



# Paper 1

# Annex 2



People engagement in the National Park © Rachel Keenan

# Cairngorms 2030: activity plan 2024-28



Cairngorms  
National Park  
Pàirc Nàiseanta a'  
Mhonaidh Ruaidh



## 6. Engagement activities

In section 3 we set out the ethos of our engagement activity, our overarching approach and three core principles – co-design, widening participation and intersectionality, and working in partnership. These will guide activity taken forward by all project staff and our in-house Engagement team, working closely with project partners and consultants.

In this section we will cover practical elements of our engagement activities: what we will do to engage, how we will deliver engagement, and what further considerations / ongoing work is required once the delivery phase kicks off. This and section 3 above will form the basis of a work plan for the Engagement team and a framework for the programme as a whole.

We recognise engagement for Cairngorms 2030 will take many forms and that individual projects will deliver bespoke activity for certain groups, eg GPs and health workers handling green prescriptions, or net zero farmers engaging other farmers in the process. As much as possible, though, these activities will sit within our 'five stages of engagement' framework, something we have attempted to capture within the main audience table. These activities will, in turn, be coordinated or supported by our central Engagement team. We anticipate this activity falling into one of three categories:

- i. **Activities that will help target audiences connect with our natural and cultural heritage (engagement stages #1 – Audience, #2 – Consultee and #3 – Participant)**

Linked to the 'head, hand, heart' ethos set out in section 3.1, these activities will be designed to introduce audiences to nature, the National Park and key issues around the nature and climate crises, potentially for the very first time. Activities will be designed to build confidence and instil a sense of agency amongst participants, encouraging them to get involved on a deeper level in future. This will include volunteering opportunities, health walks, our climate conscious communities workshops, and ranger- and partner-led events with specific communities. These activities will be captured in a centralised engagement schedule as they are developed (see below).

- ii. **Activities that will be developed and delivered by the Cairngorms 2030 programme team and partners (engagement stages #2 – Consultee, #3 –**



### **Participant and #4 – Co-designer)**

These are core activities developed and delivered by our in-house Engagement team and project staff working on Cairngorms 2030. In the first few months of the delivery phase, the new Engagement Officer – supported by the Rural Development and Communities Manager and Head of Communications – will develop a centralised engagement schedule covering the first two years of the programme, based on the approach set out in this activity plan.

### **iii. Activities that will be community / target audience-led (engagement stage #5 – Leader)**

These activities cannot be specified at this stage as they will not be led by the Park Authority. However, we will develop a clear process for helping audiences explore them as part of the Effective Community Engagement project, working closely with partners and consultants (including Scotinform). We have included a draft facilitation plan in appendix 4, which employs a variety of engagement activities such as group discussions, presentations, visual aids, storytelling and collaborative exercises to ensure that all participants have a voice and feel included in the decision-making process. These activities will be added to our centralised engagement schedule as they are developed, and will likely gear up from year 2 onwards once the groundwork has been put in place.

More detailed information on our engagement activity can be found in by audience (audience table – see appendix 10) and by project (20 x project briefs – see main programme plan, appendix 1).

## **6.1 What we will do to engage**

During the development phase we have used engagement trackers to understand the level of engagement for each project, as well as who the project was actively engaging with as part of the process and what methods of engagement they were employing. Based on these experiences – and the independent assessment of Scotinform – we are proposing a range of engagement methods for the delivery phase. These should be read in conjunction with section 5.4 above, which covers our communications channels.



We have summarised the main methods of engagement below, giving an indication of which audiences these methods are most relevant for, who will lead the engagement activity, and which of the five stages of engagement the activity will cover. We will also be exploring a range of innovative engagement methods through our effective community engagement project (from citizens' assemblies to arts and culture approaches), and will roll these out as appropriate across the wider Cairngorms 2030 programme as the delivery phase progresses.

- **Face-to-face events – roadshows, workshops, drop-in sessions etc**

Over the course of the development phase (and during the Partnership Plan consultation) we have seen the value of face-to-face engagement as the most effective means of engaging stakeholders, particularly those based within the National Park. Our in-house Engagement team will coordinate our efforts here via in-person roadshow events and workshops, wherever possible trying to bring multiple projects together under one roof. We have also had success combining on- and offline techniques as part of our schools' engagement, utilising the survey tool Kahoot to gather live feedback during workshop sessions.

Audience: business, community, interest groups, land managers, young people

Led by: Cairngorms 2030 Engagement team plus select consultants

Stages of engagement: #1 – Audience, #2 – Consultee, #3 – Participant

- **Introductory events and activities**

Linked to the 'head, hand, heart' ethos set out in section 3.1, these activities will be designed to introduce audiences to nature, the National Park and key issues around the nature and climate crises, potentially for the very first time. Activities will be designed to build confidence and instil a sense of agency amongst participants, encouraging them to get involved on a deeper level in future. This will include volunteering opportunities, health walks, our climate conscious communities workshops, and ranger- and partner-led events with specific communities.

Audience: all, but focus on under-represented groups and young people

Led by: Park Authority ranger and volunteer teams



Stages of engagement: #3 – Participant

- **One-to-one discussion and paired discussions**

We can only build trust with people by providing them with the space to talk, share ideas and gain understanding from each other's perspectives. Some individuals may prefer us to engage with them in a one-to-one or paired discussion capacity. Our in-house Engagement team will have the time and skill to engage in one-to-one discussions as they arise, ensuring our audience feel supported to engage. This will foster good relations, build trust and knowledge (on all sides), to the benefit of all projects involved.

Audience: business, community, interest groups, land managers, under-represented groups, vehicle users

Stages of engagement: stages #1 to #4

- **Project champions network, including our ranger team and Youth Action Team**

We will create a dedicated project champions network made up of critical friends and allies across different partner organisations, sectors, projects and audience types. They will be our eyes and ears on the ground, passing on key updates, highlighting areas of concern or focus that they have picked up from their community or organisation, and generally sense-checking our engagement activity to ensure it is fit for purpose.

Audience: all, specific focus on business, communities, land managers and under-represented groups

Led by: Cairngorms 2030 Engagement team plus ranger team

Stages of engagement: all five stages

- **Public meetings (including pre-existing forums / partner meetings)**

Utilising existing meetings which take place within the National Park will ensure we reach audiences where they are most comfortable, at a time which suits them. Utilising these forums should help maximise the effectiveness of our Engagement team and enable us to cover a range of projects relevant to key audiences, whether that be a community council, business group or cycling enthusiast.

Audience: community, interest groups and partners

Led by: Cairngorms 2030 Engagement team plus partners



Stages of engagement : #1 – Audience, #2 – Consultee, #3 – Participant

- **Small groups (up to 10 people) and large groups (more than 10 people)**

Most projects within the Cairngorms 2030 programme will be working with groups of people to shape, co-design and deliver activity that meets the needs of our target audiences. Depending on the project, this may be in a smaller or larger group setting, but either way we will ensure that all audience members have a voice and the ability to shape the Cairngorms 2030 programme for the benefit of their community. An example of this is the development of a citizens' assembly for the community-managed climate grants scheme, or the small groups of young people in schools developing climate action plans.

Audience: businesses, community, interest groups, landowners, travel users, under-represented groups and young people

Led by: Cairngorms 2030 Engagement team plus partners

Stages of engagement: #2 through to #5

- **Surveys and online engagement**

This includes self-completion surveys, surveys on Commonplace (our digital engagement platform) and discussion boards (online or offline). This form of engagement will be utilised to capture feedback and to share information on projects, which can be completed at a time and location to suit the audience, rather than them coming to meet with us. We are aware that there is a particular risk of 'survey fatigue' with this programme due to the volume of information required across 20 different projects. We will look to combine survey activity wherever possible (including via a biennial residents' survey) and will limit surveys to key stages during the delivery phase.

Audience: all audiences at key stages of the delivery phase

Led by: Cairngorms 2030 Communications Coordinator and Engagement team

Stages of engagement: #1 – Audience, #2 – Participant

- **Video calls and webinars**

As mentioned above, we will try to prioritise face-to-face sessions wherever demand arises; however, like many organisations during the pandemic, we have found video calls and interactive webinars (using engagement tools such as Miro



or Jamboards) to be particularly effective and would anticipate this continuing. We have also had success presenting at other people's / organisations' online meetings, including the likes of the National Farmers' Union of Scotland and Scottish Land and Estates. An early task for our Engagement team will be to map additional opportunities on this front, potentially via our project champions network (see below).

Audience: all, but focus on businesses, land managers, under-represented groups and young people

Led by: Cairngorms 2030 Engagement team plus partners

Stages of engagement: all five stages, but mostly #1 to #4

## 6.2 How we will deliver engagement

### Managing the Engagement team's time

All 20 Cairngorms 2030 projects are listed in the table below. In each case, we have indicated the anticipated intensity of stakeholder engagement required for each project to help us manage our Engagement team. This will obviously vary over time and may change significantly depending on how our early engagement efforts fair, but should provide a sense of where we will focus our engagement resource, to ensure that our staffing team are prepared, resources are ready and that the engagement is effective. We would define this as follows:

- i. **Low intensity** – these are projects where, over the first two years of the delivery phase, we anticipate there will be focused but lower intensity engagement taking place. For example, the woodland expansion project has indicated a low level of engagement, predominately with landowners and business in the first two years. This engagement remains important, of course, but the resources and time input from the Engagement team will be less than other projects require.
- ii. **Medium intensity** – the majority of projects have indicated that their requirements sit within this category over the first two years. Within each there will be peaks and troughs, and good project management will be required to ensure we manage our resources effectively. A key opportunity will be to align activity where projects are working in the same location / with a similar audience, similar to the roadshow events which took place during the development phase.
- iii. **High intensity** – this is where the demands on our staff team, and the Engagement team in particular, will be at their highest. We have attempted to





map these periods by quarter to better manage demands on their time. For example, in Q3 of year 2, the active and sustainable transport projects have identified a quarter of intense engagement and we will need to plan carefully to ensure this does not advertely impact other projects across the programme.

We have also charted the expected level of engagement for each Cairngorms 2030 project by quarter for the first two years – see appendix 12 to view the engagement heatmap.

Delivery theme	Project	Intensity of engagement required (years 1 and 2)	Engagement stages (years 1 and 2)				
			#1	#2	#3	#4	#5
Restoring and enhancing landscapes	Cairngorms future farming	Medium	X	X	X	X	X
	Climate resilient catchments	Medium	X	X	X	X	
	Green investment plan	Low	X	X	X	X	X
	Landscape and communities	High	X		X		
	Nature recovery	Low – medium		X	X	X	X
	Peatland restoration	Low	X	X	X	X	X
	Woodland expansion	Low		X		X	
Empowering communities	Climate conscious communities	Low – medium	X	X	X		X
	Climate learning and education	Medium		X	X	X	X
	Community arts and culture	Medium		X	X	X	



	Community-managed climate grants	High	X	X	X	X	X
	Effective community engagement	High	X	X	X	X	X
<b>Transforming transport</b>	Active travel communities	High	X	X	X		
	Changing travel behaviours	Medium	X	X	X		
	Cycle-friendly Cairngorms	Medium	X		X		
	Sustainable transport	Low – medium		X	X		
<b>Health and wellbeing</b>	Outdoor dementia resource centre	High	X	X	X	X	
	Public health and the outdoors	Medium	X	X	X	X	
	Wellbeing economy	Low	X	X	X		
<b>Sharing the learning</b>	Knowledge exchange and research	Low	X	X	X		

Figure 10 – table showing all 20 projects, the level of engagement required and the various stages of engagement covered by each project

### Connecting engagement with wider Park Authority activity

In 2020 we established an organisation-wide engagement cross-cutting board to help coordinate engagement activity across all aspects of the Park Authority. Cairngorms 2030 is a standing agenda item for the group – which meets six times a year – and we will continue to use this board as a key information and decision-making tool during the



delivery phase. The group includes representatives from the communications, rural development, conservation, land management, HR, ranger and visitor services teams.

We have also developed a specific communications and engagement group to coordinate Cairngorms 2030 engagement activities, and this will feed directly into the cross-cutting board to ensure that the programme links into wider engagement within the National Park.

In addition, we are in the process of creating a rolling programme of engagement events across the National Park, designed to encourage two-way conversation with local communities on the issues that matter most to them. Whilst these meetings (some taking place face to face and others online) will be kept deliberately light agenda-wise to give residents a chance to raise topics and ask questions, we will seek to highlight specific Cairngorms 2030 activity that is most relevant to the audience in question.

We will take a similar approach with our ranger teams – who engage with upwards of 30,000 visitors and residents each year – and our conservation, rural development, land management and volunteering teams too.

See section 8.1 for more detail about our proposed governance arrangements for the engagement side of Cairngorms 2030.

### **Identifying participative / deliberative approaches**

We are working with partners to identify different and innovative approaches to engagement, particularly through our effective community engagement project and the community-managed climate grants scheme. Moray and Aberdeenshire's [Just Transition Participatory Budget Fund](#) and accompanying voting structure for deciding which projects receive funding is one such example which we are keen to understand fully.

Likewise, the use of co-design methods such as citizens' assemblies or juries, stakeholder / community-led boards and the potential of linking into existing mechanisms for community funding governance (such as the Cairngorms Local Action Groups) will all be explored in order to develop a cohesive and impactful approach across the programme. It will be important to understand and share learnings with our individual projects so that the decisions taken for grants and co-designed engagement provide the best possible opportunities for communities living in the Cairngorms.



At a community level, there is strong evidence that genuine co-design of processes and inclusive participation leads to greater cohesion, fosters more engagement and increases social capital within that community. These achievements, however, are heavily dependent on the capacity and willingness of individuals to contribute their time and effort to any initiative, which in turn depends significantly upon the perception of those individuals that the benefits of doing so will be relevant, worthwhile and sustainable (both for them as individuals, but also for the community as a whole, however that 'community' may be described).

### 6.3 Further considerations / ongoing work

The following need to be kept in mind when designing engagement strands:

- i. **The project is dealing with large, transformative issues**, eg how society needs to change to meet 2045 net zero targets, whilst delivering for people and nature.
- ii. There are both overlapping audiences and activities, and **our approach needs to support decision-making on what is said to whom, when and how.**
- iii. **A specific outcome of the programme is that a wider range of people will have access to heritage.** In particular, we have identified widening participation and intersectionality as a key principle which requires specific attention and will require us to go beyond a 'business as usual' approach to engagement.
- iv. **The engagement work for the programme needs to be mainstreamed within the overall work of the Park Authority** and partners across the National Park.
- v. Whilst the project is within the Cairngorms National Park, this is **a UK-level project that we will want to communicate to national, UK and European audiences.** The Park Authority has the networks to do this through the Scottish Government, National Parks UK and EUROPARC Federation (the European family of national parks).
- vi. **There is a need to use the right channels of communication** to help increase transparency and people's ability to easily access information.
- vii. **Our engagement approach must ensure that the National Lottery Heritage Fund is given a high profile** and that lottery players can easily see where funding is being used to achieve objectives.

In order to coordinate our engagement activity on a day-to-day basis, we will ask the new Engagement Officer – supported by the Rural Development and Communities



Manager and Head of Communications – to develop a centralised engagement schedule covering the first two years of the programme.

This will include type of activity, date, audience(s) covered, costs and evaluation measures, and will be kept up to date throughout the delivery phase. The schedule will be produced within three months of the delivery phase starting, and will take its steer from the approach and principles set out in this activity plan.

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## 8. Management and resources

### 8.1 Governance

The Cairngorms 2030 programme has a six-tier governance structure as follows:

1. Park Authority board and performance committee
2. Cairngorms 2030 programme board
3. Programme management group
4. Theme leads
5. Communications and engagement group
6. Project teams

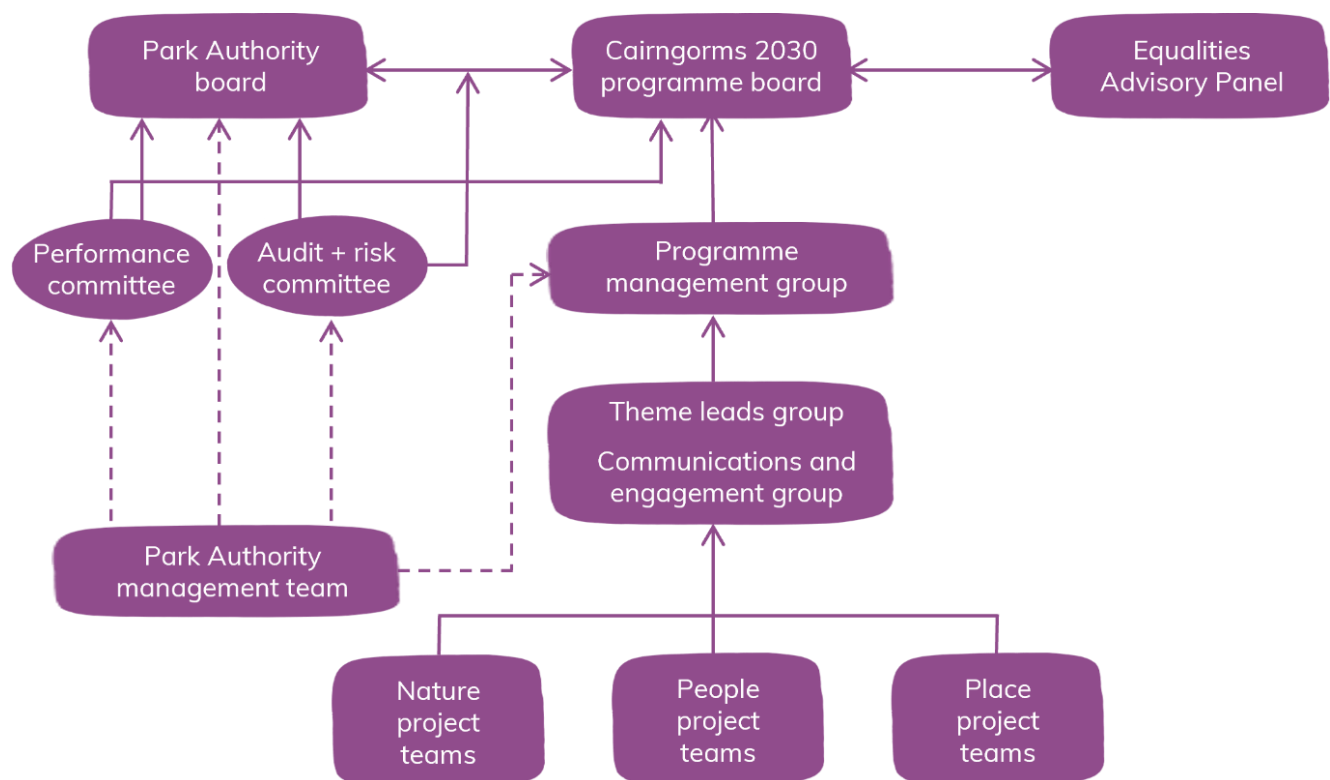


Figure 12 - governance structure for the Cairngorms 2030 programme – solid lines = reporting / decision-making; dotted lines = support and advisory reporting



### **Park Authority board**

The Park Authority board's role is set out in Scottish law to agree the long-term objectives for the National Park, working with the CEO and staff to set the priorities for the Park Authority, and ensure that both the natural environment and the local communities in the Cairngorms are cared for and sustained. The board is made up of 19 members, seven of whom are appointed by Scottish ministers, five are locally-elected, and seven are nominated by the five councils in the National Park: Highland (2), Aberdeenshire (2), Moray (1), Angus (1), Perth and Kinross (1).

### **Performance committee**

Our performance committee is focused on the delivery and implementation of the Park Authority's main programmes and projects, and measuring their performance against the organisation's strategic outcomes. It is made up of members of our audit and risk committee, but involves the full board where strategic risk management implications are identified or where significant concerns are identified with corporate performance implications.

### **Cairngorms 2030 programme board**

The programme board's role is to lead the partnership engaged in the delivery of Cairngorms 2030, contributing to the governance of the programme by providing a clear focus on the delivery of programme outcomes and scrutiny of programme delivery and forward plans. The board will focus on the following priorities:

- To champion and ensure the partnership representatives engaged in the programme actively contribute to the design and successful delivery of the programme.
- To ensure the outcomes and legacy impacts of the programme are effectively planned for, efficiently implemented and secured within budget resources available.
- To ensure partners, including the National Lottery Heritage Fund, secure their expected benefits from programme delivery.

The board meets quarterly and is made up the Park Authority's Chief Executive, Deputy Chief Executive, Deputy Convener and project funding partners. It is supported by the Head of Cairngorms 2030 and the wider programme team.



### **Programme management group**

The programme management group provides a forum for guidance and decision-making across Cairngorms 2030, and for focused discussions ahead of upcoming programme board meetings. The group meets on a monthly basis and is made up of the Park Authority's Chief Executive, Deputy Chief Executive, directors and the Head of Cairngorms 2030.

### **Theme leads**

The Cairngorms 2030 theme leads consist of Park Authority managers with line management responsibility for co-ordinating project delivery under each of the Nature, People and Place themes. The group meets monthly and consists of the Head of Cairngorms 2030, the Cairngorms 2030 Programme Manager, theme leads, and project leads, partners and the Deputy Chief Executive as required.

### **Communications and engagement group**

The new communications and engagement group will consist of the Park Authority managers and staff responsible for effectively co-ordinating Cairngorms 2030 communications and engagement activities. It will meet at least monthly – and more frequently during peak engagement periods – and is made up of the Communities and Rural Development Manager, Cairngorms 2030 Programme Manager, two Volunteer Managers, Campaigns and Engagement Officer, the Cairngorms 2030 Engagement Officer, two Cairngorms 2030 Engagement Coordinators, one Cairngorms 2030 Communications Coordinator and one Cairngorms 2030 Community Grants Officer. The Head of Communications will chair the group. (See appendix 7 for terms of reference).

### **Project teams**

Project teams have been established for all 20 projects and will be supported on a day-to-day basis by the in-house Engagement team and the Communications Coordinator. Consultants working as part of individual project teams will also be linked into this resource and all engagement activity will be coordinated via the communications and engagement group.

In addition to the above specific forums / structures for the Cairngorms 2030 programme, we will ensure our engagement activity is linked to wider Park Authority and National Park priorities through a range of pre-existing forums and working groups. These include:





### **Cairngorms National Park Authority engagement cross-cutting board**

The engagement cross-cutting board brings together colleagues from across the Park Authority who engage with stakeholders on a semi-regular basis, from land managers to local communities, businesses, volunteers and so on. Its remit is to coordinate engagement work across the organisation and ensure a consistent approach, better understand the audiences we serve, evaluate the success of our engagement activities and explore opportunities for behaviour change. The board meets every two months and is chaired by the Head of Communications. Cairngorms 2030 is a standing item on the agenda and we will ensure strong representation from the new Engagement and Communications staff.

### **Cairngorms Nature partnership**

Cairngorms Nature is an informal partnership open to people and organisations from all backgrounds, looking to deliver an ambitious action plan for nature in the National Park by 2050. It is the principal delivery mechanism for delivering the Scottish Biodiversity Strategy and our nature and climate commitments within the Cairngorms National Park. We anticipate that the partnership will have an input into all aspects of the programme at some point; however, there will be a particular focus on the restoring and enhancing landscapes aspect of Cairngorms 2030.

### **Equalities Advisory Panel**

Established in 2010, the Equalities Advisory Panel provides informed, evidence-based feedback, guidance and advice to support the Park Authority in its commitment to equality, accessibility and inclusion. It is made of external experts representing a range of under-represented groups and has provided a crucial oversight and advice function during the delivery phase of Cairngorms 2030. The programme will remain a standing item on the agenda of this group going forward.

### **Local Outdoor Access Forum**

The Cairngorms Local Outdoor Access Forum is the statutory body that advises the Park Authority and others on matters relating to outdoor access. The forum is made up of individuals representing land management, community interests, recreational users and public agencies. It will be particularly crucial to the successful delivery of the active travel and transport elements of Cairngorms 2030.



## 8.2 Staffing structure for engagement

Based on our learnings from the development phase (see section 2.2), we have proposed creating a dedicated Engagement team for Cairngorms 2030, helping coordinate activity across all 20 projects, build lasting relationships with our target audiences, and embedding innovation and learning from the outset. These roles will be supported by a new Communications Coordinator, who will work closely with the Engagement team and project leads to tell the story of the programme and raise awareness of specific activity taking place.

The organogram below illustrates how the various Engagement and Communications roles will come together within the overarching Park Authority management structure:

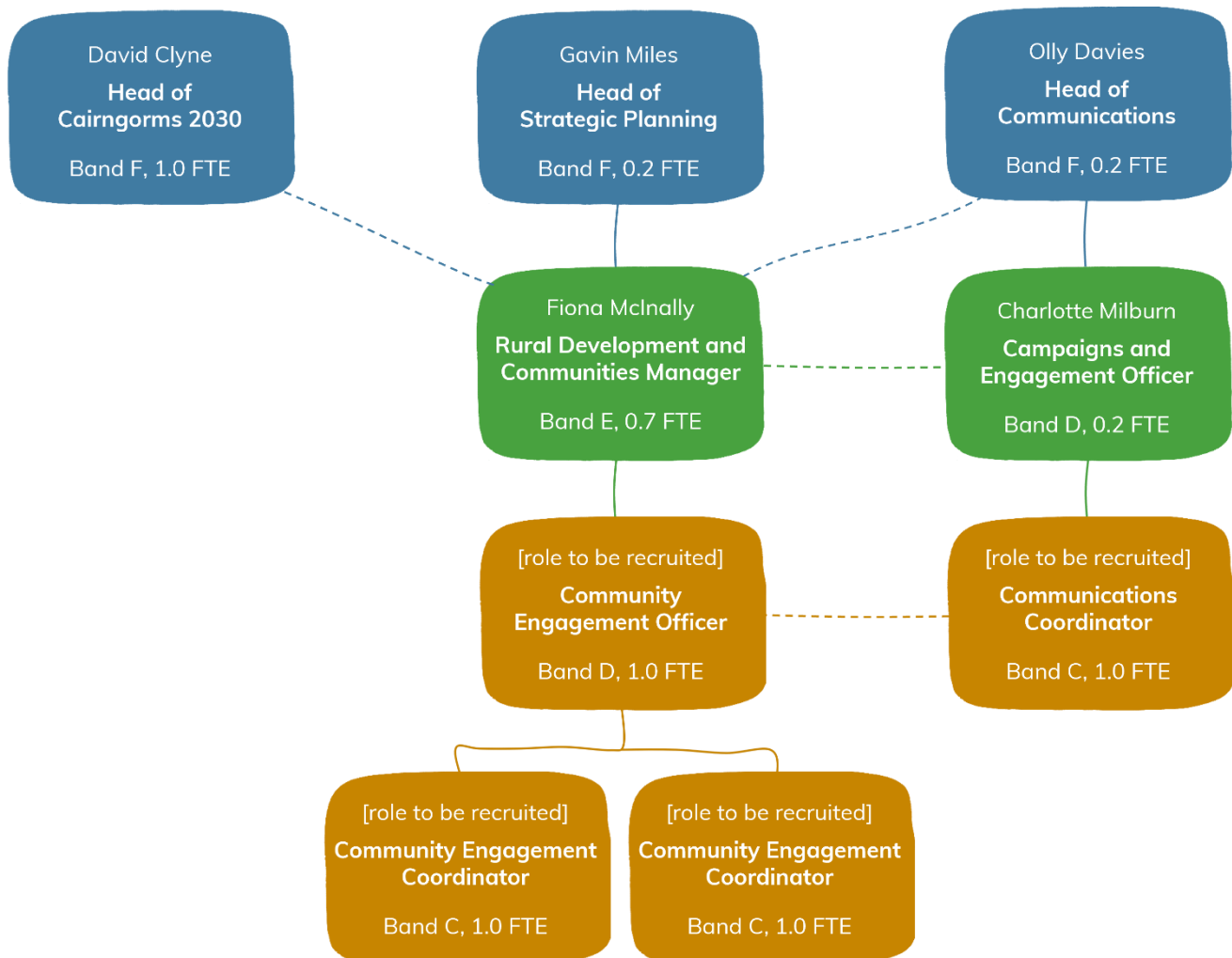


Figure 13 – organogram for the engagement aspects of Cairngorms 2030. Solid lines = line management relationship, dotted lines = collaborative relationship. New roles shown in yellow

We have identified four specific roles to coordinate and deliver engagement and communications for the programme:

- **Community Engagement Officer** (Band D post, 1.0 FTE) – This role, reporting to the Rural Development and Communities Manager, will line manage the two Engagement team members and help coordinate engagement activity across all 20 projects. They will be instrumental in embedding the key strategic principles of the programme (co-design, widening participation and partnership working) and fostering a spirit of innovation and collaboration. They will liaise directly with the Campaigns and Engagement Officer and Communications Coordinator to ensure programme engagement and communications activity aligns.



- **Community Engagement Coordinators** (two Band C posts, 2.0 FTE) – These roles, reporting to the Community Engagement Officer, will support project leads, appointed consultants and partners to deliver timely, audience-focused engagement activity that aligns with our programme outcomes. All three Engagement team members will work across the programme rather than being specifically assigned to particular themes to encourage cross-programme collaboration and to provide adequate cover in the event of staff absence / change. They will work closely with Communications colleagues to tell the story of the programme and the people involved in it.
- **Communications Coordinator** (one Band C post, 1.0 FTE) – This role, reporting to the Campaigns and Engagement Officer within the wider Communications directorate, will help coordinate communications activity across all 20 projects. They will ensure comms activity is timely, audience-focused, and appropriately communicated to the communities and groups we hope to engage in the programme. They will liaise with the Engagement team on a daily basis, reflecting the clear interdependencies within these two areas of work.

These four new roles will be embedded within the overall structure of the Park Authority (see the detailed programme organogram as part of the wider programme plan) and will be supported by the following individuals in particular:

- **Head of Communications** (Band F, 0.2 FTE for Cairngorms 2030) – this role provides strategic oversight of the engagement and communications efforts of the Cairngorms 2030 programme, chairing both the communications and engagement group and the Park Authority-wide engagement cross-cutting board. The post reports directly to the Chief Executive, who in turn chairs the Cairngorms 2030 programme board. The Head of Communications will support the Rural Development and Communities Manager and Campaigns and Engagement Officer in managing new team members and ensuring their work programme aligns with the overarching aims of this activity plan.
- **Rural Development and Communities Manager** (Band E, 0.7 FTE for Cairngorms 2030) – in addition to line managing the Community Engagement Officer and acting as the theme lead for People projects, this role will ensure Cairngorms 2030 engagement activity aligns with wider community engagement activity undertaken by the Park Authority and partners. In recognition of how central



Cairngorms 2030 is to our overall community engagement approach, over two thirds of their time will be dedicated to the programme.

- **Campaigns and Engagement Officer** (Band D, 0.2 FTE for Cairngorms 2030) – this role helps coordinate stakeholder engagement and offline communications activity across the Park Authority, maintaining consistency and making sure we are reaching beyond the usual suspects. They will line manage the new Communications Coordinator for Cairngorms 2030 and will play an important role in joining up the new Engagement team with the wider Communications function.

### 8.3 Budget

As with any true co-design process, we will be led by the needs and desires of our target audiences and will adapt our approach based on what is delivering the most favourable outcomes. This inevitably make precise budgeting a challenge at this early stage; however, we have attempted to break down our engagement budget into a few key areas below. This will be overseen on a day-to-day basis by the Rural Development and Communities Manager, reporting into the Head of Cairngorms 2030 and the wider programme board.

Cost heading	Description	Cost	VAT	Total
Training for staff	Trainer costs	£31,667	£6,333	£38,000
Paid training placements	Training fees	£6,667	£1,333	£8,000
Training for volunteers	Trainer costs and fees for off the shelf training events	£31,667	£6,333	£38,000
Travel and expenses for staff	Mileage, public transport reimbursement, subsistence	£5,000	£1,000	£6,000
Travel and expenses for volunteers	Mileage, public transport reimbursement, subsistence	£16,667	£3,333	£20,000
Event costs	Facility hire; catering; event specific materials; event content development; comms activity	£127,500	£25,500	£153,000
Equipment and materials (activity)	Materials supporting engagement activities and events; comms materials	£100,000	£20,000	£120,000
Other costs (activity)*	Digital materials (not capital); other costs supporting engagement	£100,000	£20,000	£120,000



	and outreach to new groups			
Professional fees relating to any of the above (activity)	Consultancies supporting development, testing and evaluation of engagement approaches	£130,833	£26,167	£157,000
<b>Total</b>		<b>£550,000</b>	<b>£110,000</b>	<b>£660,000</b>

Figure 14 - estimated engagement budgets for Cairngorms 2030 (\*We have incorporated an element of participant fees in the mix here to reflect feedback from partners working with specific under-represented groups. Aspects such as a citizens' assembly may also require funding of this nature)

We anticipate a rough phasing of this budget as follows:

- 2024/5 - £90,000
  - 2025/6 - £170,000
  - 2026/7 - £150,000
  - 2027/8 - £140,000
  - 2028/9 - £110,000
-