



## For Information

**Title: CEO Report and Convener Update**

**Prepared by: Grant Moir, Chief Executive**

### Purpose

1. To highlight to Board Members the main strategic areas of work that are being directed by Management Team. These are areas where significant staff resources are being directed to deliver with partners the aspirations of the National Park Partnership Plan.

### Nature and Climate Change

2. **Cairngorms 2030:** On the 17 August 2023 the Park Authority submitted its Delivery Phase application for cairngorms 2030 to the National Lottery Heritage Fund. This has been a huge amount of work across 25 projects and involving over 70 partner organisations. The Park Authority will find out in December whether it has been successful and if so, will start the 5 years delivery phase in January 2024.
3. **Deer management:** Cairngorms National Park Authority are playing an active role in the Steering Group of the Finding the Common Ground project, exploring how to improve relations and build collaboration between stakeholders and people working in the deer management sector. Following a recent two-day meeting in Stirling, all who attended agreed to sign an Accord committing organisations to work constructively together on deer matters.
4. **The Common Ground Forum:** An evolution of the project, is developing projects to promote sustainable deer management and better relations across the deer sector. Cairngorms National Park Authority remain on the Steering Group and will lead on a project to bring as many members of the traditional stalking community into the process as can be reached. This project will be wider than the Cairngorms National Park Authority but the benefits of improved relations in the deer sector should be advantageous to the Park as a whole.
5. **Peatland restoration:** In 2022-23 we brought over 1000ha of peatland under restoration which is the largest annual area total to date. Our target in 2023-24 is



1300ha and we are broadly on track to achieve that at this point in time. This year's programme involves over a dozen projects across the Park. Landowner enthusiasm remains high right across the spectrum of upland land management objectives. Winter weather and contractor capacity remain risks to this year's programme.

6. **Moorland projects:** The East Cairngorms Moorland Partnership has welcomed Abergeldie Estate following the recent sale. Partners are progressing the delivery of the 5-year action plan with recent projects on habitat restoration, species conservation, monitoring, public engagement and sporting objectives. Projects include wetland enhancement, woodland expansion, river restoration, wader, mountain hare and raptor monitoring, peatland restoration and volunteering. There have been demonstrations and events highlighting the work and press releases from the Park Authority communications team.
7. **Integrated Wildfire Management Plan:** An action arising from National Park Partnership Plan 4 is to develop an Integrated Wildfire Management Plan for the Park. There is no obvious template for this Plan so the Park Authority are currently consulting with stakeholders to agree the purpose, audience, structure and content of the Plan. Meetings have been held with landowners, Scottish Fire and Rescue Service and the Park Authority Senior Management Team. The draft structure was presented to numerous interested parties at the "wildfire summit" organised by Kate Forbes, MSP in response to wildfires at Cannich and Daviot. The Cairngorms Upland Advisory Group discussed the draft structure at the August meeting.
8. **Cairngorms Nature Index:** Freshwater model is now complete and will be taken out on the road to partners for comment. The Cairngorms Nature Index methodology has been presented to and discussed widely with monitoring initiatives and organisations developing indicator projects. Work has begun on developing indicators and sourcing data for the remaining ecosystems, the next step is to establish specialist working groups for each ecosystem.
9. **Species recovery:**
  - a) Developing Coordinated Action for Capercaillie workshop was held on 16 August. Bringing together over 60 stakeholders to work on a shared view of what a coordinated action plan for capercaillie should look like. Workshop groups discussed reducing the impacts of disturbance and predation, improving and expanding habitat and reducing the risk of fence strikes. The workshop also



explored public, private and voluntary mechanisms to fund the coordinated action plan for capercaillie.

- b) Six-week formal beaver engagement has begun, seeking the views of land managers, fisheries, communities and businesses on our proposal to bring beavers back to the Cairngorms. The proposal include three initial release sites in the upper Spey catchment and details of habitat assessments, impacts and monitoring. The Beaver website has been updated with the engagement information and link to online questionnaire.
- c) Raptor Conservation Officer starts on the 1 September. The three-year raptor project is dedicated to achieving healthy populations of raptors in the national park. The project will be underpinned by robust data and evidence. A vital role of this project is to develop a strong partnership approach to raptor conservation and raise awareness about raptors and their importance. This will be undertaken through a program of engagement and communication with land managers and wider stakeholders including communities within the Park.

## **Visitor Services and Active Travel**

- 10. Active Cairngorms Action Plan:** Work on the plan has continued with a number of engagement sessions with relevant groups held as well as seeking feedback through an online survey. Drafting of the plan is now under way and further views on the draft will be sought from key stakeholders before coming to the Board in November.
- 11. Paths and Long-distance Routes:** Contracts for maintenance of sections of the Speyside Way and other paths where the Park Authority have responsibilities are in place. Further contracts for an Old Logging Way survey, a River Spey access and egress point assessment are being tendered at present. A grant funding agreement has been reached with the Outdoor Access Trust Scotland (OATS) that will see them undertake a Cairngorms Mountain Path Project that incorporates repair work as well as volunteer, skills development and learning opportunities. A planning application for the Braemar to Keiloch path is expected shortly to allow the route to be completed.
- 12. Ranger Services:** The five permanent and eleven seasonal rangers have continued to undertake frequent patrols throughout the main holiday period with some later evening and joint patrols with Forestry & Land Scotland and Police Scotland in the



busier Glenmore area. Three trainee rangers have accompanied them over the summer months and new arrangements with partner ranger services is also allowing the trainees the opportunity to work with them to experience areas of activity not undertaken by the Park Authority ranger team.

One Park Authority ranger accompanied two junior rangers who attended the International Junior Ranger Camp in Frederikshavn, Denmark, from 7 to 14 July 2023. The Cairngorms National Park Junior Ranger Project has been nominated and is a finalist in the Education Award category of Scottish Land & Estates "Helping it Happen Awards 2023". Winners will be announced in early October.

13. **Tourism Infrastructure:** A call for applications to the Visitor Infrastructure Improvement Programme was held in May / June with a number of grant offers subsequently made and work on projects expected to commence in the next few weeks.
14. **Volunteering and Health Walks:** Volunteering work has largely focussed on the consolidation of the team of volunteer rangers which comprise a mix of newer starts and some from the pre-Covid period who may be stepping back after a number of years. A second volunteer manager started in July and will support the National Park Partnership Plan ambition of recruiting further volunteers to reach the 2030 target of 200.
15. **Youth Action Team:** A successful and well attended Youth Climate Camp was held at Badaguish from 7 to 11 August. The event included a celebration of Youth LAG and their efforts to distribute funds to local projects. Experience from this event has also helped support planning for two other forthcoming youth events – Youth action attendance at the Europarc conference in October and the Scottish Rural Youth parliament which the Cairngorms Youth Action Team will participate in in Fort William in November.
16. **Active Travel:** Work has primarily been focused on the Cairngorms 2030 submission following the receipt of final consultants reports for each project. Further engagement has taken place with the community, Transport Scotland and their agents so the Park Authority can take over the Dulnain to Grantown cycle route project when the community led "stage 4" work concludes. Discussions with Transport Scotland continue regarding the Active Travel Transformation Fund grant offer and how different elements of the project might be delivered.



## Planning and Rural Development

17. **Local Development Plan:** An interactive map has been created to support early engagement on the next Local Development Plan [Cairngorms Local Development Plan | Commonplace](#).
18. **Planning Casework:** There has only been one Planning Committee meeting since the last Board meeting in June. The Committee considered applications for housing in Nethy Bridge, affordable housing in Aviemore, and a range of visitor related accommodation on the MacDonald Resort in Aviemore and at Badaguish. A prior approval application for forestry related track west of Laggan was also approved.
19. **Housing Delivery:** Following the recent Housing Needs Survey, The Park Authority have supported Strathdon Community Development Trust to carry out a Land Audit to further explore potential sites for affordable housing development in the Strathdon area.  
  
The Park Authority have re-established the Community-led Housing Group, with its first meeting taking place in June, which invited communities in the park that are actively progressing housing projects to come along and discuss progress. The aim of the group is to share information and explore relevant funding or support available from the public sector.
20. **Wellbeing Economy:** Development of the Wellbeing Economy Action Plan was slower than planned in early 2023 so will be a focus for the Rural Development Team in late summer and autumn 2023. We expect to discuss with the wellbeing economy working group and Economic Steering group in September and have informal discussion with the Board in December before finalising for board approval in early 2024.
21. **Community Led Local Development:** Glenlivet 2050, funded through HIE, CES, Cairngorms National Park Authority has started their second phase of engagement, and there will be a series of engagement events with the local communities and stakeholders within the Glenlivet Estate.
22. **Sustainable Tourism Action Plan:** The Sustainable Tourism Action Plan was submitted to Europarc in December 2022 in reapplication for the European Charter



for Sustainable Tourism in Protected Areas. Following the verification visit in early May, the verifier's report will be discussed by the evaluation committee in mid-September. If successful, the official re-award of the charter will take place in Brussels on 30 November. A printed version of the Cairngorms Sustainable Tourism Action Plan 22-28 is available on request and the online version of the is here.

**23. Business & Visitor Data:** We have recently received 2022 STEAM figures which provide an estimate of visitor numbers and the economic value of tourism to the area. There were an estimated 1.73 million visitors to the Cairngorms in 2022 with an economic impact of £353 million. Comparing those figures with a 2019 pre-Covid baseline, visitor numbers are down 16%, but economic impact is up 2% (indexed for inflation).

The [Cairngorms Business Barometer](#) Q2 2023 has just been published, continuing to show a somewhat mixed picture in terms of business confidence. Short-term confidence is higher than average for the quarter, and the outlook for the next 12 months in terms of customer numbers and turnover is relatively strong. Longer term confidence remains below average though, with bureaucracy considered the greatest barrier to growth. The guest question this quarter related to communication of information about responsible enjoyment. The majority of businesses support the idea of setting an example to visitors (79%) and over half would like to know more about how to share messages on this topic with their customers (58%).

The team are currently developing the tendering materials for visitor and residents surveys. The tendering process for this work will be published during Autumn 2023.

**24. Support to Business and Communities:** Support to communities to develop Community Action Plans continues throughout the park through grant funding to Voluntary Action Badenoch and Strathspey (VABS), Marr Area Partnership and Glenlivet and Tomintoul Development Trust (MAP). Recently the Blair Atholl and Struan community action plan has just been published on our [website](#), and the Dalwhinnie and Ballater Plans are nearing completion. VABS are working closely this year with MAP to strengthen the development of action plans across the park.

Support to businesses continues through our partnerships with Cairngorms Business Partnership, Growbiz, VABS and MAP. For this quarter Growbiz report that 30% of enquiries for support from local businesses were pre-start up or start up small businesses, and they have increased the number of business mentors within the organ





VABS are also running a series of training events to local Development Trusts, Community Councils and other groups focusing on good governance, project management basics and financial reporting.

## Communications

**25. Active Cairngorms:** Over the past six to nine months we have been working closely with VisitScotland to agree a way forward on national fire messaging. In the warmer weeks of late May and June visitor-facing comms from different partners varied significantly, with different wildfire threat levels, visitor advice and core content shared through various public sector and partner channels. This is in stark contrast to the other areas of the #RespectProtectEnjoy framework and presented a real issue on the ground.

The Head of Comms and colleagues in VisitScotland have taken forward specific conversations with Scottish Fire and Rescue Scotland and they have now agreed to take a lead on this issue. They will also ensure materials around fire safety risk are standardised and shared with all partner agencies at the same time, allowing us all to take our steer from the same source. Alongside this, we reviewed and updated our visitor management messaging (see eg [this post](#)) ahead of the busy summer season, and developed new 'alert' style graphics to highlight specific areas of concern, from fires to floods and road closures.

Alongside this, we have been working with the Cairngorms Business Partnership (through the Cairngorms Capercaillie Project) to help businesses play an active role in encouraging their customers to enjoy the National Park responsibly. The final content, which was informed by a visitor survey of over 1,000 people and feedback from 155 businesses / land managers, consists of tailored social media assets and a series of 'explainer' videos, featuring standup comedian and regular Cairngorms visitor Ed Byrne. The assets have been shared with over 400 businesses across the National Park and Cairngorm Business Partnership staff will support the roll out of the campaign with businesses over the coming months.

**26. Cairngorms Nature:** The Cairngorms Nature Festival required a great deal of comms capacity but was a real success, with our campaign reaching more than 600,000 people (up 200,000 from 2022) and receiving almost 30,000 engagements (up 17,000 from 2022). This in turn led to a record attendance of nearly 2,000 people across 100 events. As part of the festival, we created multiple posts (see eg our [countdown to the festival on Facebook](#)) which wove Gaelic translations of nature-themed words into the body of content. Gaelic assets and post copy was also



provided in our partner toolkit for the event, circulated to 63 partners across the National Park.

A content strategy has been created to support the formal engagement process on beaver reintroduction, including [video interviews](#) featuring a range of different perspectives and partners. We also collaborated with the Cairngorms Capercaillie Project and local business Bark + Ride on a video – intended to appeal mainly to local dog walkers – promoting responsible ways of enjoying the National Park with dogs during breeding season. It generated over 9,000 views across all channels and was shared widely within the local dog-walking community.

**27. Public engagement:** Park Authority staff attended the first of a series of engagement events in May, kicking off at the Atholl Gathering. Over the course of the day they spoke to over 200 adults and 70 children, with displays on our conservation efforts, planning and community activity, alongside seed bomb and a butterfly craft activities for kids. Learnings from this event helped inform our approach to the Grantown Show on 10 August (which included beaver engagement with farmers) and the Lonach Gathering on 26 August. We are also working on a series of drop-in roadshow events in communities across the Cairngorms, starting later in the year.

Highland Pride took place in Inverness on 19 July and the Park Authority took a stand for the very first time, highlighting our work with LGBT Youth Scotland on our LGBT Charter and listening to the community on how we can make the National Park more inclusive for everyone. The event was attended by over 2,000 people from across the region and we received really positive feedback, including from staff of partner organisations who were not present but hope to attend in future years.

In late May we welcomed Black Scottish Adventurers (BSA) to the National Park. BSA are a fast-growing community of adventure-seekers who are passionate about introducing new people to the outdoors, no matter what their background. Over 90 people (aged five to 65) joined us for a walk up Meall a'Bhuachaille, followed by food and activities at Loch Insh. Many attendees had never been for a walk in the Scottish countryside before, let alone heading out into the Cairngorms National Park, so this was a great opportunity to showcase our 'Park for all' initiative. A second BSA visit – again supported by the Park Authority – took place at Glen Tanar on 12 August and was similarly well attended.





**28. Corporate communications:** Several Scottish Government ministers have visited the National Park this summer. These include Tom Arthur MSP, Minister for Community Wealth and Public Finance, who came to Grantown for a roundtable on the proposed visitor levy; Lorna Slater MSP, Minister for Green Skills, Circular Economy and Biodiversity, who (amongst other things) launched the new Nature Restoration Fund in the National Park; and Marie Todd MSP, Minister for Mental Health of Scotland, who is due to visit the new outdoor dementia activity centre at Badaguish. The CEO also attended a roundtable with Paul McLennan, Minister for Housing.

Changes to the Convener and Vice-Convener positions were a big focus for our media efforts this quarter, with our [overarching media release](#) supported by blogs from [Sandy](#) and [Xander](#) covering their respective reflections and hopes for the future. There was also significant interest in [our approach to managing wildfires](#) and tackling irresponsible camping – particularly in and around Glenmore – and on traffic management issues around the edge of Loch Morlich (including from STV and the Press and Journal).

Other media highlights during the period include positive news from the Cairngorms Capercaillie Project about [lek count numbers](#), [affordable housing development in Grantown](#), [£630,000 funding for a new active travel route](#) and the announcement of new [Scottish Government-appointed board members](#), following the direct elections the month before.

We also continue to share more personal perspectives from across the National Park via our Cairngorms Voices platform. Over the past couple of months we have featured the [work of our Equalities Advisory Panel](#), [artist residencies at Inshriach Bothy](#), [behind the scenes with a wildcat keeper](#), and one of the farmers taking steps towards net zero as part of Cairngorms 2030.

**29. Website and social media:** From an initial longlist of 50 agencies (which were judged on criteria including audience insight, accessibility, design, sustainability and technical expertise), we have appointed Fife-based agency Whereverly to deliver a new website for the National Park. Whereverly have recently worked on a visitor welcome app for Loch Lomond, the Scottish Islands Passport website and app, a 'Scotland Starts Here' website for the south of Scotland and the North Coast 500 and Badenoch: The Storylands apps. We anticipate the first phase of the build will take around 12 months, with the contract lasting five years in total. As part of the tender exercise, we measured the environmental footprint of the existing site and will



be looking to significantly reduce this as part of the build.

[A new Commonplace site](#) has been developed to support the work of the planning team and formation of the next Local Development Plan. As with our other Commonplace sites, this site is structured to facilitate engagement from the public and will initially gather feedback via interactive map, followed by a series of more detailed questionnaires later on in the year.

Following our visitor welcome app research project with the University of Edinburgh – which established (a.) that there was demand for an app and (b.) which specific functions were most important – we are working with colleagues at Loch Lomond and the Trossachs National Park Authority, Perth and Kinross and East Lothian Councils and the university to explore a collective funding bid for app development, likely in summer 2024.

**30. Branding and publications:** The [third issue of Cairn magazine](#) hit doorsteps at the end of July. In addition to the usual mix of community and conservation news, the magazine featured articles about the release of 20 wildcats by the Saving Wildcats project, an introduction to our new board members, an article about the Local Development Plan and an interview with David Toovey, a farmer who is part of our C2030 net zero farming project.

As part of the brand refresh project last year, we applied for extended trademark protection for the suite of logos overseen by the Park Authority. This includes the main National Park, Park Authority, VisitCairngorms and 'proud to be part of' logos, as well as the osprey brandmark on its own. All five trademarks are now protected for an initial period of 10 years.

## Organisational Development

**31. Business Continuity Planning:** We are in the process of consulting with staff on the Hybrid Working Policy. This follows from the Hybrid Working Approach, which was recently trialled for 12 months. The review of the approach identified that it was working well, and most staff are now working in a hybrid way. The default position is being confirmed as 50% office based:50% home based, with requests for more time home-based requiring a process of application, approval and contract review. It should be noted that whilst the majority of staff are working to the default position, many are accessing the office more than 50% of their contractual hours. Staff



numbers accessing the office are high, and collaboration is positive. Our IT facilities have been upgraded and most of our meeting rooms are now configured to support hybrid meetings, in terms of access to screens and noise reduction kit.

**32. Staffing update:** Since June:

- a) Staff who left the organisation were:
  - i. **Alice Fogg**, fixed term contract as Cairngorms Nature Festival Intern came to an end.
  - ii. **Alaska Stikova**, fixed term contract as Content Creation Intern came to an end.
  - iii. **Stephanie Wade**, Planning Officer, left for career development to join another organisation.
  
- b) External appointments, following a competitive external recruitment process were as follows:
  - i. **Katherine Donnachie** joined as Planning Officer.
  - ii. **Wendy Mitchell** joined on a short term contract to support the Cairngorms Capercaillie Project Dog Walking Project.
  - iii. **Isla Graham** joined as Raptor Conservation Officer.
  
- c) Internal recruitment:
  - i. **Katie Crear** appointed to Planning Officer post, job sharing with Katherine Donnachie.

**33. Youth Employment:**

- a) **Graduate/Internship/Trainee posts:**
  - i. Sayali Pawar joined as Access and Infrastructure GIS Intern.
  - ii. We are in the process of recruiting a Climate Change Intern, to start in October for 3-4 months.

**34. Equalities:**

- a) The Park Authority hosted a stand at Highland Pride in Inverness. This was an extremely successful engagement event - 5 staff were in attendance, each of whom engaged with at least 50 people. Many of the people we engaged with had not experienced the Park before, so it was a good opportunity to share information about the Park. We also attracted several potential Volunteer



Rangers. Visitors to the stand were asked to populate a “Wish Tree” with suggestions about what they would like to see or do in the Park, barriers to engagement and where they would like the Park to be in 2030. Over 60 suggestions were given, covering the need for more visibly “safe” space; a Pride event based in the Park; accessible and regular transport; more LGBT representation during activities.

- b) The partnership with Black Professionals Scotland is going from strength to strength, with a partnership video recently launched to promote the partnership, and support with promoting recruitment opportunities both to the CNPA Board and the Equality Advisory Panel.
- c) We had a successful recruitment campaign for the Equality Advisory Panel and will be interviewing several candidates for this volunteer opportunity. We hope to welcome 4 or 5 new members to the September meeting.

**35. Organisational Development:** The High level Organisational Development Strategy (ODS) has been agreed, with the overarching vision as being “The Cairngorms National Park Authority will be an organisation that involves all our staff in developing our goals, targets, processes and strategies; celebrates what we do well, both at an organisational and individual level; inspires and enables outstanding performance; and supports our staff to achieve excellence in their work, their behaviour and their relationships with each other. This will help us to achieve our ambition to be the best small public sector organisation in Scotland”.

**36.** The ODS has identified several themes, and working groups have been formed, comprising staff across teams, contracts (permanent and fixed term) and grades, to develop the action plan for the themes. The themes are focussed around: - Infrastructure (IT and Facilities); Information and Data systems; Staff Skills and Development; Staff Resilience and Wellbeing; Values and Culture; Communications.

**37. Finance:** We are in the process of drafting the Annual Report and Accounts for 2022/23 in preparation for the annual audit, which is scheduled for October / November. Indications of the final position for the year is of an underspend, reflecting the delivery of peatland restoration targets at a lower than anticipated cost.

As we progress through the first six months of 2023/24, The Finance Team are working with Heads of Service on regular monitoring and reporting of spend, financial commitments, contracted expenditure and budget changes. At the end of June, we had committed £1,621k towards the operational plan – actual spend of



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£181k together with legal commitments of £1,440k. This represents 24% of planned investment.

**Grant Moir**  
**August 2023**



## Convener Update

1. **Ministerial Visit:** We were delighted to welcome Lorna Slater MSP, the Minister for Green Skills, Circular Economy and Biodiversity, for a visit in August which covered a wide range of locations and topics including visitor management, capercaillie conservation, public health and the outdoors, and the challenges around effective deer management.

The Minister was briefed on the progress of the latest public consultation on the reintroduction of beavers to the Cairngorms, and the critical issue of affordable housing for the future of our communities and the delivery of Government objectives.

During her visit, the Minister announced £300,000 of funding to support our ecological restoration and species recovery projects as part of the Nature Restoration Fund.

2. **Visitor Levy:** I chaired a meeting of local authority, private-sector and other stakeholders to discuss the implications of the proposed visitor levy, at which the Minister for Community Wealth and Public Finance, Tom Arthur MSP, responded to concerns and expressions of hope about what a levy could mean for the further development of visitor experience in the National Park.
3. **Scottish Fire and Rescue Service Response:** Following earlier discussion by the Board, I wrote to the Chief Officer of the Scottish Fire and Rescue Service (SFRS), expressing our serious concerns about the potential effects of SFRS funding cuts on the service's ability to fight wildfires in the National Park. He responded, insisting that resources were appropriate and that current arrangements ensured flexibility of response.
4. **Wildfires Discussion:** Along with other Board members, I met with representatives of Forestry and Land Scotland (FLS) and community groups at Loch Morlich beach, questioned the level of Ranger resource provided by FLS as land managers there, gave assurances that the Board was determined to enhance strategic solutions to respond to the threat of wildfires beyond current measures, and that the community would be consulted on any options involving proposed restrictions.
5. **Business Relationships:** I had an early meeting with the Chief Executive of the Cairngorms Business Partnership to discuss developing further our working





relationship, to be followed by a meeting with the Chair and Chief Executive in September.

6. **Beaver Reintroduction:** As part of the public consultation on beaver reintroduction, I met with farmers and anglers at an engagement session at the Nethy Bridge Hotel, listened to concerns about potential impacts, and discussed the range of mitigation measures which could be applied if necessary. I also visited an area where farmers have expressed concern about the possible impact on land use. Representatives of both groups expressed satisfaction that the Cairngorms National Park Authority was the body taking the lead on the application of this aspect of Government policy.
7. **Public Events:** I attended the Grantown Show and the Lonach Gathering, meeting a wide range of stakeholders. I had constructive discussions with a number of local and national politicians including Edward Mountain MSP and Fergus Ewing MSP.
8. **Youth Action Team:** I met with attendees of the Youth Climate Camp at Badaguish. The event showcased inspirational local projects funded by the Youth LAG. It also helped lay the groundwork for upcoming youth events at the Europarc conference in October and the Scottish Rural Youth parliament which will involve the Cairngorms Youth Action team at Fort William in November.
9. **Wider Engagement:** As part of my commitment to engage with stakeholders across the Park, I accepted invitations to meet the factors of two major estates, and a leading blogger on National Park issues, listening to concerns, explaining our priorities, and exploring opportunities to find common ground to further our priorities.

**Sandy Bremner**  
**August, 2023**