

Cairngorms Economic Development and Diversification Strategy 2014-2017

FINAL DRAFT

COVER PAGE

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Foreword

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The Cairngorms National Park in context

The Cairngorms National was designated in September 2003 with four aims:

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

The Cairngorm Mountains lie at its heart surrounded by straths and glens which are home to 18,000 people living in our local communities.

A small part of five different Local Authority areas fall within the National Park; Aberdeenshire, Angus, Highland, Moray, and Perth & Kinross. For the most part, these areas are rural, remote from the main centres of population, and at the boundaries of each of Local Authority area.



Figure 1 - Map of Cairngorms National Park

The Cairngorms Economy

The Cairngorms has a unique rural economy which is heavily reliant on a number of key sectors, and in particular the tourism sector which is often low waged. The communities

and economy of the National Park, like that of Scotland in general, face a real challenge and opportunity in adapting to a changing global economy over the next few years.

The Economy of the Park - the facts.....

- **Increasing jobs** - 9,400 employed in the Park, 4.5% increase in number of jobs since 2010
- **Increasing population** - 18,000 people living in the Park - an increase of roughly 250 per year since 2010
- **Decreasing unemployment** - lower than the Scottish average, only 112 claimants in the Park in September 2013 and decreasing seasonality
- **Increasing number of young people** - less out-migration of young people and more young people moving to the area, very different to other rural areas
- 87% of businesses in the Park are **small-businesses** employing 10 people or less, this is higher than the Scottish average of 81%
- 43% employed in the **tourism** sector, grown from 30% in 2010 which can be attributed in part to 3 cold winters increasing the skier numbers and the weak pound
- Average yearly earnings in the National Park are only 74% of the Scottish average
- Average house prices in the National Park are 130% of the Scottish Average

*Statistics taken from 2010 State of the Park Report and 2013 update, some figures relate to earlier years, both reports can be viewed online at www.cairngorms.co.uk

Key Challenges;

- limited public transport;
- infrastructure limitations (e.g. roads/rail/housing/business premises/broadband/mobile);
- a lack of Higher and Further Education opportunities;
- logistics costs and limitations; and,
- a heavy reliance on low wage tourism sector.

Key Opportunities;

- distinctive economic sectors;
- strong businesses;
- an attractive place to live and visit;
- connections to other parts of Scotland;
- inward migration of young people; and,
- low unemployment.

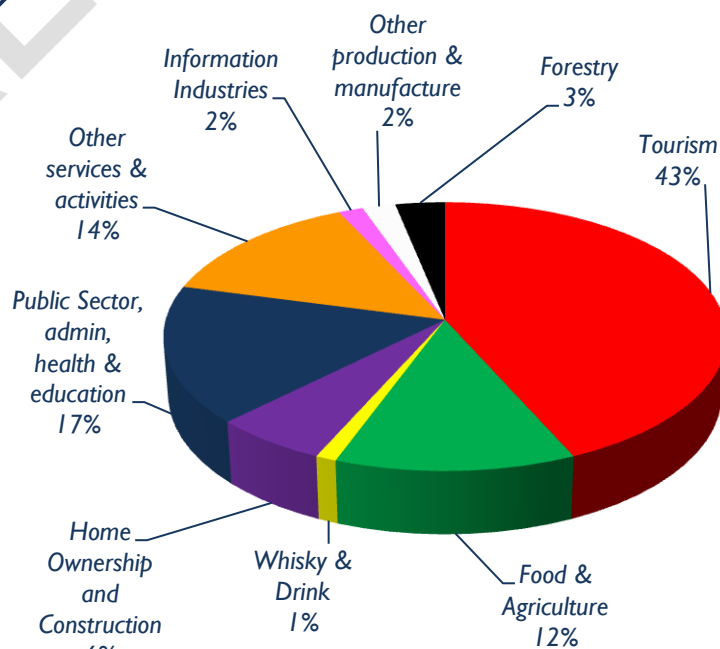


Figure 2 - Employment by industrial sector
source CNP Economic Benchmark Review 2013

The Strategy

Strategic Context

The Cairngorms National Park Partnership Plan 2012-2017 sets out the approach to managing the National Park by reflecting the special qualities, challenges, and opportunities of the area.

It demonstrates how the public sector, businesses, land managers, and communities will continue to come together to help keep these national assets special and achieve the four aims of the National Park - benefitting both the people of Scotland and visitors alike.

The Cairngorms National Park Partnership Plan provides the Strategic Context for this Strategy.

Relationship to other Plans and Strategies

The National Park is covered in-part by five existing Local Authority Economic Development Strategies which are in turn supported by a range of economic partnerships and forums. In addition there are a number of agency and sector specific plans and strategies, e.g. the National Tourism Strategy.

These Strategies and their associated priorities are relevant to the Cairngorms but are focussed on a much wider area. As such, their focus and priorities do not reflect the distinctive rural economy of the National Park.

The purpose of the Strategy for the Cairngorms National Park is not to duplicate the work of others. It is to identify the priorities that are specifically relevant to this predominantly rural area and to ensure that partners are working together to address them. The first step in developing this Strategy was to review these existing Plans

and Strategies and identify areas of cross-over and priorities specifically relevant to this area.

Developing the Strategy

The Cairngorms Economic Forum, led by the Cairngorms Business Partnership, was established in March 2013 to oversee the development and implementation of this Strategy.

The Forum is made up of public and private sector partners. More information about the Forum can be found in Appendix I.

Key steps in developing this Strategy include:

- a review of existing plans and strategies;
- a review of the economic baseline data;
- workshops with the Cairngorms Economic Forum;
- discussion with key business sector groups and Forums;
- Strategic Environmental Assessment of the Draft Strategy;
- Equalities Impact Assessment;
- consultation on the Draft Strategy and associated Environmental Report; and,
- review of consultation findings by Cairngorms Economic Forum and finalisation of Strategy.

Reports relating to each of these steps and who engaged can be found online at www.cairngorms.co.uk.

Vision

The Cairngorms National Park Partnership Plan identifies a long-term **vision** for the Cairngorms National Park:

An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.

It also identifies three **long-term outcomes** outlining what it is we want to achieve.



Formation of an Economic Forum and development and implementation of an Economic Strategy is identified as a key area of work to support delivery of outcome one. This was included within the Plan as a result of feedback from the business community.

Aim

The Aim of this Strategy is taken from Policy Priorities within the Park Partnership Plan:

Grow the economy of the Park by strengthening existing business sectors, supporting business start-ups and diversification, and increasing the number of workers employed in the Park.

Tourism is the main employer in the National Park accounting for 43% of employment in the area. These jobs are often associated with low wages and are susceptible to seasonal and global trends. This Strategy aims not only to strengthen the Tourism sector but also to strengthen and diversify other sectors to reduce our reliance on tourism.

What will success look like?

For each of the long-term outcomes, the Cairngorms National Park Partnership Plan identifies what success might look like if they are achieved.

Success in being a sustainable economy supporting thriving businesses and communities will mean that:

1. The special qualities of the Park will have stimulated **growth and diversification in the economy** and the Park will be an economic asset to the Scottish economy.
2. There will be **fast and reliable IT and telecommunications** as well as **fast, safe transport links from the Park** to other parts of Scotland that meet the needs of residents, visitors and business.
3. There will be **more jobs and a wider range of employment opportunities** for people in the National Park. People will be able to develop their skills from school onwards to meet their own and business needs.
4. Households and businesses will be successfully **adapting to a low carbon economy** – minimising energy use, waste and greenhouse gas emissions, and increasing their environmental sustainability.
5. There will be **thriving and sustainable communities** throughout the Park that are confident to share their ideas, experience and culture in actively shaping their own future and enjoying a sense of ownership of the National Park.
6. The **workforce of the Park will have grown** – young people will find it easier to train and to work in the Park, to return to the Park, and the Park will continue to attract workers.
7. People working in the Park will find it easier to **access housing that meets their needs**.
8. Many people living in the Park and visiting it will save money and maintain their health by **using safe routes to travel** between many communities and places in the Park instead of private car.
9. New development will be as sustainable as possible and **good design** that fits the landscapes and heritage of the Park will be standard. Older buildings and development will be adapting to modern standards of efficiency and design through improvements and renovations.

Natural Capital



At the outset, the Cairngorms Economic Forum identified the importance of the natural assets of the National Park to the economy. The Forum recognised the value of these assets both to the area and to Scotland as a whole.

Running through this Strategy is the ambition not only to safeguard, but to build on our natural capital and realise the market opportunities associated with it.

Scotland's Natural Capital

Natural Capital can be defined as the world's stocks of natural assets which include geology, soil, air, water and all living things.

Scotland's natural assets are the basis for our way of life and need to be managed in a sustainable way so that they also benefit the next generation of Scots.

In this way we can both sustain an improvement in our standard of living and at the same time safeguard our valuable natural environment. So, increasing natural capital, or even just maintaining the level, whilst also achieving economic growth can be seen as an achievement.

Scotland's Natural Capital Asset (NCA) Index, SNH

Natural Capital of the Cairngorms National Park

The Cairngorms National Park makes a strong contribution to the Natural Capital of Scotland.

The headwaters of five of Scotland's major river systems flow out from the Park, we hold 25% of Scotland's native woodland resource, extensive peatland carbon stores, and a landscape valued as an international tourism destination.

Key habitats include:

- Enclosed Farmlands
- Woodlands
- Open Water
- Semi-natural grasslands
- Moorland
- Mountains
- Urban

Strategic Environmental Assessment

The development of this Strategy has been informed by a Strategic Environmental Assessment (SEA). This process has enabled us to alter and improve the proposals in the Strategy to ensure that they do not have a negative impact on the environment and where possible ensure they have a positive impact.

An Environmental Report was produced to accompany the Draft Strategy for consultation. This report assessed the Priority Themes and Outcomes (*what we want to achieve*). The assessment found that the Cairngorms Economic Development and Diversification Strategy will have either neutral or slightly positive environmental impacts. The Environmental Report can be found online at www.cairngorms.co.uk.

The Vision, Outcomes, and Aim of this Strategy are taken directly from the National Park Partnership Plan which was also subject to Strategic Environmental Assessment.

Priority Themes

The review of existing plans and strategies and the economic baseline data identified six key priorities for the Strategy:

- 1. Building on the strengths of the Park**
(Grow key economic sectors: Tourism; Forestry; Agriculture, Food & Drink; and, Renewables & Energy Efficiency)
- 2. Supporting and attracting Businesses**
- 3. Strengthening education and training as an economic asset**
- 4. Attracting Investment**
- 5. Infrastructure** (accommodation, transport, connectivity)
- 6. Planning for the Future**

An Action Plan has been produced identifying key opportunities and potential projects to support delivery of these Priority Themes.

Land Management

Land Management related industry is of vital importance to the economy of the Cairngorms National Park and activities to support this sector are a key priority. Land Management in itself, however, has not been identified as a Priority Sector. This is because it is such a diverse industry which cross-cuts wider sectors including Tourism, Forestry, Agriculture, Renewables etc.

To avoid duplication, activities which support the Land Management Sector are identified in relation to other key sectors. Wider themes relate to supporting business in general also have specific actions relating to the Land Management 'sector'.

Priority Theme 1 - Building on the strengths of the Park

What we want to achieve:

Key economic sectors are stronger

The Economy of the Cairngorms National Park can be considered in a number of key sectors of industry, these include the core elements of the industry as well as considering the supply chains and supporting industries.

Four key sectors have been identified within this Strategy as priorities for growth, these are: Tourism; Forestry; Agriculture, Food and Drink; and, Renewables and Energy Efficiency.

Tourism Sector

What we want to achieve:

A more valuable and resilient tourism economy with increased profitability and local prosperity

Tourism accounts for 43% of jobs within the Cairngorms National Park but is traditionally a low wage sector. The Aviemore area is the most tourism intensive in Scotland with a strong family and outdoor activity market. Other areas of the Park also have strong offerings more suited to other visitor markets. These individual strengths need to be identified, developed, and promoted effectively by a strong partnership of public and private sector partners.

Forestry Sector

What we want to achieve:

A more valuable and resilient forestry sector with increased profitability and local prosperity

Scottish Government has set targets for woodland expansion which must be achieved

alongside a steady increase in the timber harvest over the next 10 years.

20% of the Cairngorms National Park is covered in woodland or forestry and it is a significant industry in area with a number of related industries e.g. recreation and tourism, logging, joinery, sawmilling, construction etc. There is a target to increase woodland cover by 5% (5,000ha) within the National Park.

Agriculture, Food & Drink Sector

What we want to achieve:

A growing food and drink sector locally and with new markets

The main features of the sector in the National Park are the significance of meat and meat produce – which is shown in the strength of meat processing, meat wholesaling and butchers. Game and Game management are also key to this sector, particularly in relation to venison. Food retailers, farming, brewing and distilling are also strong, however, there are opportunities to improve in terms of collaboration, supply chains, and marketing.

Energy Efficiency and Renewables Sector

What we want to achieve:

Businesses are using less energy, are reducing costs, and generating income from renewable energy

The Government is committed to reducing greenhouse gas emissions through policy and action, and fuel prices are likely to rise and to be volatile. Both of these will increase costs to businesses and households unless they adapt by becoming more efficient and using alternative sources of energy.

There are opportunities for business and households to adapt well and even to profit from changes. Work to deliver this includes the ambition to move towards a low carbon economy. Being more efficient in using energy

and generating renewable energy can both save money and generate income.

Priority Theme 2 - Supporting and attracting businesses

What we want to achieve:

The business sector has grown with increasing employment

Most businesses in the Cairngorms National Park employ less than 10 people: across Scotland as a whole these small-businesses make up nearly 84% of businesses and provide 27% of the private sector jobs but in the Cairngorms National Park (and other rural areas) these figures are significantly higher.

Small-businesses have significant growth potential and 58% of new jobs in Europe between 2002–2010 were created in small-businesses. This means that they have significant potential for contributing to employment growth.

Priority Theme 3 - Strengthening education and training as an economic asset

What we want to achieve:

More Further and Higher Education takes place in the National Park in support of key sectors

One of the most important parts of a local economy is the presence and scale of Further and Higher Education facilities. They can attract new kinds of people to the area (e.g. teachers and researchers) and studies elsewhere (for example, on the impact of the Crichton Campus in Dumfries) show that such investments can bring a significant return in terms both of changing young people's migration patterns and contributing in other ways to the local economy. Currently there is a significant gap in this area in the National Park.

Priority Theme 4 - Attracting Investment

What we want to achieve:

More investment in business, infrastructure and the Natural Capital of the Park

Research has identified that the economy of the Park is growing despite the difficult economic climate. This can be used to promote and attract further investment to the area to help diversify and grow key sectors. The ability to run effective businesses, have a great lifestyle, and live in a very beautiful place should be actively promoted to investors.

Priority Theme 5 - Infrastructure

What we want to achieve:

Improved infrastructure in the Park supports a growing economy

The Cairngorms National Park is a rural area which faces key challenges around telecommunications provision, transport and affordable housing. Due to the high proportion of small-businesses there is also demand for business units and sites which meet the needs of small businesses.

Priority Theme 6 - Planning for the Future

What we want to achieve:

Policies and Plans are based on a better understanding of current and future trends and changes

There has never been any sense of a planned and coordinated approach to the economy of the Cairngorms National Park. Inevitably we don't have good information about what is happening currently and or what might

happen in the future. This Theme can help us to think long-term about how our local economy can deal with change and future opportunities. Horizon scanning is used as an overall term for analysing the future: considering the potential impacts of emerging trends and developments. Analysing this can help to inform future policy making e.g. in planning and development, economic growth etc.

Delivering the Strategy

Governance

The Cairngorms Economic Forum will oversee delivery of the Strategy. This in turn will inform wider reporting on delivery of the National Park Partnership Plan.

Delivery of the National Park Partnership Plan is overseen by a Strategic Delivery Group. This Group is made up of key partners and meets twice a year to report on progress with delivery. Development and delivery of this Economic Development and Diversification Strategy is one of the key areas of work on which they report.

Prioritisation & Resources

An Action Plan has been produced which identifies opportunities, potential projects, and delivery partners to support delivery of the Priority Themes within the Strategy.

It is recognised that delivery of the Action Plan will be dependent on the availability of resources and their prioritisation, and that it will evolve, adapting to changing circumstances and opportunities. The Action Plan will be reviewed regularly by the Cairngorms Economic Forum to ensure prioritisation and progress.

The Action Plan does not represent firm commitment by partners. It is aspirational and delivery is dependent on availability of resources, including funding which may not yet be secured.

A range of other actions and suggestions were made during the consultation period. It has not been possible to include all of these in the Action Plan. This information has been captured and will be made available to delivery groups.

Delivery Groups

Where there are existing groups and Forums these will be utilised to prioritise and facilitate delivery of key actions and activities. For example, the Cairngorms Food & Drink Group will lead delivery of Food & Drink related activities.

If a project is identified as a priority and there is no existing group to take it forward then the Forum will establish an appropriate working group and agree the lead partner. For example, a Park-wide group is now being established to support delivery of integrated Broadband and Mobile coverage in the Park. These Delivery Groups will be short-term groups tasked with specific delivery activities.

An overview of the delivery groups can be viewed in **Appendix 2**.

Monitoring and Reporting

Delivery Groups will provide progress reports to the Cairngorms Economic Forum on a regular basis. The Cairngorms National Park Authority will co-ordinate this reporting on behalf of the Forum.

Performance Indicators

The success of this Strategy will be measured using the indicators laid out within the National Park Partnership Plan and shown on Page 5 of this Strategy.

Communication

A Communications Plan will be produced to ensure continued engagement between partners and with the wider business and resident communities on matters such as progress on the development and implementation of the Action Plan. The Cairngorms Business Partnership will co-ordinate and lead on delivering the Communications Plan.

Action Plan

The Action Plan will be prioritised for delivery by the Cairngorms Economic Forum, not all actions can or will be delivered. A range of detailed suggestions were made during the consultation period and these have been captured and will feed in to delivery groups.

Priority Theme I - Building on the strengths of the Park	
Actions	Lead Group
<p>Sector: Tourism</p> <p>I.1. Establish a strong public and private sector tourism delivery partnership to ensure collaborative delivery, support, and growth in the sector</p> <p>I.2. Develop a Cairngorms Tourism Action Plan in line with the National Tourism Strategy which focuses on the following key themes:</p> <ul style="list-style-type: none"> • Develop key sectors with growth potential in the Cairngorms National Park including: <ul style="list-style-type: none"> → Cycling → Long Distance Routes (Deeside Way and Speyside Way) → Cultural Tourism → Business Tourism → Wildlife & Adventure Tourism → Food & Drink Tourism • Marketing – Collaborative Destination branding, brand development, marketing, and visitor information and provision • Destination and product development – Enhanced visitor accommodation, infrastructure, business development, customer service and area specific plans including the Glenmore and Cairngorm Partnership area 	<p>Cairngorms Tourism Partnership (to be established)</p>
<p>Sector: Forestry</p> <p>I.3. Expansion of the forest resource and diversification of woodland type</p> <ul style="list-style-type: none"> • Identify and promote opportunities for appropriate woodland expansion and re-stocking and target SRDP Investment and other funding • Explore market opportunities associated with growing and maintaining the Natural Capital of the area to encourage increased woodland cover • Skills development through the Land Management Training Scheme and others to support woodland expansion targets • Encourage and support innovation, skills development, and marketing to increase demand for timber products - particularly in relation manufacturing and the construction industry 	<p>Cairngorms Nature Strategy Group</p>

Priority Theme 1 - Building on the strengths of the Park	
Actions	Lead Group
<p>Sector: Agriculture, Food & Drink</p> <p>1.6. Collaboration between producers to improve marketing, product availability, facilities, distribution, and more resilient local supply and processing chains</p> <ul style="list-style-type: none"> Facilitate supply chain networking events and promote knowledge transfer and links between businesses including transport and facilities Investigate and promote marketing opportunities related to National Park status, environmental benefit in promoting product, and wider area marketing initiatives as a marketing tool for food & drink producers <p>1.7. Training/skills development needs</p> <ul style="list-style-type: none"> Identify skills gaps, requirements and opportunities for food and drink businesses including work experience and mentoring opportunities 	<p>Food & Drink Delivery Group</p>
<p>Sector: Energy Efficiency and Renewables</p> <p>1.8. Increase small-scale renewable energy generation</p> <ul style="list-style-type: none"> Build awareness with businesses and residents of benefits, opportunities for support, and interventions available Attract investment and enable links between potential investors and local business <p>1.9. Decrease energy usage and emissions to secure cost savings</p> <ul style="list-style-type: none"> Training and practical support for businesses to help reduce energy usage and emissions Promote high standards of sustainable design and efficient use of energy and materials in construction of business premises 	<p>Low Carbon Liaison Group (to be established)</p>

Priority Theme 2 - Supporting and attracting business	
Actions	Lead Group
<p>2.1. Improve provision and awareness of Business support services</p> <ul style="list-style-type: none"> Review current provision and services available to identify gaps and opportunities for improvement in service/awareness with particular focus on small and medium sized businesses <p>2.2. Connect employer needs and local skills</p> <ul style="list-style-type: none"> Identify business skills requirements, skills gaps, and training opportunities ensuring progression from school to and through work Build connections between local employers and schools including business mentoring opportunities 	<p>Business Support Group</p>

Priority Theme 3 - Strengthening education and training as an economic asset

Actions	Lead Group
<p>3.1. Further and Higher Education facilities</p> <ul style="list-style-type: none"> Identify opportunities for Higher/Further Education presence in the Park focusing on appropriate sectors/assets/initiatives e.g. outdoor education, conservation, land management, path building etc. Development and promotion of opportunities for remote study utilising video-conferencing and communications technology <p>3.2. Hospitality and customer service training</p> <ul style="list-style-type: none"> Support, develop and promote training designed to raise standards of customer service and improve the customer experience <p>3.3. Encourage new training opportunities to meet future requirements of the Land Management sector</p> <ul style="list-style-type: none"> Support and promote land management training opportunities, apprenticeships and work experience schemes with local schools and estates to encourage new entrants <p>3.4. Business Management Training</p> <ul style="list-style-type: none"> Identify and tailor business management courses for key sectors and support and promote local delivery to build capacity in local business 	<p>Skills & Training Liaison Group (to be established)</p>

Priority Theme 4 - Attracting Investment

Actions	Lead Group
<p>4.1. EU Funding</p> <ul style="list-style-type: none"> Maximise funding opportunities in European Structural Funds and raise awareness of funding opportunities for businesses <p>4.2. Encouraging Internationalisation, growth, and investment</p> <ul style="list-style-type: none"> Develop a proposition document for potential investors and new businesses which creates a positive image of the Park as a place for thriving businesses and use to target potential investors Identify potential growth businesses for support and development - in particular small and medium businesses looking for investment and identify opportunities to address this <p>4.3. Capital Investment in key capital projects to benefit the wider economy</p> <ul style="list-style-type: none"> Identify key projects for investment and work with partners to identify potential opportunities, business case, support and linkages Enable and encourage local business investment in civic pride initiatives 	<p>Cairngorms Local Action Group</p> <p>Investment Liaison Group (to be established)</p> <p>NPPP Strategic Delivery Group</p>

Priority Theme 5 - Infrastructure

Actions	Lead Group
<p>5.1. Improve broadband & mobile connectivity and usage</p> <ul style="list-style-type: none"> Form a collaborative group of partners to assess Broadband and mobile coverage gaps in the National Park and potential delivery options Support businesses to maximise the opportunities that will come with Superfast Broadband and encourage innovative use of technologies including visitor information provision 	<p>Digital Communications Steering Group</p>
<p>5.2. Improve and enhance Transport Infrastructure and services</p> <ul style="list-style-type: none"> Identify, support, and influence opportunities for improved rail, road, air, and 'active travel' links to and around the Park and associated promotion and booking 	<p>Cairngorms Tourism Partnership <i>(to be established)</i></p>
<p>5.3. Accommodation - housing and business premises</p> <ul style="list-style-type: none"> Undertake a demand and supply audit to clarify requirements for housing for employers and employees with particular reference to geographical areas Undertake a demand and supply audit to clarify requirements for number, type and location of business premises, and utilise to inform future development planning 	<p>Housing Delivery Group</p>

Priority Theme 6 - Planning for the Future

Actions	Lead Group
<p>6.1. 'Horizon Scanning' to identify current and potential future trends</p> <ul style="list-style-type: none"> Work with partners to identify emerging local, national, and global trends that may have an impact on the Cairngorms National Park and wider area and analyse potential short, medium and long term impacts to inform forward planning 	<p>NPPP Strategic Delivery Group</p>
<p>6.2. Improve information about businesses</p> <ul style="list-style-type: none"> Establish a mechanism for monitoring the number of business start-ups and failure rates in the area (what type, where, and issues) and use to improve understanding of the business environment, the issues that may lead to business failures, and to inform future policy and support 	

Appendix I - Cairngorms Economic Forum

The Cairngorms Economic Forum (CEF) was established in March 2013 to oversee the development and delivery of an Economic Development and Diversification Strategy for the Cairngorms National Park.

Role of the Forum

The purpose of the Cairngorms Economic Forum is to:

- advise on strategic issues associated with the development of a sustainable economy within the Cairngorms National Park;
- advise on the preparation and development of an Economic Development and Diversification Strategy for the Cairngorms National Park;
- oversee and advise on implementation and delivery of the Strategy and Action Plan;
- monitor delivery of the Strategy and Action Plan;
- identify what is relevant and important to the Cairngorms National Park and to bring partners, both public and private, together in support and delivery of these; and,
- promote discussion and the sharing of knowledge, awareness and good practice in matters relevant to sustainable economy within the Cairngorms National Park.

Members

The Forum is made up of representatives from the private and public sectors and is managed by the Cairngorms Business Partnership. Agendas and notes of meetings and workshops can be found online at www.cairngorms.co.uk/live-work/cairngorms-economic-forum/.

Private Sector Businesses invited to attend:

- Balmoral Castle
- BSW Timber
- Cairngorm Brewery
- Cairngorm Hotel
- Cairngorm Mountain
- Atholl Estates
- Frontier Science (Scotland) Ltd
- Glen Tanar Estate (for LANTRA Scotland)
- Glenlivet Distillery
- MacKellar Sub Sea
- Quarch Technology Ltd
- RE/MAX Cairngorm
- Rothiemurchus
- Saxa Vord Properties LLP
- Strathspey Railway
- Upland Developments
- Wilderness Scotland

Groups & Organisations:

- Cairngorms Business Partnership
- Cairngorms Local Action Group
- FSB
- Highland Opportunity Ltd.
- SCDI Highlands & Islands Office
- Scottish Land and Estates

Public Sector Partners:

- Aberdeenshire Council
- Angus Council
- Cairngorms National Park Authority
- Glenmore Lodge
- Highlands & Islands Enterprise (also representing Scottish Enterprise)
- Highland Council
- Moray Council
- Perth & Kinross Council
- Skills Development Scotland
- University of the Highlands & Islands
- Visit Scotland

Appendix 2 – Delivery Groups

Delivery Group	Remit	Make-up	Status
Cairngorms Tourism Partnership (<i>to be established</i>)	To be confirmed – to support collaborative delivery, support, and growth of the tourism sector	To be confirmed; Public and private sector representatives involved in tourism delivery	To be established pending a review of existing groupings e.g. Sustainable Tourism Forum
Cairngorms Nature Strategy Group	To provide guidance to, and collectively oversee the implementation of, the Cairngorms Nature Action Plan and the wider Cairngorms Nature Partnership	Professionals from a range of organisations with an active role in the delivery of biodiversity gain in the Cairngorms National Park. www.cairngorms.co.uk/look-after/cairngorms-nature	Existing Group established for duration of Cairngorms Nature Strategy
Food & Drink Delivery Group	Delivery and coordination of food and drink development activities	Food and drink business representatives including producers, retailers and chefs, Cairngorms Business Partnership, CNPA, Visit Royal Deeside, Local Councillor, Soil Association Scotland, Scottish Land & Estates	Existing working group established for duration of project activity
Low Carbon Coordination Group	Coordination and promotion of existing initiatives and activities arising from Action Plan	Key public sector partners with a Low Carbon remit e.g. Local Energy Scotland and Home Energy Scotland	Small liaison group to be established
Business Support Group	Working group to map Business Support Services in the Park, current and future delivery	CNPA, Business Gateway, Skills Development Scotland, Federation of Small Businesses, Highlands & Islands Enterprise and Cairngorms Business Partnership	Existing working group established for duration of project activity
Skills & Training Delivery Group	Coordination and promotion of existing initiatives and activities arising from Action Plan	Public sector partners with a skills and training remit	Small liaison group to be established
Cairngorms Local Action Group	Responsible for running the LEADER funding programme in the Cairngorms National Park	Comprising representatives from the community, business, youth, and women's groups in the area, along with representatives from the main public sector bodies	Existing group for duration of funding programme- currently being reviewed
Investment Liaison Group	Coordination and promotion of existing initiatives and activities arising from Action Plan	To be confirmed; Key Public and private sector representatives	Small liaison group to be established

Delivery Group	Remit	Make-up	Status
National Park Partnership Plan (NPPP) Strategic Delivery Group	To provide strategic overview and coordination of delivery of the NPPP	Senior representation from organisations (public/ private/ voluntary)	Existing Group established for duration of the NPPP
Digital Communications Steering Group	Stakeholder group to coordinate and support current & future telecommunications provision in the Cairngorms National Park	CNPA, Community Broadband Scotland, Scottish Government Digital Team, Scottish Land & Estates, Highlands & Islands Enterprise, Cairngorms Business Partnership, Aberdeenshire Council, Association of Cairngorms Communities	Existing Steering Group established to support delivery
Housing Delivery Group	To consider a range of planning, policy, and other possible delivery mechanisms as part of early policy consideration for the next Local Development Plan	CNPA Staff and key partners	Existing Group established to support delivery