themselves** – review the Park Authority’s current approach to community engagement and support, including Community Development Officers, to ensure it is fit for purpose and to inform our future approach;
- **Planning and Development** – gather the evidence required to develop the next Local Development Plan and continued work to improve systems and procedures to ensure the planning function is delivered efficiently and effectively; and
- **Delivering on Tourism** – review the Park Authority’s approach to tourism funding and delivery to ensure improved partner and business collaboration and a growing tourism sector.

## Corporate Services

- **Organisational Development Strategy** – as a result of the Park Authority’s participation in the Best Companies survey an action plan has been developed with staff to address the key project areas for future development: Leadership, People, Culture, Facilities, and Knowledge and Communications. The six projects will report over the next 12 - 8 months;
- **Efficient and effective business services** – working in conjunction with the Keeper of Records a new document management system will be implemented during 2014/15;
- **Shared services** – the Park Authority will continue to work closely with Loch Lomond and Trossachs National Park to identify and mutually benefit from efficiency savings from sharing services;
- **Board elections** – the elections for the five locally elected Board members, from residents living within the Park boundary, will be held in March 2015; and
- **Corporate Plan** – development of the new corporate plan commencing 2014/5.

## Disclosure of information to auditors

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

## Signed on behalf of the Cairngorms National Park Authority



### Grant Moir

Chief Executive and Accountable Officer  
27 June 2014

## **DIRECTORS' REPORT**

The Directors' Report sets out the key aspects of the internal organisational change and development within the Park Authority over the course of the year to 31 March 2014.

### **Employment policies, consultation**

The Park Authority has a Staff Consultative Forum in place, through which it ensures effective two-way communications with staff and Prospect Trade Union representatives in resolving any issues arising and consulting on new initiatives. During 2013/14 key matters on which staff was consulted through the Staff Consultative Forum were:

- changes in organisational structure and staffing provision and streamlining of senior management;
- drawing together an Organisational Development Strategy to coordinate a change management programme over the coming years;
- staff survey 2013 – implementing the survey and drawing together an agreed set of 'Highlights and Shadows' on which to base future work, within the Organisational Development Programme, to protect what is working well and address areas where we fall short of staff expectations; and
- pay remit proposals for 2014/15.

The Park Authority gained Investors in People status in April 2008 and was re-credited in 2011.

### **Equalities**

The Park Authority continues to embed its approach to ensuring equality. We published a set of five Equalities Outcomes to provide a framework promoting equality within the work of the Park Authority and in the work we undertake to deliver the Cairngorms National Park Partnership Plan. These five Equalities Outcomes are:

- eliminating discrimination, harassment, victimisation or any other prohibited conduct; Advancing equality of opportunity by having due regard to:
- removing or minimising disadvantage;
- meeting the needs of particular groups that are different from the needs of others;
- encouraging participation in public life; and
- fostering good relations – tackling prejudice and promoting understanding.

We published a mainstreaming report on 30 April 2013, which sets out how we have sought to embed our work on equalities into our standard, day to day operations.

<http://cairngorms.co.uk/resource/docs/publications/30042013/CNPA.Paper.1890.CNPA%20Mainstreaming%20Report.pdf>

The Park Authority's on-going 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.

### **Staff development and management**

The Park Authority continues to recognise the importance of training and development to ensure that all staff and Board members have the skills required to deliver 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 2013/14 the average number of days lost through sickness absence was 4.7 days per person (2013: 5.2 days).

## **Information and data security**

Significant attention has been given to security of information and data within the public sector over the course of 2013/14. 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 Statement 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.

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

A handwritten signature in black ink, appearing to read 'Grant Moir', written in a cursive style.

**Grant Moir**

Chief Executive and Accountable Officer

27 June 2014

## BOARD MEMBERS

### Elected by local residents



**Councillor David Fallows** is directly elected for Ward 1. He is a Highland Councillor and sits on the Council's Housing and Social Work, TES Services and Inverness, Nairn, Badenoch and Strathspey Planning Committee, as well as Highland and Islands Joint Fire Board. He also represents the council on the Highland Disability Sport Committee and the Speyside Way Management Group. He also writes on, and photographs, the sport of shinty for the Strathspey and Badenoch Herald, and is Chair of the area shinty coaching committee.



**Katrina Farquhar** is directly elected for Ward 5 and has lived in or on the edge of the Cairngorms National Park all of her life. Her parents have a sheep farm in the centre of the Park and she is very much involved with the farming community. Having worked at Sheridan Butchers Ballater for 27 years, she has now moved on and is an Aberdeenshire Councillor for Aboyne, Upper Deeside and Donside. Katrina is on the board of the Cairngorms Outdoor Access Trust (COAT) and Ballater Royal Deeside (BRD). She works with local groups, actively fundraising for local charities. Favourite things to do are walking, mountain biking and golfing.



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



**Mary McCafferty** was elected for Ward 3 and has a 30 year professional background in education. She is a Justice of the Peace and currently serves on the Bench at Inverness District Court. She is a Trustee 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 Granttown Twinning Association.



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

### Appointed by Scottish Ministers



**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.



**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 established her own independent forestry and environmental business 'A Douglas Consultancy' in 2010, having previously been Scotland Director for the Woodland Trust for 12 years and managing a very varied 21,000 acre estate.



**Paul Easto** was appointed to the board in March 2014. Paul is a co-founder and director of Wilderness Scotland - an adventure and tourism business based in the Cairngorms National Park operating throughout the Highlands and Islands. Prior to starting Wilderness Scotland in 2002, Paul worked as a planning and development consultant in Edinburgh and then South America with a youth development charity. In addition to his background in planning and environmental matters, he has 12 years experience in developing rural tourism and managing a successful and growing international business.



**Gregor Hutcheon** is a resident of Strathdon on the eastern fringes of the National Park, and 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.



**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.



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



**Brian Wood** is Deputy Convener of the Cairngorms National Park Authority board. He retired following a 38-year career in secondary education. Brian initially taught physics at George Heriot's School, Edinburgh and Mackie Academy, Stonehaven. He was then appointed Rector of Mearns Academy, Laurencekirk and for 16 years was Rector of Hazlehead Academy, Aberdeen. For the past 30 years, Brian has been a Justice of the Peace and honorary Sheriff for Grampian, Highland and Islands regularly presiding in the JP courts in Stonehaven and Aberdeen. Brian is heavily involved in two major restoration projects in Braemar, namely Braemar Castle and the A listed St Margaret's Church building. Brian brings expert knowledge in education and business management.

## Appointed by Scottish ministers on nomination by the local authorities



**Peter Argyle** 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 CNPA Board from March 2003 until September 2004 and was reappointed in March 2009. He is a director of Mid Deeside Limited in Aboyne, and is on the Board of Royal Deeside Partnership. Peter is Vice-Convener of the CNPA Planning Committee.



**Councillor 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.



**Councillor 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.



**Councillor 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.



**Councillor Bill Lobban** is the councillor for the Badenoch and Strathspey ward. He has lived and worked in Aviemore for over 30 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.



**Councillor 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 vice-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.



**Councillor Gregor Rimell** has been Highland Councillor for Badenoch and Strathspey since 2003. He lives in Newtonmore. 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.

## 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 (Directors 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 this report, persons in senior positions having authority or responsibility for directing or controlling the major activities of the Park Authority are taken to comprise the Chief Executive, 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;
- the funds available to departments as set out in the Government's departmental expenditure limits;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services; and
- the Government's inflation target.

### Chief executive

The 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 38. Expenses do not form part of the Remuneration report subject to audit and are disclosed only for information purposes.

### Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes: either a final salary scheme (classic, premium or classic plus); or a whole career scheme (nuvos). These statutory schemes are unfunded with the cost of benefits met by monies voted by parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with Pensions Increase legislation. New entrants may opt for either

the appropriate defined arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 1.5% and 6.25% of pensionable earnings for classic, and 3.5% and 8.25% for premium, classic plus and nuvos. Increases to employee contributions will apply from 1 April 2014. Benefits in classic accrue at the rate of 1/80<sup>th</sup> of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60<sup>th</sup> of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

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 panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

### **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 disclosed on page 38.

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 subject to UK taxation.

<b>Single total figure of remuneration*</b>						
	<b>Salary</b>	<b>2013/14 Pension benefits</b>	<b>Total</b>	<b>Salary</b>	<b>2012/13 Pension Benefits</b>	<b>Total</b>
	<b>£,000</b>	<b>£'000</b>	<b>£,000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Jane Hope Chief Executive (retired 28 February 2013)	-	-	-	70 - 75	-.**	70 - 75
Grant Moir Chief Executive	70 - 75	28	95 - 100	5 - 10	2	5 - 10
David Cameron*** Corporate Services Director	55 - 60	8	65 - 70	55 - 60	50	105 - 110
Francoise van Buuren Communications and Engagement Director (until 10 June 2013)	10 - 15	27	35 - 40	55 - 60	29	80 - 85
Hamish Trench Sustainable Land Use Director	50 - 55	16	65 - 70	50 - 55	23	70 - 75
Murray Ferguson Sustainable Rural Development Director	55 - 60	7	60 - 65	55 - 60	33	85 - 90

\* No director received any benefits in kind or bonus payments in the year (2013: £nil).

\*\* No comparable information is available for 2012/13.

\*\*\* David Cameron, Corporate Services Director, acted as Corporate Services Director for Loch Lomond and the Trossachs National Park Authority for part of his employment during part of the year. His remuneration includes 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.

	<b>2013/2014 Total Remuneration £'000</b>	<b>2012/2013 Total Remuneration £'000</b>
Band of highest paid Director's total remuneration	70 - 75	70 - 75
Median total remuneration	£21,642	£24,201
Ratio	3.3	3

## Pension entitlements

	Accrued pension at age 60 as at 31 03 2014 and related lump sum £,000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 03 2014 £'000	CETV (a) at 31 03 2013 £'000	Real increase in CETV (b) £'000
Grant Moir <i>Chief Executive</i>	0 - 5 plus lump sum of 5 - 10	0 - 5 plus lump sum of 0	33	49	5 - 10
David Cameron <i>Corporate Services Director</i>	20 – 25 plus lump sum of 0	0 - 5 plus lump sum of 0	344	318	0 - 5
Francoise van Burren <i>Communications and Engagement Director (until 10 June 2013)</i>	5 – 10 plus lump sum of 0	0 - 5 plus lump sum of 0	128	99	15 - 20
Hamish Trench <i>Strategic Land Use Director</i>	5 – 10 plus lump sum of 0	0 -5 plus lump sum of 0	85	71	5 - 10
Murray Ferguson <i>Sustainable Rural Development Director</i>	15 - 20 plus lump sum of 50 - 55	0 -5 plus lump sum of 0 - 15	292	269	0 - 5

### (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 they have 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. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

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

This is the element of the increase in accrued pension funded by the employer. It excludes increases due to inflation and contributions paid by the scheme member. It is worked out using 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	Fees £	2014 Expenses* £	Fees £	2013 Expenses* £
<b>Local elected</b>						
Dave Fallows	18 03 2011	17 03 2015	7,248	439	7,194	463
Katrina Farquhar	18 03 2011	17 03 2015	7,248	1,270	7,194	1,098
Eleanor Mackintosh	18 03 2011	17 03 2015	10,471	1,837	8,455	1,980
Mary McCafferty	18 03 2011	17 03 2015	7,248	92	4,796	330
William McKenna	18 03 2011	17 03 2015	7,248	53	7,194	135
<b>Scottish Government appointees</b>						
Duncan Bryden	08 09 2012	07 09 2015	20,940	5,156	16,221	3,497
Angela Douglas	02 10 2010	30 09 2014	7,248	1,317	7,194	2,398
Paul Easto	20 03 2014	28 02 2018	234	-	-	-
David Green	08 09 2012	07 09 2013	3,137	1,695	13,119	7,748
Gregor Hutcheon	02 10 2010	30 09 2014	7,248	2,060	7,194	868
Martin Price**	24 10 2011	23 10 2015	7,248	842	7,194	610
Gordon Riddler	01 11 2010	30 09 2014	7,248	1,386	7,194	1,042
Brian Wood	02 10 2010	30 09 2014	10,471	2,360	10,391	3,337
<b>Local Authority nominees</b>						
Peter Argyle	01 10 2012	30 09 2017	7,248	1,349	7,194	263
Jaci Douglas	01 10 2010	30 09 2012	-	-	3,597	278
Jeanette Gaul	01 10 2012	30 09 2017	7,248	1,607	3,597	1,162
Kate Howie	01 10 2012	30 09 2017	7,248	980	7,194	1,355
Marcus Humphrey	01 10 2010	30 09 2012	-	-	3,597	200
John Latham	01 10 2012	30 09 2017	7,248	1,128	3,597	274
Bill Lobban	01 10 2012	30 09 2017	7,248	979	3,598	521
Ian Mackintosh	01 10 2010	30 09 2012	-	-	3,597	1,061
Fiona Murdoch	01 10 2012	30 09 2017	7,248	867	3,597	262
Gregor Rimell	01 10 2012	30 09 2017	7,248	701	7,194	594
Alan Wright	01 10 2010	30 09 2012	-	-	3,597	641
			153,973	26,118	153,699	30,117

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

\*\* Resigned after 31 March 2014, with effect from 20 September 2014.

## Signed on behalf of the Cairngorms National Park Authority



### Grant Moir

Chief Executive and Accountable Officer

27 June 2014

## STATEMENT OF NATIONAL PARK AUTHORITY'S RESPONSIBILITIES

Under section 25(1) of the National Parks (Scotland) Act 2000, the Cairngorms National Park Authority is required to keep proper accounts and prepare an account of its expenditure for each financial year in accordance with directions issued by the Scottish Ministers.

The financial statements are prepared on the accruals basis and must show a true and fair view of the state of affairs as at the end of the financial year and of net expenditure, changes in taxpayers' equity and cash flow for the financial year.

## STATEMENT OF ACCOUNTABLE OFFICER'S RESPONSIBILITIES

As Chief Executive of the Cairngorms National Park Authority I am designated as Accountable Officer by the Principal Accountable Officer of the Scottish Administration in accordance with section 15 of the Public Finance and Accountability (Scotland) Act 2000.

The Accountable Officer I am personally responsible for ensuring propriety and regularity of the finances and for keeping proper records as set out in the Management Statement and Financial Memorandum and within the terms of relevant guidance in the Scottish Public Finance Manual and other instructions, guidance issued by the Scottish Ministers, and in particular the Memorandum to Accountable Officers of Other Public Bodies.

In preparing the financial statements I am required to:

- observe the financial statements direction issued by Scottish Ministers, including relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether the applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the Park Authority will continue in operation.

In addition, I have a general responsibility for taking such steps as are reasonably required to safeguard the assets of the Park Authority and to prevent and detect fraud and other irregularities.

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



**Grant Moir**

Chief Executive and Accountable Officer

27 June 2014

## **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. These responsibilities are in accordance with 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 the SPFM.

### **The operation of the board and sub-committees**

The full board met five times during the course of 2013/14, with all agendas and papers in the public domain and meetings open to public attendance. In addition to these full formal meetings, board members have also given their time to participate in a number of informal discussion sessions in which emerging policy issues and proposals can be discussed and a preferred strategic direction identified prior to fuller, open consideration at formal meetings.

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 and Delivery Committee and a Staffing and Recruitment Committee in place. The board has also put a Planning Committee in place to deal with all aspects of the Park Authority's statutory planning responsibilities.

The board and its committees have commenced consideration of an Organisational Development Strategy in the year, under which it will develop a fuller review over the next two years of its governance and leadership arrangements amongst other programmes of work. The board has also held a workshop on the governance implications of its operational delivery through third party community and charitable organisations as an element of this programme of review of effective governance.

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 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 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 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 Authority's internal controls.

The internal audit function is an integral element of the Park 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 control systems since their appointment. Over the course of the year to 31 March 2014, the internal auditors have reported to the Audit Committee on their independent reviews of Financial Controls, Financial Management, Planning and Efficiencies, Carbon Management, Regulatory Compliance, Information Technology Management and Controls and LEADER grant administration.

In addition, the external auditors have reviewed key systems, 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.

The Audit Committee has also endorsed the Park Authority's revised and updated approach to delivery of Best Value in this year, assessed against most recent guidance.

## **Risk management**

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

The board recognises the importance of risk management in the activities of the organisation. The Audit Committee led on the development of a revised Strategic Risk Register for the Park Authority during 2013 and the resultant register was adopted by the board in September 2013. The strategic risk register records 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.

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.

Through adoption of risk based monitoring reports for delivery of Corporate and Operational 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.

## **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 responsibility for reviewing the effectiveness of the system of internal control. My review is informed by:

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

The Park Authority has a professional Corporate Services Director in place, whom in particular has provided continuity of senior management leadership on the financial management, internal controls and governance arrangements over the year. My assurances over the effectiveness of internal control systems, financial management and planning processes and risk management are particularly informed by the assurances received from this Director.

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 were found to be strong with suggestions for only minor improvements being made.

The internal auditor's annual report for 2013/14 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.

A handwritten signature in black ink, appearing to read 'Grant Moir', written in a cursive style.

**Grant Moir**  
Chief Executive and Accountable Officer  
27 June 2014

## **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 Cairngorms National Park Authority for the year ended 31 March 2014 under the National Parks (Scotland) Act 2000. The financial statements comprise of the Statement of Comprehensive Net Expenditure, 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 2013/14 Government Financial Reporting Manual (the 2013/14 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 Accountable Officer 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 statements 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 an 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 and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. 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 2014 and of its net operating cost for the year then ended
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2013/14 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 Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

- adequate accounting records have not been kept, or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records, or
- I have not received all the information and explanations I require for my audit, or
- the 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  
G2 1BT  
27 June 2014

**STATEMENT OF COMPREHENSIVE NET EXPENDITURE**  
for the year ended 31 March 2014

	notes	2014 £	2013 £
<b>Expenditure</b>			
Board members and staff costs	4	2,480,336	2,309,873
Operational Plan expenditure	3, 5	3,684,226	4,061,788
Other operating costs	3, 6	<u>685,910</u>	<u>593,864</u>
		6,850,472	6,965,525
Depreciation	8	<u>97,024</u>	<u>106,072</u>
<b>Total expenditure</b>		<u>6,947,496</u>	<u>7,071,597</u>
<b>Income</b>			
Operational Plan income	3, 7	744,759	794,022
Other income	3, 7	<u>79,293</u>	<u>60,209</u>
<b>Total income</b>		824,052	854,231
<b>Net expenditure for year</b>		<u>6,123,444</u>	<u>6,217,366</u>

No activities were discontinued during the year.

The notes on pages 49 to 58 form part of these accounts.

**STATEMENT OF FINANCIAL POSITION**  
as at 31 March 2014

	notes	2014 £	2013 £
<b>Non-current assets</b>			
Property, plant and equipment	8	203,377	270,238
Intangible assets	8	2,360	-
<b>Total non-current assets</b>		205,737	270,238
<b>Current assets</b>			
Trade and other receivables due within one year	10	330,530	352,340
Cash and cash equivalents	11	466,785	278,195
<b>Total current assets</b>		797,315	630,535
<b>Total assets</b>		1,003,052	900,773
<b>Current liabilities</b>			
Trade and other payables due within one year	12	561,237	346,118
<b>Total current liabilities</b>		561,237	346,118
<b>Total assets less current liabilities</b>		441,815	554,655
<b>Non-current liabilities</b>	13	46,963	62,359
<b>Assets less liabilities</b>		394,852	492,296
<b>Taxpayers' equity</b>		394,852	492,296

Signed on behalf of the Cairngorms National Park Authority



**Grant Moir**  
Chief Executive and Accountable Officer  
Authorised for issue on 27 June 2014

The notes on pages 49 to 58 form part of these accounts.

**STATEMENT OF CASH FLOWS**  
for the year ended 31 March 2014

	notes	2014 £	2013 £
<b>Cash and cash equivalents at 1 April 2013</b>		278,195	569,844
<b>Cash flows from operating activities</b>			
Net operating cost		(6,947,496)	(7,071,597)
Adjustments for non-cash transactions			
Depreciation	8	97,024	106,072
Loss on disposal of non-current assets		157	-
Movements in working capital			
(Increase) decrease in trade and other receivables		21,810	(113,978)
(Decrease) increase in trade and other payables		215,119	(183,140)
(Decrease) increase in non-current liabilities		(15,396)	(15,705)
<b>Net cash outflow from operating activities</b>		<u>(6,628,782)</u>	<u>(7,278,348)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible assets	8	(29,842)	(149,532)
Purchase of intangible assets	8	(2,838)	-
Proceeds from the disposal of non-current assets		-	-
<b>Net cash outflow from operating activities</b>		<u>(32,680)</u>	<u>(149,532)</u>
<b>Cash flows from financing activities</b>			
Grant-in-aid received	2	6,026,000	6,282,000
Operational Plan and other income	7	824,052	854,231
<b>Net financing</b>		<u>6,850,052</u>	<u>7,136,231</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		188,590	(291,649)
<b>Cash and cash equivalents at 31 March 2014</b>	11	<u>466,785</u>	<u>278,195</u>

The notes on pages 49 to 58 form part of these accounts.

**STATEMENT OF CHANGES IN TAXPAYERS' EQUITY**  
for the year ended 31 March 2014

	notes	2014 £	2013 £
<b>Taxpayers' equity at 1 April 2013</b>		<b>492,296</b>	<b>427,664</b>
Grant-in-aid received	2	6,026,000	6,282,000
Other income	7	<u>824,052</u>	<u>854,231</u>
		6,850,052	7,136,231
Expenditure	4,5,6	<u>(6,850,472)</u>	<u>(6,965,525)</u>
Net (expenditure)/income		(420)	170,706
Depreciation	8	(97,024)	(106,072)
(Decrease)/increase in taxpayers' equity		<b><u>(97,444)</u></b>	<b><u>64,634</u></b>
<b>Taxpayer's equity at 31 March 2014</b>		<b><u>394,852</u></b>	<b><u>492,296</u></b>

The notes on pages 49 to 58 form part of these accounts.

## **NOTES TO THE ACCOUNTS** **for the year ended 31 March 2014**

### **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 accordance with the 2013-14 Government Financial Reporting Manual (FReM) issued by the Scottish Government. The accounting policies contained in the FReM apply International Finance Reporting Standards as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Cairngorms National Park Authority for the purposes of giving a true and fair view has been selected. The particular policies adopted by the Cairngorms National Park Authority are described below. They have been applied consistently in dealing with items that are considered material 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: Account Policies, Changes in Accounting Estimates and Errors. Changes in accounting policies which do not give rise to a prior year adjustment are reported in the relevant note.

#### **1.1 Accounting convention**

These accounts 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.

#### **1.2 International Financial Reporting Standards**

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

#### **1.3 Accounting period**

The accounting period commenced on 1 April 2013 and ended on 31 March 2014.

#### **1.4 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 level for the 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 a 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 of 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 Non-current assets – intangible assets**

Copyrights and software licenses are disclosed as intangible assets in accordance with FReM guidance and 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 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. In accordance with financial reporting guidance, grant-in-aid is credited to the General Reserve and net expenditure on activities funded by grant-in-aid is charged to this fund.

### **1.11 Other grants and income**

The Park Authority receives other grants to finance its net expenditure, which are released to the Statement of Comprehensive Net Expenditure over the period of the related project.

Other income is income related to the operating activities of the Park authority and represents fees and charges for services provided to third parties.

### **1.12 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 2013/14. 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.

### **1.13 Pension costs**

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is a defined benefit scheme. The 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.

### **1.14 Leases**

Operating leases rentals are charged to the Statement of Comprehensive Net Expenditure in the month in which the payment relates.

### **1.15 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 in the period in which it is incurred.

### **1.16 Trade receivables**

All material amounts due at 31 March 2014 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were received.

### **1.17 Cash and cash equivalents**

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

### **1.18 Trade payables**

All material amounts outstanding at 31 March 2014 have been brought into the Statement of Comprehensive Net Expenditure irrespective of when actual payments were made.

### **1.19 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.

## 1.20 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 decision makers to allocate resources to the segments and assess their performance. The Cairngorms National Park Authority reports on eight segments: six drawn from the Scottish Government's Cairngorms National Park Partnership Plan, and two from the Park Authority's current Corporate Plan.

### 2 GRANT-IN-AID

	2014 £	2013 £
Grant-in-aid allocated to meet operational expenditure	4,533,000	4,713,000
Grant-in-aid allocated to meet capital expenditure	1,493,000	1,569,000
	<u>6,026,000</u>	<u>6,282,000</u>

### 3 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 £
<b>2014</b>						
High quality planning	808,993	239,304	223,718	-	(76,076)	1,195,939
Land management	421,171	171,561	116,470	(44,676)	-	664,526
Brand and visitor experience	364,569	973,748	100,818	(12,670)	-	1,426,465
Sustainable business	288,965	179,117	79,910	(18,086)	-	529,906
Opportunities for recreation	271,965	960,467	75,209	-	-	1,307,641
A special place	197,122	103,968	54,512	-	-	355,602
Getting involved	82,849	817,280	22,911	(484,379)	-	438,661
Organisational excellence	44,702	238,781	12,362	(184,948)	(3,217)	107,680
	<u>2,480,336</u>	<u>3,684,226</u>	<u>685,910</u>	<u>(744,759)</u>	<u>(79,293)</u>	<u>6,026,420</u>
<b>2013</b>						
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
	<u>2,309,873</u>	<u>4,061,788</u>	<u>593,864</u>	<u>(794,022)</u>	<u>(60,209)</u>	<u>6,111,294</u>

### 4 BOARD MEMBERS AND STAFF COSTS

	2014 £	2013 £
<b>Summary</b>		
Board members	156,590	156,248
Staff – Core	2,307,246	2,153,625
Staff – seconded	16,500	-
	<u>2,480,336</u>	<u>2,309,873</u>

Board members (see Remuneration Report)

Fees	153,973	153,690
Social security costs	2,617	2,558
Pensions	-	-
	<u>156,590</u>	<u>156,248</u>

Staff – Core

Salaries	1,848,171	1,719,833
Social security costs	138,512	125,773
Pensions (see note 14)	337,063	308,019
	<u>2,323,746</u>	<u>2,153,625</u>

<b>2014</b>	<b>2013</b>
<b>£</b>	<b>£</b>

**Average number of employees during the period**

	<b>No</b>	<b>No</b>
Board members	19	19
Core staff (full time equivalent – FTE)	48	48
The Core staff number includes 1 (2013: 1) staff member seconded to the Park Authority (0.4FTE [2013: 1 FTE]) and excludes 0 (2013: 0) staff members seconded from the Park Authority (0 FTE [2013: 0 FTE]).		

**Number of staff with salaries above £50,000**

	<b>2014</b>	<b>2013</b>
£70,001 - £75,000	1	1
£65,001 - £70,000	-	-
£60,001 - £65,000	-	-
£55,001 - £60,000	3	3
£50,001 - £55,000	2	2

**Reporting of Civil Service and other compensation scheme - exit packages (including Chief Executive)**

<b>Exit package cost band</b>	<b>Number of voluntary departures agreed</b>	
	<b>2014</b>	<b>2013</b>
	<b>No</b>	<b>No</b>
<£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 (2013: nil).

## 5 OPERATIONAL PLAN EXPENDITURE

	2014 £	2013 £
LEADER programme	441,184	715,942
Outdoor access projects	890,346	835,889
Visitor information	79,334	36,274
Ranger services	194,410	276,877
Local Plan inquiry and development costs	151,798	259,583
Planning enforcement and monitoring	189,049	120,414
LEADER administration costs	184,290	53,467
Cultural and community heritage	80,290	668,181
Land based business training	204,184	214,278
Species and habitat conservation	59,135	94,186
National Park Authorities' shared services work	50,134	106,922
Publications	13,701	7,317
Website	24,895	34,475
Strengthen business organisations	121,183	24,750
Community needs	838,104	168,552
	<u>3,522,037</u>	<u>3,617,107</u>
Other (not previously greater than £50,000)	162,189	444,681
	<u>3,684,226</u>	<u>4,061,788</u>

The Operational Plan expenditure includes the following salary costs paid to staff directly employed on projects:

Staff – Project	2014 £	2013 £
Salaries	96,002	171,716
Social security costs	6,767	13,571
Pension costs	16,879	31,451
	<u>119,648</u>	<u>216,738</u>

The average number of full time equivalent Project staff employees in the year was 4 (2013: 7).

## 6 OTHER OPERATING EXPENDITURE

	2014 £	2013 £
Office running costs	154,923	142,462
Board and staff costs (excluding salary costs)	211,383	179,068
Information technology	47,937	62,132
Professional support fees	115,586	51,368
Land and buildings rentals	81,529	82,396
Vehicles and office equipment rentals	63,952	65,838
Independent auditor's fees	10,600	10,600
	<u>685,910</u>	<u>593,864</u>

## 7 OTHER INCOME

	2014 £	2013 £
Operational Plan income from EU sources	673,016	655,170
Operational Plan income from other sources	71,743	138,852
Planning fees and other income	79,293	60,209
	<u>824,052</u>	<u>854,231</u>

## 8 PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements	Park entry markers	Office equipment	Motor vehicles	ICT	Total	Intangible assets	Total
	£	£	£	£	£	£	£	£
<b>Cost</b>								
At 1 April 2013	389,130	56,882	133,174	22,595	286,248	<b>888,029</b>	-	<b>888,029</b>
Additions	8,870	-	10,126	-	10,846	<b>29,842</b>	2,838	<b>32,680</b>
Reclassifications	-	-	-	-	(20,912)	<b>(20,912)</b>	20,912	-
Disposals	-	-	-	-	(51,043)	<b>(51,043)</b>	(13,717)	<b>(64,760)</b>
At 31 March 2014	<b>398,000</b>	<b>56,882</b>	<b>143,300</b>	<b>22,595</b>	<b>225,139</b>	<b>845,916</b>	<b>10,033</b>	<b>855,949</b>
<b>Depreciation</b>								
At 1 April 2013	(268,757)	(13,651)	(120,060)	(13,180)	(202,143)	<b>(617,791)</b>	-	<b>(617,791)</b>
Charged for year	(24,400)	(2,275)	(6,272)	(4,519)	(57,670)	<b>(95,136)</b>	(1,888)	<b>(97,024)</b>
Reclassifications	-	-	-	-	19,502	<b>19,502</b>	(19,502)	-
Disposals	-	-	-	-	50,886	<b>50,886</b>	13,717	<b>64,603</b>
At 31 March 2014	<b>(293,157)</b>	<b>(15,926)</b>	<b>(126,332)</b>	<b>(17,699)</b>	<b>(189,425)</b>	<b>(642,539)</b>	<b>(7,673)</b>	<b>650,212</b>
<b>Net book value</b>								
At 31 March 2014	104,843	40,956	16,968	4,896	35,714	<b>203,377</b>	2,360	<b>205,737</b>
At 31 March 2013	120,373	43,231	13,114	9,415	84,105	<b>270,238</b>	-	<b>270,238</b>
<b>Asset financing</b>								
Owned	104,843	40,956	16,968	4,896	35,714	<b>203,377</b>	2,360	<b>205,737</b>
Finance leased	-	-	-	-	-	-	-	-
At 31 March 2014	104,843	40,956	16,968	4,896	35,714	<b>203,377</b>	2,360	<b>205,737</b>
Owned	120,373	43,231	13,114	9,415	84,105	<b>270,238</b>	-	<b>270,238</b>
Finance leased	-	-	-	-	-	-	-	-
At 31 March 2013	120,373	43,231	13,114	9,415	84,105	<b>270,238</b>	-	<b>270,238</b>

## 9 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 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. The Park Authority is therefore exposed to little credit, liquidity or market risk.

## 10 TRADE RECEIVABLE AND OTHER CURRENT ASSETS

	2014	2013
	£	£
Amounts falling due within one year:		
Project income debtors	237,431	295,047
Prepayments and accrued income	93,099	57,293
Total due within one year	<u>330,530</u>	<u>352,340</u>
Included within Trade receivables are the following:		
Central government bodies	237,430	274,776
Local authorities	-	-
NHS bodies	-	-
Public corporations and trading funds	-	-
Bodies external to government	93,100	77,564
	<u>330,530</u>	<u>352,340</u>

## 11 CASH AT BANK AND IN HAND

	2014	2013
	£	£
Commercial bank accounts	466,587	277,997
Cash imprest accounts	198	198
	<u>466,785</u>	<u>278,195</u>

## 12 TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2014	2013
	£	£
Amounts payable within one year:		
Trade payables	79,895	71,893
Project income received in advance	6,191	68,032
Accruals and deferred income	475,151	206,193
Total due within one year	<u>561,237</u>	<u>346,118</u>
Trade payables is analysed over the following:		
Central government bodies	32,676	15,439
Local authorities	-	-
NHS bodies	-	-
Public corporations and trading funds	-	-
Bodies external to government	528,559	330,679
	<u>561,235</u>	<u>346,118</u>

## 13 NON-CURRENT LIABILITIES

	2014	2013
	£	£
Early departure costs arising from the Park Authority's voluntary severance scheme (see note 3)	62,359	78,064
Costs arising within one year included in accruals and deferred income	(15,396)	(15,705)
	<u>46,963</u>	<u>62,359</u>

The transfer of £15,409 (2013: £15,705) 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.

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

For the year ended 31 March 2014 employer's contributions of £350,277 (2013: £307,938) were paid 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 £911 (2013: £2,029) to other pension providers and were invoiced for employer contributions of seconded staff working for the Park Authority.

## 15 CAPITAL COMMITMENTS

	2014	2013
	£	£

Contracted capital commitments at 31 March 2014 not otherwise included in the financial statements  
Property, plant and equipment

	-	-
--	---	---

## 16 COMMITMENTS UNDER LEASES

	Land and buildings		Motor vehicles and office equipment	
	2014	2013	2014	2013
	£	£	£	£
Not later than one year	59,350	56,400	27,754	26,762
Later than one year and less than five years	237,400	226,000	27,911	48,487
Later than five years	-	-	-	-
	<u>296,750</u>	<u>282,400</u>	<u>55,665</u>	<u>75,249</u>

## 17 CONTINGENT LIABILITIES

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

Following the decision during the year to relocate the Park Authority's planning service from Ballater to Grantown-on-Spey there are ongoing discussions with Ballater staff on the location options. At the year end the outcomes of the discussions were neither known nor quantifiable.

## 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 Natural Resources Division, Environment & Forestry Directorate.

The Scottish Government and the Natural Resources Division, Environment & Forestry Directorate are regarded as related parties with whom there have been various material transactions during the year in the normal course of operations.

In addition, the Park Authority has had a small number of material transactions with other Government departments and other Non-departmental Public Bodies.

No board member, senior manager or other related parties has undertaken any material transactions with the Park Authority during the year.

## 19 FINANCIAL INSTRUMENTS – EXPOSURE TO RISKS

The Park Authority's resources are met by grant-in-aid from the Scottish Government, business plan income, planning fees and other income. The Park Authority has no powers to borrow or invest surplus funds. Other than financial assets and liabilities generated by normal operational activities, no financial instruments are held.

**Liquidity risk:** the Park Authority's net revenue and capital requirements are finance by the Scottish Government so is not exposed to material liquidity risks.

**Credit risk:** the Park Authority receives funds from the Scottish Government, European Union Departments, Executive agencies or other Public Bodies and is not therefore 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 2014 (2013: £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 (FRM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 20 April 2004 is hereby revoked.

Signed by the authority of the Scottish Ministers

*IR Hooper*

*Head of Audit and  
National Heritage Division*

Dated 12 January 2006

**APPENDIX I  
BOARD MEMBERS' ATTENDANCE AT MEETINGS 2013/14**

<b>Board member</b>	<b>Planning Committee Total meetings - 12 Attended</b>	<b>Board Total meetings - 5 Attended</b>
Peter Argyle	9	4
Duncan Bryden (Convener)	11	5
Angela Douglas	9	5
Dave Fallows	8	3
Katrina Farquhar	9	5
Jeanette Gaul	11	3
Kate Howie	10	4
Gregor Hutcheon	10	3
Eleanor Mackintosh	12	5
John Latham	9	5
Bill Lobban	12	5
Mary McCaffrey	7	2
Willie McKenna	11	5
Fiona Murdoch	7	5
Martin Price	10	4
Gordon Riddler	8	4
Gregor Rimell	10	4
Brian Wood	11	3
<b>Stepped down in year</b>	<b>Total meetings - 5 Attended</b>	<b>Total meetings - 2 Attended</b>
David Green	5	2

This table excludes Paul Easto who was appointed on 20 March 2014.

## **APPENDIX 2 STAFF DETAILS AT 31 MARCH 2014**

### **CORPORATE SERVICES**

#### **Chief Executive**

Grant Moir

#### **Director of Corporate Services**

David Cameron

#### **Finance Manager**

Danie Ralph

#### **Finance Officer**

Diane Buchan

#### **Finance Assistant**

Amy Lyons

#### **LEADER Manager**

Alice Mayne

#### **Grants Officer**

Janette Macleod

#### **Grants Support Officer**

Lynn Anderson

#### **Project Support Officer**

Sam Masson

#### **Head of Organisational Development**

Kate Christie

#### **Corporate Services Officer**

Morag James

#### **HR Support Officer**

Pip Mackie

#### **Support Officer**

Catriona Campbell

#### **Support Officer**

Dee Straw

#### **Support Officer**

Bridget Trussell

#### **Apprentice Receptionist**

Holly McAuly-Brand

#### **Governance and Corporate Performance Manager**

Helen Jenkins

#### **Facilities Manager**

Andy Rinning

#### **Information Systems Manager**

Sandy Allan

#### **GIS Manager**

Fauzia Davidson

#### **Clerk to the Board**

Alix Harkness

#### **Project Management Support Officer**

Sara Smith

### **COMMUNICATIONS AND ENGAGEMENT**

#### **Head of Communications and Engagement**

Francoise van Buuren

#### **Press Officer**

Karen Archer

#### **Press Officer (Campaigns)**

Charlotte Milburn

#### **Digital Communications Officer**

Donald Ross

#### **Communications Officer**

Alison Fleming

#### **Assistant Communications Officer**

Sarah Vanstone

### **CONSERVATION AND VISITOR EXPERIENCE**

#### **Director of Conservation and Visitor Experience**

Hamish Trench

#### **Head of Land Management and Conservation**

Will Boyd-Wallis

#### **Land Management Adviser**

Bruce McConachie

#### **Land Management Adviser**

Mike Cottam

#### **Land Management Officer**

Penny Lawson

#### **Cairngorms Nature Manager**

Andy Ford

#### **Cairngorms Nature Officer (job share)**

Stephen Corcoran

#### **Cairngorms Nature Officer (job share)**

Justin Prigmore

#### **Capercaillie Framework Project Manager**

Justin Prigmore

#### **Landscapes and Ecology Manager**

Matthew Hawkins

#### **Landscape Adviser**

Frances Thin

#### **Ecology Adviser**

David Hetherington

#### **Natural Heritage Officer**

Hayley Wiswell

#### **Head of Visitor Services**

Pete Crane

#### **Visitor Services Officer**

Jacque Barbour

#### **Education and Inclusion Officer**

Elsbeth Grant

#### **Outdoor Learning Officer**

Al Smith

#### **Recreation and Access Manager**

David Clyne

#### **Outdoor Access Officer**

Adam Streeter-Smith

#### **Outdoor Access Officer**

Doug Stewart

## **PLANNING AND RURAL DEVELOPMENT**

### **Director of Planning and Rural Development**

Murray Ferguson

### **Head of Planning**

Simon Harrison

### **Strategic Policy and Improvement Manager**

Gavin Miles

### **Development Planning Manager**

Karen Major

### **Development Planning Officer**

Fiona Oldroyd

### **Development Manager**

Jane Shepherd

### **Planning Officer**

Katherine Donnachie

### **Planning Officer**

Fiona Murphy

### **Planning Support Officer**

Vacant

### **Monitoring and Enforcement Officer**

Bruce Luffman

### **Planning and Administration Systems Officer**

Sam Wainwright

### **Planning Administrator**

Vacant

### **Planning Systems Assistant Officer**

Julie Millman

### **Head of Major Projects and Housing**

Don McKee

### **Housing Officer**

Rachel Danemann

### **Head of Rural Development**

Sandra Middleton

### **Community Support Manager**

Lee Haxton

### **Sustainable Tourism Officer**

Heather Trench

### **Economic Development Manager**

David Watson

### **Economic Development Officer**

Jackie Farquhar