



**CAIRNGORMS**  
NATIONAL PARK AUTHORITY

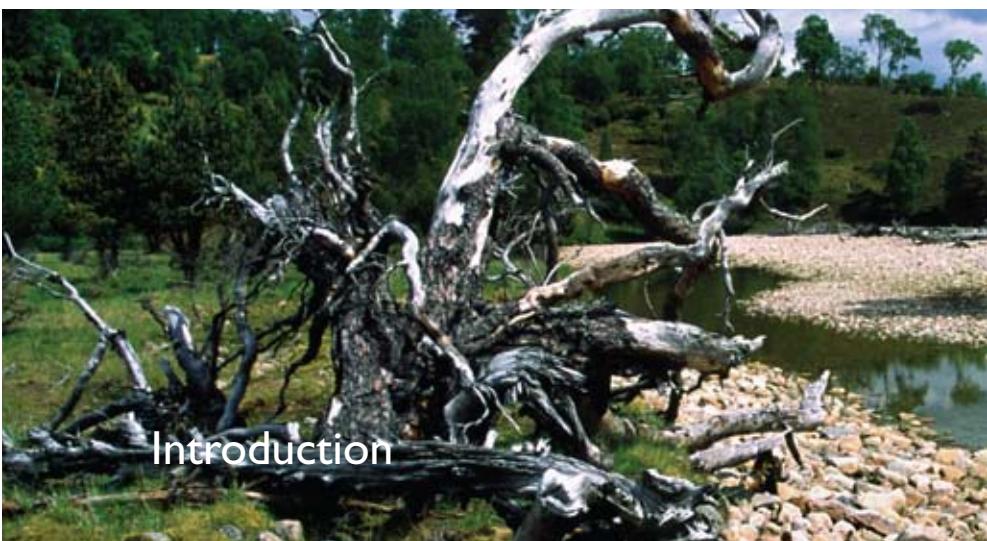
ÚGHDARRAS PÁIRC NÁISEANTA A MHONAI DH RUAI DH



Cairngorms National Park Authority  
Annual Report and Accounts 2007/08





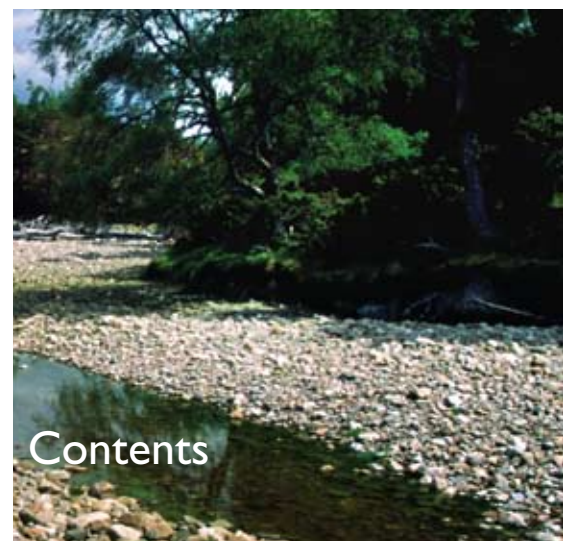


## Introduction

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

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

This Annual Report presents to Scottish Ministers and the public the key activities and progress made during our third year of delivery against our 2005-2008 Corporate Plan. The 2008-2011 Corporate Plan is available on the CNPA website or by contacting the CNPA offices in Grantown-on-Spey or Ballater.



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## Foreword

David Green, Convener

This Annual Report marks the completion of the Cairngorms National Park Authority's first Corporate Plan, delivered in its fifth year as a National Park Authority. During this period the Park Authority has put in place firm foundations and created a way of working which actively involves others – particularly partners in the public and private sector and people who live and work in the Park, as well as visitors.

The Cairngorms National Park Plan, Deposit Local Plan and other strategic policies and plans have been developed in partnership to set out a clear strategic framework for the Park which allows everyone to work towards a shared vision – to create a world class National Park.

Much has also been delivered on the ground. In partnership with local businesses and communities a Park brand has been developed which, as a hallmark of quality, provides a common identity for the Park and Park-wide visitor information, and delivers a marketing tool which adds value and raises quality and environment standards within the Park. With over 130 local

businesses and communities using the brand, they help to raise the profile of the Cairngorms National Park making a greater national and international impact cost-effectively.

The Park Authority has always focused on how it can best add value, avoiding duplication of effort and bringing together synergies and best practice. An example is the creation of the Cairngorms Outdoor Access Trust. This provides funding for footpath maintenance work across the Park and allows contributions to be made through various mechanisms from the public, private and voluntary sectors which are co-ordinated to get the best possible return for enhanced outdoor access.

Similar approaches have been taken to bring together the efforts of partners with a focus on outcomes to improve the Cairngorms. Joint initiatives working with land managers are helping to protect precious

habitats, which in turn protects biodiversity. Also in tune with the Scottish Government's Greener Scotland agenda, considerable work is underway to support sustainable development and help tackle climate change.

Our next Corporate Plan 2008-2011 will build on these firm foundations and strong relationships. It will set out what the Park Authority and its partners through the Cairngorms National Park Plan will contribute towards the Scottish Government's Strategic Outcomes, showing how National Parks in Scotland will make a difference to all the people of Scotland, not just those who are fortunate enough to live and work here.



## Facal-toisich

### Daibhidh Green, Neach-gairm



Tha an Aithisg Bliadhna seo a' comharrachadh gun deach crìoch a chur air a' chiad phlana chorporra aig Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh, a tha air a libhrigeadh sa chòigeamh bliadhna on chaidh a' phàirc a stèidheachadh mar Ùghdarras Pàirc Nàiseanta. Rè na h-ùine seo tha Ùghdarras na Pàirc air bun-stèidh làidir a chur air chois agus tha e air dòigh-obrach a chruthachadh a tha toirt a-steach daoine eile, gu h-àraidh com-pàirtichean sna roinnean poblach is priobhaideach agus daoine a tha a' fuireach agus ag obair anns a' Phàirc, a thuilleadh air luchd-turais.

Tha Plana Pàirc Nàiseanta a' Mhonaidh Ruaidh, Plana an Tasgaidh Ionadail agus poileasaidhean is planaichean ro-innleachdail eile air a bhith air an leasachadh ann an com-pàirteachas gus frèam ro-innleachdail soilleir a stèidheachadh airson na Pàirc a bhios a' toirt cothrom dhan h-uile duine obrachadh a chum na h-aon amais – Pàirc Nàiseanta aig an ìre as fheàrr san t-saoghal a chruthachadh.

Tha mòran air a bhith air a libhrigeadh ann an da-riribh. Ann an com-pàirteachas le gnìomhachasan ionadail is coimhearsnachdan tha suaicheantas na Pàirc air a bhith air a leasachadh na shanas

air deagh-ghnè, a tha a' tairgse dearbh-aithne dhan Phàirc agus don fhiosrachadh a gheibh luchd-tadhail na Pàirc agus a tha na dheagh inneal margaidheachd a bhios a' cur ris an luach agus a bhios a' togail nan slatan-tomhais agus nan inbhean àrainneachd taobh a-staigh na Pàirc. Le còrr air 130 gnìomhachas ionadail is coimhearsnachdan a' cleachdadh an t-suaicheantais, tha iad a' cuideachadh le bhith togail inbhe Pàirc Nàiseanta a' Mhonaidh Ruaidh ann a bhith a' toirt buaidh cosg-èifeachdach nas motha aig ìre nàiseanta is eadar-nàiseanta.

Tha Ùghdarras na Pàirc an còmhnaidh air a bhith a' cur cuideam air mar is urrainn dhaibh luach a chur-ris, a' seachnadh dùblachadh de dh'oidhirp is a' toirt nan dòighean obrach agus nam beachdan as fheàrr gu chèile. Tha a bhith a' cruthachadh Urras a' Mhonaidh Ruaidh airson Ruigsinneachd A-muigh na eisimpleir dhan seo. Tha seo a' toirt seachad maoin airson slighean thar na Pàirc air fad a chumail suas agus a' leigeil leis a' phoball, na h-earrannan priobhaideach is poblach tabhartasan a thoirt seachad tro ghrunn dhòighean a tha air an co-òrdanachadh san dòigh as fheàrr gus teachd a-steach fhaighinn à a bhith a' leasachadh

deagh ruigsinneachd a-muigh.

Chaidh dòighean mar seo a chleachdadh cuideachd gus oidhirpean luchd-com-pàirt a thoirt ri chèile leis an fhòcas air builean gus am Monadh Ruadh a leasachadh. Tha co-iomairtean le luchd-rianachd fearainn a' cuideachadh ann a bhith a' dìon àrainnean phrìseil, a bhios cuideachd a' dìon bith-iomadachd. Agus ann an co-rèir ri clàr-obrach Riaghaltas na h-Alba a thaobh Alba nas Uaine, tha mòran obrach a' dol ann a bhith a' toirt taic do leasachadh seasmhach agus ann a bhith a' dèiligeadh ri atharrachadh san aimsir.

Thèid an ath Phlana Corporra 2008-11 a stèidheachadh air na deagh bhunaitean is na ceanglaichean làidir a tha sin. Cuiridh e an cèill na nì Ùghdarras na Pàirc is a chom-pàirtichean tro Phlana Pàirc Nàiseanta a' Mhonaidh Ruaidh a chum a bhith ag obrachadh a dh'ionnsaigh Builean Ro-innleachdail Riaghaltas na h-Alba a' sealltainn mar a nì Pàirc Nàiseanta ann an Alba a thaobh a bhith a' dèanamh eadar-dhealachadh do mhuintir na h-Alba, 's chan ann dìreach dhaibhsan a tha cho fortanach 's gu bheil iad a' fuireach 's ag obair ann an seo.

## Special qualities of the Cairngorms National Park

Britain's largest National Park is a living, working landscape, chosen for its exceptional wild and natural qualities. The Park is 3,800 square kilometres in area, extending from Grantown-on-Spey in the north to the heads of the Angus Glens in the south and from Dinnet in the east to Dalwhinnie in the west.

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

Lower down in the glens are some of the most extensive remnants of Scotland's ancient Caledonian pine forest, while the rivers, lochs and marshes are among the cleanest in Scotland. The Spey, Don and Dee river valleys are major features of the Park and the heathland, birch woods, farmland and grasslands of the lower ground are important for many plants and animals.

This combination of habitats supports the rich biodiversity found in the Cairngorms, with a large proportion of the UK's most threatened, localised and endangered species living in the Park. The Cairngorms is the best place to view the Scottish crossbill, the only bird unique to Britain. Golden eagle, osprey, black grouse, capercaillie and crested tit are just a few of the other rare bird species found here. Animals include pine martens, red squirrels, water voles and otters whilst the rivers hold salmon, trout, rare lampreys and a rising population of the globally endangered freshwater pearl mussel.

It is not just landscapes and natural features that are important in the Cairngorms; people have lived and worked here for thousands of years,

leaving their mark on the landscape through buildings, villages, and their use of the land, as well as through traditions and language.

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





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

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



## Role of the Cairngorms National Park Authority

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

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

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

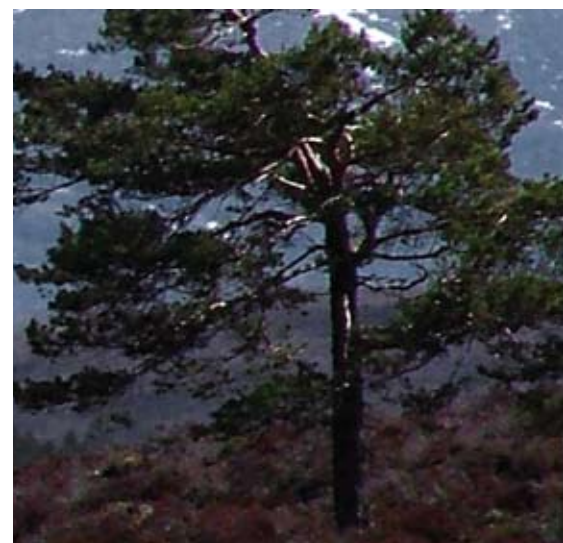
We aim to fulfil our role, not by duplicating the work of other public agencies but by working with and through others, maximising the effect of our relatively small, limited resources by acting as a catalyst, co-ordinator and enabler; and by ensuring that our actions add value to those of other bodies and agencies active within the Park.

Our work is overseen by a board of 25 members, as set out in the National Parks (Scotland) Act 2000. Of the 25 members, five are directly elected, ten are appointed on the nomination of the four relevant local authorities and ten are directly appointed by Scottish Ministers. The legislation requires at least ten board members to live within the Park – currently 19 live in or near the Park.

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

The Park Authority has a number of statutory functions including producing the Cairngorms National Park Plan and Local Plan, planning and development





management, acting as the Outdoor Access Authority and producing the Core Paths Plan for the Park.

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

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

The CNPA also has a statutory duty to uphold people’s outdoor access rights in the Park and have set up a Local Outdoor Access Forum. It is also charged with preparing a Core Paths Plan for the area and publicising the Scottish Outdoor Access Code.

In addition, the Park Authority is required to prepare a three year Corporate Plan which sets out our aims and how we plan to deliver them. While this Annual Report covers the third year of the Corporate Plan for 2005-2008, the next Corporate Plan covering 2008-2011 is available separately and has been approved by Scottish Ministers.

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

## Role of the Cairngorms National Park Authority (continued)

*The themes are:*

### **Theme 1**

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

### **Theme 2**

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

### **Theme 3**

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

### **Theme 4**

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

### **Theme 5**

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

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

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

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

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

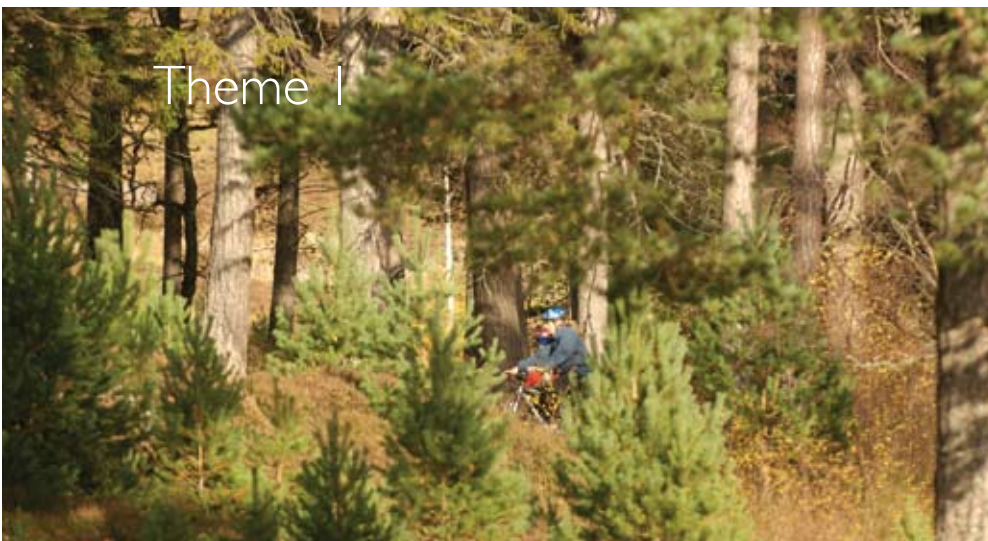
**Delivering the 3 Es:** ensuring economy, effectiveness and efficiency in our use of resources.

The CNPA is required each year to produce an annual report and accounts which Ministers must then lay before the Scottish Parliament. This 2007/08 Annual Report covers achievements during the third year of the

2005-2008 Corporate Plan. This has been a period during which the Park Authority has adopted and started to implement with its partners the Cairngorms National Park Plan. Consultations on the Core Paths Plan and Local Plan have been completed which will ensure both can go for final consultation in 2008 and adoption in 2009. The Corporate Plan 2008-2011 for the CNPA has been prepared which aligns the work of the Park Authority with the Cairngorms National Park Plan priorities for action and the Scottish Government's National Framework and Strategic Outcomes.

During 2007/08, the CNPA also embraced the Scottish Environment and Rural Services (SEARS) project which seeks to provide a single service under a single banner by nine rural organisations.

## Theme 1



**Key statistic**  
Draft Core Paths  
Plan prepared  
in advance of  
statutory timetable

### **Achievements during 2007/08 include:**

- Production and distribution of the first ever Outdoor Access Strategy for the Park
- Work started on the Glenmore off-road route involving 5km of new path
- Local Outdoor Access Forum business report printed and circulated
- By the end of the year there were 49 live access issues and 12 had been resolved or closed within the year
- £90,000 was provided towards an extensive programme of path repair and upgrade by Upper Deeside Access Trust (UDAT)
- Extensive work with UDAT was carried out to create an access trust – Cairngorms Outdoor Access Trust (COAT) – covering the entire Cairngorms National Park
- Various projects to improve the condition, access and availability of footpaths within the Park was funded
- 1,858 John Muir Awards were presented in calendar year 2007
- Agreement was reached with Scottish Natural Heritage on the way forward for ranger services in the Cairngorms National Park
- Funding agreed with Angus Council, Forestry Commission Scotland and Scottish Natural Heritage to build a new ranger base in Glen Doll and substantial progress made on building works
- Installation of four further Park entry point markers and upgrade of a layby at Drumochter on the A9 trunk road
- Development of Cairngorms National Park portal website to be launched in 2008
- Three of five panoramic views of the Park completed and ready to be installed at key locations
- New interpretation guidelines developed to support interpretation framework

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

Priorities for 2007/08: hosting and supporting the John Muir Award project, outdoor access authority duties, improved outdoor access infrastructure, co-ordination of ranger services, enhancement of visitor experiences, signage and interpretation.





## Key Highlight

### Draft Core Paths Plan

Core paths are seen as a vital element in both encouraging more people to get outdoors and in helping land managers to manage access across land. To this end, the CNPA consulted widely over the future of the Cairngorms National Park core paths network. Public meetings were held to give the public the opportunity to respond to the Interim Draft Core Paths Plan and community councils were also engaged.

After modifications on the basis of views expressed during the consultation had been incorporated, a Draft Core Paths Plan was completed in advance of the statutory timetable. The Draft Plan will be subject to further public consultation for 12 weeks later in 2008.

The proposed path network extends to 879km and will mainly be on existing paths and tracks. The network includes 702km of existing path or track; 8km of existing pavement; 58km of existing roads; and 89km of water courses. The Plan suggests 22km of new paths should be built and designated of which over 5km neared completion when work on the Aviemore to Glenmore off-road route was started.

### Outdoor Access

Work on the Aviemore to Glenmore off-road route was started during 2007/08 which will provide a high quality access route for a range of users including walkers and bikers. The path on Rothiemurchus Estate has a high partnership element with the CNPA acting as lead partner; Forestry Commission Scotland project

managing the construction works; and Scottish Natural Heritage supplying environmental advice as well as funding. Other funding has been secured from the Highland Council and Sustrans. The estate owner has also voluntarily entered into a 30 year maintenance agreement. Conservation-friendly construction methods

were used to balance a number of important features from wood ant nests and juniper to retention of granny pine trees.

The Cairngorms Local Outdoor Access Forum (LOAF) continued to provide advice and guidance on a range of access issues during 2007/08. An internal review of the LOAF led to a number of minor improvements to procedures, but overall it indicated there was a high degree of satisfaction with how it operates. The LOAF assisted the Park Authority with a significant number of access issues it resolved during the year.

Work to publicise the new Scottish Outdoor Access Code was also undertaken. This included a wide range of activities from publicising the need for extra care during the lambing and bird breeding season to hosting the Spey Users Group which brings paddlers and fishing representatives together.

During 2007/08, the Cairngorms Outdoor Access Strategy for the Park was published which complements the Cairngorms National Park Plan. Priorities over the next five years range from improving path quality and provision of all abilities and



multi-use paths and cycling, to managing outdoor access at sensitive locations and popular countryside sites.

### **Cairngorms Outdoor Access Trust**

A trust to lead much of the practical work on outdoor access was formed and an agreement was reached with the directors of Upper Deeside Access Trust (UDAT) to cover the whole of the Park. Changes to its constitution and new name – the Cairngorms Outdoor Access Trust – were made to reflect this.

The CNPA made a £90,000 contribution towards the UDAT work programme during 2007/08. Work ranged from assessing the Mount Keen path in Glen Tanar and developing the Ballater history trail to construction of all abilities routes in Dinnet, Ballater and Glen Tanar. Other UDAT funders include Aberdeenshire Council, Scottish Natural Heritage and Balmoral Estate.

## **Spotlight**

### **Visitor Interpretation and Information**

A major international interpretation conference was held in the Cairngorms to celebrate and showcase interpretation practice in the Highlands. 'The Vital Spark' conference focussed on four themes. These included looking at interpretation as the driver for cultural regeneration; interpreting remote and fragile areas; languages, cultures and communities; and traditional icons of the 21st century.

The event was an acclaimed success with one international guru proclaiming it to be the most beneficial and professional gathering they had attended in the last decade.

The development of Park-wide interpretation guidance was also progressed during 2007/08 which will encourage those delivering interpretation in the Park to communicate their stories within the context of the Park.

Three out of five panoramic paintings of the Park have been produced and these will be installed at key locations in the Park. These will enable visitors to better understand the geography and layout of the Park as well as the communities that live within it. Printed information available to visitors was also reviewed during 2007/08 and a new family of designs for Park publications was developed.

A range of publications from Cairngorms Explorer 2007/08 to Cairngorms Countryside Events 2007 were also produced and distributed by the CNPA to enable visitors to get the most out of their visit to the Park.

A successful workshop was held to help develop guidance about organisation of events in the Cairngorms National Park that rely on access to the land. People from a range of backgrounds – including event organisers, land managers, tourism operators and environmentalists – attended and submitted their views. The guidance will be produced later in 2008.

### **The John Muir Award**

Run in partnership with Scottish Natural Heritage and the John Muir Trust, the John Muir Award encourages groups or individuals to discover, explore, conserve and share their experiences of wild places. It is managed locally by the CNPA and in 2007 exceeded its annual targets with 1,858 participants taking part and 58 partner centres recognised to deliver the Award. This represents an increase of over 33 per cent over the previous year, taking the total awards provided to over 4,200 in the Cairngorms since 2003.

Participants can come from any age group and nearly 12 per cent come from groups that find it challenging to get outdoors and experience a sense of wildness. A recent survey indicated that 96 per cent of those taking part agreed the John Muir Award had given them the chance to do something positive for wild places.

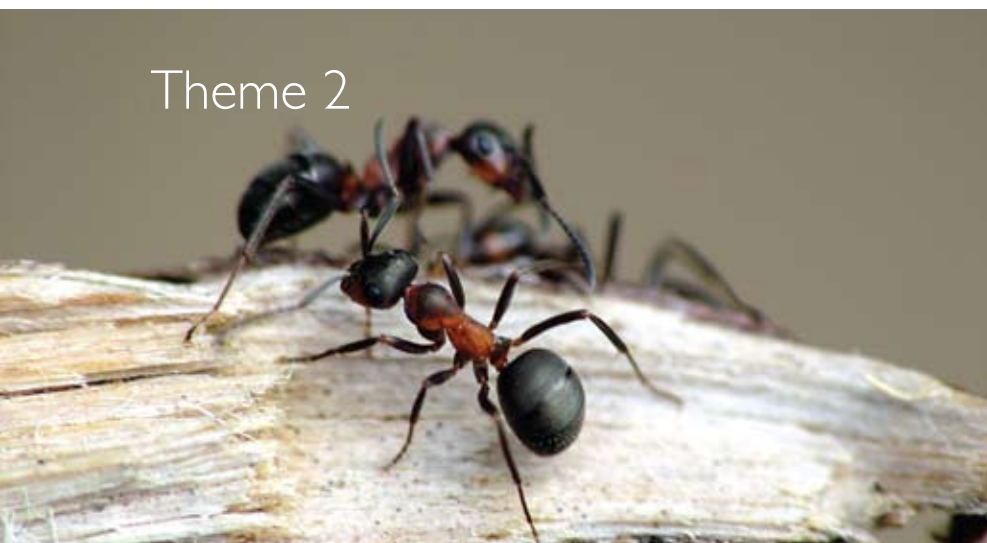
### **Ranger Services and Junior Rangers**

Plans progressed during the year to transfer the funding role for ranger services within the Park from Scottish Natural Heritage to the CNPA. This will help build on a previously agreed vision for ranger services and further simplifies the delivery and quality of service provided to Park residents and visitors alike.

In a separate project supported by the CNPA, teenagers will be able to develop some of the skills used by countryside rangers. Junior rangers will learn about the special qualities of the Park through practical voluntary work and training will be undertaken in conjunction with the John Muir Award. Promoting the Park at events such as Highland Games, helping to lead guided walks and making presentations to school groups and visitors will be completed by the young people taking part.



## Theme 2



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

Priorities for 2007/08: protection and enhancement of wildlife, landscape, cultural and natural resources and support for land managers.

### Key statistic

182 land based businesses received support under the Land Based Business Training Project during the 2007 calendar year

### Achievements during 2007/08 include:

- Ensuring that the Cairngorms National Park Plan priorities are reflected in the regional priorities of the Scotland Rural Development Programme (SRDP)
- Recruitment of two posts to stimulate high quality applications from land based businesses to the SRDP that help deliver the Park Plan
- Over 30 training courses, awareness raising and recording events were delivered to over 300 volunteers under the Butterflies and Moths Mean Business project over the last two years
- 16 farms in the Park were provided with free green farm audits to help reduce carbon emissions
- Funding of a successful deer watching pilot has led to an initiative to help land managers make the most of wildlife tourism opportunities
- Completion of the revised Cairngorms Forest and Woodland Framework; development of a Moorland Framework; and contributing to the Dee Catchment Management Plan
- £64,000 supported 19 community based biodiversity projects
- 32 species for priority action highlighted under the Cairngorms Local Biodiversity Action Plan
- Study of wild land qualities progressed to enhance the experience of wildness enjoyed by people in the Cairngorms
- Funding secured until 2010 for the Land Based Business Training Project



## Key Highlight

### Scotland Rural Development Programme

During 2007/08, the CNPA helped ensure that the Cairngorms National Park Plan priorities are reflected in the regional priorities of the Scottish Government's £1.6 billion Scotland Rural Development Programme (SRDP). Between 2008 and 2013, SRDP offers support for economic, environmental and social projects and work in rural communities.

Two information sessions held in the Park about the programme were extremely well attended highlighting significant interest among land managers, businesses and communities. A communications programme including promotional material, more detailed seminars and guidance on where to source information was also implemented.

Two Land Management Support Officers were also recruited to help deliver outcomes for the Park Plan and stimulate and encourage high quality applications under SRDP.

aims to improve the quality and connectivity of the forest habitat in the Cairngorms. It will also be a significant means of targeting future support at areas that will offer significant habitat benefits.

The Network aims to allow wildlife to move more freely through forests and woodland while improving the experience of those using them for recreation. The partners involved in the project gave a series of talks to Environment Minister Mike Russell when he visited the Park. This covered how the Network would work as well as outlining the benefits communities and wildlife will gain from it.

### Deer and Tourism

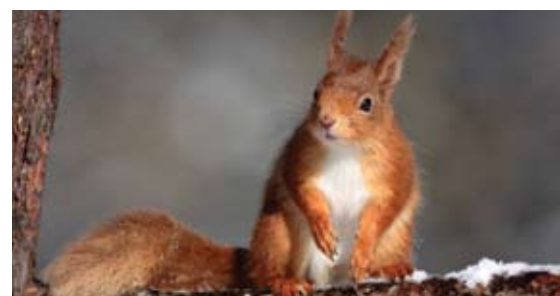
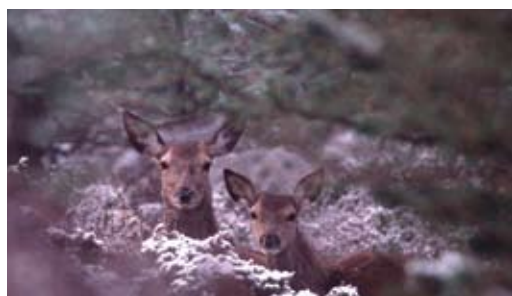
In 2007/08 the Cairngorms Deer Advisory Group (CDAG) brought together a range of interests from public agencies to communities and land owners to help improve communication and mutual understanding of sustainable deer management issues.

A successful pilot of deer watching events was carried out in partnership with Lynaberack Estate near Kingussie and

Highland Council rangers. This experience has led to an initiative with Wild Scotland to explore ways in which land managers can make the most of wildlife tourism opportunities.

### Forest Habitat Network

The Forest Habitat Network project commenced with the CNPA establishing the multi-agency partnership that



### Farm and Land Support

Following the earlier success of the pilot agri-waste scheme, help for farmers and crofters to dispose of plastic agricultural waste was extended during 2007/08. The scheme helped reduce the costs of purchasing a recycling bin and liners or paying the gate fee at a local recycling facility.

A pilot 'Green Farm' project was also introduced offering free carbon audits to 16 farms in the Park. It is hoped this partnership project between the CNPA and Scottish Agricultural Organisation Society (SOAS) could offer a good model for engaging with farmers in a practical way about actions to limit climate change effects.

The Land Based Business Training Project (LBBTP) secured funding which will ensure a wide range of public benefit and commercial courses from health and safety, customer care, management development and use and maintenance of farm machinery will be delivered until 2010 to those working in land based businesses. During 2007, 182 businesses received support under the LBBTP.

### Spotlight Climate Change

With the Cairngorms home to some of the most important landscapes and wildlife in Europe, the area has much to lose as a result of climate change. An innovative partnership project to measure the carbon footprint of the Cairngorms National Park was therefore launched in 2007/08 between the CNPA, Aberdeenshire Council and the Macaulay Institute – which is renowned for its work in rural and land issues.

The carbon footprint of the Park was measured so that the area's carbon footprint can be reduced through a number of measures. The work will act as a mechanism for knowledge transfer on current research being undertaken on sustainable use of resources by developing demonstration sites to promote sustainable land management.

Through this partnership, a funding application led by the UHI Centre for Mountain Studies, the Macaulay Institute and the Scotland and Northern Ireland Forum for Environment Research has also been made. It aims to carry out work on knowledge transfer in relation to climate change mitigation through land management in the Cairngorms National Park.

Through participation in a Northern Periphery Programme called Clim-ATIC, in which the CNPA is a partner, the Park Authority will also explore the potential for rural peripheral communities to adapt to the likely direct and indirect impacts of climate change.



### **Cairngorms Local Biodiversity Action Plan (LBAP)**

During 2007/08 the Cairngorms LBAP, which the CNPA is a core partner of, was involved in a diverse range of projects. This included funding 19 biodiversity projects under the Cairngorms Biodiversity Grant Scheme totalling £64,000.

From funding a golden eagle nest camera on Atholl Estates and undertaking habitat management work for the dark-bordered beauty moth, to a website for the Glenlivet Wildlife Recording Group and a tree sparrow box scheme for farms in the Angus Glens, the scheme reached out across the Cairngorms, making a valuable contribution to conserving and enhancing biodiversity in the area.

A project to increase the long-term survival of the twinflower in the Cairngorms was also progressed. This included

expanding isolated populations of the species and improving its genetic diversity at known sites. This will help to prevent its extinction in the UK.

A review of the Cairngorms LBAP highlighted 32 species for priority action which now gives a focus for projects and informing the regional priorities of the Scotland Rural Development Programme. These include lapwing, woolly willow, aspen hoverfly, freshwater pearl mussels, northern damselfly, red squirrel and netted mountain moth.

Other ongoing projects continue to make a significant contribution to conserving and enhancing biodiversity in the Cairngorms. These include the RaptorWatch project which is a successful partnership with Grampian Police and 19 estates which are involved in monitoring the breeding success of golden eagles, peregrine falcons and hen harriers. Future work will seek to extend the project over the remaining areas covered by Northern Constabulary and Tayside Police.

### **Wildness in the Cairngorms**

A project to identify and map qualities of wildness progressed during 2007/08 which focuses on wild land attributes like remoteness, apparent naturalness and ruggedness.

This was also informed by a survey of public attitudes to wild land carried out in conjunction with Scottish Natural Heritage, which showed that people in the Park and Scotland as a whole place a high value on wild places. Wildness is one of the key special qualities of the Park and the results will inform future decisions about how to enhance the experience of wildness enjoyed by people in the Cairngorms.

### **Butterflies and Moths Mean Business**

The successful two year Butterflies and Moths Mean Business project came to an end having run over 30 training courses, awareness raising and recording events and involving over 300 volunteers in total. Indications of success include a doubling of butterfly species records in the last three years and two new leaflets on birchwood moths and montane moths being published to increase awareness of these species.

## Theme 3



### Key statistic

£920,000 secured through the European-funded LEADER programme until 2013

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

Priorities for 2007/08: stronger and more diverse economic activities, increase in the value of sustainable tourism spend, improved accessibility and quality of public transport provision within the Cairngorms National Park, increased access to all forms of housing tenure, improved community capacity to deliver the four aims of the Park, improved understanding and appreciation by young people of the Park and its importance.

### Achievements during 2007/08 include:

- Highly commended in the Royal Destination Awards for Sustainable Tourism
- Ongoing support for two Destination Management Organisations to help the private sector co-ordinate tourism development and marketing
- Enhanced Heather Hopper cross-Park bus service
- 40,000 copies of Cairngorms Explorer circulated
- 50 new approvals to use the Park brand
- Workshops held in five communities to boost uptake of Green Tourism Business Scheme (GTBS)
- 130 participants attended the Cairngorms National Park tourism conference
- Active support for the work of community planning partnerships
- New delivery team set up with partners to help make housing more affordable and sustainable
- Co-funded feasibility study for the construction of four affordable houses at Kincaig and another to gain a clear picture of the barriers landowners experience in providing affordable housing
- Part-funded two officers to support communities in realising projects that are beneficial to their areas
- 76 projects supported under the Community Investment Programme
- Two youth events delivered to raise awareness and share experiences of the Cairngorms National Park



## Key Highlight

### Sustainable Tourism

The Cairngorms National Park finished in the top three from 20 short-listed destinations across Europe in the European Environment Agency's Royal Destination Awards for Sustainable Tourism which recognises excellent performance and best practice in the field.

Judges were impressed with how communities, businesses and other organisations in the Cairngorms work in partnership to create a sustainable Park for all, with strong quality and environmental standards.

As a leading example in sustainable tourism, the Cairngorms National Park also regularly hosts visits from across Europe to look at best practice in implementing the European Charter for Sustainable Tourism in Protected Areas.

### Destination Management Organisations

The development of two Destination Management Organisations (DMOs) in the Cairngorms provides the best way of communicating and working with tourism businesses on sustainable tourism projects. DMOs play an important role in delivering elements of the Park Plan and their collaborative activity becomes the key to providing existing and new visitors with an authentic, distinctive and convincing experience of the Cairngorms.

The Park Authority continued its support of DMOs during 2007/08 with funding towards a 'Business Barometer' survey which examined business confidence and investment plans for Aviemore and the Cairngorms DMO; and assistance towards product innovation workshops for Royal Deeside and the Cairngorms DMO was also provided.

### Park website and branding

The basic structure of a website portal aimed at visitors to the Park has been agreed by a group represented by the DMOs, VisitScotland, the Cairngorms Chamber of Commerce and the CNPA. The new website aims to signpost users to other websites and provide content that adds value to the overall visitor experience or where content is lacking on other sites.

During 2007/08 a further 50 businesses, organisations and individuals were approved to use the Park brand and the development of a family of brands, like Cairngorms Hostels and Cairngorms Farmers Market, also emerged. The Cairngorms Chamber of Commerce was permitted to use a Park family brand which will improve quality and environmental standards across the Cairngorms business community and boost brand uptake generally.





### Green Tourism

Workshops were held in five communities to boost uptake of the Green Tourism Business Scheme (GTBS). The Scottish Waste Aware Group with support from the CNPA and the Cairngorms Recycling Forum chose the Cairngorms National Park to pilot a scheme aimed at providing tourism businesses with access to up-to-date information about recycling facilities. The Park Authority also worked with several business associations in the Park to provide workshops to tourism businesses on recycling, energy efficiency and how to get accreditation on the GTBS.

### Spotlight Housing

During 2007/08 the CNPA co-funded a feasibility study and design competition for the development of affordable housing on Forestry Commission land at Kincaig. The site was then purchased and the four homes that now have planning permission to be erected will be allocated to local people. Costs will be negotiated down to an affordable level with Rural Home Ownership Grant support.

The Park Authority jointly funded a survey to gain a clear picture of the barriers to landowners providing affordable housing. Undertaken by the Scottish Rural Property and Business Association it also assessed the potential for improving existing housing stock, converting derelict/redundant buildings or providing new build.

A pilot community needs project in the Grantown-on-Spey, Cromdale, Advie and Dulnain Bridge area identified and prioritised economic, social and environmental actions. It also helped gather more detailed local housing needs data with the aim of informing housing development requirements in the area.

Working with the Braemar community, the CNPA also part-funded the first year of the Rural Housing Enabler project. Part of this work involved undertaking a local housing needs survey to help provide evidence for appropriate, affordable housing developments.

### Strengthening Communities

The Cairngorms Local Action Group (LAG) – a partnership supported by the CNPA – was awarded £920,000 of European-funded LEADER resources during 2007/08 that will support a wide range of community based rural development projects until 2013. Under the new programme there will be greater scope to support land based projects. A further £1.1 million is under consideration.

The LAG has ensured cross-membership with community planning partnerships and funding links are also being developed. During 2007/08, the Park Authority continued to help strengthen linkages with community planning processes and partnerships with a view to developing a more integrated approach to community based issues.

Practical projects delivered through this work include part-funding the appointment by Voluntary Action Badenoch and Strathspey of two Badenoch and Strathspey Community Support Officers. They will support communities in developing projects that are beneficial to their area; and the community action planning being piloted in Grantown-on-Spey, Dulnain Bridge and Cromdale. The CNPA also helped fund the Association

of Cairngorms Communities to review their operation and develop a forward plan.

### Community Investment Programme

A wide range of projects were funded through the Community Investment Programme which has been set up to provide funding of up to £5,000 for community run projects that contribute towards the Park's four aims.

During 2007/08 this multi-funded programme has assisted projects including the Dramin Festival in Newtonmore; forest school training in Finzean; a sculpture at the Lecht; mountain bike coaching in Aviemore; and a wildlife garden, pathworks and bridge construction at Braemar.

### Park for All Conference

Organised by the CNPA, several positive outcomes emerged as part of a well received one day Park for All Conference held at the Lecht Ski and Activity Centre during 2007/08.

These included a commitment to replicate good practice community transport projects in other areas of the Park; looking

at developing opportunities for community transport projects and agencies to creatively work together; and raising awareness about barriers for certain groups of people accessing community and public transport.

### Your Park, Your Future

Over 300 young people from seven secondary schools in the Cairngorms attended a two-day youth conference co-organised by the Park Authority and Aberdeenshire, Angus, Highland and Moray Councils. The aim of the event was to raise awareness and understanding of the National Park amongst young people; share experiences and discuss common issues for young people relating to the Park Plan; and provide a forum for young people to meet in a fun and interactive way.

Other activities during 2007/08 included the launch of a programme called Cairngorms Awareness and Pride which provides training courses for residents and businesses that promote subjects that are central to the Park's aims and special qualities.

## Theme 4



**Key statistic**  
477 responses covering 1,551 separate issues were received in connection with the Cairngorms National Park Deposit Local Plan

### **Achievements during 2007/08 include:**

- Cairngorms National Park Plan formally adopted by the Cairngorms National Park Authority board
- Key mechanisms introduced with partners to support the implementation of the Cairngorms National Park Plan
- The CNPA Corporate Plan 2008-2011 was approved, which aligns the work of the Park Authority with the delivery of the Park Plan priorities for action and the Scottish Government's strategic outcomes
- Cairngorms National Park Deposit Local Plan published and consultation undertaken
- Significant progress made on processing the 477 responses to the Cairngorms National Park Deposit Local Plan
- Work was started on producing an Aviemore Design Framework

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

Priorities for 2007/08: the Cairngorms National Park Plan, production of the Local Plan including finalising housing policies and delivering an effective and efficient development control service, seamlessly blending planning policy and Park aims.

- A range of proactive measures were undertaken to limit the effects of climate change
- Work towards creating a practical sustainability checklist and design guide was progressed
- 60 planning applications were determined, of which 90 per cent were approved





## Key Highlight

### Cairngorms National Park Plan

Since the CNPA board approved the Cairngorms National Park Plan in April 2007, mechanisms to support its implementation have been agreed. With representation from various partner organisations, delivery teams now focus on how best to deliver the priorities for action by 2012. A monitoring framework has been agreed and an annual report detailing the collective achievements of the Park Plan will be prepared each year to record progress.

Three advisory forums, focussing on understanding and enjoying the Park; living and working in the Park; and conserving and enhancing the Park, have been set up to give direction and advice on the Park's management; implementation of the Plan; and help to communicate progress being made.

At a Cairngorms National Park Strategy Group meeting, the Scottish Government's Minister for the Environment Mike Russell praised the work being carried out by all those involved in delivering the actions set out in the Park Plan. Future opportunities to deliver better outcomes through partnership working for people who live, work and visit the Park were also discussed with our partners.

### Climate Change

The CNPA board took the decision during 2007/08 to divert resources into supporting the work of others to help tackle the effects of climate change which impacts on many of the desired outcomes in the Cairngorms National Park Plan. See pages 15 and 27 for further information on climate change work.

This included ensuring that the guiding principle of sustainability is embedded in the work of our delivery teams; communicating the message of climate change and what everyone can do to limit its effects; and making sure the activities of the Park Authority as an organisation are itself sustainable (see page 15 on work with Macaulay Institute

and page 27 on CNPA's own greening policies).

Work on delivering a 'sustainability fund' with public and private sector funding to support projects that reduce carbon emissions and limit the effects of climate change was also progressed.

A key element of the CNPA's climate change work is to communicate best practice with land managers, local businesses and communities to encourage and support more people to change their behaviour and become more sustainable in everything that they do. To this end, training courses on renewables for local residents and businesses were delivered and a survey to establish the needs of residents in understanding green and climate change issues was progressed.

### Sustainability Design Guide

Initial work was started in 2007/08 on a Sustainability Design Guide/Sustainability Checklist. Involving partner agencies, local authorities, communities and developers, this practical document will be capable of delivering development that is affordable



whilst incorporating high standards of design and sustainability for people undertaking building projects in the Park.

The guide will complement and add value to other areas of work like those with regard to climate change, the Park Plan, the Local Plan and other supplementary guidance which supports the Local Plan.

### Planning

The CNPA planning committee 'called-in' 65 planning applications during 2007/08 which it considered were of significance to the aims of the Park. This represented 13.3 per cent of all applications made to the four existing local authority areas that cover the Cairngorms National Park. A total of 54 'called-in' applications were approved with Park Authority staff working closely with applicants to ensure a positive result both for them and the Park.

The CNPA continued to sustain its objection to the proposed Beauly to Denny powerline during 2007/08. This work

involved significant financial and human resources although sharing costs with other Local Authorities helped ease this pressure. A public enquiry held in Newtonmore considered the detailed impact of the proposed 20km of overhead pylon line through the western end of the Park.

### Spotlight Local Plan

During 2007/08, the Cairngorms National Park Deposit Local Plan went out for consultation for 12 weeks. The Local Plan will set out the CNPA's strategy for development within the Park, land use policies and site-specific proposals for development. Until the Cairngorms National Park Local Plan is in place, decisions in the Park are made in the context of the four existing local authority Local Plans in Highland, Aberdeenshire, Moray and Angus.

In order to consult as widely as possible, the Park Authority organised a number of drop-in sessions to explain the Deposit Local Plan and advise people on how to comment. Meetings also took place with a range of partners. This activity generated 477 responses to the consultation which raised comments on 1,551 separate issues.

Objectors have been contacted and meetings have been taking place with a view to resolving as many of these as possible. Proposed modifications will be incorporated and subject to agreement by the CNPA Planning Committee, consultation on these changes will take place during summer 2008.

### **Aviemore Planning Applications**

Five planning applications represented a major investment in the future development of Aviemore during 2007/08. Collectively they represented a significant increase in retail, leisure, commercial and residential facilities. These include a new supermarket and car park and an additional 161 homes of which 32 – around one in five – will be affordable.

The CNPA along with other public sector partners put in considerable effort to ensure these applications – that are important to the economic, social and conservation needs of the Park – were brought for consideration collectively and at the earliest opportunity, while maintaining the highest levels of due diligence.

### **Aviemore Design Framework**

A major new piece of work was commissioned by the CNPA in partnership with The Highland Council and Highlands and Islands Enterprise to produce an updated design framework for Aviemore (formerly known as the Aviemore Master Plan).

This takes account of circumstances, the Cairngorms National Park Plan and the Deposit Local Plan (see page 23) and has involved discussions with a number of different parties in the area including the community council, business association, Highlands and Islands Enterprise, Scottish Natural Heritage and key stakeholders including Aviemore Highland Resort and Rothiemurchus Highland Estate. The overall aim of the plan is to set a framework for development which achieves economic sustainability that is also in line with community aspirations. All new developments should occur in harmony with each other and with what is currently there, as well as maintaining natural and cultural aspects while ensuring that sustainability remains at its heart. The document also takes into account the major planning applications that are quickly coming forward in Aviemore.

### **Debate on National Parks**

A Scottish Parliament debate on National Parks was held and every speaker supported National Parks and commended the work of the two Park authorities, board members and staff. There was cross-party support for what has been achieved in the Cairngorms National Park over the last five years through partnership working and a range of specific achievements were mentioned and welcomed.

Against this background, the minister announced that National Parks have an important role to play in achieving a greener Scotland, by supporting rural communities and improving the environment. He announced that the current organisational and operational model for running Parks would be reviewed during 2008 and other alternatives investigated. The Minister also said the southern boundary of the Park will be extended subject to Scottish Parliament agreement.



## Theme 5



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

Priorities for 2007/08: staff recruitment, retention, training and appraisal, the CNPA’s efficiency and effectiveness, openness and accountability, people’s understanding and appreciation of the Park and of the role of the Park Authority and partners.

### Key statistic

A range of improved working methods and sharing of resources were progressed with other public agencies

### Achievements during 2007/08 include:

- Full involvement with the Scottish Environmental and Rural Services project to develop a ‘one door/any door’ response to customer questions
  - Initiation of a project with the Highland Council to create a single service point
  - Various pieces of work progressed with other public sector partners to investigate the rationalisation of IT, systems, facilities management and accommodation options
  - Ongoing development of corporate policies, standards and training to ensure delivery of consistently high quality, efficient and effective services
  - Achievement of Investors in People status
  - Development of additional flexible working policies to support staff members’ work/life balance
  - Implementation of greening actions and policies to support the CNPA business impacts on the climate
- Responses to 16 Freedom of Information requests
  - 66 press releases produced and distributed
  - Media programmes including the Great Climb and Springwatch 2008 featured the Park
  - Attendance and support at a wide range of conferences and events
  - A range of community consultations and open meetings were held throughout the year



## Key Highlight

### Sharing Resources

Using the IT helpdesk at Scottish Natural Heritage (SNH) as the first point of contact for all IT assistance requests by Park Authority staff highlighted our commitment to collaborate with partner organisations in seeking improved working methods and service delivery. Further improvements to the IT communication capacity between our Ballater and Grantown-on-Spey offices are also expected.

We also investigated using some of SNH's office systems as well as procurement and facilities management support from SEPA. A longer-term review of our accommodation requirements, considering co-location opportunities with SNH and other potential partners was also progressed. A 'single service point' project from which customers can access a range of information on either Highland Council or the CNPA's services was also initiated.

The Park Authority embraced the 'one door/any door' ethos of the Scottish Environmental and Rural Services (SEARS) project which seeks to provide a single service under a single banner by nine rural organisations. This will allow customers to ask a question or request information with any SEARS member and receive a response without having to go through multiple contacts.

### Corporate services and our staff

Corporate services and communications teams continued to address staff feedback in seeking to improve our internal communications, IT, support services, training and the way in which staff

and board work together. A minor re-structuring which involved the support of our staff consultative forum is also yielding improvements to the quality and delivery of our work, and achievement of the Investors in

People award provided assurance of the CNPA's commitment to develop and train its staff.

Training opportunities from project management, customer service, health and safety and equality issues have been implemented to ensure all staff are equipped with the right skills to deliver our corporate plan. A management development programme has also been introduced during 2007/08 to ensure the organisation is equipped with key leadership and influencing skills.

A competency framework was also developed which sets out the skills, behaviours and competencies required of each role. This will help staff and first managers identify future training requirements and support career development.

External auditors again confirmed the Park Authority's resources were effectively utilised during 2007/08 and that effective governance was in place. Agreement of a best value self assessment and action plan by the CNPA Audit Committee set a benchmark and action plan for our service delivery for ongoing service improvements over the next three years.



We also established an equalities working group to ensure that the CNPA equalities action plans are implemented and we responded to 16 requests under Freedom of Information.

### Ministerial Visits

During 2007/08, various Ministers took the opportunity to participate and see at first hand some of the work and projects being undertaken in the Cairngorms National Park. This included Sarah Boyack who visited the off-road cycling facility Wolftrax in Laggan; Richard Lochhead who attended the community newsletter awards in Tomintoul; and Mike Russell who visited the forest regeneration project at Glenmore and attended the strategy group meeting at Boat of Garten.

### Community Engagement

A number of forums have been set up by the Park Authority where issues can be raised and discussed with local communities and interested parties. Three advisory forums meet regularly to focus on the development and implementation of the Cairngorms National Park Plan;

the Local Outdoor Access Forum meets quarterly to discuss access issues; and the Cairngorms Inclusion Group provides regular advice on social inclusion.

Staff regularly attend and provide updates to the Association of Cairngorms Communities as well as the Cairngorms Chamber of Commerce. All formal board and planning committee meetings are held in public around the Park and local residents get the chance to meet board members at pre-board meetings every other month.

## Spotlight

### Greening and Sustainability

As an organisation with a strong environmental focus in the work we deliver, we continued to enhance our own environmental and sustainability credentials during 2007/08 to minimise our impact on climate change.

A travel plan to reduce business emissions was therefore developed and as well as encouraging staff to make greater use of public transport, we replaced our pool car fleet with lower emission vehicles.

We encouraged staff to adopt more sustainable practices like reducing copying, using double-sided printing and switching off equipment when not in use. Using recycled print and copy paper throughout the CNPA was also adopted and introducing complementary HR policies like home-working will help to both improve staff work/life balance while reducing carbon emissions generated from commuting.

Working in conjunction with corporate partners and others, we are also seeking to develop a sustainability fund. This will include a carbon offset scheme that has the potential to deliver a range of environmental, biodiversity and community benefits in the future.



## Communications

Keeping a wide range of audiences from the general public, key stakeholders and partners to businesses, land managers and politicians informed about the work, achievements and priorities of the Cairngorms National Park plays a vital role in helping us deliver both the Park Plan and the aims of the Cairngorms National Park.

Routine communications resulted in the production and distribution of 66 press releases to a wide range of mainstream and specialist media; provision of an effective media enquiries service; and distribution of a biannual newsletter to every Cairngorms household.

Ongoing development of the CNPA website; production of a monthly e-bulletin to a circulation list of over 600 people; co-ordination of various Ministerial visits and briefing meetings; and attendance and support at a wide range of events from the Royal Highland Show, Vital Spark and Outsider Festival to Inverness Environment Week, the Odyssey photo exhibition at Balmoral and Cairngorm Mountain were also delivered.

During 2007/08 several high profile awareness campaigns were also undertaken on

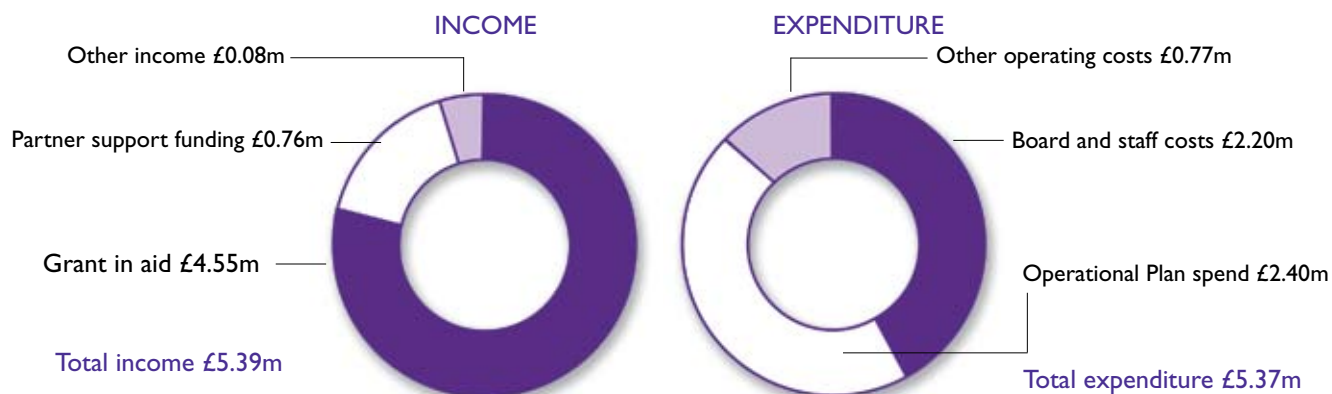
consultations for the Deposit Local Plan, the Cairngorms Forest and Woodland Framework, the Draft Core Paths Plan and community needs assessment in five local communities within the Park. This resulted in a high number of responses on a diverse range of issues which helps ensure these key documents are well represented and appropriate to the four aims of the Park and towards achieving the priorities of the Park Plan.

Other community consultations and open meetings covering subjects from outdoor access issues and community needs to housing concerns and planning issues were also held throughout the year particularly in relation to Aviemore and the Aviemore Highland Resort development.

The CNPA also organised and printed a number of publications during 2007/08. These include:

- Parklife Winter 2007/08 (the newsletter of the CNPA)
- Cairngorms Local Outdoor Access Forum Business Report April 2005-March 2007
- The Cairngorms Explorer 2007/08 – Cairngorms National Park by bus, train, cycle and on foot
- Cairngorms Countryside Events 2007
- Cairngorms National Park Visitor Guide 2007/08 (in partnership with VisitScotland)
- Cairngorms National Park Authority Annual Report and Accounts 2006/07
- Cairngorms National Park Sustainability Fund
- The Forests of the Cairngorms: Cairngorms National Park Forest and Woodland Framework
- Enjoying the Cairngorms: Cairngorms National Park Outdoor Access Strategy
- Cairngorms National Park Plan 2007 and associated documents
- Cairngorms National Park Draft Core Paths Plan and associated documents
- Cairngorms National Park Deposit Local Plan and associated documents
- Gender Equality Scheme, Disability Equality Scheme and Race Equality Scheme
- Community Investment Programme 2007-08
- Local Biodiversity Action Plan newsletter Spring 2008
- Land Managers: Access Rights and Responsibilities information sheet

## Sources of income and expenditure (2007/08)



## Commentary on Financial Performance for 2007/08

Our full accounts for 2007/08 are set out on pages 31 to 57.

The achievements set out in this report have again been delivered within our total resource allocation made available to the Cairngorms National Park Authority by the Scottish Government. We have also continued to work successfully with our partners and have secured an additional £0.84 million in funding to support activities within the Cairngorms National Park, on top of the £4.55 million grant allocation from Scottish Government. The Park Authority has therefore been responsible for a total of £5.39 million in funding for the Cairngorms National Park over 2007/08.

Almost all of this total resource has been invested over the course of the year, leaving only a very small surplus of around £0.02 million at the end of the year. Expenditure on Board and staff costs, providing strategic and

policy co-ordination together with direct delivery of some Cairngorms National Park Plan actions in the year, has totalled £2.20 million (or 41% of total resources available). A further £2.40 million has been invested in a range of projects and initiatives supporting the Cairngorms National Park Plan, with £0.77 million of expenditure on the Park Authority's general running costs.



# Accounts

## Foreword

### Introduction

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

### Background

#### National Park Aims

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

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

#### The Cairngorms National Park Authority

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

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

A full list of Park Authority Members together with a résumé of their backgrounds is detailed on pages 37 to 40. The Register of Members' Interests is available for public inspection during office hours at the Park Authority's offices, 14 The Square, Grantown-on-Spey, PH26 3HG.

### Results and future activities

The results for the year to 31 March 2008 are set out on page 47 together with the notes on pages 50 to 56. The accounts are prepared on a going concern basis.

The Park Authority's total expenditure was £5.4 million and after receiving grant in aid of £4.5 million, third party contributions to Operational Plan spend of £0.8 million and other income, the results for the year represent a small gain of £23,472.

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

A comprehensive presentation of the Park Authority's current and future activity plans is available in its Operational Plan for 2008/09 and Corporate Plan for 2008 to 2011.



## Foreword (continued)

### Changes in fixed assets

Movements in fixed assets are shown in note 7.

### Post balance sheet events

There are no post balance sheet date events to report for the year to 31 March 2008.

### 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 2008, the time taken to pay creditors achieved an average of 14 days (2007 – 17 days).

### Employment policies, consultation and equality

Policy development has slowed down over the last year, and work has been more focussed on embedding the policies and ensuring that they are working effectively. The CNPA continues to work closely with staff representatives and Prospect Trade Union through the Staff Consultative Forum in resolving a range of staffing issues, consulting on new initiatives and keeping staff well informed. This work was recognised in April 2008 when the CNPA gained Investors in People status.

The Race, Gender and Disability Equality Schemes have been embedded into the work of the CNPA, and progress with the associated action plans reviewed. Much progress has been made throughout the year, with comprehensive equalities training and guidance for all staff, and the CNPA is now accredited with the "Positive About Disability" symbol.

A comprehensive leadership development programme has been rolled out throughout the year to ensure that the managers and officers at the grade below the management team have the skills required in their role, both for line management and working with partner organisations.

### Pensions

The Park Authority's pension liabilities are detailed in the Remuneration Report and Notes 1, 3, 4 and 13 to the Accounts.


### Auditors

The accounts of the Park Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with paragraph 25 (2) of the National Parks (Scotland) Act 2000. His audit report is on pages 45 and 46 and details of the auditor's remuneration are given in note 5.

### Disclosure of information to auditors

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

Signed on behalf of the Cairngorms National Park Authority



Jane Hope, Chief Executive  
29 July 2008

# Remuneration Report

## Introduction

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

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

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

## Service contracts

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

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

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

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

## Chief Executive

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

## Remuneration Report (continued)

### Board members

This section of the Remuneration Report is subject to Audit.

			2007/08		2006/07	
	Most recent appointment	End of term or date stepped down	Fees £	Expenses £	Fees £	Expenses £
<b>Scottish Government appointee</b>						
David Green	08 Sept 2006	07 Sept 2010	20,073	10,647	14,025	6,193
Andrew Thin	25 Mar 2003	31 Aug 2006	-	-	8,248	3,317
Eric Baird	25 Mar 2006	24 Mar 2009	10,037	2,487	9,898	1,252
Duncan Bryden	25 Mar 2007	24 Mar 2010	7,077	1,332	6,853	1,455
Nonie Coulthard	01 Apr 2006	31 Mar 2009	7,054	2,055	6,965	875
Sally Dowden	25 Mar 2003	24 Mar 2006	-	-	-	168
Lucy Grant	25 Mar 2006	24 Mar 2009	7,831	1,114	6,853	100
Robert Kinnaird	01 Dec 2006	31 Mar 2010	6,948	831	2,284	101
Anne MacLean	25 Mar 2007	24 Mar 2010	6,948	580	6,853	463
Alastair MacLennan	25 Mar 2006	24 Mar 2009	6,948	487	6,853	266
Susan Walker	25 Mar 2007	24 Mar 2010	6,948	901	6,853	558
Ross Watson	01 Apr 2006	31 Mar 2009	6,948	194	6,853	328
<b>Local Authority nominee</b>						
Francis (Stuart) Black	01 Sept 2007	31 Aug 2011	6,948	-	6,853	-
Jacqueline Douglas	01 Sept 2007	31 Aug 2011	4,274	139	-	-
Basil Dunlop	25 Sept 2004	31 Aug 2007	2,895	-	6,853	-
David Fallows	01 Sept 2007	31 Aug 2011	4,054	833	-	-
Angus Gordon	25 Sept 2004	31 Aug 2007	2,895	-	6,853	-
Andrew Hendry	01 Sept 2007	31 Aug 2011	4,054	491	-	-
Marcus Humphrey	01 Sept 2007	31 Aug 2011	6,948	211	6,853	708
Bruce Luffman	01 Sept 2007	31 Aug 2011	6,948	1,747	6,853	1,148
Ian Mackintosh	01 Sept 2007	31 Aug 2011	4,054	941	-	-
Fiona Murdoch	01 Sept 2007	31 Aug 2011	4,054	790	-	-
Alexander Park	01 Sept 2007	31 Aug 2011	6,948	781	6,853	761
David Selfridge	25 Sept 2004	31 Aug 2007	2,895	692	6,853	1,789
Sheena Slimon	25 Sept 2004	31 Aug 2007	2,895	-	6,853	-
Richard Stroud	01 Sept 2007	31 Aug 2011	6,948	589	6,853	690
Robert Wilson	25 Sept 2004	31 Aug 2007	2,895	267	6,853	712
<b>Locally elected</b>						
Geva Blackett	16 Mar 2007	15 Mar 2011	7,139	1,509	-	-
Douglas Glass	25 Mar 2003	15 Mar 2007	-	-	6,662	17
Mary McCafferty	16 Mar 2007	15 Mar 2011	7,139	648	-	-
William McKenna	16 Mar 2007	15 Mar 2011	6,948	-	6,853	-
Eleanor Mackintosh	16 Mar 2007	15 Mar 2011	6,948	931	6,853	697
Andrew Rafferty	16 Mar 2007	15 Mar 2011	6,948	348	6,853	104
Gregor Rimell	25 Mar 2003	15 Mar 2007	-	50	6,662	832
			<b>191,639</b>	<b>31,595</b>	<b>184,951</b>	<b>22,534</b>

### Civil Service pensions

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

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

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

### Salary and pension entitlements

The following sections provide details of the remuneration and pension interests of the Chief Executive.

Fees and expenses received by Board members are shown on page 34.

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

### Salary

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

	2007/08		2006/07	
	Salary £'000	Benefits in kind £	Salary £'000	Benefits in kind £
Jane Hope Chief Executive	60-65	0	55-60	0



## Remuneration Report (continued)

### Pension entitlements

	Accrued pension at age 60 as at 31 Mar 2008 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV (a) at 31 Mar 2008 £'000	CETV (a) at 31 Mar 2007 £'000	Real increase in CETV (b) £'000
Jane Hope Chief Executive	10-15	0-2½	224	213	5

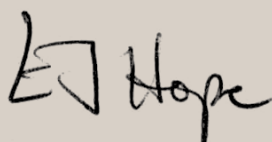
#### (a) The Cash Equivalent Transfer Value (CETV)

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

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

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

Signed on behalf of the Cairngorms National Park Authority



Jane Hope, Chief Executive  
29 July 2008

## Cairngorms National Park Authority Board Members

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

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

David Green (Convener)	(a)	(F), (S&R)
Eric Baird (Deputy Convener)	(a)	(A), (S&R)
Francis (Stuart) Black	(b)	
Geva Blackett	(c)	
Duncan Bryden	(a)	(A)
Nonie Coulthard	(a)	(A)
Jacqueline Douglas (from 01 September 2007)	(b)	
Basil Dunlop (until 31 August 2007)	(b)	
David Fallows (from 01 September 2007)	(b)	(F)
Angus Gordon (until 31 August 2007)	(b)	
Lucy Grant	(a)	
Andrew Hednry (from 01 September 2007)	(b)	
Marcus Humphrey	(b)	
Robert Kinnaird	(a)	(S & R)
Bruce Luffman	(b)	(F)
Mary McCafferty	(c)	(F)
William McKenna	(c)	
Eleanor Mackintosh	(c)	(F)
Ian Mackintosh (from 01 September 2007)	(b)	
Anne MacLean	(a)	(S&R)
Alastair MacLennan	(a)	
Fiona Murdoch (from 01 September 2007)	(b)	(A)
Sandy Park	(b)	(S&R)
Andrew Rafferty	(c)	
David Selfridge (until 31 August 2007)	(b)	(F)
Sheena Slimon (until 31 August 2007)	(b)	
Richard Stroud	(b)	
Susan Walker	(a)	(A)
Ross Watson	(a)	(A)
Robert Wilson (until 31 August 2007)	(b)	(A)

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

**Committee membership (at present):** Planning (all Board members sit on the Planning Committee) (F) Finance (A) Audit (S&R) Staffing & Recruitment. Membership of committees is reviewed annually; the latest review was on 05 October 2007 and made the following changes, which have been reflected in the above list:

Planning No change.

Finance David Selfridge stepped down; David Fallows and Mary McCafferty joined.

Audit Duncan Bryden and Robert Wilson stepped down; Fiona Murdoch and Ross Watson joined.

Staffing & Recruitment No change.

Attendance at Board and Planning Committee meetings is set out in Appendix I (see page 58).

## Cairngorms National Park Authority Board Members (continued)

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

**Eric Baird** is currently Deputy Convener of the Cairngorms National Park Authority Board and Convener of the Audit Committee. He is Head Ranger on the Glen Tanar estate, has specialist knowledge of countryside issues and sits on the Grampian Regional Forestry Forum.

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

**Geva Blackett** is Chief Executive of the Scottish Countryside Alliance, and was elected for Ward 5. She is passionate about

the people of the Park and the wildlife and countryside that provide the economic and social backdrop to our lives. As a Board Member she works hard for the future of our iconic, managed landscapes so that local people, living in local houses can do local jobs.

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

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

**Cllr Jacqueline (Jaci) Douglas** (Highland Council) was elected in May 2007. Jaci returned to Scotland in 2003, having lived and worked abroad for a number of years, and lives and works in Grantown-on-Spey. She was a founding member and organiser of the Cairngorms Farmers Market and worked for Grantown Initiative, an organisation which seeks to support local community groups. Jaci sits on the council's Education, Culture and Sport Committee and Gaelic Committee.

**Cllr David Fallows** (Highland Council) is a former United Kingdom representative to United Nations and EC Committees on Electronic Data Interchange Standards. He has lived in Newtonmore for over 18 years and with his wife started the Newtonmore Craft Centre and Gallery. Before becoming a councillor, he was chairman of the Newtonmore Vicinity Community Council and has been a board member of Cairngorms Chamber of Commerce and Strathspey Community Transport Company. David has been instrumental in the growth of community web sites in Badenoch and Strathspey. He sits on the council's Housing and Social Work Committee.

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

**Cllr Andrew (Drew) Hendry** (Highland Council) was elected in May 2007. He has an established background in senior retail and manufacturing management and has worked at Director level with a multinational company before setting up his own business in 1999. He is chair of the council's Planning, Environment and Development Committee and sits on the Education, Culture and Sport Committee.

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

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

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

**Mary McCafferty JP** was elected for Ward 3 and has a 30 year professional background in education. She is a Justice of the Peace and currently serves on the Bench at Badenoch and Strathspey

District Court. She is a member of the Community Council and works closely with a number of local agencies, is a trustee and secretary of the Dulnain Bridge Village Hall and administrator for Dulnain Bridge Community Company. She has also been involved with the Sunshine Club for 25 years and is a member of Grantown Twinning Association.

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

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

**Cllr Ian Mackintosh** (Angus Council) is a farmer (third generation) and member for Kirriemuir and Dean ward. At present, Ian is a member of NFUS Environment and Land Use Committee and has been president of Angus NFU twice. He is a land manager member of Angus Local Access Forum. Ian has over 12 years

experience in local government; is Depute Leader of the Council, Convener of the Council's Civic Licensing Committee and Convener of the Tayside Police Joint Board.

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

**Alastair MacLennan** was born in Grantown-on-Spey and is a farmer who has diversified into tourism and other business ventures having been a demonstration farmer since 2000. He has been at the forefront of the LEAF (Linking Environment and Farming) initiative and is a director of the Cairngorms Farmers Market Association. He sits on the National Access Forum, Cairngorms FWAG (Farming and Wildlife Advisory Group), and the National Farmers Union's Land Use and Environment Committee. He is Chairman of the Cairngorms Farmers Market Association and was previously a board member with the Cairngorms Partnership.



**Cllr Fiona Murdoch** (Moray Council) was brought up on a farm outside Dufftown in Moray. Previously a partner in the family farm business, Fiona also worked as a journalist for 20 years. In more recent years, Fiona has run several businesses, including a holiday cottage business, a small printing firm, a specialist whisky shop and was one of the original instigators of Spirit of Speyside Whisky Festival. Fiona was elected to the Speyside – Glenlivet ward in May 2007.

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

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

**Cllr Richard Stroud** (Aberdeenshire Council) previously worked with the Community Education Service in the Upper Deeside/Donside areas and has considerable contact with community organisations and individuals in these areas through his professional work. He is an active mountaineer and ski mountaineer.

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

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

## Statement of Cairngorms National Park Authority's responsibilities

Under Section 25(1) of the National Parks (Scotland) Act 2000, the Cairngorms National Park Authority (CNPA) is required to prepare financial statements for each financial year in the form and on the basis determined by the Scottish Ministers.

The financial statements are prepared on an accruals basis and must show a true and fair view of the state of affairs of the Park Authority at the financial period end and of the income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing those financial statements, the CNPA is required to:

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

In addition, the CNPA has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the CNPA and to prevent and detect fraud and other irregularities.

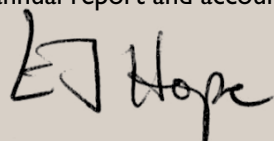
## Statement of Accountable Officer's responsibilities

The Accountable Officer of the Scottish Government's Environment and Rural Affairs Department designated the Chief Executive of the Cairngorms National Park Authority as Accountable Officer for the Park Authority.

The Chief Executive's relevant responsibilities as Accountable Officer for the Park Authority, including responsibility for propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies Accountable Officers' Memorandum, issued by the Treasury and published in Government Accounting. This includes the requirement to comply with the guidance set out in the Scottish Public Finance Manual.

The CNPA's Management Statement sets out the specific responsibilities of the Chief Executive, as Accountable Officer. In respect of accounting for the Park Authority's activities these include responsibility to:

- sign the accounts and be responsible for ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Scottish Ministers;
- sign a Statement of Accountable Officer's responsibilities, for inclusion in the annual report and accounts; and
- sign a Statement on Internal Control regarding the Park Authority's system of internal control, for inclusion in the annual report and accounts.



Jane Hope, Chief Executive  
29 July 2008

## Statement of Internal Control for the period ended 31 March 2008

### Scope of Responsibility

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

### Purpose of the System of Internal Control

3. The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.
4. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
5. The system of internal control has been in place in the Cairngorms National Park Authority for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.
6. The internal audit function is an integral element of the Park Authority's internal control systems. Deloitte and Touche LLP were appointed as the Park Authority's internal auditors in June 2004 and have undertaken a comprehensive review of key internal control systems since their appointment. Over the course of the year to 31 March, the internal auditors have reported to the Audit Committee on their independent reviews of the Park Authority's health and safety management; budgetary control systems; financial control systems and project management. Work is ongoing on a review of pensions administration and Best Value. The Board's Audit Committee has considered reports on each of these reviews and approved management actions required to address any recommendations made. Recommendations made were for improvements to control systems, with all reviews finding adequate control systems to be in place and operational.

### Capacity to Handle Risk

7. Leadership for the process of risk management within the organisation is provided at the highest level, with the Park Authority Board recognising the importance of risk management in the activities of the organisation. Through adoption of risk based monitoring reports for delivery of Corporate and Operational

Plan objectives, 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.

8. The Board's Audit Committee and Management Team are also each actively involved in leading on embedding risk management processes throughout the organisation. Both these groups consider the management of strategic risk at regular intervals, reviewing and updating the strategic risk register and seeking to ensure that the required actions to manage risk at a strategic level are appropriately reflected and incorporated in operational delivery plans. Accordingly, a risk management focus has been developed into key control processes, including quarterly organisational performance monitoring and project initiation and delivery documents.

## The Risk and Control Framework

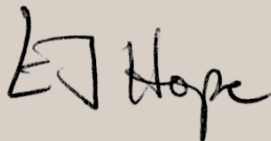
9. The Park Authority's strategic risk management processes are based on a schedule of key risks and risk management strategy approved by the Audit Committee in March 2005. The organisation has a risk management strategy that guides its willingness to accept or actively manage risks inherent in its activities. The risk management strategy has given rise to the Park Authority's Strategic Risk Register, setting out responses to key risks and officers responsible for their management, which was subsequently approved by the Audit Committee in March 2006. The Strategic Risk Register is reviewed and updated quarterly by the Park Authority's Management Team and at each Audit Committee, and an audit trail of action taken is maintained.
10. A comprehensive review of the strategic risk register will be undertaken following adoption of the Park Authority's new Corporate Plan for April 2008 to March 2011.
11. The Park Authority has also adopted a risk based approach to the management and monitoring of its Operational and Corporate Plan delivery, and of key aspects of organisational performance, whereby any increased risk to achievement of targets is assessed, reported to Board and Management Team, and, where required, remedial action determined and implemented.
12. More generally, the organisation is committed to a process of continuous development and improvement: developing systems in response to any relevant reviews and developments in best practice in this area. In particular, in the period covering the year to 31 March and up to the signing of the accounts the organisation has:
  - a) Acted on a range of internal audit recommendations for further improvements in the internal control framework;
  - b) Completed a process of Best Value self-assessment, culminating in a Best Value action plan that seeks prioritised, continuous improvement in service delivery;
  - c) Finalised development and commenced implementation of a co-ordination framework within which public stakeholders will, along with the Park Authority, deliver priority actions set out in the Cairngorms National Park Plan agreed by Scottish Ministers. This co-ordination framework consists of a series of delivery teams, comprising senior representatives from a range of relevant partner organisations, with each delivery team responsible for achieving the outcomes set out in one of the seven priorities for action of the Cairngorms National Park Plan.



## Statement of Internal Control for the period ended 31 March 2008 (continued)

### Review of Effectiveness

13. As Accountable Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Park Authority who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the CNPA Board, and its Audit Committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.
14. Advice from independent internal and external auditors forms a key and essential element in informing my review of the effectiveness of the systems of internal control within the Park Authority. The Board's Audit Committee also plays a vital role in this regard, through its review of audit recommendations arising from reviews of internal control systems and its consideration of proposed management action. In particular, the Audit Committee is tasked with monitoring the operation of the internal control function and bringing any material matters to the attention of the full Board. Detailed findings of all audit reviews are made available to both management and the Audit Committee. The Audit Committee produces an Annual Report to the Board assessing the adequacy and effectiveness of the Park Authority's internal controls.
15. Senior Managers on the Park Authority's Management Team also play an important role in implementing control systems and advising on any improvements required. The Head of Corporate Services is particularly involved in implementing a variety of internal control processes, ensuring a continuing process of review and improvement to these systems is in place, and taking a leading role in embedding the principles of risk management throughout the organisation.
16. Appropriate action is in place to address any weaknesses identified and to ensure the continuous improvement of the system.
17. The internal auditors have reported that, overall, adequate internal controls were in place within the Park Authority over the course of 2007/08.



Jane Hope, Chief Executive  
29 July 2008

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

I have audited the financial statements of the Cairngorms National Park Authority for the year ended 31 March 2008 under the National Parks (Scotland) Act 2000. These comprise the Operating Cost Statement and Statement of Recognised Gains and Losses, Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited. This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 123 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

### Respective responsibilities of the Board, Chief Executive and Auditor

The Board and Chief Executive are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers. The Chief Executive is also responsible for ensuring the regularity of expenditure and receipts. These responsibilities are set out in the Statement of Accountable Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements and with International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland.

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers. I report to you whether, in my opinion, the information which comprises the Foreword included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and receipts shown in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

In addition, I report to you if, in my opinion, the body has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the body's compliance with the Scottish Government's guidance and I report if, in my opinion, it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the body's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises only Cairngorms National Park Authority Board Members and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

## Basis of audit opinion

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

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

## Opinion

### Financial statements

In my opinion:

- the financial statements give a true and fair view, in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers, of the state of affairs of the Cairngorms National Park Authority as at 31 March 2008 and of the excess of expenditure over income, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the National Parks (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers;
- information which comprises only the Foreword included in the Annual Report is consistent with the financial statements.

### Regularity

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



Stephen O'Hagan CPFA  
Senior Audit Manager  
30 July 2008

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

## Operating Cost Statement for the year ended 31 March 2008

	Note	2008 £	2007 £
<b>Income</b>			
Planning fees and other income		69,351	44,110
Operational Plan income	2	755,650	893,512
		825,001	937,622
<b>Expenditure</b>			
Board members and staff costs	3	(2,195,669)	(2,094,575)
Operational Plan expenditure	4	(2,404,341)	(2,535,021)
Other operating costs	5	(689,426)	(634,989)
Notional costs	6	(11,921)	(7,226)
Depreciation	7	(74,791)	(92,820)
		(5,376,148)	(5,364,631)
<b>Net operating costs of operation</b>			
		(4,551,147)	(4,427,009)
Bank interest received		14,698	11,215
<b>Net operating costs for the year</b>			
		(4,536,449)	(4,415,794)
Transfer from the General Fund	11	(4,536,449)	(4,415,794)
		0	0

As is normal for this type of organisation, there is a net cost of operations for the year that represents the cost of activities funded by the Scottish Government. Grant in aid allocated to the Park Authority to fund these activities is accounted for directly to the general fund (see note 11 of the accounts) in line with the Scottish Government's accounts directive. Income shown in the above statement relates only to partners' contributions supporting delivery of projects, together with other income directly generated through the Park Authority's activities.

## Statement of Recognised Gains and Losses for the year ended 31 March 2008

	Note	2008 £	2007 £
Grant in aid received	11	4,548,000	4,446,000
Excess of expenditure over income for the year		(4,536,449)	(4,415,794)
Add back Notional Costs		11,921	7,226
<b>Recognised gains</b>		23,472	37,432

No activities were discontinued during the year.  
The accounting policies and notes on pages 50 to 56 form part of these accounts.

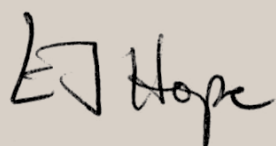


## Balance Sheet

as at 31 March 2008

	Note	2008 £	2007 £
<b>Fixed Assets</b>			
Tangible assets	7	256,234	241,726
<b>Current Assets</b>			
Debtors	8	247,772	329,768
Cash at bank and in hand	9	140,634	3,143
		388,406	332,911
<b>Creditors: amounts falling due within one year</b>	10	(288,625)	(242,094)
<b>Net Current Assets /(Liabilities)</b>		99,781	90,817
		356,015	332,543
<b>Financed by:</b>			
Reserves b/fwd	11	332,543	295,111
Recognised gain for the year		23,472	37,432
		356,015	332,543

Signed on behalf of the Cairngorms National Park Authority



Jane Hope, Chief Executive  
29 July 2008

Authorised for issue  
30 July 2008

The accounting policies and notes on pages 50 to 56 form part of these accounts.

## Cash Flow Statement

### for the year ended 31 March 2008

	Note	2008 £	2007 £
<b>Net cash flow from operating activities</b>	12	212,092	(29,085)
<b>Returns on investments</b>			
Bank interest received		14,698	11,215
<b>Investing activities</b>			
Purchase of fixed assets		(89,299)	(8,048)
<b>Increase/(decrease) in cash</b>		137,491	(25,918)
<b>Reconciliation of net cash flow to movement in net funds</b>			
Increase/(decrease) in cash for the year		137,491	(25,918)
Net funds at start of year		3,143	29,061
Net funds at end of year		140,634	3,143

The accounting policies and notes on pages 50 to 56 form part of these accounts.

## Notes to the Accounts for the year ended 31 March 2008

### I. Accounting Policies

#### (a) Basic Accounting

The accounts have been prepared under the historical cost convention modification in a form determined by Scottish Ministers and comply with the accounting principles and disclosure requirements of the Government Financial Reporting Manual (FRoM). The particular accounting policies adopted are described below and are applied consistently within the accounts.

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

#### (b) Accounting Period

The accounting period commenced on 1 April 2007 and ended on 31 March 2008.

#### (c) Fixed Assets

Fixed assets are valued at initial cost less accumulated depreciation.

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

Park Entry Markers	25 years
Leasehold improvements	over length of lease
Office equipment	5 years
IT equipment	3 years
Motor vehicles	5 years

#### (d) Value Added Tax

Irrecoverable VAT is charged to operating costs in the period in which it is incurred.

#### (e) Leases

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

#### (f) Grant in aid

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

#### (g) Notional Costs

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

#### (h) Pension Costs

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

#### (i) Debtors

All material amounts due as at 31 March 2008 have been brought into operating costs irrespective of when actual payments were received.

#### (j) Creditors

All material amounts outstanding as at 31 March 2008 have been brought into operating costs irrespective of when actual payments were made.

## 2. Income

	2008	2007
	£	£
Operational Plan income from EU sources	488,500	450,039
Operational Plan income from other sources	267,150	443,473
	755,650	893,512

## 3. Board members and staff costs

### Summary

Board members	199,437	192,725
Staff – Core	1,996,232	1,901,850
	2,195,669	2,094,575

Project staff's salary details are included in note 4

### Board members – see Remuneration report

Fees	191,639	184,951
Social security costs	7,798	7,774
Pension costs	-	-
	199,437	192,725

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

### Staff – Core

Salaries	1,571,931	1,489,665
Social security costs	114,818	112,858
Pension costs (see note 13)	309,483	299,327
	1,996,232	1,901,850

### Average numbers employed during period

	No.	No.
Board members	25	25
Core employees (full time equivalents – FTE)	51	49

The Core employee number includes 4 staff seconded to the Park Authority (3.5 FTE) and excludes 2 staff seconded from the Park Authority (1.7 FTE). In 2007, 5 staff were seconded to the Park Authority (4 FTE) and 2 staff were seconded from the Park Authority (1 FTE).



## Notes to the Accounts

### for the year ended 31 March 2008 (continued)

#### 4. Operational Plan expenditure

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

		2008	2007
		£	£
LEADER+	*	357,577	306,359
LEADER+ Administration costs	*	86,802	71,332
Park Entry Point signage		183,332	289,109
Land Based Business Training	*	216,301	254,508
Integrated Grants Programme		204,962	249,329
Outdoor Access projects		259,516	163,872
Moorlands	*	350	108,656
Pylon inquiry		61,091	83,703
Park Plan		11,528	53,952
Website		56,951	-
Aviemore Masterplan		53,705	-
Ranger services		115,979	-
		1,608,094	1,580,820
Other			
(individually less than £50,000)	*	796,247	954,201
		2,404,341	2,535,021

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

#### Staff – Project

Salaries	136,713	148,753
Social security costs	8,980	9,873
Pension costs (see note 13)	26,269	28,804
	171,962	187,430

The average number of full time equivalent Project staff employees in the year was 5 (in 2007 - 6).

## 5. Other operating costs

	2008	2007
	£	£
Board and staff costs (exc. salary costs)	245,128	186,244
Office running costs	289,977	302,099
Information technology	78,029	94,404
Consultants' fees	76,292	52,242
	689,426	634,989

The following expenditure is included in the above costs:

Audit fees (external audit)	10,400	10,100
Operating lease rentals		
- land and buildings	67,461	62,683
- vehicles and office equipment	21,635	17,456

## 6. Notional costs

	£	£
Cost of capital (calculated @ 3½%)	11,921	7,226

## 7. Fixed Assets

	Park Entry Markers	Leasehold Improvements	Office Equipment	Motor Vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2007	0	280,326	269,093	29,900	579,319
Additions	56,882	0	32,417	0	89,229
Disposals	0	0	0	0	0
At 31 March 2008	56,882	280,326	301,510	29,900	668,618
<b>Depreciation</b>					
At 1 April 2007	0	(108,806)	(216,329)	(12,458)	(337,593)
Provided in year	(2,275)	(31,725)	(34,811)	(5,980)	(74,791)
Disposals	0	0	0	0	0
At 31 March 2008	(2,275)	(140,531)	(251,140)	(18,438)	(412,384)
<b>Net book value</b>					
At 31 March 2008	54,607	139,795	50,370	11,462	256,234
At 31 March 2007	0	171,520	52,764	17,442	241,726

## Notes to the Accounts

### for the year ended 31 March 2008 (continued)

#### 8. Debtors

	2008	2007
	£	£
Project income debtors	187,103	210,258
Other debtors	60,669	119,510
	247,772	329,768

Project income debtors includes a doubtful debt provision of £52,835. This relates to an intention by the funding body to cap LEADER+ funding allocation at 95%. The CNPA is currently in negotiation with the funding body to resolve this issue.

#### 9. Cash at bank and in hand

Bank accounts	140,384	2,893
Cash imprest accounts	250	250
	140,634	3,143

#### 10. Creditors

Trade creditors	232,977	88,734
Project income received in advance	0	43,999
Accruals	55,648	109,361
	288,625	242,094

#### 11. Reserves

##### General Fund

Opening balance	332,543	295,111
Grant in aid		
– current	4,514,000	4,411,000
– capital	34,000	35,000
	4,880,543	4,741,111
Transfer from Income and Expenditure Account	(4,536,449)	(4,415,794)
Add back: Notional costs	11,921	7,226
	356,015	332,543

## 12. Reconciliation of net operating costs of operation to net cash flow from operating activities

	2008	2007
	£	£
Net operating costs of operation	(4,551,147)	(4,427,009)
Grant in aid funding received	4,548,000	4,446,000
Depreciation charge	74,791	92,820
Notional costs	11,921	7,226
(Increase)/decrease in debtors	81,996	(112,347)
Increase/(decrease) in creditors	46,531	(35,775)
Net cash flow from operating activities	212,092	(29,085)

## 13. Pensions

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

Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2007/08 employer's contributions of £335,752 (2006/07 £304,617) were payable to the PCSPS.

The contributions were payable at one of four rates ranging from 17.1% to 25.5% of pensionable pay, based on salary bands. The same rates will be applied for 2008/09 although there has been an adjustment to the starting point at which each rate applies.

All employees have the opportunity to join the scheme. In addition, the Park Authority paid employer pension contributions of £nil (2006/07 £124) to other pension providers and we were also invoiced for employer pension contributions of seconded staff working for the Park Authority.

## 14. Related party transactions

The Park Authority is a Non-Departmental Public Body of the Scottish Government. The Park Authority's Sponsoring Body is the Scottish Government Rural Directorate which is regarded as a related party with which there have been various material transactions during the year in the normal course of business. In addition the Park Authority has had a number of material transactions with other Government Departments and other Non-Departmental Public Bodies.

None of the Board Members, Management Team, or other related parties has undertaken any material transactions with the CNPA during the year. Material transactions cover payments made under contract for goods or services.



## Notes to the Accounts

### for the year ended 31 March 2008 (continued)

#### 15. Capital commitments, contingent liabilities and operating leases

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

Commitments under non-cancellable operating leases are as follows:

	Land & buildings	Motor vehicles & office equipment	Land & buildings	Motor vehicles & office equipment
	<b>2008</b>	<b>2008</b>	<b>2007</b>	<b>2007</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Operating leases which expire:</b>				
Within one year	8,018	703	55,900	-
Within two to five years	-	19,609	7,400	5,371
After five years	40,000	-	-	-
	<b>48,018</b>	<b>20,312</b>	<b>63,300</b>	<b>5,371</b>



**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

*IRHOOPER. Head of Country Side and  
Natural Heritage Division*

Dated 12 January 2006

# Appendix I

## Members' attendance at meetings

Board Member	Planning Committee		Board Meetings	
	Total meetings 26	%*	Total meetings 7	%*
Eric Baird (Deputy Convener)	26	100	7	100
Francis (Stuart) Black	22	85	6	86
Geva Blackett	18	69	6	86
Duncan Bryden	22	85	7	100
Nonie Coulthard	18	69	6	86
Jacqueline Douglas	13	87	3	75
Basil Dunlop	7	64	2	67
David Fallows	12	80	3	75
Angus Gordon	10	91	3	100
Lucy Grant	23	88	7	100
David Green (Convener)	23	88	7	100
Andrew Hendry	9	60	2	50
Marcus Humphrey	13	50	5	71
Robert Kinnaird	18	69	7	100
Bruce Luffman	20	77	5	71
Eleanor Mackintosh	26	100	7	100
Ian Mackintosh	12	80	3	75
Anne MacLean	24	92	6	86
Alastair MacLennan	21	81	7	100
Mary McCafferty	20	77	6	86
William McKenna	23	88	7	100
Fiona Murdoch	9	60	4	100
Sandy Park	16	62	7	100
Andrew Rafferty	18	69	6	86
David Selfridge	9	82	3	100
Sheena Slimon	7	64	2	67
Richard Stroud	21	81	5	71
Susan Walker	21	81	6	86
Ross Watson	20	77	6	86
Bob Wilson	7	64	3	100

\*This shows the percentage of meetings that the members attended out of the possible number during their tenure. Jacqueline Douglas, David Fallows, Andrew Hendry, Ian Mackintosh and Fiona Murdoch were appointed at the beginning of September 2007. Basil Dunlop, Angus Gordon, David Selfridge, Sheena Slimon and Bob Wilson stepped down at the end of August 2007.

# Appendix 2

## Staff details at 1 April 2008

### Corporate Services

Jane Hope  
**Chief Executive**

David Cameron  
**Head of Corporate Services**

Andy Rinning  
**Business Services Manager**

Fran Scott  
**Human Resources Manager**

Quentin McLaren  
**External Funding Officer**

Alistair Highet  
**Interim Finance Manager**

Sandy Allan  
**Information Services Manager**

Morag James  
**Support Officer**

Mandy Mathieson  
**Core Finance Officer**

Diane Buchan  
**Project Finance Officer**

Margaret Smith  
**Office Supervisor &  
 PA to Chief Executive  
 and Convener**

Catriona Campbell  
**Administration Officer**

Laura Grant  
**Administration Officer**

Sara Krawczynska  
**Administration Officer**

Sarah Quirie  
**Administration Assistant**

### Economic & Social Development

Andrew Harper  
**Head of Economic & Social  
 Development**

Claire Ross  
**Education and Inclusion Manager**

Chris Taylor  
**Tourism & Economic  
 Development Manager**

Fiona Munro  
**Housing Policy Officer**

Fiona Milligan  
**Marketing Officer**

John Thorne  
**Economic Development Officer**

Heather Galbraith  
**Sustainable Tourism Officer**

Elsbeth Grant  
**Social Inclusion Policy Officer**

Kate Christie  
**Land Based Business  
 Project Manager**

Sam Masson  
**Land Based Business  
 Project Support Officer**

Patricia Methven  
**LEADER Programme Manager**

Jackie Farquhar  
**LEADER Support Officer**

Alix Harkness  
**LEADER Administration Officer**

### Heritage & Land Management

Hamish Trench  
**Head of Heritage & Land  
 Management**

Will Boyd-Wallis  
**Senior Land Management Officer**

Fiona Chalmers  
**Senior Land Management Officer**

Colin McClean  
**Senior Land Management Officer**

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

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

Matthew Hawkins  
**Landscape Adviser**

David Hetherington  
**Ecology Adviser**



## Staff details at 1 April 2008 (continued)

### Strategy & Communications

Françoise van Buuren

**Head of Strategy & Communications**

Gavin Miles

**Strategic Policy & Planning Officer**

Karen Archer

**Press Officer**

Stephanie Bungay

**Climate Change & National Park Plan Communications Officer**

Alison Fleming

**Communications Officer**

### Planning and Development Management (Ballater Office)

Don McKee

**Head of Planning & Development Management**

Alison Lax

**Planning Officer (Local Plan)**

Karen Major

**Planning Officer (Local Plan)**

Neil Stewart

**Planning Officer (Development Management)**

Andrew Tait

**Planning Officer (Development Management)**

Mary Grier

**Planning Officer (Development Management)**

Gareth Austin

**GIS Officer**

Pip Mackie

**Office Manager & Planning Administration Assistant**

Wendy Mitchell

**Administration Assistant**

### Visitor Services & Recreation

Murray Ferguson

**Head of Visitor Services & Recreation**

Pete Crane

**Senior Visitor Services Officer**

Andy Ford

**Visitor Services Officer**

Bob Grant

**Senior Outdoor Access Officer**

Sandra Middleton

**Outdoor Access Officer**

Fran Pothechary

**Outdoor Access Officer**

Adam Streeter-Smith

**Outdoor Access Officer**

Alan Smith

**John Muir Award Manager**



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

