

## **Draft Cairngorms National Park Plan Responses from Organisations – Part I**

ABC Planning & Design for Glenprosen

Aberdeen City & Shire Strategic Development Planning Authority

Aberdeenshire Council

ACT Rural Committee

Alvie & Dalraddy Estate

Aviemore Community Council

Badenoch & Strathspey Conservation group

Blair Atholl & Struan Community Council

Boat of Garten Community Council

Cairngorms Business Partnership

Cairngorms Outdoor Access Trust (COAT)

Cromar Community Council



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06 December 2011

111206L0030AB-GPE REPSONSE TO CNPA NPP & MIR.DOC

Cairngorms National Park Authority  
Albert Memorial Hall  
Station Square, Ballater  
Aberdeenshire AB35 5QB

**BY EMAIL:** [parkplan@cairngorms.co.uk](mailto:parkplan@cairngorms.co.uk)  
[localplan@cairngorms.co.uk](mailto:localplan@cairngorms.co.uk)

Dear Sir/ Madame,

**Consultation Response to Draft Cairngorms National Park Plan 2012-2017 & Cairngorms National Park Local Development Plan Main Issues Report September 2011**

Further to my mobile telephone conversation with Julie Millman in your Ballater office on Friday 9<sup>th</sup> December 2011, the Cairngorms National Park Authority (CNPA) agreed to permit an extension, until Monday 12<sup>th</sup> December, of the consultation period as result of the power failures caused by the severe weather conditions last week, which made it impossible to submit this response to the above consultation documents within the agreed period at the end of last week. Thank you for your understanding on this matter and I am pleased to enclose Glenprosen Estate's comments. The formal completed comment forms are also attached and I confirm this consultation response is prepared on behalf of Glenprosen Estate, located in the Angus Glens. The majority of the Estate lies inside the National Park.

***Cairngorms National Park Plan 2012-2017***

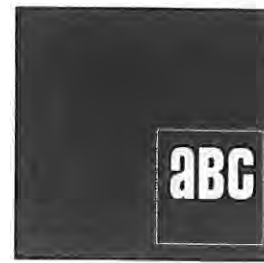
Firstly, the CNPA must be commended on thinking big and pursuing a multi-faceted plan that protects the special qualities of the Park and encourages new investment and economic development. This is a critical and symbiotic relationship to ensure future success.

For Glenprosen Estate, being in, and part of, the National Park is good for business and it supports the four aims for Scottish National Parks as set out by the National Parks (Scotland) Act 2000 and reiterated on page 9 of the Draft National Park Plan (DNPP). It agrees with the long-term principles to conserve and enhance the environment and develop and support thriving local economies and wishes to work with CNPA and other agencies to achieve the DNPP Strategic Objectives with respect to its own land, neighbours and local community. Investing in the long-term future of the Estate is a critical component of the local economy and important to the livelihoods of many local people and businesses.

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Urban Design      Masterplanning      Development Planning      Community and Stakeholder Engagement      Regeneration

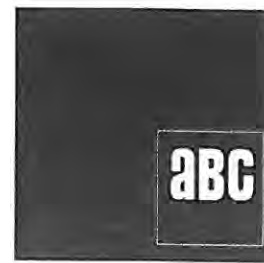
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Glenprosen Estate agrees with the descriptions of the special qualities listed on pages 14 and 15 of the DNPP and will work together with the CNPA to conserve and enhance those assets. Furthermore, the Estate supports the CNPA's multi-functional vision that aims to make the Park a place where people and nature can thrive together. It is pleased to see that the three strategic objectives spelt out on page 14 of the DNPP provide a clear recognition that conserving and enhancing the natural environment goes hand in hand with developing a sustainable economy and resilient businesses.

The DNPP strategy to deliver an “outstanding visitor experience” and to be “an international benchmark for sustainable tourism” is first class and supported by Glenprosen Estate. It is therefore vital to ensure all is done to achieve that objective and the Estate is pleased to see, and supports, the following points embedded in the DNPP:

- the clear and directional principle that is focused on ensuring the management and use of land delivers multiple benefits on individual management units and at a National Park scale;
- recognition, and support for, the active and productive land management sector, including shooting and stalking, that plays a major role in conserving and enhancing the Park's special qualities and brings significant benefit to the economy;
- acknowledgement that the distinctive character of the Cairngorms will be shaped by natural processes and positive management, including the opportunity for diverse and estate/ area wide collaborative/ integrated and balanced land management practices;
- ensuring wildness and built heritage is respected and enhanced and inappropriate development be avoided;
- creating a business friendly environment and support for businesses that will manage their impacts to ensure a positive contribution to the areas communities, environment and special qualities;
- the ambition for the Park to be recognised internationally as a “world class sustainable tourism destination”;
- support for sustainable, energy efficient and affordable homes/ building stock – including new and upgraded accommodation;
- support to increase the installation and generating capacity of renewable energy schemes, particularly the opportunity for hydro power;
- support for, value of and investment in the people and communities working and living within the Park;
- understanding the need for diversity, collaboration (within and across Park boundaries) and flexibility to ensure existing and new business development and economic growth can adapt and respond positively to future and uncertain economic circumstances;



- promotion of best practice and requirement for design quality in all built projects ensuring distinctive, well designed and maintained places; and
- the need for integrated policy thinking and decision making to achieve multiple benefits across the three Park Plan strategic objectives in particular support for how diverse Estate activities are managed to help achieve these goals and see positive results on the ground.

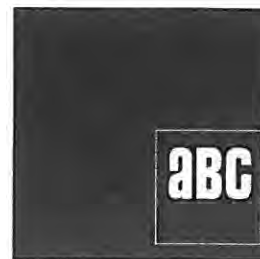
Finally, Glenprosen Estate supports the preferred approach, under Policy Direction 5 which promotes low impact energy generation, maintains a presumption against wind farms and the need to provide spatial guidance on sensitivities and opportunities for renewable energy generation. Related to this, it is noted that, under Five Year Outcome 4 the most significant threats to wildness are from inappropriate development and wind farms that change the landscape, the setting and views to and from the National Park. The Estate supports the need to avoid inappropriate development in and around the Park and would like to highlight the following points in relation to wind farms:

1. the DNPP states *"the National Park should continue to be a place where people can experience wildness"*;
2. the DNPP states that one of the ways to maintain or enhance the qualities of wildness include *"protecting the Park from dramatic or incremental and cumulative changes that would significantly change its setting and character."*

In this regard, the Estate wishes to highlight Angus Council's planning policy position on wind farms which is set out in the *Angus Local Plan Review (adopted 2009)* paragraphs 3.77 to 3.85 and the report prepared by Ironside Farrar Ltd on behalf of Angus Council dated September 2008 and titled *Angus Wind farms: Landscape Capacity and Cumulative Impacts Study*. Both the Local Plan Review and Capacity Study indicate a preference for locating wind farms in the less environmentally sensitive lowland farmland and hills area of Angus rather than in the Highland area on the boundary of the National Park. The assessment of the landscape character and capacity for wind farm development determined that the highland areas have a high landscape and natural heritage value and a mainly medium to high sensitivity and therefore a low capacity for wind farm development.

The Estate understand that SNH will soon advise Councils to develop local spatial plans identifying preferred areas for green energy schemes, and wish to support the CNPA and Angus Council's respective policy positions to continue a presumption against wind farms and the preference for wind farms outside of the Highland areas of Angus.

In support of the special qualities and strategic objectives set out in the DNPP, the Estate supports a policy direction that conserves and enhances those special qualities, supports sustainable, well designed and resilient business activity and avoids inappropriate development. In the Angus Glens where the local economy is primarily based upon tourism, shooting, stalking, farming and forestry, and as stated in the DNPP Community Vision the Angus Glens are valued for their landscape, vistas of high hills, glens and forests both as a special feature of life and a resource for tourism, creative employment, active forestry and estate activities the Estate reinforces the need for the DNPP and emerging Local Development Plan to protect the area against inappropriate development.



### **Cairngorms Local Development Plan Main Issue Report**

Turning now to the Main Issues Report (MIR), many of the points raised above are relevant and will not be repeated in detail. The Estate reiterates its support for the principle that the management and use of land should deliver multiple benefits while ensuring the special qualities of Park are conserved and enhanced as described in Section 3 of the MIR.

Again the Estate support the stated strategic objectives of the National Park Plan as set out in the MIR Vision. In response the key issues and questions, the Estate wishes to highlight the following at this stage:

#### ***Issue 1, Question 1:***

The Estate would prefer an approach that not only balances the need to conserve and enhance the special qualities, protects them from inappropriate development but also proactively supports and encourages appropriate development that help achieve the strategic objectives of the DNPP, rather than a policy direction that is predicated on overly restrictive policies. It is vital that well designed projects and initiatives in rural areas succeed and policy/ supplementary guidance encourages best practice, well designed and appropriate forms of development in all locations to ensure that the Park Plan objective of a sustainable and thriving economy is realised, particularly in unstable and uncertain economic times. Recognising that the land management sector, including shooting and stalking, plays a major role in conserving and enhancing the Park's special qualities a balanced and flexible approach is essential.

#### ***Issue 2, Question 2:***

There is a need to ensure specific guidance and spatial policies are in place to support appropriate renewable energy generation projects in and around the Park but a strong stance must be taken to protect the Park's special qualities and local economies (which also generate significant benefits in neighbouring local authority areas) against inappropriately designed and sited developments, particularly wind farms – please refer to comments above for details. As stated in SNH's Guidance Notice (December 2011) on identifying Natural Heritage Issues of National Interest in Development Proposals, it is a matter of national interest that Scotland's renewable energy targets are met. In the context of achieving the four aims for Scottish National Parks, set out in the National Parks (Scotland) Act 2000 and the three strategic objectives for the Cairngorms National Park, the principle of "good development in the right place" becomes especially critical in relation to wind farms. SNH's Guidance Notice is important context to framing appropriate policies and guidance on the siting of wind farms.

#### ***Issue 3, Question 3***

The preferred approach, which supports appropriate economic development in different communities, therefore including rural areas, is good. It is however, essential that the policy direction has sufficient flexibility (noted by the CNPA as essential under Issue 6) to ensure multi-faceted land management units and Estates can adapt and respond to changing economic circumstances in order to sustain rural economies, business and communities.



**Issue 6: Question 25:**

The Estate welcomes the support from the Scottish Government and the CNPA, as stated in the Introduction to Chapter 12 of the MIR, to promote economic activity and diversification in rural areas, recognise the growth of the economy is key to long-term prosperity and the CNPA's desire to retain the flexibility in the current Plan and to promote sustainable forms of development. It is vital that appropriate opportunities, dispersed across rural areas, are seized (and not restricted) to grow and sustain business and economic activity and it be recognised that the symbiotic relationship between promoting sustainable economic growth and conserving/ enhancing the special qualities of the Park will generate multiple benefits. Therefore, a policy approach that can balance the protection of rural areas from inappropriate development and support integrated and multi-functional economic development and initiatives is essential.

The Estate would be grateful to receive acknowledgement of their comments and be kept informed of future stages in the development of the Park Plan and Proposed Local Development Plan as specific policies and proposals emerge in 2012.

Please do not hesitate to contact me if you require further information or discussion.

I look forwards to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Bayne', written over a large, faint circular watermark or stamp.

Andrew Bayne  
ABC Planning & Design  
**On Behalf of Glenprosen Estate**

cc *Roddy Willis, Factor, Glenprosen Estate, Savills*

**ABERDEEN CITY & SHIRE  
STRATEGIC DEVELOPMENT PLANNING AUTHORITY**

**Date: 15 December 2011**

**Title: Cairngorms National Park Authority – Draft National Park  
Plan and Local Development Plan Main Issues Report**

**1 Purpose of Report**

1.1 The purpose of this report is to seek approval from the Strategic Development Planning Authority (SDPA) for a response to the consultations by the Cairngorms National Park Authority (CNPA) on their draft National Park Plan and Local Development Plan Main Issues Report.

**2 Background**

2.1 The SDPA has a shared boundary with the Cairngorms National Park within Aberdeenshire. The Scottish Government guidance on the determination of strategic development plan boundaries ([Scottish Government Circular 2/2008](#)) recommended that strategic development plan areas should be drawn up in such a way as to exclude areas within current national parks. This advice was followed by the SDPA when it proposed its area boundary in September 2008 and was accepted by Scottish Ministers ([Scottish Government Circular 3/2008](#)).

2.2 The current National Park Plan (approved by Scottish Ministers on 15 March 2007) is a material consideration in the determination of planning applications within the Cairngorms National Park. North East Scotland Together (2001) is still part of the development plan in the National Park and will continue to be until their local plan (adopted 29 October 2010) is replaced by a local development plan.

2.3 Meetings with officers from the CNPA took place in early 2011 as part of our liaison with adjoining planning authorities.

2.4 The consultation period for both the draft National Park Plan and the Local Development Plan Main Issues Report runs from 19 September to 9 December 2011. The focus for the SDPA in commenting on these documents is any strategic cross-boundary issues arising from these documents.

**3 Draft National Park Plan**

3.1 The Draft National Park Plan (<http://www.cairngorms.co.uk/park-authority/national-park-plan/cairngorms-national-park-plan-2012-2017>) covers the period 2012 – 2017 and builds on the current plan. It sets out a long-term vision and objectives and what the CNPA considers necessary to deliver the four aims of the park in a co-ordinated way.

3.2 The purpose of the National Park Plan is to set the direction and framework for all those involved in contributing to the management and success of the National Park.

3.3 In addition to the existing plan's 23 strategic objectives, the draft plan proposes ten '5-year outcomes' for the park, with associated actions and indicators / targets. These outcomes are:

- More people will learn about, enjoy and help to conserve and enhance the special natural and cultural qualities of the Park.
- The quality and connectivity of habitats will have improved, enhancing the landscape at a Park scale.
- The species for which the Cairngorms National Park is most important will be in better conservation status in the Park.
- The qualities of wildness in the Park will be greater.
- There will be a better targeted programme of advice and support for land managers in the Park that delivers the National Park Plan.
- The economy of the Park will have grown and diversified, drawing on the Park's special qualities.
- Settlements and built development will retain and enhance the distinct sense of place and identity within the landscapes of the Park.
- Business and communities will be successfully adapting to a low carbon economy.
- The Park's communities will be more empowered and able to develop their own models of sustainability.
- The Park's recreation opportunities will have improved the health and enjoyment of residents and visitors.

3.4 Section 5 of the draft plan sets out its land use strategy using eight policy directions, one of which relates to developing sustainable patterns of settlement growth, infrastructure and communications (Policy Direction 8 – p80-82).

#### **Proposed Response**

3.5 The draft plan recognises at the start that the national park does not exist in isolation but is an integral part of its surrounding areas and that management needs to consider the cross boundary influences and recognise its wider connections. However, the draft plan seems to pass over some important issues relating to transport. There would be value in recognising the role that the three Regional Transport Partnerships (RTPs), including Nestrans, have and their role (along with the individual councils) in relation to the transport of visitors to the park as well as transport within it. With the claimed 1.4million visitors to the park on an annual basis, transport to the park may well have a greater impact than transport within the park, particularly its environmental impact. In this context, the plan doesn't appear to engage with where these visitors come from and how they get to the park which might be a topic worthy of further consideration.



- 3.6 The second issue worthy of highlighting to the CNPA is that the draft plan includes a diagram on page 13 (reproduced in Appendix 1) which would appear to present a potentially misleading impression of the growth strategy of the Aberdeen City and Shire Structure Plan. It indicates areas identified for “Future Economic Growth” whereas a designation as “Focus for Future Economic Growth” might be more appropriate. An alternative would be to use illustrative material from National Planning Framework 2 because it is recognised that the reproduction of a simplified version of the structure plan’s spatial strategy is unlikely to be appropriate in this context.
- 3.7 The third issue is the importance of high-speed internet connections which is highlighted in a number of places throughout the document. However, there would be value in highlighting the role that is and can be played by the local authorities, other economic development bodies and the wider public sector in bringing forward the required infrastructure. These groups would appear to be missing from the groups identified against the relevant actions on p43, where local authorities and RTPs are also missing from the list in relation to transport connectivity.
- 3.8 The fourth point to raise is to welcome the plan’s recognition of water as a key natural resource which impacts on the National Park as well as downstream areas outside its boundary. Land use in the National Park will have a key impact on runoff into the River Dee and its tributaries which is critical in the context of the use of that water downstream and the potential impacts of climate change.

#### **4 Local Development Plan Main Issues Report**

- 4.1 The Cairngorms National Park Local Plan was only adopted in October 2010 but the CNPA is keen to prepare a replacement local development plan as soon as possible and in tandem with the National Park Plan. The Main Issues Report (<http://www.cairngorms.co.uk/park-authority/planning/local-plan/main-issues-report-consultation>) identifies seven broad planning issues facing the National Park:

- Special Qualities of the Park
- Resources / Reducing our Consumption
- Support for our Communities
- Housing / Affordable Housing
- Spatial Strategy
- Support for our Rural Areas
- Connectivity and Communications

#### **Proposed Response**

- 4.2 The Main Issues Report does not raise any additional topics worthy of a response from the SDPA beyond those already highlighted in response to the Draft National Park Plan. However, most of the issues raised relate to both documents.

## 5 Financial Implications

5.1 There are no financial implications arising from this report.

## 6 Recommendations

6.1 It is recommended that the SDPA agree to send this report to the Cairngorms National Park Authority as its response to the two consultation documents, welcoming the opportunity to comment at this stage and wishing them well as both plans progress to approval / adoption.

David Jennings  
Aberdeen City & Shire Strategic Development Plan Manager

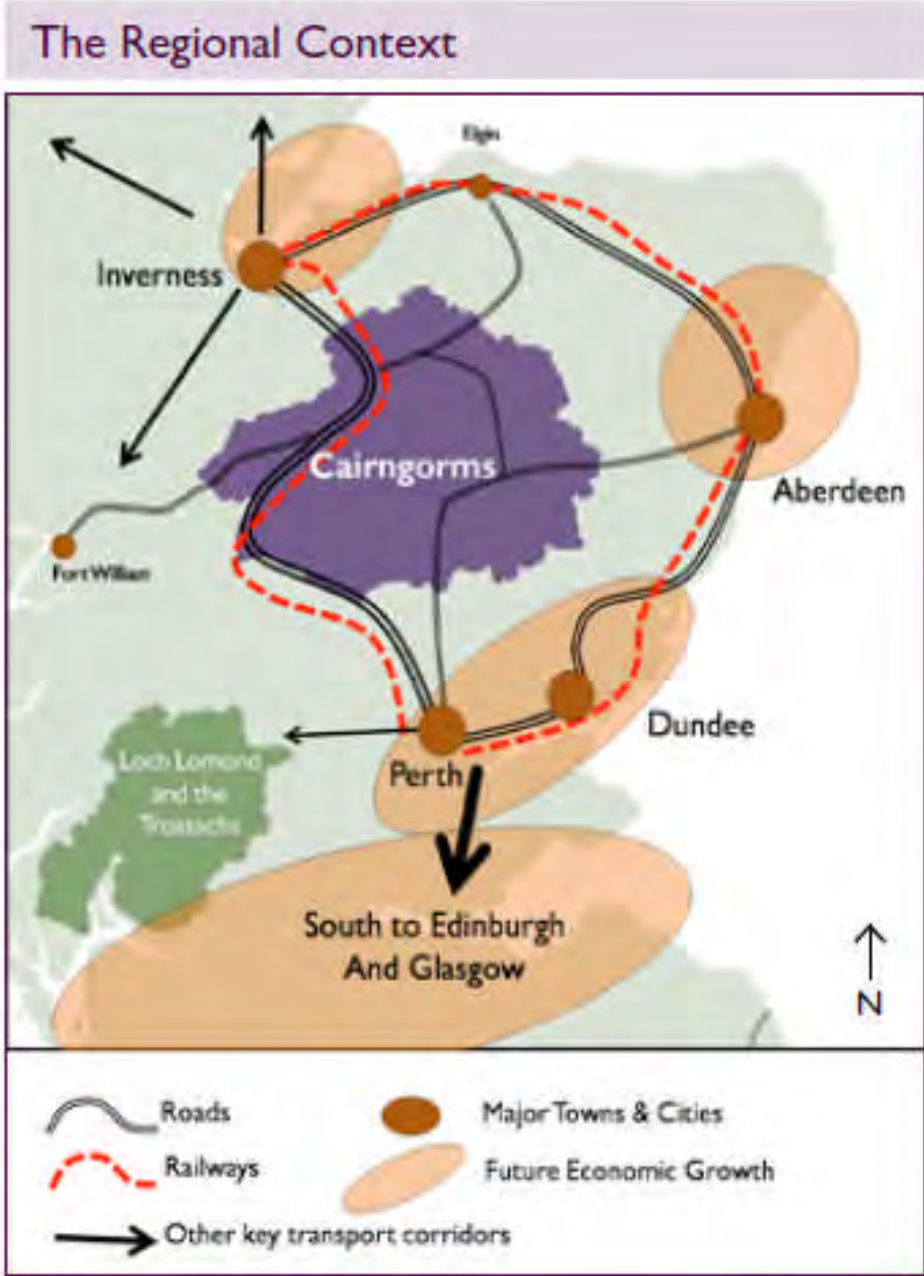
Dr Margaret Bochel  
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Aberdeen City Council

Robert Gray  
Head of Planning and Building Standards  
Aberdeenshire Council



*Report prepared by: David Jennings, Strategic Development Plan Manager*

**Appendix 1: Extract from the Draft Cairngorms National Park Plan 2012 – 2017**



Consolidated list of questions for Cairngorms National Park Plan 2012-2017

NAME: Aberdeenshire Council

SECTION 2 – The Cairngorms National park (pages 13-15)

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|---|
| Question 1  |
| What makes the National Park Special to you?  |
| The National Park is special because of its people, its communities, its rivers, mountains, habitat and wildlife. It attracts enormous amounts of visitors who see it as special and they of course contribute to the local economy. It is special because part of it is within Aberdeenshire Council's boundaries and Aberdeenshire is of course "from mountain to sea the very best of Scotland".<br>It is also special because the people, communities, and the agencies working within it make it so by their collective efforts. |

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| Question 2   |
| Do you agree with these descriptions of the special qualities?   |
| Agree – although there needs to be a balance between visitors seeking the wildness stated and the space to pursue outdoor activities, which underpin some of the economy. The use of the terms "Mountain Folk" and "Forest Folk" while poetic and romantic is not particularly realistic or helpful. You could equally have said, probably with more justification, that the Park is a place of pensioners, youngsters and the working population, or indeed town, village folk, country folk, and visitors. |

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| Question 3   |
| Are there other special qualities you think should be explicitly identified in the National Park Plan? |
| Perhaps the archaeology and geology of the area needs a higher profile?                                |

SECTION 3 – Vision and Strategic Objectives (pages 16-22)

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| Question 4  |
| Do you think the long-term outcomes should be updated and condensed? If so, how?  |
| Section 3 Vision and Strategic Objectives is confusing. It first mentions 3 objectives then lists 23 long term outcomes from the 1 <sup>st</sup> Park Plan. The summary of progress to date is then against the 3 objectives so what was the point of having the 23 long-term outcomes mentioned.<br>There are too many outcomes in the current plan and this creates potential difficulties with the delivery of associated actions, coordination of a range of partner organisations and measuring/monitoring performance. The first plan is understandably aspirational, however, future outcomes in the developing plan should be more realistic & manageable. We are pleased to see a reduction of outcomes from 23 to 10.<br>It is also important that the correct range of indicators is agreed to reflect the variable actions which will be required to deliver the outcomes. These do not necessarily need to be part of this plan however there needs to be a recognition that they are important. |

SECTION 4 – What should our focus be for 2012-2017 (pages 23-56)

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| <b>Question 5</b>  |
| Do you agree the set of 10 outcomes provides the right focus for the next five years? If not, what else is more important?   |
| We have a concern that the issue of larger scale renewable energy facilities in and around the Park does not appear to be fully addressed in this early section but cannot be ignored given Government targets and policy. What is highlighted in Outcome 4 – Wildness appears to try and restrict significant development e.g. wind turbines although the presumption against these is not clearly stated until page 75 which is not helpful. It is not obvious at first glance where the issue of access to affordable housing sits. Although further into the Plan it becomes obvious it is included in Outcome 9 we consider that it also contributes to Outcome 7. Access to affordable housing was an outcome in its own right in the previous plan and perhaps the Park Authority has taken the view that as it is not the statutory housing authority it is content the Local Housing Strategy (LHS) for each LA area will deal with these issues, taking into account the Park's wider outcomes. It would be good, if this is the case, to say this in the Park Plan. It then allows communities to see how and where this issue will be addressed. Outcome 8 will also be a main issue to be addressed in the LHS. |

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| <b>Question 6</b>   |
| Which are the most important outcomes to you?                                       |
| As the Council has an interest in all of the outcomes they are all important to it. |

**For each of the 10, five-year outcomes for the Park (pages 26-56):**

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| <b>Question 7</b>   |
| <b>Five-year Outcome 1</b> - More people will learn about, enjoy and help to conserve and enhance the special natural and cultural qualities of the Park.   |
| <b>A</b> Do you agree that five-year outcome 1 is an appropriate one for this National Park Plan to 2017?   |
| Yes   |
| <b>B</b> Do you agree that the packages of work identified for this five-year outcome would deliver it?   |
| Yes. It is recognised that the packages of work represent a fair spread given likely limited partner resources.   |
| <b>C</b> Are there any better packages of work that would deliver the outcome?  |
| Marketing & promotion – It is important to recognise the role of local groups and organisations in delivery and leveraging match funding e.g. Royal Deeside DMO.  |
| <b>D</b> What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.   |
| Aberdeenshire Council supports tourism development projects in the Deeside and Strathdon area, including development of the Royal Deeside DMO, community-based tourism and economic development projects. Activities supported include cultural and activity-based events e.g. Deeside Sessions, Run Balmoral, Enchanted Glen, establishing a Deeside Way web site. We continue to provide individual support to businesses eligible under the Support for Aberdeenshire Business Scheme and similar mechanisms. We can contribute to the development of a cultural heritage programme. |
| <b>E</b> Do you agree with the indicators and targets suggested for this outcome?   |
| No, because it is not clear what the baseline for these are. Also, what is the capacity for the proposed increase? Measurement of financial contribution by visitors is problematic   |

however we do agree that, given the pressure on public sector finances, there is a need to consider and develop a range of visitor payback opportunities that will help to support the level of infrastructure required by visitors in such a special location and in the 21<sup>st</sup> century. These indicators may well be correct provided that the issues above are dealt with and that the expectations on public bodies such as the Council to contribute is reasonable and agreed.

**F** Can you tell us about better indicators or more appropriate targets?

No

**G** Can you provide data for better indicators?

No

#### Question 8

**Five-year Outcome 2** - The quality and connectivity of habitats will have improved, enhancing the landscape at a Park scale.

**A** Do you agree that five-year outcome 2 is an appropriate one for this National Park Plan to 2017?

Yes, because all organisations have a responsibility to enhance and protect biodiversity.

**B** Do you agree that the packages of work identified for this five-year outcome would deliver it?

Yes, It is important to ensure that future Cairngorm LBAP priorities reflect the National Park priorities.

**C** Are there any better packages of work that would deliver the outcome?

No comment

**D** What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.

The Council will offer continued support for LBAP and catchment management partnerships. However, expansion to cover say the River Don catchment will depend on availability of financial and staff resources.

The Council continues to provide the Development Management process in the Aberdeenshire part of the Park. That process assists with protection and enhancement of habitats.

**E** Do you agree with the indicators and targets suggested for this outcome?

Yes, however indicator 1 should be about native woodland given the wording of the outcome. There is a need to take care that these targets do not have a negative impact on other important habitats such as species rich grassland. There are no indicators or targets for land management and while it is probably difficult to produce appropriate indicators or targets land management is clearly of importance and needs measurement.

**F** Can you tell us about better indicators or more appropriate targets?

**G** Can you provide data for better indicators?

There is a need to ensure that current initiatives such as Upper Dee restoration and riparian projects establish appropriate baseline data prior to any development to enable effective monitoring.

#### Question 9

**Five-year Outcome 3** - The species for which the Cairngorms National Park is most important will be in better conservation status in the Park.

**A** Do you agree that five-year outcome 3 is an appropriate one for this National Park Plan to 2017?

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| Yes   |
| <b>B Do you agree that the packages of work identified for this five-year outcome would deliver it?</b>   |
| Yes, but the Park Authority has to appreciate that there will be many differing views as to what the priority species for the Park will be.   |
| <b>C Are there any better packages of work that would deliver the outcome?</b>  |
| No comment  |
| <b>D What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.</b>                               |
| The Council offers continued support for the LBAP partnership and via development management process.   |
| <b>E Do you agree with the indicators and targets suggested for this outcome?</b>   |
| No, see B. It will be difficult to get consensus agreement on what are priority species and therefore impossible to have actual conservation projects for 100% of priority species. |
| <b>F Can you tell us about better indicators or more appropriate targets?</b>   |
| No comment  |
| <b>G Can you provide data for better indicators?</b>  |
| No comment  |

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| <b>Question 10</b>   |
| <b>Five-year Outcome 4 - The qualities of wildness in the Park will be greater.</b>  |
| <b>A Do you agree that five-year outcome 4 is an appropriate one for this National Park Plan to 2017?</b>  |
| No, The Council does not believe that you can create additional wildness. The partners cannot deliver the other 9 outcomes without having an impact on wildness, e.g. improve access/decrease wildness. Also what is wildness? In some remote areas land is heavily modified due to land use practice – muirburn for grouse shooting. It is not clear how one would go about removing redundant or abandoned infrastructure apart from ensuring commitment through planning conditions <b>or other reinstatement agreements e.g pylons,</b> and in any case that may well be part of the cultural heritage that the plan is trying to protect <b>e.g. ruinous abandoned settlements, Canadian Logging Camps, stone circles.</b> There is no package of work to deliver that active management. In reality a more realistic outcome may be to maintain the relative status quo given increasing pressures from visitors and outdoor activities such as mountain biking. |
| <b>B Do you agree that the packages of work identified for this five-year outcome would deliver it?</b>  |
| No however the Council does consider the packages of work important activities.  |
| <b>C Are there any better packages of work that would deliver the outcome?</b>   |
| If this is an outcome to prevent wind farms or other large scale renewable development, The plan needs to say so.  |
| <b>D What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.</b>  |
| Our Development Management Team will follow development plan policies that are current for the Aberdeenshire part of the park in assessing planning applications.  |
| <b>E Do you agree with the indicators and targets suggested for this outcome?</b>  |
| No for the reasons mentioned above.  |
| <b>F Can you tell us about better indicators or more appropriate targets?</b>  |
| No   |
| <b>G Can you provide data for better indicators?</b>   |
| No   |

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| <b>Question 11</b>   |
| <b>Five-year Outcome 5</b> - There will be a better targeted programme of advice and support for land managers in the Park that delivers the National Park Plan. |
| <b>A</b> Do you agree that five-year outcome 5 is an appropriate one for this National Park Plan to 2017?  |
| Yes  |
| <b>B</b> Do you agree that the packages of work identified for this five-year outcome would deliver it?  |
| Yes  |
| <b>C</b> Are there any better packages of work that would deliver the outcome?   |
| No comment   |
| <b>D</b> What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.            |
| No comment   |
| <b>E</b> Do you agree with the indicators and targets suggested for this outcome?  |
| Yes  |
| <b>F</b> Can you tell us about better indicators or more appropriate targets?  |
| No   |
| <b>G</b> Can you provide data for better indicators?   |
| No   |

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| <b>Question 12</b>   |
| <b>Five-year Outcome 6</b> - The economy of the Park will have grown and diversified, drawing on the Park's special qualities.   |
| <b>A</b> Do you agree that five-year outcome 6 is an appropriate one for this National Park Plan to 2017?  |
| Yes  |
| <b>B</b> Do you agree that the packages of work identified for this five-year outcome would deliver it?  |
| Yes– This requires more detail on the delivery measures. There is no detail on what the Strategy and Action Plan for Sustainable Tourism and the Business Partnership will be offering and what difference they will make. In addition, there needs to be recognition of national programmes e.g. Business gateway and its potential to deliver part of the outcome. The Council endorses and supports the need for infrastructure improvements in rural areas e.g. high speed broadband access/telecoms as this helps to support IT-based business start ups and business expansion. There is no comment on the need or otherwise for physical infrastructure such as serviced employment land, business centres, industrial units. |
| <b>C</b> Are there any better packages of work that would deliver the outcome?   |
| More consideration might be given to business support that might ease access to credit, grants for "green" businesses to develop, and job creation grants. The Park Authority needs to consider whether physical infrastructure is needed and how it can be resourced. An additional package of work could be that the Local Development Plan which is at Main Issues Report stage identifies sites and opportunities for business/employment development.   |
| <b>D</b> What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.  |
| Aberdeenshire Council leads on the management of the Business Gateway contract in Aberdeen City & Shire, including Deeside, Strathdon and East Cairngorms. In addition,  |



the Council partners public sector and private partners in delivering economic development projects, subject to resources being available. Financial and advisory support is provided to eligible individual businesses, social enterprises or co-operatives under a range of development & job creation grants & loans. In addition the Council provides financial support to the VisitScotland VIC network and area marketing and identifies a range of project funding opportunities including national and European programmes. The Council is keen, for example, to explore partnership working & joint funding bids that will deliver improved IT/broadband connectivity.

Aberdeenshire Council's Planning Gain team provide the Planning Gain service to the CNPA, and through negotiation of planning gain and affordable housing, supported by the Park's Local Plan and Supplementary Guidance the team will seek to secure the delivery of affordable housing opportunities in the Park, in order to allow workers, particularly low paid workers, to secure accommodation in the Park.

**E Do you agree with the indicators and targets suggested for this outcome?**

Yes although we are not clear how these targets will be met or how easy they will be to measure. It is assumed some indicators may take time to gather or be published.

**F Can you tell us about better indicators or more appropriate targets?**

The Council experiences a similar difficulty in measuring indicators. It is difficult to prove the impact on published data such as GVA and employment figures. Gathering data at a lower level such as increases to business incomes may prove difficult to achieve and resource intensive.

**G Can you provide data for better indicators?**

We can supply business start-up numbers by Business Gateway per annum. The Aberdeenshire target is 500 p.a. and we estimate that BG supports approximately half of all business start-ups in Aberdeenshire.

### Question 13

**Five-year Outcome 7 - Settlements and built development will retain and enhance the distinct sense of place and identity within the landscapes of the Park.**

**A Do you agree that five-year outcome 7 is an appropriate one for this National Park Plan to 2017?**

Yes, however there is not one distinct sense of place, rather the Park area is made up of a range of distinct places that can be different from one another. The Park boundary is as artificial as any local government boundary. Perhaps the outcome wording should be changed to "...enhance their distinct sense of place..." to make the outcome clearer.

**B Do you agree that the packages of work identified for this five-year outcome would deliver it?**

The packages appear to assist in delivering protection for the various distinct senses of place. It should be about building on the overarching characteristics of the place. In order for settlements to be well functioning however there has to be the availability of housing for all income levels and all members of the communities e.g. older people, those with a disability etc. A package of measures has to be in place which will ensure these wider needs are met. This does not just include housing but also any support required to remain in the housing. The very nature of the Park area will make this a challenge for partners to deliver and the communities themselves may have a greater role to play than they currently do. Somewhere in the plan therefore this need has to be recognised and accounted for or alternatively identified as a matter for the Local Housing Strategies.

**C Are there any better packages of work that would deliver the outcome?**

Package 2 should be amended to include "design" i.e. "Proactive guidance for new development on location, siting, and design through the Local Development Plan." You may also wish to consider an awards and recognition programme that celebrates good

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| quality design and craftsmanship. An action programme for environmental improvements in each of the settlements would assist delivery of this outcome.  |
| <b>D</b> What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.   |
| The Planning Gain team will seek to secure planning gain contributions to mitigate the impact of development upon communities, where required, to enhance the quality of life in those settlements, ensuring vibrant, functioning communities, which are well provided for, in terms of infrastructure provision, be that education, community facilities , recreational and sporting facilities etc. Contributions towards public or open space may take the form of financial contributions or in kind, from development opportunities. |
| <b>E</b> Do you agree with the indicators and targets suggested for this outcome?   |
| The indicator identified should not be the only one. The target should include the number of schemes that are proposed and subsequently delivered.  |
| <b>F</b> Can you tell us about better indicators or more appropriate targets?   |
| If an Awards scheme is put in place an indicator could be increasing the number of applicants for awards each time the scheme is run.   |
| <b>G</b> Can you provide data for better indicators?  |
| No but Aberdeenshire Council runs an Award Scheme and could share its knowledge.  |

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| <b>Question 14</b>   |
| <b>Five-year Outcome 8</b> - Business and communities will be successfully adapting to a low carbon economy.   |
| <b>A</b> Do you agree that five-year outcome 8 is an appropriate one for this National Park Plan to 2017?  |
| Yes - although the objective appears relatively unambitious given the nature of employment and earnings in the Park. In our opinion the two key measures should be to reduce energy demand through increased energy efficiency and to increase self-sufficiency.   |
| <b>B</b> Do you agree that the packages of work identified for this five-year outcome would deliver it?  |
| The ranking of actions should be in the order of priority<br>1. Increasing the energy efficiency of existing building stock by setting standards above the national standards for new buildings and monitor the results achieved.<br>2. More energy for homes & businesses will come from <b>local</b> renewable resources<br>3. Demand for locally produced food and timber products <b>will be stimulated and increased</b><br>In addition a deliverable package should be that the forthcoming local development plan will contain policies in respect of the reduction in carbon dioxide emissions from new development. |
| <b>C</b> Are there any better packages of work that would deliver the outcome?   |
| The Council as part of its own Fuel Poverty Strategy has identified a number of projects to increase the energy efficiency of not just its own housing stock but that of the private sector. It is working with RGU to look at retro fit energy efficiency measures in old housing stock which will be difficult to treat. Therefore the LA should be added to package 4 and perhaps carry out some joint work with the Park.  |
| <b>D</b> What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.  |
| The Council leads in some areas e.g. sustainable community & village halls, and partners with other organisations and the private sector in other areas of activity e.g. providing advice and support to community organisations progressing renewable energy projects or promoting energy efficiency & local food and timber products. And see C above.   |

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| <b>E Do you agree with the indicators and targets suggested for this outcome?</b>  |
| As a reduction in fuel poverty has been identified as a benefit perhaps there should be some indicators to reflect this. There is an indicator available by LA area but it may be worth contacting the Scottish Govt to see if can be available by Park area. Of course the number of energy efficiency measures would be available by Park area. How is it proposed to measure the target of a 25% reduction in energy savings to existing stock? |
| <b>F Can you tell us about better indicators or more appropriate targets?</b>  |
| See E above.   |
| <b>G Can you provide data for better indicators?</b>   |
| It would be useful to have a discussion about what data is available and in what form to see if it can be of benefit.  |

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| <b>Question 15</b>   |
| <b>Five-year Outcome 9 - The Park's communities will be more empowered and able to develop their own models of sustainability.</b>   |
| <b>A Do you agree that five-year outcome 9 is an appropriate one for this National Park Plan to 2017?</b>  |
| Yes. The Council strongly supports actions that empower communities and releases their enterprise potential. This is reflected in the current and emerging economic development strategies of the Council forward to 2016. The focus is on supporting communities to become more self-sufficient and inclusive with opportunities for all. In Aberdeenshire package of work 2 is already in place, indeed the HMle inspection report on the Aboyne Academy Learning network which takes in much of the Aberdeenshire part of the Park received an "excellent" grade for community capacity building with praise for the local community planning arrangements within which the Council and CNPA are very active players.   |
| <b>B Do you agree that the packages of work identified for this five-year outcome would deliver it?</b>  |
| Yes. The Council would also commend the contribution provided by Rural Partnerships in the area. The Council no longer operates an external training function but can consider contributing to projects that support training and skills development in organisations. Service level agreements are in place with Marr Area Partnership and the Royal Deeside Partnership to support community activity.   |
| <b>C Are there any better packages of work that would deliver the outcome?</b>   |
| Package 3 proposes innovation in affordable housing provision to find ways of better matching new provision to local needs. This has not been followed through in the Main Issues report, where the preferred approach is a change in a policy from 25% to 40% provision where public funding is available, to a benchmark figure of 25% to be used in all cases.  |
| <b>D What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.</b>  |
| The Marr Area Manager currently chairs the Marr Community Planning Group and promotes community engagement and capacity building. Our budgets are very limited but there is significant support to communities.<br>Registered Social Landlords and private landowners would also have a role to play in delivering affordable housing. In many areas of the Park it is the Estate owners who deliver the most affordable housing.<br>The Council undertakes a number of actions towards this outcome and subject to resources will continue to do so. These actions include assisting and advising community groups and social enterprises to be more sustainable and to develop assets that will generate ongoing income, or to take over and manage Council assets. We support the |

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| <p>development of the Rural Partnership network and promote rural partnerships as a contractor when working with communities. We lead on the Working for families Programme in Aberdeenshire and the delivery of other employability actions. We provide advice and financial support for economic community development projects and social enterprises. We lobby to optimise available funding to communities e.g. European Structural Funds.</p> <p>The Planning Gain team, through planning gain negotiations are required to engage with local communities to assess the impact of development upon those communities, identifying whether there are capacity issues, in relation to education provision, community facilities, sports and recreation provision. Communities are asked to provide the Park with details of capacity available/or shortfall in their communities, together with local projects that those communities are looking to deliver, to aid the Planning Gain team in negotiation with the development industry. This will ensure that where planning gain funds are accrued, projects have already been identified.</p> <p>Further the Planning Gain team will work closely with Housing to deliver affordable housing, in line with Park policies.</p> |
| <p><b>E Do you agree with the indicators and targets suggested for this outcome?</b></p> <p>Yes, partly, although it may be appropriate also to focus on the elements of the community plans actually being delivered as well. It would be better to measure the level of income being generated by community projects rather than simply relying on the number of such projects. Affordable Housing indicators need to be included. The 2<sup>nd</sup> indicator and target is of little benefit and indeed may be counterproductive. A community development trust is only as good as what it achieves and may just drain resources without achieving anything.</p>   |
| <p><b>F Can you tell us about better indicators or more appropriate targets?</b></p> <p>The indicator could be HMIe inspection reports of the Learning Community in each academy catchment and the target could be "good" or better for the community capacity building indicator.</p>  |
| <p><b>G Can you provide data for better indicators?</b></p> <p>Communities and agencies can provide evidence for the level of community capacity.</p>   |
| <p><b>Question 16</b></p>   |
| <p><b>Five-year Outcome 10 - The Park's recreation opportunities will have improved the health and enjoyment of residents and visitors.</b></p>   |
| <p><b>A Do you agree that five-year outcome 10 is an appropriate one for this National Park Plan to 2017?</b></p> <p>Yes, there is an increasing focus on tourism that benefits both health and wellbeing. We believe there is a correlation between this outcome and improved facilities that benefit both resident and visitor alike e.g. Deeside Way. The Council has a responsibility for health promotion and wishes to encourage development that increases community and individual wellbeing. In dealing with health inequalities inclusive promotion should be the norm.</p>   |
| <p><b>B Do you agree that the packages of work identified for this five-year outcome would deliver it?</b></p> <p>Yes, although the potential for some activities should not be overlooked e.g. golf development. Perhaps there should also be a package of work around inclusion through Inclusive Cairngorms? To an extent there is no real reference to provision for multi-use, eg. horse riding and water based activity.</p>  |
| <p><b>C Are there any better packages of work that would deliver the outcome?</b></p> <p>Reference should be made to the CNP Outdoor Access Strategy aims and objectives.</p>   |
| <p><b>D What can you/your organisation do to deliver the outcome? eg provide leadership and co-ordination, provide skills and advice, provide money.</b></p>  |

Advice and financial support is provided to activity-tourism projects and businesses and social enterprises. The Council leads on the completion of the Deeside way footpath and cycle route and its management and marketing/promotion. Potential contributions for Core Path development from commercial applications could be secured through planning gain negotiations. We continue to support COAT.

**E Do you agree with the indicators and targets suggested for this outcome?**

Yes, but how are these to be measured, and are you referring to residents, and/ or visitors in the first indicator?

**F Can you tell us about better indicators or more appropriate targets?**

One indicator could be about an increase in path provision, perhaps measured by path length.

**G Can you provide data for better indicators?**

No comment.

## SECTION 5 – Managing competing demands on the land – Land use strategy (pages 57-82)

Question 17

**Do you agree with the key principle on page 58?**

Yes, but how is it to be monitored?

Question 18

If not, why?

Question 19

**Do you agree with the opportunities and threats identified, if not why?**

Along with Opportunities and threats we also agree with the identified strengths and weaknesses especially lack of affordable housing and energy inefficient housing. It is good to see improving energy efficiency as an opportunity. A further opportunity should be to explore other tenures and methods of delivering affordable housing.

“Changes in character and setting of towns and villages through new development” could be seen as an opportunity if designed appropriately.

Question 20

**What are the particular opportunities and threats that you think the Plan should address between 2012-2017?**

The plan should address improving energy efficiency and new models of affordable housing. What will have to be considered is that in order to deliver new affordable housing it will for the majority have to be part of larger private development to allow for cross subsidisation. The public funding will not be available from Scottish Government without a form of cross subsidy from the private sector.

There is also a need to concentrate on the protection of the most fragile, rare and unique aspects of the Park's area – habitats, species and cultural aspects of the Park not found elsewhere. Of course at the Aberdeenshire public meetings the species identified as most at risk was the human species.

**For each of the eight policy directions (pages 67-82)**

**We agree in principle to them however there is duplication between them. Please also take account of our final comments.**

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| Question 21   |
| <b>Policy direction 1 - Enhance the special landscape qualities</b>   |
| <b>A Do you agree with the proposed approach?</b>   |
| No further comment.   |
| <b>B Would you suggest a different or additional policy approach.</b>   |
| No comment.   |
| Question 22   |
| <b>Policy direction 2 - Enhance biodiversity</b>  |
| <b>A Do you agree with the proposed approach?</b>   |
| We would be concerned that there is a risk that developers will use the "biodiversity fund" rather than make on-site biodiversity enhancements or that the proposals that would otherwise be refused on biodiversity grounds can "pay off" their impacts. We would also query the legitimacy of seeking developer contributions and whether paragraph 11 of Circular 1/2010 Planning Agreements would be met.   |
| <b>B Would you suggest a different or additional policy approach.</b>   |
| See above.  |
| Question 23   |
| <b>Policy direction 3 - Expand and enhance woodland</b>   |
| <b>A Do you agree with the proposed approach?</b>   |
| No further comment.   |
| <b>B Would you suggest a different or additional policy approach.</b>   |
| No comment.   |
| Question 24   |
| <b>Policy direction 4 - Enhance resilience of habitats and land use to climate change</b>   |
| <b>A Do you agree with the proposed approach?</b>   |
| No further comment.   |
| <b>B Would you suggest a different or additional policy approach.</b>   |
| No comment.   |
| Question 25   |
| <b>Policy direction 5 - Contribute to a low carbon economy</b>  |
| <b>A Do you agree with the proposed approach?</b>   |
| Not fully.  |
| <b>B Would you suggest a different or additional policy approach.</b>   |
| Heat generation accounts for approximately half of Scotland's energy needs. Greater emphasis needs to be placed on the potential gains from extensive commercial woodlands which offer low carbon and long term affordable heating fuel for homes and businesses, and especially in helping to reduce fuel poverty long term. It has the added benefit of providing local employment, is truly renewable and helps to displace imported energy. The presumption against windfarms is not clearly discussed within the Main Issues Report. |
| Question 26   |
| <b>Policy direction 6 - Provide high quality recreation opportunities</b>   |

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| <b>A Do you agree with the proposed approach?</b>                     |
| No further comment  |
| <b>B Would you suggest a different or additional policy approach.</b> |
| No comment.   |

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| <b>Question 27</b>   |
| <b>Policy direction 7 - Target proactive advice and public support to help land managers deliver multiple benefits</b> |
| <b>A Do you agree with the proposed approach?</b>  |
| No further comment.  |
| <b>B Would you suggest a different or additional policy approach.</b>  |
| No comment.  |

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| <b>Question 28</b>  |
| <b>Policy direction 8 - Develop sustainable patterns of settlement growth, infrastructure and communications</b>  |
| <b>A Do you agree with the proposed approach?</b>   |
| No further comment.   |
| <b>B Would you suggest a different or additional policy approach.</b>   |
| Improvements to IT communications will require substantial lobbying as well as promotion. There is not as strong an emphasis on the delivery of affordable housing, which is a shift from the current plan. Why is this the case? |

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| <b>Any Other Comments:</b>   |
| 1 There needs to be consideration of the use of Delivery Groups. The performance of some has suffered due to lack of focus and unwieldy size, irregular meetings. The benefits of good cross sector communication should be retained but the delivery of actions should be focused on smaller teams with a direct involvement in the actions concerned.  |
| 2 The CNPP should incorporate the Local Housing Strategy for each of the LAs. As this identifies the outcomes required in terms of housing priorities it should be represented as it will feed into at least 3 of the CNPP outcomes. It is suggested that it sits adjacent to the Local Development Plan.<br>Challenges faced to 2017. The impact of the "credit crunch" is still very much a challenge and in particular access to private finance whether it is an individual looking for a mortgage (especially for first time buyers) or developers/RSLs looking to finance a new housing development. |
| 3. Who decided the outcomes and the policy directions – was this via the SWOT?   |
| 4 Format and content of the Consultation Plan is confusing. Not clear why outcomes, policy direction and SWOT analysis are in separate sections.   |
| 4. Thought process not clear.  |
| 5. Overall lack of clarity and cohesion in the document.   |

# THE CAIRNGORMS NATIONAL PARK PLAN 2012-20...

## Individual Participant

### Question 01 What makes the National Park Special to you?

It is potentially a place of pilgrimage where it is possible to experience the wonders of Gods creation

### Question 02 Do you agree with these descriptions of the special qualities?

The cairngorms is a special place

### Question 03 Are there other special qualities you think should be explicitly identified in the National Park Plan?

The plan as it stands is too light on people related issues. While it emphasises Volunteering in relation to Outcome one it does not give any substance to how community engagement will be affected. On the basis that this has not worked as well as it might in the past this is a weakness. Organisations such as local churches and church organisations could be important partners because of their presence through communities and their advocacy role for communities and for disadvantaged groups but this has not happened in the past and with out explicit reference its unclear that it will happen in the future.

### Question 04 Do you think the long-term outcomes should be updated and condensed? If so, how?

The current emphasis on true access is sparse. Access is more about signals and communication than physical issues although these are important too. Much of the plan seems to be predicated on an assumption of growth but continuing growth seems unlikely so making use of the current resource base matters and that means more and wider involvement

### Question 05 Do you agree this set of outcomes provides the right focus for the next five years? If not, what else is more important?

No they are insufficiently people and community focused

### Question 06 Which are the most important outcomes to you?

Outcome 1 because it does mention people although it needs more detail  
Outcome 7 because it emphasises place which is important to centering a life and defining

## Participant Information

ACT Rural Committee

United Kingdom

Response ID 17,766,609

IP Address 86.136.52.75

Start Time 9th Dec 2011 5:59 AM

Finish Time 9th Dec 2011 6:50 AM



identity and because it does give a link to communities  
Outcome 8 because it causes us to focus on our current materialistic life styles and points us away from that and towards deeper values

Question  
**07**

**Please start your answer with the appropriate letter, for example:  
A)**

D The Scottish churches who in this area are represented by ACTS Rural committee are keen to be involved and to link our networks to other networks in the park. We think that being out in Gods creation is important to the development of spirituality and to a centering of values which is something that all faiths rate as important. More practically churches can act as information and Interpretation centres and can provide hospitality.

Question  
**08**

**Please start your answer with the appropriate letter, for example:  
A)**

No comment

Question  
**09**

**Please start your answer with the appropriate letter, for example:  
A)**

No Comment

Question  
**10**

**Please start your answer with the appropriate letter, for example:  
A)**

We approve the general concept of wildness as a means of appreciating the important things which are not part of a materialist culture

Question  
**11**

**Please start your answer with the appropriate letter, for example:  
A)**

Important but we have no specific comments

Question  
**12**

**Please start your answer with the appropriate letter, for example:  
A)**

We have real concerns about the assumptions of economic growth at time of recession

Question  
**13**

**Please start your answer with the appropriate letter, for example:  
A)**

Place is important to our sense of self which matters to individual confidence and so we applaud the recognition of place. Place however links to communities both resident and visiting and would have hoped to see more development of this

Question

14

Please start your answer with the appropriate letter, for example:  
A)

Important as an aspiration but harder to achieve as a result of temperatures and remoteness.  
Walking is good but not possible for all so thinking about how to conserve energy in this setting is important

Question

15

Please start your answer with the appropriate letter, for example:  
A)

We welcome the identification of low cost housing as an objective There is also a need to focus on the issue of the provision of housing for those who work in the park, especially for key workers

Question

16

Please start your answer with the appropriate letter, for example:  
A)

Important but we have no particular comments

Question

17

Do you agree with the key principle?

Yes

No

Question

18

If not, why?

The respondent skipped this question.

Question

19

Do you agree with the opportunities and threats identified, if not why?

Not with all

Again the opportunities linked to people and communities should be listed as a strength  
The economic down turn is a threat as are the rising costs of energy

Question

20

What are the particular opportunities and threats that you think the Plan should address between 2012-17?

Opportunities to work with a wider range of organisations than in the past especially with non

government/local government/ business partners

Question

21

**Please start your answer with the appropriate letter, for example:  
A)**

a yes

Question

22

**Please start your answer with the appropriate letter, for example:  
A)**

A no comment

Question

23

**Please start your answer with the appropriate letter, for example:  
A)**

A Yes but only if it recognises the importance of farming and food production and is developed in a way compatible with this other major land use

Question

24

**Please start your answer with the appropriate letter, for example:  
A)**

Important to our care for Gods creation

Question

25

**Please start your answer with the appropriate letter, for example:  
A)**

A important to place a proper emphasis on the quantity of carbon stored in our soils and the vital role of ruminant grazed grassland in carbon storage in soils which is usually greater than is the case for woodlands

Question

26

**Please start your answer with the appropriate letter, for example:  
A)**

TYes as long as their is recognitionof the importance of quiet

Question

27

**Please start your answer with the appropriate letter, for example:  
A)**

No comment

Question

28

**Please start your answer with the appropriate letter, for example:  
A)**

A We applaud the emphasis on communication and the need for high speed broadband

Question

29

**Your comments**

We appreciate having had the opportunity to comment

Question

30

**Please enter your name:**

Question

31

**Please enter your address:**

ACTS Rural Committee, 7, Forrester Lodge, Inglewood House, Alloa, FK10 2HU

Question

32

**Please enter your telephone number:**

Question

33

**Please enter your e-mail address:**

Question

34

**Please tick one:**

I am responding as an individual

**I am responding as a group/organisation**

Question

35

**An acknowledgment will be sent to this address soon after the end of the consultation period. Are you happy to receive future correspondence by email?**

**Yes**

No

Question

36

**Do you agree to your response being made available to the public (via publications and our website [www.calrngorms.co.uk](http://www.calrngorms.co.uk))**

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The respondent skipped this question.

Question

37

**Where confidentiality is not requested, we will make your responses available to the public on the following basis. Please select one of the following options:**

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The respondent skipped this question.

Question

38

**The name and addresses of your organisation will be made available to the public (in publications and/or on our website [www.calrngorms.co.uk](http://www.calrngorms.co.uk) ). Are you content for your response to be made available?**

Yes

No

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# **Cairngorms National Park Plan 2012 - 2017**

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## **Response to Consultation by Alvie & Dalraddy Estates**

### **Q 1 What makes the Park special to you?**

In common with a number of other rural areas in the Scottish Highlands the Cairngorms National Park area has many attributes that make it a desirable place in which to live and work. It is no more or less special than many other areas of Scotland. The District of Badenoch, which is partially within the Cairngorms National Park, is special because it is where our families have settled and invested. Alvie & Dalraddy Estates is also partially within the Park, its tourism enterprises benefit from investment in downhill skiing on Cairngorm Mountain which provide for winter tourism.

Whilst there are many special areas and attractions that happen to be within or partially within the Cairngorms National Park, there are no obvious attributes specific to the Park as a whole that make it special.

### **Q 2 Do you agree with these descriptions of the special qualities**

No.

As the Cairngorms National Park contains the highest plateau and some of the highest elevations in the UK it is not surprising that it contains a number of species seldom found elsewhere in the UK.

The Cairngorms have been a destination for skiing and mountaineering long before the area was designated as a National Park. It is one of the most popular areas in the UK for these activities.

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Many National Parks in the world have people living and working within it. The Cairngorms National Park is not unique nor particularly special by being a managed landscape.

### **Key Theme 1**

Mountains within the Cairngorms National Park are unique the same as mountains elsewhere will have unique features. In common with many other upland rural areas where farming and forestry are marginal, the activities of the residents are influenced by their habitat.

### **Key Theme 2**

The Cairngorms includes some of the highest elevations in the UK. It is therefore not surprising that it contains habitats and species rare elsewhere within the UK or near the limit of their range.

### **Key Theme 3**

The CNP area is not unique within the UK in containing activities relevant to its mountain and woodland habitat.

### **Key Theme 4**

A “sense of wildness” is subjective and influenced by what visitors can see and hear. It is not unique to the Cairngorms. Whilst relative seclusion is an attribute attractive to many visitors, the more people who visit the area the more this “sense of wildness” will be compromised.

## **Q 3 Are there other special qualities you think should be identified**

Badenoch & Strathspey is perhaps the most successful rural district in the Highlands to have transformed itself from a struggling primary producer of food and timber to an economy dominated by tourism. As the Park boundary crosses the boundaries of a number of administrative, economic and cultural areas what could be considered special in one part of the Park may not be special elsewhere in the Park.

## **Q 4 Do you think the long-term outcomes should be updated and condensed**

Yes

### **A special place**

If we believe it is a special place do we need to make changes to the expected outcomes?

#### **Distinct Character**

The physical attributes such as the “*diverse mix of mountains, straths, glens...*” will not be changed by the Cairngorms National Park Authority or the Park Plan. Farming and forestry could change in response to changing demand for food, timber and biomass. We question whether measures “*to conserve and enhance*” will be desirable if it constrains primary industries meeting market demand.

### **Wildness**

If the intention is to continue promoting tourism and recreation as the dominant industry, this will compromise the sense of wildness. The more people who visit the high montane areas the more the habitat will be damaged and the more action will need to be taken to repair and manage human impacts. The Cairngorms National Park is perceived by many visitors as a place primarily for outdoor recreation. Unless this perception is changed the sense of wildness will be compromised and not enhanced.

If we are to have a thriving and growing economy without attracting more visitors to our high montane areas we will need to concentrate more on economic activities other than tourism on our montane areas. More emphasis should be put on expanding primary production in farming, forest products, minerals and renewable energy together with associated processing.

### **Biodiversity and Climate Change**

In order to adapt to climate change we need to be more self sufficient which means producing more of our needs and importing less. It may need compromising some attributes in areas designated as of national or international importance.

### **Geodiversity**

What does this mean? We presume this refers to the geological diversity within the Cairngorms National Park. This will not be changed and unlikely to be managed or conserved by the Cairngorms National Park Authority.

### **Active and Productive Land Management**

In order to be sustainable we need to produce more of what we consume. Districts within the Park such as Badenoch have come a long way since the days when there was net emigration because the land could not sustain the people. Food production has improved and woodlands expanded to a point where some areas within the Park could and should be net exporters of food and forest products. We also have the opportunity of being more self sufficient in renewable energy.

### **Built Heritage**

Settlements were developed to house those residents ancillary to farming, forestry and field sports. Until almost the 21<sup>st</sup> century these settlements were integral with and served the needs of the surrounding rural areas. The more recent promotion of this area as a nice place to visit, live in and retire to has escalated the demand for housing far beyond the jobs available. This is a common problem found with National Park designations elsewhere in the UK and one of the reasons why the Cairngorms Working Party did not recommend this area should be designated a National Park.

Settlements previously grew according to local demand, more recently settlement expansion has been dominated by housing developers building housing estates primarily for incomers attracted to the area as a result of its promotion as a National Park. As a result the settlement pattern has changed and the traditional character of our settlements are being compromised and destroyed.

### **Archaeological Evidence and Material Records**

The last decade has seen many historic structures neglected and left deteriorating such as the Folk Museum building in Kingussie, The Kingussie Court House, the Kingussie Clock Tower and the



Corrieyairack Pass. Relatively little has been done to interpret historic features such as Ruthven barracks, castles such as Loch an Eilean and stone circles. The Cairngorms National Park Authority's record in caring for, recording, understanding and interpreting our historic structures has not been good.

### **Cultures and Traditions**

Organisations such as Feis Spe has helped revive some of our cultural heritage.

## **A Sustainable Economy**

A sustainable economy is achieved by meeting the demands of our society. At the moment we consume more than we produce, spend more than we earn, import more than we export. To be sustainable we need to produce more and consume less.

### **Thriving and Sustainable Communities**

The recent influx of second and holiday homes, residents who commute elsewhere to work and those retiring into the National Park area is threatening to compromise our heritage and culture. It is resulting in an aging population with a higher proportion of dependents. This may not be sustainable.

We do not feel a sense of ownership of the Cairngorms National Park. It was imposed by central government and has compromised many attributes of this area.

### **Employment and Businesses**

Many of our businesses have survived and thrived. Some have benefited from previous investment in timber production and farming whereas others have managed to meet demand in tourism, renewable energy and recycling. Tourism has benefited from the promotion of this area as a nice place to visit.

### **Housing**

In common with other National Parks in the UK and as predicted by the Cairngorms Working Party, the National Park designation has distorted demand for housing and made the purchase of a house unaffordable for many residents.

### **Transport**

Whilst it would be nice to think that we can reduce our dependence on private cars. Without a massive change in rail traffic this is likely to remain wishful thinking.

### **Renewable Energy, Recycling and Waste**

The perception of the Cairngorms National Park is a place where the Authority aspires to import its consumables and export its rubbish. To be more sustainable and self sufficient in energy and recycling will require compromises to perceived "wildness".

## **An Outstanding Visitor Experience**

### **Cairngorms National Park Renowned in Scotland and Internationally**

The danger of widespread recognition is that it will attract more people which in turn will compromise many of the attributes which attract visitors to the Cairngorms National Park area.

### **World Class Sustainable Tourism Destination**

To sustain the area as a world class tourist destination will almost certainly mean moving upmarket to maintain and fund high standards. Perhaps the area would better serve the needs of the nation if it satisfied a greater number of visitors by a lesser amount than concentrating on satisfying fewer visitors with a world class experience.

### **Outdoor Access and Recreation**

Whilst we can agree with the aspiration of a better network of access routes and a higher quality and range of outdoor recreation activities; we are concerned at how this might be funded and managed. Already some recreational activities are being compromised and damaged by the inability of land managers to manage. Land Managers no longer have the legal right to manage, control or charge for non motorised access. If the government provides facilities, including some recreation facilities, at less than the cost of providing these activities this is a cost to the taxpayer. The government cannot afford to continue providing high class access and recreation facilities for free. Neither can the private sector provide these facilities if they are competing against a public sector that is being funded by the taxpayer or cannot charge for the services and facilities they provide.

### **Responsible Behaviour**

There will inevitably be conflicts between residents making a living from their assets and visitors, between recreation and primary production as well as between different forms of recreation. Whilst greater promotion of responsible behaviour will mitigate conflicts between different interests it cannot entirely replace the land occupiers right to manage.

### **Interpretation**

The area, its economy and its visitors would gain more from better interpretation of its culture, history, environment and economic activities than interpretation of the significance and meaning of the National Park.

### **National Learning and Knowledge**

We welcome the aspiration that this area should lead the way in sustainable development and rural tourism.

## **Summary of Progress**

We have some concern that the Cairngorms National Park has become the focus for many habitat, species and land management projects and initiatives that would otherwise have been more widely disseminated throughout our rural areas. Is the Cairngorms National Park gaining at the expense of other rural areas of Scotland?

We understood that active water catchment management groups were not unique to the Cairngorms National Park.

We question the value of assessing and mapping the wildness qualities of the Park, the Cairngorms Forest and Woodland Framework, the Cairngorms Deer Framework and the Landscape Character Assessment.

The Cairngorms Business Partnership has developed out of a Destination Management organisation (DMO) based on Badenoch & Strathspey. It will be interesting to see if it can successfully service the Cairngorms National Park area as a destination rather than the more obvious economic area of Badenoch & Strathspey.

### **Q 5 Do you agree this set of outcomes provides the right focus for the next five years?**

No. We are in an economic recession caused at least in part because we have been consuming more than we have been producing, spending more than we have been earning and expanding the public sector beyond what the nation can afford. Over the next 5 years we should be concentrating on redressing the balance by being more self sufficient and sustainable and down sizing the public sector. We need to reduce bureaucracy and improve productivity.

### **Q 6 Which are the most important outcomes to you?**

The most important outcome is to develop a more sustainable, self sufficient and resilient rural economy.

We need to retain and return settlements to their previous function of servicing the needs of their surrounding rural areas. We should be discouraging further housing estate developments for second home owners and commuters.

### **Q 7 Enjoying, conserving and enhancing the natural and cultural qualities**

#### **A. Do you agree that five-year outcome 1 is an appropriate one for this National Park Plan to 2017**

We need to be aware of the dangers of attracting more visitors to an area that includes among its attributes seclusion, wildlife and a wilderness experience. For those that reside in this area or visit we agree that we should endeavour to improve their enjoyment and understanding of this area. This will include improving interpretation of its culture, history, economy and environment.

#### **B. Do you agree that the packages of work identified for this five-year outcome would deliver it?**

We don't agree on the five-year outcome.

#### **C. Are there any better packages of work that would deliver the outcome?**

The Cairngorms National Park Authority needs to have a better understanding of the impact of different types of visitors and those attracted to the Park as a result of its promotion as a nice place to live. This outcome is about tourism and promoting the park. What this area needs is a more selective approach to tourism and an improvement of the experience of those who visit.

**D. What can you/your organisation do to deliver the outcome?**

We can and do provide Estate and wildlife tours as a means of explaining land use, history, economy and culture and viewing wildlife. We also give occasional lectures. Unfortunately such events are economically marginal, often done at a financial loss to ourselves.

**E. Do you agree with the indicators and targets suggested for this outcome?**

No. The accuracy and quality of the information disseminated is more important than the number of recipients. There are too many charitable pressure groups disseminating questionable information and propaganda for their cause which they pass off as factual information.

**F. Better indicators or more appropriate targets?**

The number of people who leave with a better understanding of our rural economy, environment, history and culture.

**G. Can you provide data for better indicators?**

No.

**Q 8 Quality and connectivity of habitats and enhancing the landscape**

**A Do you agree that five-year outcome 2 is an appropriate one for this Plan?**

This depends on what is regarded as "improved".

**B. Do you agree that the packages of work identified would deliver it?**

Land is finite, we require more productivity to make our economy more self sufficient and sustainable. We require more wood production making our area more self sufficient in wood products. This will not necessarily be delivered by increasing the area of forest cover or increasing native woodland establishment.

Increased wood production and greater diversity of species can be achieved by increasing the proportion of non native conifers.

Better management of our haughlands by utilising man made embankments to reduce the number of flood events will increase the biodiversity of the land protected and act as a means of holding water thereby slowing water discharge. This would help biodiversity and flooding down river.

**C. Are there any better packages of work that would deliver the outcome?**

Encouraging a greater range of tree species, not just native species.

Reverting to the use of fencing as an essential management tool.

**D. What can we do to deliver the outcome?**

This depends on what is regarded as improved.

**E. Do you agree with the indicators?**

No. The total area of a particular land use is less important than the ability of the land use to achieve agreed objectives.

**Q 9 Species considered important will be in better conservation status**

**A. Is outcome 3 appropriate?**

No. Almost all of our “wild cats” are interbred with feral cats. Capercaillie is a re-introduced species at the edge of its climatic range. A continuing unchecked increase in raptors and other predators will adversely impact on many prey species, some of which are relatively rare or endangered.

**Q. 10 The qualities of wildness will be greater**

**A. Is outcome 4 appropriate?**

No. To be sustainable we need to produce more of what we consume and produce goods and services that can be sold to others in exchange for goods and services that we consume but do not produce. We can be relatively efficient at producing food, minerals, forest products and renewable energy. To be efficient and cost effective at production we need access. Vehicular access is also required or desirable for several forms of recreation.

To produce a pretty landscape achieved at the expense of us becoming less sustainable or self sufficient in the goods that we can produce is unsustainable, irresponsible and selfish. We should not create an economy dependent on tax payers money earned elsewhere.

Few visitors come for the perception of wildness alone, relative wildness can be achieved through screening and blending man made structures into the landscape. Hill tracks channel vehicular access which can reduce the area of disturbance and damage.

**Q 11 Better targeted programme of advice and support for land managers that delivers the park plan**

**A. Is outcome 5 appropriate?**

If we do not agree with the outcomes of the Park plan it is difficult to determine what advice might be appropriate. The Cairngorms National Park area has much in common with many other areas in the rural Highlands. Pressures on our land use that are not encountered to the same degree elsewhere are due to our National Park designation.

## **Q 12 The economy of the Park will have grown and diversified**

### **A. Is outcome 6 appropriate?**

Yes but without the qualification of drawing on the Park's special qualities.

### **B. Do you agree that the packages of work identified?**

No. We need to encourage opportunities particularly where we have a geographic, environmental or social advantage. This will include land based businesses and those that perceive that this area is a favourable location to start up their particular business.

## **Q 13 Settlements and built development will retain and enhance the distinct sense of place and identity.**

### **A. Is outcome 7 appropriate?**

Yes.

### **B. Do you agree that the packages of work identified will deliver the outcome?**

No. The sense of identity and place within our settlements is being lost as they become divorced from the land based activities around them and dominated by commuters, second homes and people retiring into the area attracted by the promotion of the area as a nice place to live.

### **C. Are there any better packages that would deliver the outcome?**

Down play the promotion of the area as a nice place to live. Diversify the economy away from tourism. Encourage more houses in the countryside associated with land based businesses. Discourage large housing developments divorced from individual or local need.

## **Q 14 Adapting to a low carbon economy**

### **A. Is outcome 8 appropriate?**

Yes.

### **B. Do you agree the packages of work identified?**

Only partially. Producing and processing more of our needs locally is more important than some of the proposals listed.

**Q. 15 The Park's communities will be more empowered and able to develop their own models of sustainability.**

**A. Is outcome 9 appropriate?**

No. Many communities are struggling to form and maintain community councils that reflect the views of the majority of residents. Many if not most communities would prefer to see less tiers of government made up of paid officials that better reflect the needs and aspirations of the communities they serve.

**Q 16 The Park's recreation opportunities will have improved the health and enjoyment of residents and visitors.**

**A. Is outcome 10 appropriate?**

Yes.

**Q 17. Managing competing demands on the land use strategy – Key principle delivering multiple benefits**

We agree with the key principle of delivering multiple benefits. However the management and use of land should be aimed at improving our local economy rather than delivering the Park plan.

**Q 19 Do you agree with the opportunities and threats identified?**

We do not agree with all of those listed.

**Farmlands**

Farming within the Cairngorms National Park area is not a threat to iconic wild bird species. The main threat to such species is climate change, the increase in predators and disturbance.

Within 20 years there is likely to be a growing world food shortage. 200 years ago the land failed to feed its resident population, today land within the Park can and should be a net exporter of food. This is an opportunity.

**Woodland and forestry**

The reduction in establishment and restocking of woodlands for timber production since 1988 is a major weakness and threat to our timber processing industry as this will result in a decline in future timber yields and source of raw material for our sawmills and processors. This weakness is far more important than a lack of natural tree lines or blocks of single exotic species.

Trees largely disappeared from our landscape within the Park by around 1800 when less than 4% of Scotland was covered in trees. Most of what we now regard as ancient native woodlands including Kinveachy, Glenfeshie and Abernethy were planted in the eighteenth and nineteenth centuries.

Woodlands were far more fragmented then than now. The value of many of our so called ancient woodland sites is questionable.

Timber production and establishment in some of our woodlands has been compromised by allowing livestock into woodland at vulnerable stages of its development. We learnt over 200 years ago that the most cost effective use of our land based resources is to fence our crops from our livestock and our livestock from our crops. As we enter an era where self sufficiency and productivity will become more important we need to give more priority to productivity from our land.

### **Rivers, lochs, wetlands and floodplains**

Modified channels including flood embankments along the River Spey and its tributaries as established in the eighteenth and nineteenth century along with hydro-scheme developments established in the twentieth century are our most important means of mitigating flood events. They are not a weakness they are a strength in regard to biodiversity and flood mitigation. The biggest threat is allowing these features to fall into disrepair and the growing bureaucracy involved in managing our river systems.

### **Mountains, moor and heathland**

Montane scrub can be a fire hazard; it captures very little carbon and is often achieved at the expense of deer or grouse management. It is not an opportunity and its promotion has more to do with politics than good land management.

The biggest threat to venison production and deer stalking is the willingness for SNH to issue night time and out of season licences combined with the Forestry Commission's presumption against deer fencing. This is resulting in the collapse of deer stalking on some estates and encouraging intensive single species management for grouse.

There were many more herbivores on our hills in previous centuries than there are today. The claims of slope erosion and adverse impact on habitat condition from current stocking levels are over stated.

Although illegal killing of birds of prey should be condemned because it is against the law almost all birds of prey have seen a significant increase in numbers in recent years. Few if any are under threat of extinction. Illegal killing of birds of prey is therefore not a threat to our mountains, moor and heath land. What is a threat is if predators, including birds of prey, continue to increase until they become in balance with their food supply such that there is no longer a harvestable surplus for economic activities such as grouse shooting. If this occurs investment and management of our moorlands will decline along with many prey species.

### **Towns and villages**

The biggest threat is the growth of these villages by means of housing estate developments fuelled by the demand for second homes, people coming into the area to retire and by people commuting elsewhere. Our villages are becoming disconnected from the surrounding land they used to serve.



## **Q 20 What opportunities and threats should the Plan address?**

Address the threat of stifling bureaucracy and over management by government.

Encourage further diversity, more productivity and self sufficiency.

## **Q 21 Enhance the special landscape qualities. Do you agree with the proposed approach?**

No. Whilst landscape is important to many visitors few come to the Cairngorms National Park area specifically for its landscape. More often they are attracted by recreation opportunities. There is concern that the over emphasis on tourism could dominated and damage other economic activities.

## **Q 22 Enhance biodiversity. Do you agree with the proposed approach?**

No. We should look at our habitats and environment as a whole and not pick out designated features on designated sites. Some of these designations and their condition classification are questionable.

There should be a presumption in favour of biodiversity not a “*no net biodiversity loss*” approach regardless of the circumstances.

## **Q 23 Expand and enhance woodland. Do you agree with the proposed approach?**

No. There should be a presumption in favour of expanding woodland but this should be coupled with wood production. The final decision will be made by the land occupier. Our landscape benefits from a diversity of land uses.

## **Q 24 Enhance resilience of habitats and land use to climate change**

Climate change will be unpredictable. The more diverse our land use and local rural economy the more chance we have of adapting to adverse changes in climate.

## **Q 25 Contribute to a low carbon economy**

No. Land use will primarily be dictated by the land occupier, mapping significant carbon stores is likely to be an academic exercise of little practical use. Producing our needs locally will often save more carbon through reduced transport requirements than reducing greenhouse gas emissions from land use practices.

Producing and consuming renewable energy locally is better than using fossil fuels or importing our requirements. There should not be a presumption against wind farms.

## **Q 26 Provide high quality recreation opportunities**

We agree with the approach proposed.

## **Q 27 Target proactive advice and public support to help land managers deliver multiple benefits**

We agree in principle with the proposed approach.

## **Q 28 develop sustainable patterns of settlement growth**

We would prefer to see a more favourable approach to more housing in the countryside particularly where it is associated with land use.

# THE CAIRNGORMS NATIONAL PARK PLAN 2012-20...

## Individual Participant

Question  
**01**

**What makes the National Park Special to you?**

The respondent skipped this question.

Participant Information

Aviemore Community Council

United Kingdom

Response ID 17,419,485

IP Address 85.211.192.181

Start Time 28th Nov 2011 5:59 AM

Finish Time 28th Nov 2011 8:19 AM

Question  
**02**

**Do you agree with these descriptions of the special qualities?**

Key Themes 1,2 and 4 - Yes

Key Theme 3 - No. It is a bit more than a place for Mountain and forest folk. What about the farming community and the people living in the valleys?

Question  
**03**

**Are there other special qualities you think should be explicitly identified in the National Park Plan?**

No

Question  
**04**

**Do you think the long-term outcomes should be updated and condensed? If so, how?**

No

Question  
**05**

**Do you agree this set of outcomes provides the right focus for the next five years? If not, what else is more important?**

Yes

Question  
**06**

**Which are the most important outcomes to you?**

6, 7, 9 and 10

Question  
**07**

**Please start your answer with the appropriate letter, for example:  
A)**

- A. Yes
- B. Possibly. With regards to CRAGG, this needs to be put in place quickly and not wait until the Plan is published.
- C.
- D. Provide local input, leadership, co-ordination, skills, advice.
- E. No. The targets are only about numbers and not 'quality'. 100% increase does not indicate any satisfaction or if it was worth it. The targets are too woolly and not explained enough, e.g. 100% of what.
- What is meant by financial contributions by visitors?
- F. Along with data on increases of use there should be a 'customer satisfaction' surveys as well.
- G. No

Question

08

**Please start your answer with the appropriate letter, for example:  
A)**

- A. No. Why only concentrate on two habitats. The National Park is important for all its habitats. We feel that the mistake that is continually made is that of concentrating on one or two species or habitats to the detriment of others.
- B. Yes
- C.
- D. Leadership, co-ordination, skills, advice
- E. No. The indicators do not reflect all of the benefits of the Outcome. The indicators only deal with forests and wetland and there is a lot more to it than that. What about an effective moorland? What about the delivery for the Cairngorms Deer Framework.
- F.
- G.

Question

09

**Please start your answer with the appropriate letter, for example:  
A)**

- A. Yes
- B. Partly
- C. Become part of Partnership for Action Against Wildlife Crime.
- D. Skills and advice
- E. No. Indicators do not give any indication of how successful the 'Outcome' is. The outcome is about the species being in better conservation status therefore the indicator should be about how well the species have done.
- F. The indicators should reflect the benefits. Better indicators would be;  
Increase in Species populations and habitats.  
Decrease in wildlife crime.  
Evidence of removal; of invasive species.
- G.

Question

10

**Please start your answer with the appropriate letter, for example:  
A)**

- A. Yes
- B. Yes
- C.
- D. Skills and advice
- E. No. Just how exactly are you going to measure this?
- F. Tourist and population numbers.
- G.

Question

11

**Please start your answer with the appropriate letter, for example:  
A)**

- A. Yes
- B. Yes
- C.
- D.
- E. Yes
- F. No
- G. No

Question

12

Please start your answer with the appropriate letter, for example:

A)

- A. Yes
- B. There has to be something about housing. There is no point attracting people to work in the park if there is nowhere to stay.
- C.
- D.
- E.
- F.
- G.

Question

13

Please start your answer with the appropriate letter, for example:

A)

- A. Yes
- B. Yes
- C.
- D. Skills, advice
- E. No. We cannot see what relevance this indicator has
- F.
- G.

Question

14

Please start your answer with the appropriate letter, for example:

A)

- A. Yes
- B. Yes
- C.
- D. Skills, advice, leadership.
- E. No. Indicators do not reflect the benefits of the Outcome.  
There is an indicator for foot and cycle trips but nothing for public transport. How are you going to measure energy savings.
- F.
- G.

Question

15

Please start your answer with the appropriate letter, for example:

A)

- A. Yes
- B. Yes
- C.
- D. Leadership, co-ordination, skills, advice
- E. No. Indicators do not reflect all of the benefits of the outcome. There should be something to indicate that communities and public agencies are working better together.
- F.
- G.

Question

16

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. Yes
- C.
- D. Skills and advice.
- E. No. The delivery of the Outcome is all about improving 'access' and how that will increase the health and enjoyment of visitors and residents. The indicators should reflect the delivery.
- F. Number of miles of core paths completed/improved.  
Actual development and delivery of an 'Active Cairngorms' project.  
An indicator that will measure public awareness.
- G.

Question

17

Do you agree with the key principle?

Yes

No

Question

18

If not, why?

The respondent skipped this question.

Question

19

Do you agree with the opportunities and threats identified, if not why?

The respondent skipped this question.

Question

20

What are the particular opportunities and threats that you think the Plan should address between 2012-17?

The respondent skipped this question.

Question

21

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

22

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

23

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

24

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes and No
- B. Does slowing the flow of flood waters, while possibly reducing the impacts of flooding downstream, not increase the impacts of flooding upstream? We cannot support this.

Question

25

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

26

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

27

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

28

Please start your answer with the appropriate letter, for example:  
A)

- A. Yes
- B. No

Question

29

### Your comments

In 'Your Community Your Plan' for Aviemore, population should read 'around 3000 people' and not 5000.

In general we are in agreement with the Park Plan Draft.

Our main issue is with the indicators and targets. We feel that the indicators should be a measure of the success at attaining the possible benefits shown for the Outcomes. The indicators should also be measurable and we are not convinced that many of the indicators shown are.

Question

30

### Please enter your name:

Question

31

### Please enter your address:

Question

32

### Please enter your telephone number:

Question

33

### Please enter your e-mail address:

Question

34

### Please tick one:

I am responding as an individual

I am responding as a group/organisation

Question

35

### An acknowledgment will be sent to this address soon after the end of the consultation period. Are you happy to receive future correspondence by email?

Yes

No



Question

36

**Do you agree to your response being made available to the public (via publications and our website [www.cairngorms.co.uk](http://www.cairngorms.co.uk))**

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The respondent skipped this question.

Question

37

**Where confidentiality is not requested, we will make your responses available to the public on the following basis. Please select one of the following options:**

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The respondent skipped this question.

Question

38

**The name and addresses of your organisation will be made available to the public (in publications and/or on our website [www.cairngorms.co.uk](http://www.cairngorms.co.uk) ). Are you content for your response to be made available?**

**Yes**

No

Badenoch & Strathspey Conservation Group

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Tel 01479 821491

Scottish Charity No. SC003846

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## Consultation on the Draft Cairngorms National Park Plan 2012 – 2017

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BSCG that has a particular interest on conservation and wise use in Badenoch & Strathspey welcomes the opportunity to comment on consultations in relation to the this draft plan.

We recognize that the plans is subject review after 5 years but we would have preferred a draft that built on the adopted 2007 plan without discarding its areas of breadth, depth and precision. We would have expected a fuller and more explicit statement than we have yet found of the Sandford principle in this plan.

BSCG welcomes and supports the statement that acknowledges that “The conservation and enhancement of the environment is central to National Parks (on page 10). We look to the the Cairngorms National Park Authority (CNPA) as guardian of an area of in large measure outstanding natural heritage quality which we have responsibility to conserve and enhance for present and future generations. In exercising this responsibility we urge that the CNPA avoid a reckless and overhastey approach to development and instead have due regard to the precautionary principle and the potential irreversible nature of much inappropriate development.

Given the relevance of long term thinking we object to targets in the draft plan being so short term and note the 2007 plan reasonably included longer ones.

### **Section 2 (p13-)**

We welcome the comment that the NP is special for its natural heritage and consider this to be of fundamental importance. We also welcome reference to rare and threatened species and would welcome reference to species with distributions that for example set them apart in the British Isles . For example species with a disjunct distribution that have northern outposts in the Cairngorms area. With respect to biodiversity and such in some cases

relatively isolated and potentially fragile populations we consider a special feature includes opportunities for advancing knowledge of the natural world. We welcome reference to pine woodlands and rivers and other important habitats including moorlands, We welcome reference to cross boundary influences . We however object to the comment “make the most of” comment about the park as open to inappropriate interpretation,

We consider ( see p14) the description of communities as if all were vibrant overstatement. We consider the reference to people making the park special can be considered misleading especially as people are part of every other UK National Park.

We find most to support in general terms Key themes 2 and 4 but in key theme 1 and 4 we find comments that are unacceptably misleading.

Turning to a supporting information BSCG welcomes the inclusion of a Habitat Regulations Assessment and a reference to the 1994 legislation. BSCG is keen to see the CNPA succeed in delivering high standards of planning. These need to be founded on the best available information, sound scientific understanding and to fully respect the precautionary principle and international commitments. In view of this we consider this preliminary attempt at assessment to be particularly significant.

### **Part 1**

In the Introduction of the supporting information we are disappointed by the lack of detail about the screening process that has been followed (Introduction, para 2, p4). This lacks evidence that the CNPA has consulted with relevant SNH specialist staff.

### **Parts 2 and 3**

We find the list of Natura sites on p4 helpful. It would also be useful to provide Natura site codes, centre point grid references and links to SNH sitelink websites. In relation to designated interests, brief seasonal details (e.g. wintering or breeding interest) merit inclusion - it might not be apparent to all readers that some designated interests are seasonal at e.g. Insh Marshes p30).

We recommend that undesignated sites with populations at or above the qualifying threshold for Natura status should be listed. Such areas are of significant as they could become candidate sites within the lifetime of the plan. An example of such a site is Boat of Garten Wood in relation to capercaillie.

We are concerned at the apparent considerable discrepancies between the CNPA's statements on site condition and the information provided by SNH via the SiteLink website. In the case of sites designated for capercaillie, there is no recent condition assessment available on SiteLink for 4 out of the 5 Strathspey SPAs, yet assessments from 2009 appear in the CNPP (e.g. p5, p14). There is an omission of any reference to capercaillie condition status for Cairngorms SPA (p.12), which should have been cited as unassessed based on SNH SiteLink information.

**Part 3 Details of Natura 2000 sites within the CNP and Potential Vulnerabilities Relevant to the CNPP 2012-2017 (p5) ( Habitat Regulations Assessment)**

We object to what we consider to be incomplete analysis and missed entries in the listings.

For example:

(1) Under 'Vulnerabilities to change/potential effects of the plan' for Abernethy Forest SPA and Craigmore Wood SPA, the CNPA have only identified Boat of Garten and Nethybridge as relevant settlements. The decision to exclude other settlements, notably An Camas Mor and Aviemore, is inconsistent given the significant potential of developments in these areas to impact the SPAs.

(2) It is reasonable to assess that recreational disturbance as a result of ACM would impact on the Cairngorms SPA. Failure to identify this goes against current scientific understanding of the effects of human disturbance on capercaillie populations, and does not apply the precautionary principle.

(3) For the Cairngorms Massif SPA, the 'Vulnerabilities to change/potential effects of the plan' should include mountain biking. The NPP2012 may promote such activities in keeping with its 5-year outcome number 1 "More people will...enjoy...the special natural qualities of the Park".

(4) There are sites where capercaillie is a designated interest in which 'recreational disturbance' should be included under 'Factors currently influencing the site', for example Kinveachy SPA and Craigmore Wood SPA.

(5) For Kinveachy SPA under 'Vulnerabilities to change/potential effects of the plan', Aviemore should be included as a 'relevant settlement' along with Boat of Garten. We note

that SNH advised the CNPA that capercaillie were vulnerable to recreational disturbance in Kinveachy Forest SPA in relation to High Burnside, Aviemore (20<sup>th</sup> December 2005).

## **Questions.**

### **Question 1**

What makes the National Park Special to you?

BSCG has for years been extolling the rich natural heritage and outstanding biodiversity of Badenoch and Strathspey. We have also for years recognized the priceless character of the of the special wild land qualities and wonderful natural amenity provided by habitats from the strath to the high tops.

### **Question 2**

Do you agree with these descriptions of the special qualities?

No.

We consider for example the suggestion that  
*“Part of what makes the Cairngorms National Park special is that it is a National Park with people living and working in it.”* Misses the point.

We also disagree for example as noted above with comments in key theme 1 and 2 .  
We would welcome a rewriting of much of what is said aboy special qualities.

### **Question 3**

Are there other special qualities you think should be explicitly identified in the National Park Plan?

A fuller description is desirable

### **Question 4**

Do you think the long-term outcomes should be updated and condensed? If so,how?

No.

Information could be lost by condensing wording.

### **Question 6**

Which are the most important outcomes to you?

Outcomes **2, 3, 4 and 7**, concerning the quality and connectivity of habitats, the conservation of important species, the qualities of wildness and the quality, location and size of new built development respectively.

### **Question 7 (Outcome 1)**

**A** Do you agree that five-year outcome 1 is an appropriate one for this National Park Plan to 2017?

Enjoying, conserving, enhancing and learning about the CNP, “enriching the experience”, is an appropriate outcome, but this outcome should be reworded to ensure that it does not simply imply that more people are to be encouraged to visit the park.

### **Question 8 (Outcome 2)**

**A** Do you agree that five-year outcome 2 is an appropriate one for this National Park Plan to 2017?

If undertaken appropriately eg where possible by natural regeneration without the use of fencing such as deer fencing.

**E** Do you agree with the indicators and targets suggested for this outcome?

Refinement needed to ensure appropriate outcomes .

### **Question 9 (Outcome 3)**

**A** Do you agree that five-year outcome 3 is an appropriate one for this National Park Plan to 2017?

Yes, We naturally welcome this outcome

**C** Are there any better packages of work that would deliver the outcome?

Increased monitoring and recording for species to identify which species are present and what is their distribution. This is particularly important in sites that are threatened with development or other radical change.

#### **Questions 10 (Outcome 4)**

**A** Do you agree that five-year outcome 4 is an appropriate one for this National Park Plan to 2017?

Yes, However a better approach to defining wildland and wildness is needed

**B** Do you agree that the packages of work identified for this five-year outcome would deliver it?

No. Tougher approaches are needed.

#### **Question 12 (Outcome 6)**

**A** Do you agree that the five-year outcome is an appropriate one for this National Park Plan to 2017?

There may be some scope for limited appropriate diversification otherwise No.

#### **Question 13 (Outcome 7)**

**A** Do you agree that five-year outcome 7 is an appropriate one for this National Park Plan to 2017?

Yes, but realism about delivering this without curbing excessive new growth is needed.

#### **Question 14 (Outcome 8)**

**A** Do you agree that five-year outcome 8 is an appropriate one for this National Park Plan to 2017?

Yes.

**B** Do you agree that the packages of work identified for this five-year outcome would deliver it?

We are concerned that further approaches will be needed

### C Are there any better packages of work that would deliver the outcome?

There are opportunities for the CNPA for example in habitat management in relation to sequestration of carbon.

#### Question 19

Do you agree with the opportunities and threats identified? If not, why?

**Management of wild deer populations is one challenge where significant progress needs to be made.**

### Policy Direction 1 Enhance the special landscape qualities

#### Question 21

A Do you agree with the proposed approach?

Yes in broad terms. However we have very serious misgivings about the CNPA's assessment of landscape that we consider has failed national interests at An Camas Mòr,

B Would you suggest a different or additional policy approach?

1. We recommend in paragraph 1 that the sentence:  
“Conserving and enhancing these qualities needs work on **a big scale**, on the scale of the landscape itself.”  
be changed to  
“Conserving and enhancing these qualities needs work on **a range of scales from the smallest to the very large.**”  
The qualities that make up the landscape exist on a whole range of scales, including small scale; qualities at all these scales need to be conserved and enhanced.
2. Policy approach 2: “Wildness in the CNP (see map on the following page) can be interpreted as a result of a matrix of natural and cultural qualities.” We are not clear what the CNPA means by “It could be considered as an effective proxy for a range of individual qualities at a landscape scale”. For example, to some people open moorland can be wilder than a woodland, whereas others may feel the opposite. Therefore we are unclear how wildness may act as a proxy for landscape qualities. This is an important issue to be clarified.
3. Map of Wildness Qualities. We recommend that a larger version of the map should be provided in order to make it more informative and clearer. We also have considerable misgivings concerning the sensitivity of the map in identifying wild land correctly or objectively. Such maps are produced from a weighted accumulation of different geographical qualities, in which the particular qualities, and the weights applied to them, are very much a matter of choice or personal judgement. It may be more helpful to consider a range of such maps, which can be produced readily, using different qualities and relative weightings.



4. We recommend that the CNPA provides information on the criteria it used to assess high to low wildness qualities to enable people to better interpret the map. For example it seems anomalous that areas in moderately remote locations and areas immediately around settlements are both classed as low wildness quality.

## **Policy Direction 2** Enhance biodiversity

### **Question 22**

**A** Do you agree with the proposed approach?

Yes, we welcome this policy direction.

**B** Would you suggest a different or additional policy approach?

We recommend in paragraph 1 that the sentence “The National Park **can** also play a significant part in working towards Scotland’s 2020 biodiversity targets” be changed to “The National Park **will** also play .. etc”. This would more accurately reflect the CNP’s outstandingly rich biodiversity and the CNPA’s requirement to enhance the natural heritage.

We recommend that the LBAP should be reviewed in advance of drawing up the CNPP and CNPLDP to allow for delivery of the LBAP to be incorporated into these two plans.

We note that the 4<sup>th</sup> policy approach may require conservation action at short, medium and long timescales (e.g. for capercaillie); we recommend that this is clearly stated.

## **Policy Direction 3** Expand and enhance woodland

### **Question 23**

**A** Do you agree with the proposed approach?

The proposed approach is too ill defined to allow for properly informed judgement. It could allow without refinement destruction of valuable soils and damaging forms of intensive forestry with exotic species.

We would support the enhancement and appropriate management of existing woods

This Policy needs to be re-written to ensure appropriate outcomes.

## **Policy Direction 4** Enhance resilience of habitats and land use to climate change

### **Question 24**

**A** Do you agree with the proposed approach?

Yes.

## **Policy Direction 5** Contribute to a low carbon economy

### **Question 25**

**A** Do you agree with the proposed approach?

Yes

**B** Would you suggest a different or additional policy approach?

Certainly more consideration to approaches involving sensitive land management.

## **Policy Direction 6** Provide high quality recreation opportunities

### **Question 26**

**A** Do you agree with the proposed approach?

Yes in broad terms

**B** Would you suggest a different or additional policy approach?

We are concerned that the CNPA should ensure recreation, is not promoted without due consideration of environmental and other impacts.

## **Policy Direction 7** Target proactive advice and public support to help land managers deliver multiple benefits

### **Question 27**

**A** Do you agree with the proposed approach?

**B** Would you suggest a different or additional policy approach?

We are concerned at the open ended nature of Policy Approach 6 (“Investigate alternative ways to pay land managers for the value of the public benefits delivered.”). We are very concerned that such payments should not in any way be liable to the criticism of being a ‘gravy train’.

## **Policy Direction 8** Develop sustainable patterns of settlement growth, infrastructure and communications

### **Question 28**

**A** Do you agree with the proposed approach?

No

**B** Would you suggest a different or additional policy approach?

We are very critical of the following statements, which appear to lack analytical rigour.

Paragraph 1 states “Achieving the vision for the National Park needs communities that are sustainable in economic, social and environmental terms.”

Considering the length of time that settlements have existed in the Park and the many changes that they have seen it is unjustified to suggest that they lack resilience and may not be sustainable in any respect in the future.

Paragraph 1 continues “It needs settlements that create a sense of place”.

We consider the housing developments decided on by the CNPA to date have failed to create a sense of place; they are indistinguishable from developments outwith the CNP, e.g. in parts of Inverness and Moray, and have contributed negatively to the built environment of the communities upon which they have been imposed. We therefore query what the CNPA is going to do so differently from 2012 onwards that is going to turn this proven poor track record around.

Paragraph 1 continues “It needs .. settlements where people want to live and work, and that encourage mixed and balanced communities.”

To suggest that the CNP does not already have settlements where people want to live and work is far-fetched.

## **6 Delivery of the Cairngorms National Park Plan 2012-2017**

We urge the CNPA to take on a stronger leadership role and rethink for example its ill considered support for large scale development at An Camas Mor

## **Blair Atholl & Struan Community Council**

**Cairngorms National Park Draft Plan 2012-17**

### **Community Council Response Nov 2011**

**Question 1:** We believe this is a personal matter and therefore do not offer a response as a Community Council.

**Question 2:** As for Question 1

**Question 3:** We believe that the individual communities (as people rather than buildings or landscape) should also be identified in the plan as they are a vital part of the Cairngorms National Park.

**Question 4:** We believe the sense of wildness needs to be enhanced and **protected**.

**Question 5:** We are happy to welcome responsible wild campers to our area. However, as other areas increase controls on irresponsible wild campers, it will become increasingly important for the Park to monitor the situation and introduce appropriate controls. This needs to be incorporated in the outcomes (nos. 1 and 10).

**Question 6:** The most important outcomes for our community (based on the Community Information Event) are nos. 6 and 9.

**Question 7 (Outcome 1):** Agree with outcome; packages of work and targets seem reasonable (subject to response to question 5).

**Question 8 (Outcome 2):** We agree with the outcome. We believe that we as a Community Council in an area with significant deer management issues need to be consulted in connection with work package 3.

**Question 9 (Outcome 3):** Agree with outcome; packages of work and targets seem reasonable.

**Question 10 (Outcome 4):** Who decides what is "inappropriate development" (first bullet)? In local areas, the views of communities as a whole need to be allowed a major role in deciding this. The rest of the aims and the work packages seem reasonable. We would question the target. A 10% increase in wild area seems large, and the question we ask is "at the expense of what?". A more appropriate target may be to maintain what we have (in which case the outcome should be "the qualities of wildness will be maintained"). We must balance the general public's benefit against the local population's economic benefit.

**Question 11 (Outcome 5):** Agree with outcome; packages of work and targets seem reasonable.

**Question 12 (Outcome 6):** We believe that in addition to the bullet points listed, the following points should be highlighted (within this outcome or another outcome):

- Highland Perthshire should be actively promoted as a new area within the Park
- Long distance paths should be used to link various areas of the Park
- Local economies need to be broadened beyond the land-based and tourist sectors to provide better paid year-round jobs

In the work packages, package 3 is the most important and should be subdivided into 3 separate packages – infrastructure, transport connectivity and housing. Housing should refer to both suitable and affordable. There is also a need for a work package to look at maintenance of local services.

On the targets, we cannot comment on GVA as we do not know what it is. We do not think that relating jobs created to population increase is necessarily relevant. This is a complex area; for

example new supermarkets often claim they are creating a large number of jobs when in fact they are replacing a multitude of jobs already existing in the surrounding area. There is also a need for indicators to show progress in infrastructure provision and housing.

**Question 13** (Outcome 7): Agree with outcome; packages of work seem reasonable. We do not understand the target, which also seems potentially unattainable as a project started in late 2017 is unlikely to be completed in time.

**Question 14** (Outcome 8): Agree with outcome; packages of work. The targets appear to be admirably ambitious.

**Question 15** (Outcome 9): We welcome the intention to give our community more control over our destiny, but have concerns that we may be expected to deliver this with the same very limited group of volunteers. It will be very important that adequate resources are provided to help the volunteers – even if it is with such basic tasks as taking notes at meetings and collating comments to provide responses to consultations. We have concerns about the first target. As a community with a “vision” in the Plan, we feel at the moment we have neither the resources nor the need to develop a community plan. If we were to do this, we would need a lot of external help, as well as the support of major local employers. We already have a reasonable relationship with the two main estates and, while we could perhaps have more discussion with them on where we might go in the future, we have no major concerns with the way they are running their estates. The prolonged loss of electricity supply (55-60 hours) in the past few days which delayed the submission of this response highlighted the need for effective communication with and within the local community in such emergency situation, as well as the provision of the appropriate assistance. While we have not had time to discuss what form this might take, this will be an important piece of work that will require both voluntary effort from the community and discussion with a range of public and private agencies on arrangements that should be put in place.

**Question 16** (Outcome 10): In work package 1, it will also be important to maintain tracks up mountains. Other important work packages need to include better awareness of issues important to personal safety and land management, such as the hill phone system and the access code. This should also be highlighted in Outcome 1. The focus should be on encouraging safe and responsible access to the Park.

**Question 17:** We agree with this key principle

**Question 18:** N/A

**Questions 19 & 20:**

**Farmlands:** there is also an opportunity for increased national (as well as local) consumption of local produce arising from the “Great British food revival”. There is a threat from the loss of local identity in food if there is a move to standard breeds.

**Woodland / Forestry:** No comment

**Rivers, etc:** Water abstraction may not always be inappropriate. There may be an opportunity to abstract water in a controlled way to export to drier areas of Britain, possibly helping to reduce flooding problems and at the same time bringing valuable income to the local economy.

**Mountains, etc:** There is no mention of deer management (other than a reference to non-specific stalking). An important threat is loss of deer stalking as well as grouse shooting.

**Semi-natural grasslands:** No comment

**Towns & villages:** A threat is centralisation by public agencies leading to loss of services in smaller communities and ultimately loss of these communities.

**Opportunities & threats covering all sectors:**

**Extreme climate events:** There is an opportunity to enhance resilience to extreme climate events (which appear to be increasing in frequency, whether or not as part of climate change). Conversely, these extreme events pose a threat. See also our response to Question 15 on response to emergency situations.

**Economy:** An additional opportunity arises from diversification of local economies to make communities less dependent on tourism and land-based employment. A threat arises from a major downturn in tourism due to prolonged economic downturn.

**Question 21:** Agree with proposed approach

**Question 22:** Agree with proposed approach

**Question 23:** Agree with proposed approach

**Question 24:** Agree with proposed approach

**Question 25:** Agree with proposed approach

**Question 26:** Agree with proposed approach. We think it is important to encourage visitors to enjoy the recreation facilities of less-sensitive areas which can often offer very similar experiences to those in more sensitive habitats while reducing the environmental impact.

**Question 27:** Agree with proposed approach

**Question 28:** Agree with proposed approach. As a community on the southern edge of the Park and with many of our services provided by Perth or Dundee organisations, we see a need for improvements to the A9 and the railway service to improve the connectivity of Highland Perthshire with the south as well as with the Highlands. The description of the policy approach needs to reflect this, eg by replacing “connectivity of the Highlands” with something like “connectivity of the Park’s communities with each other and with the main centres of population to the north and south of the Park”

#### **APPENDIX 4**

**Living in Blair Atholl:** We have some corrections to the description of the village. (1) Although the area covered by the Community Council includes Blair Atholl, Struan, Calvine and Bruar, Struan is outside the boundary of the National Park (as is a large are of hinterland to the west of the River Garry)’ (2) Strictly speaking, the name “Blair Atholl” applies to the village to the west of the River Tilt. However, “Blair Atholl” is generally used to refer to the whole settlement, including the part to the east of the River Tilt. The road signs at each end of the village bear this out. Thus, the River Tilt is not part of the “bounding nature of the local geography”, but in fact the River Tilt runs through the middle of Blair Atholl – it is the River Garry and its steep southern bank that provides a natural boundary to the village. (3) It is only the core part of Blair Atholl that enjoys conservation status (roughly the part of the village to the west of the River Tilt lying between the Blair Castle policy walls and the railway). (4) The factors that restrict availability of land for development are the flood plain of the River Garry and the Blair Castle policy walls. The railway is not a significant limiting factor. Any development beyond the A9 would be well outside the village boundaries (and outside the Park). There is also no vehicular access across the River Garry from the village to the A9 (the Blair Atholl bypass is on the south side of the River Garry, while the village is on the north side).

**BOAT OF GARTEN AND VICINITY COMMUNITY COUNCIL****RESPONSE TO CONSULTATION REGARDING CAIRNGORM NATIONAL PARK PLAN AND****LOCAL DEVELOPMENT PLAN MAIN ISSUES REPORT****Cairngorm National Park Plan Consultation**

- 1) General dissatisfaction has been expressed about the consultation process. Some residents say they did not receive the brochure 'Your View. Others say they may have thrown it out as just an advertisement not realising it was a consultation document, having interpreted the words 'Your View' as descriptive of the photo on the front. Had the words 'Consultation Document' been on the front this mistake might not have been made.
- 2) Where 2 or 3 villages were grouped together for the evening, there should have been time for each set of village residents to break off into their own group to have time to consult each other about the Main Issues Report for their village. CNPA staff could have circulated the groups to answer questions.
- 3) In terms of the 10 proposed outcomes, only 3 were discussed at the consultation evening.. Overall they are considered to be too vague, with jargon language and not as meaningful as they should be to the general public.
- 4) Fewer outcomes relating directly to the 4 aims of the Park might make more sense. Some people consider that the aims focus too much on the special qualities/wildlife issues and are insufficiently balanced with the importance of maintaining the social and economic viability of communities within the Park.
- 5) In terms of draft outcomes 1-4, it is thought that outcome 1 is important and effectively encompasses 2-4 within it. Boat of Garten, as a community, values the wildlife and natural habitat surrounding it.
- 6) Regarding economic factors, outcome 6 has general support. The Cairngorm Business Partnership is seen as vital to supporting existing and new businesses. The need for affordable housing in all individual communities is seen as vital to the sustainability of communities within the Park. This particular need should be more obvious in Outcome 7. The prospect of housing designed to fit with the rural nature of the area is welcomed.
- 7) It is considered important that the CNPA decision to give planning permission to An Camus Mor is not allowed to impact negatively on the need for sustainable housing development within existing communities.
- 8) As a result of considerable community pressure on the CNPA, Boat of Garten residents welcome the establishment of the Housing Working Group to take forward the need for affordable housing for the village. A sustainable community is seen as one in which the infrastructure of shops, local businesses, the local school, transport, and tourism can be promoted in harmony with the natural environment and its special qualities.

## **LOCAL DEVELOPMENT PLAN MAIN ISSUES REPORT**

**Issue 1 – Special Qualities – ‘Spatial guidance’** – it is not clear what this means other than housing development sites. There is a need to protect ‘special qualities’ and ensure ‘sustainable communities’. This balance needs to be clearer in the final document.

**Issue 2 – Resources/Reducing our consumption** – We support the move towards a low carbon economy. However focusing on ‘key settlements’ is only appropriate if balanced with the needs of all settlements.

**Issue 3 – Support for our communities-** We agree with the preferred option of ‘Highlight the different communities in the Park and support appropriate opportunities for economic development, services and facilities within them.’ The Station Square Heritage Project came out as the top priority from the Way Forward consultation. This community seeks the continuing support of the CNPA in achieving completion of this project which will enhance both the environment of the village and the heritage potential for both residents and visitors alike.

**Issue 4- Housing/Affordable Housing-** We strongly support the need for all communities to have some options for future housing development. Currently Boat of Garten does not have any allocated site for housing development. It is essential that this village is regarded as a special case for urgent housing development within the current Local Plan and that additional housing development space is also put into the next Plan for the next 10-20 years. We suggest the benchmark for affordable housing in any development should remain at 25-40%. Maintaining this option will encourage developers to consider the particular needs of an individual community, rather than trying to keep to the minimum.

CNPA policy should indicate support for an increase in Council Housing development as a means of providing social housing for small communities in particular. Policy should also show support for community run housing projects, local lettings policies and the rural housing burden.

**Issue 5 – Spatial Strategy-** Work on securing housing development in Boat of Garten is underway with the Housing Working Group encompassing all stakeholders.

### **Options for growth in Boat of Garten**

- A) Business- The old village hall, originally designated as having potential for housing, has recently been sold. Whilst we cannot comment in any detail on proposals being drawn up, it is fair to say that the community is supportive of the new owners’ outline intentions to develop a community café/photographic gallery with some private accommodation at the rear. It may be that plans will have progressed sufficiently for the site not to be included in the next Local Plan if planning consent has already been granted by that stage. However, if it is still relevant to do so, then the site should be marked for both business and residence.

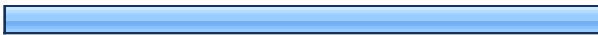



- B) The Davall Housing Development Application within the woodland at the north of the village was turned down in November 2011. Although there are some residents who believe strongly that no housing development should take place within the woodland, there remains a majority opinion that there should be the opportunity for some more modest development closer to the edge of the woodland which could encompass a proper entrance road to the new Community Hall, as originally envisaged, relieving the residents of the first section of Craigie Avenue of the burden of hall traffic along the narrow residential road. Ideally this could complement another modest development on the other side of the road.
- C) Within 'The Way Forward' consultation the moor land (ref 0121) was the most frequently suggested alternative site for housing, if the woodland area was refused. If building eventually occurs on the moor land, it should be screened, at least in part, in order to maintain a similar rural aspect on the approach into the village. An ecological study would need to take account of wading birds in the breeding season, and wild flowers.
- D) The site to the rear of Birch Grove (ref 012n) is also seen as a possible site for development. However it is sloping ground with drainage problems and the impact of these problems would need to be assessed. The cul-de-sac of Muirton Place has an open aspect onto the moor land where a road extension could be built. However housing extension here would generate considerable traffic past small housing units with some elderly residents who would be noticeably disadvantaged. In principle the community supports further investigation of this site. It has the advantage of being further away from the woodland but also has the disadvantages of access and boggy sloping ground.
- E) Completion of Craigie Avenue (ref 012p). This site for approx 6 houses makes sense and is not seen by the vast majority of village residents as impacting adversely on the woodland. However it is known that some residents of this road have reservations about further building so close to the woodland.
- F) South of Deshar Road (ref 012h). Historically this site has been considered and rejected as not economically viable. There are overhead power lines which would need to be put underground. The area is sloping and full of granite. It is used regularly for access to the woodland as presently many houses have back garden access to this area. The paths here are busy with people either walking small dogs or taking an off-road short cut to the top end of the village. For the community it would be a site of last resort.
- G) Adjacent to the football pitch (ref 012o) This area should be maintained in the next plan as it would provide an opportunity for 2-3 council houses. However if other larger developments are agreed on one or more other sites, then it would be preferable to maintain this green strip as amenity land and have the council housing incorporated into the other developments.
- H) **The school site** adjacent to the community hall, marked on the Davall development map, is an area which the community wishes to see placed in the local plan as a site for a replacement school in order to bring the school to within the village footprint. It is recognised that until the school role increases again, such capital expenditure would be unlikely. However the overall sustainability plan for the village through increased housing/business development makes the inclusion of a school site important to the long term future of the village. In the meantime that area of woodland would be guaranteed to remain as woodland for community use.



- I) General comments regarding housing development – Given the sensitive nature of the woodland site for capercaillie, the community believes that achieving agreed mitigation proposals is both urgent and an essential prerequisite to housing development wherever the latter is situated in the village. Residents have shown in recent surveys that the woods are well used by them **wherever** they live in the village. In addition visitor numbers to the village are high, and they too, use the woods for recreation including dog walking, walking and cycling. It is hoped that satisfactory mitigation plans can be achieved through the Housing Working Group.
- J) Any development sites put into the next Local Plan **must be viable**. Therefore it is essential that the relevant authorities ensure all landscape character issues and ecological surveys are completed as quickly as possible.

**8th December 2011**



1. The CBP suggests there should be a Cairngorms Economic Development and Diversification Strategy. Such a strategy would sit alongside other CNPA strategies that shape the future of the Cairngorms National Park. The CBP feel that the draft NPP2 does not encompass a satisfactory level of detail, ambition or understanding in respect of economic growth. The strategy would provide a blueprint for the future of business in the Park. Q1 Do you believe the CNP as an area requires a focussed economic development strategy?

|     |  | Response Percent | Response Count |
|-----|--|------------------|----------------|
| Yes |  | 89.4%            | 93             |
| No  |   | 10.6%            | 11             |
|     | Please feel free to add comments   |                  | 24             |
|     | <b>answered question</b>   |                  | <b>104</b>     |
|     | <b>skipped question</b>  |                  | <b>7</b>       |



**2. The CBP believe that a CNP Enterprise Forum will bring together decision makers from each of the public sector stakeholders and private sector to deliver the economic strategy for the CNP. The CEF will be chaired by the private sector. The CEF will be responsible for the identification of economic growth targets, their monitoring and delivery and that they are relevant to our area, communities and business sectors Q2 Do you support the idea of a new CNP Enterprise Forum and what might its priorities be in your view?**

|                                  |  | Response Percent | Response Count |
|----------------------------------|--|------------------|----------------|
| Yes                              |  | 82.5%            | 85             |
| No                               |   | 17.5%            | 18             |
| Please feel free to add comments |  |                  | 42             |
| answered question                |  |                  | 103            |
| skipped question                 |  |                  | 8              |

**3. The CBP has identified two main drivers for economic growth: 1. Sustainable Businesses in the Community: Supporting sustainable economic growth in strong, confident and capable communities. 2. Infrastructure: Viable and improving services to meet evolving demand to enable the potential of businesses in the CNPA to be realised. Q3 Do you agree with the two drivers for growth and what have we missed?**

|                                  |  | Response Percent | Response Count |
|----------------------------------|--|------------------|----------------|
| Yes                              |  | 90.0%            | 90             |
| No                               |   | 10.0%            | 10             |
| Please feel free to add comments |  |                  | 25             |
| answered question                |  |                  | 100            |
| skipped question                 |  |                  | 11             |

**4. The CBP supports the Scottish Chambers of Commerce call for training in employment and a shift of funding from employability training to employment incentive programmes where funding can create jobs in the workplace and workplace funded training. Q4 Have we included the right points regarding Training and Retention of Skills and what else needs to be included?**

|     |  | Response<br>Percent | Response<br>Count |
|-----|--|---------------------|-------------------|
| Yes |  | 93.6%               | 88                |
| No  |   | 6.4%                | 6                 |

Please feel free to add comments 30

|                          |           |
|--------------------------|-----------|
| <b>answered question</b> | <b>94</b> |
| <b>skipped question</b>  | <b>17</b> |

**5. A set of Business Development Guidelines should be adopted that will increase the attractiveness of investing in the area and developing new jobs. These guidelines will set out a positive roadmap to planning and subsequent inward investment in the CNP. Q5 Have we included the right points within the Business Development Guidelines and what else needs to be included?**

|   | Disagree   | Neutral    | Agree             | Rating Average | Response Count |
|---|------------|------------|-------------------|----------------|----------------|
| 1. Adequate building approvals given to meet housing shortages for staff.   | 13.0% (13) | 25.0% (25) | <b>62.0% (62)</b> | 2.49           | 100            |
| 2. Identification of business development parks   | 6.9% (7)   | 38.6% (39) | <b>54.5% (55)</b> | 2.48           | 101            |
| 3. Provision of office and appropriate manufacturing business units in settlements across the CNP   | 8.9% (9)   | 21.8% (22) | <b>69.3% (70)</b> | 2.60           | 101            |
| 4. Identification of land to support business start up facilities.  | 6.9% (7)   | 26.7% (27) | <b>66.3% (67)</b> | 2.59           | 101            |
| 5. Planning support to pursue the ambition of the CNP as a place associated with innovative research and development, education and leading best practice in the hospitality, outdoor recreation and environmental protection studies.  | 4.9% (5)   | 10.8% (11) | <b>84.3% (86)</b> | 2.79           | 102            |
| 6. Support of community associations working with partner retailers to help structure development of retail premises operating in the area. (Example of Ballater business association seeking the development of a preferred and ethical trader in preference to a large multi-national taking a site in the town.) | 7.8% (8)   | 26.5% (27) | <b>65.7% (67)</b> | 2.58           | 102            |

Please feel free to add comments 18



**answered question 102**

**skipped question 9**

**6. Regulation, it's over application can cause delay, frustration and costs to business. The cumulative effect can be severe on a business. Q6 Given the CBP business barometer consistently tells us current bureaucracy stifles business growth, please answer the following question and can you give an example(s) within your business**

|   | Little or no impact | Moderate impact | Significant impact | Restricts my business | Rating Average | Response Count |
|---|---------------------|-----------------|--------------------|-----------------------|----------------|----------------|
| How does 'Red Tape' impact on your business | 32.7% (33)          | 26.7% (27)      | 24.8% (25)         | 15.8% (16)            | 2.24           | 101            |
|   |                     |                 |                    | Please give examples  |                | 34             |
|   |                     |                 |                    | answered question     |                | 101            |
|   |                     |                 |                    | skipped question      |                | 10             |

**7. To attract new investment, jobs and enterprise into the area it must be seen as a welcoming, positive and supportive place to do business. Q7 Are we correct to recognise the need to enhance the identity of the area as a place to do business and if so what specific action would you suggest?**

|     |  | Response Percent                 | Response Count |
|-----|--|----------------------------------|----------------|
| No  |   | 7.9%                             | 8              |
| Yes |  | 92.1%                            | 93             |
|     |  | Please feel free to add comments | 42             |
|     |  | answered question                | 101            |
|     |  | skipped question                 | 10             |

**8. The CBP have identified the following key issues regarding improvement of transport for the customer and residents. Q8 Please rate the following and make comment.**

|   | Disagree   | Neutral    | Agree             | Rating Average | Response Count |
|---|------------|------------|-------------------|----------------|----------------|
| 1. On board mobile and Wi-Fi services on all train rolling stock and commuter buses.                                    | 1.9% (2)   | 30.5% (32) | <b>67.6% (71)</b> | 2.66           | 105            |
| 2. Increased train service frequency and reduced travel times to the central belt.                                      | 1.0% (1)   | 21.0% (22) | <b>78.1% (82)</b> | 2.77           | 105            |
| 3. Buses must be able to carry cycles and it must be easier to carry cycles on trains                                   | 0.0% (0)   | 12.4% (13) | <b>87.6% (92)</b> | 2.88           | 105            |
| 4. Better connectivity and co-ordination between train and bus service timetables.                                      | 0.0% (0)   | 9.5% (10)  | <b>90.5% (95)</b> | 2.90           | 105            |
| 5. Be supportive towards the establishing of a haulage transport distribution hub, improving delivery of fresh produce. | 5.7% (6)   | 23.8% (25) | <b>70.5% (74)</b> | 2.65           | 105            |
| 6. Adequate bus timetables to meet seasonal demand at key locations.  | 0.0% (0)   | 6.7% (7)   | <b>93.3% (98)</b> | 2.93           | 105            |
| 7. Creation of a tourist circular route attracting visitors into and across the CNP from the south and east             | 2.9% (3)   | 19.0% (20) | <b>78.1% (82)</b> | 2.75           | 105            |
| 8. Improved airport connections   | 1.9% (2)   | 17.1% (18) | <b>81.0% (85)</b> | 2.79           | 105            |
| 9. Availability of low carbon car hire to meet demand that cannot be met by public transport                            | 10.6% (11) | 39.4% (41) | <b>50.0% (52)</b> | 2.39           | 104            |

Please feel free to add comments

29

**answered question**

**105**

**skipped question**

**6**





**9. The local economy is disadvantaged as a result of poor and unreliable mobile and broadband service provision. To become a competitive destination, attract new businesses, investment and creative people we must be in a position to offer seamless communications services. The NPP2 should include the following ambitions: Q9 Have we included the right points regarding Mobile and Broadband Connectivity and what else needs to be included?**

|  | Disagree | Neutral   | Agree             | Rating Average | Response Count |
|--|----------|-----------|-------------------|----------------|----------------|
| 1. 3 and 4G mobile connectivity to all settlements by 2017.  | 1.0% (1) | 7.6% (8)  | <b>91.4% (96)</b> | 2.90           | 105            |
| 2. A positive approach by the CNPA planning department to mast placement and assistance to see mobile communications improved. | 5.7% (6) | 9.5% (10) | <b>84.8% (89)</b> | 2.79           | 105            |
| 3. Superfast broadband to all communities and businesses.  | 0.0% (0) | 6.7% (7)  | <b>93.3% (98)</b> | 2.93           | 105            |

Please feel free to add comments 24

|                          |            |
|--------------------------|------------|
| <b>answered question</b> | <b>105</b> |
| <b>skipped question</b>  | <b>6</b>   |

**10. As a key element of the economic diversification strategy the CBP seeks the formation of a strategic working group to look at the potential of attracting centres of further education and research excellence to the area. The strategy should look to all academic institutions based near or around the CNP. Q10 Do you believe that the area would benefit from such a strategy and can you give examples where you see such opportunities?**

|                                  |  | Response Percent | Response Count |
|----------------------------------|--|------------------|----------------|
| Yes                              |  | 79.6%            | 82             |
| No                               |   | 20.4%            | 21             |
| Please feel free to add comments |  |                  | 39             |
| <b>answered question</b>         |  |                  | <b>103</b>     |
| <b>skipped question</b>          |  |                  | <b>8</b>       |

**11. The CBP recognises the current make-up of the CNPA board being a requirement by legislation to be of a mix of elected and appointed positions. This arrangement, we believe, creates a challenge for the CNPA Board in terms of flexibility to meet a spread of skills and knowledge that can fully appreciate the needs of the business sector. To assist in this process The CBP outlines the following action: Q11 Do you believe that decision making in the area would benefit from such an approach?**

|  | Disagree | Neutral    | Agree             | Rating Average | Response Count |
|--|----------|------------|-------------------|----------------|----------------|
| 1. The CNPA board to take on personnel who meet all or some of the following skills/experience: employer, investor, senior business manager. | 8.8% (9) | 19.6% (20) | <b>71.6% (73)</b> | 2.63           | 102            |
| 2. CNPA board member to be nominated to sit on the CBP board to gain a wider understanding of business matters.                              | 8.8% (9) | 14.7% (15) | <b>76.5% (78)</b> | 2.68           | 102            |
| 4. CBP Board members to attend CNPA board meetings.  | 8.8% (9) | 19.6% (20) | <b>71.6% (73)</b> | 2.63           | 102            |
| Please feel free to add comments   |          |            |                   |                | 27             |
| <b>answered question</b>   |          |            |                   |                | <b>102</b>     |
| <b>skipped question</b>  |          |            |                   |                | <b>9</b>       |

**Page 2, Q1. The CBP suggests there should be a Cairngorms Economic Development and Diversification Strategy. Such a strategy would sit alongside other CNPA strategies that shape the future of the Cairngorms National Park. The CBP feel that the draft NPP2 does not encompass a satisfactory level of detail, amb...**

|    |  |                      |
|----|--|----------------------|
| 1  | CNP includes several economic areas with different opportunities, so there should be more than one strategy.   | Dec 7, 2011 5:28 AM  |
| 2  | Where appropriate, involvement of Park's Constituency MSP's, selected List MSP's with Park responsibility, and at least 1 MEP (EU funding & initiatives are essential)   | Dec 7, 2011 3:35 AM  |
| 3  | This should be a particular priority with the current economic situation. NNP2 is a five year plan and an Economic Strategy that sits alongside the plan could help business in the Park to weather the economic downturn and be in a better place to grow as economic conditions improve.   | Dec 7, 2011 3:09 AM  |
| 4  | Due to the current economic climate / restrictions placed on development in the new local plan / developer contributions and increased affordable housing requirements when there is seriously restricted funding for housing associations from the government, the CNP should have a focused strategy to help support businesses in the local community.  | Dec 7, 2011 1:30 AM  |
| 5  | ONLY if the measures suggested in the proposed economic development strategy put the importance of the natural heritage above their own.   | Dec 6, 2011 5:05 PM  |
| 6  | My business is part of the outdoor tourist industry and the key point for my business is that the attractive natural environment remains unspoilt. Focussing on economic development will spoil this   | Dec 6, 2011 11:57 AM |
| 7  | The economic development strategy needs to primarily focus on safeguarding existing employment and business base whilst being ready to change to meet changing economic and market trends. Growth needs to be carefully considered in the light of the other Park plan outcomes.   | Dec 6, 2011 5:03 AM  |
| 8  | While I worry about the proliferation of committees, bureaucracy, and resource and time hungry consultations at the expense of just getting on with things, I do see a need for a strategic view of how the CNP economy should develop rather than having a range of different strategies at work - few of which will recognise the special nature of the place and its economy.   | Dec 6, 2011 4:54 AM  |
| 9  | The Park is an integrated system which includes economic viability.  | Dec 6, 2011 2:50 AM  |
| 10 | yes  | Dec 5, 2011 3:40 PM  |
| 11 | My opinion is that CNP does not have a strong feel for economic strategy. It focusses on broad statements which read like a wish list. The reality is SME's within the area, which make up the majority, are not inputting enough.   | Dec 5, 2011 5:54 AM  |
| 12 | We need a energetic and comprehensive economic strategy plan which embraces existing businesses. The most important sector without direction is Tourism. We have to be careful with the word "sustainable" as this is often taken on board as only being very "Green activities" Greater inclusion has to take in all sectors of industry - there is very little direction towards including "Service industry, Farming and Wood management. Too much emphasis on home crafts which often as not can result in very poor payed labour. Infrastructure really | Dec 5, 2011 5:28 AM  |

**Page 2, Q1. The CBP suggests there should be a Cairngorms Economic Development and Diversification Strategy. Such a strategy would sit alongside other CNPA strategies that shape the future of the Cairngorms National Park. The CBP feel that the draft NPP2 does not encompass a satisfactory level of detail, amb...**

needs wakening up Park wide for eco friendly methodologies of getting people about speedily and efficiently.

|    |  |                      |
|----|--|----------------------|
| 13 | Economic devolpment strategy has to be hand in hand with environmental protection.   | Dec 5, 2011 2:54 AM  |
| 14 | There should be no interference with the Private Sector Companies who have been trading a lot longer than any National Park presence.  | Dec 5, 2011 2:10 AM  |
| 15 | It seems that only aviemore is marketed in this area when in fact we have many towns and villages which should be marketed   | Dec 4, 2011 11:16 AM |
| 16 | there is life out side the tourist industry which needs help with finance and promotion fuel and links to markets t  | Dec 4, 2011 8:55 AM  |
| 17 | We suffer as a result of the area being under control of the CNPA who do not have a clear economic development remit   | Dec 2, 2011 1:02 AM  |
| 18 | But question if it would be robust enough and not conflict with the conservation bias of CNP   | Dec 1, 2011 10:01 AM |
| 19 | Yes but this should be under the CBP umbrella, definitely NOT a separate body - we don't need yet another organisation setting agendas, having meetings and issuing recommendations. | Dec 1, 2011 9:08 AM  |
| 20 | Alan- there's a typing error here. Believe   | Dec 1, 2011 9:00 AM  |
| 21 | However it should be fully integrated into the CNPA strategies - not sit along side.   | Dec 1, 2011 8:36 AM  |
| 22 | The 4th aim of the Park should be given equal weight in the NPP2 as the other three aims.This does not seem to have been realised in the draft plan                                  | Dec 1, 2011 8:34 AM  |
| 23 | The park should be about conservation, no other national park in the world has such a development aim.   | Dec 1, 2011 6:28 AM  |
| 24 | We do not need another level of Bureaucracy  | Dec 1, 2011 6:01 AM  |



**Page 2, Q2. The CBP believe that a CNP Enterprise Forum will bring together decision makers from each of the public sector stakeholders and private sector to deliver the economic strategy for the CNP. The CEF will be chaired by the private sector. The CEF will be responsible for the identification of economi...**

|    |   |                      |
|----|---|----------------------|
| 13 | Meet with Government to resolve the high levels of fuel costs.  | Dec 6, 2011 2:29 AM  |
| 14 | yes, to identify opportunities within the park for business and put like minded people together. To act as a conduit to those from outside the park to help facilitate their transfer to the area. Thirdly to actively promote the area and help attract more suitable businesses to the park.                                    | Dec 5, 2011 3:40 PM  |
| 15 | Developing financially sustainable businesses in BOTH tourist and non tourist sectors. Improve transport links. Improve mobile and broadband. Be on holyrood agenda.  | Dec 5, 2011 12:42 PM |
| 16 | I would support this as it would mean that the public bodies would have clear direction form the private sector as to what we required as businesses based in the CNP.  | Dec 5, 2011 12:10 PM |
| 17 | Growing the Economy of the area.  | Dec 5, 2011 11:37 AM |
| 18 | It should attempt to achieve a balance between development of tourism and protection of the environment   | Dec 5, 2011 9:00 AM  |
| 19 | tourism craft food diversification  | Dec 5, 2011 8:07 AM  |
| 20 | Agree in principle but hope that it will not become yet another forum which have good ideas but nothing is ever put into practice and also covers the whole park and not just specific areas e.g. Aviemore.   | Dec 5, 2011 6:51 AM  |
| 21 | Another public sector talking shop, really not a good use of entrepreneurs time. Get the park staff working! Get them out to canvas views and initiatives.  | Dec 5, 2011 5:54 AM  |
| 22 | CNP Enterprise forum is a necessity towards inducing the Park Authority to keep its feet on the ground to ideas which are economically feasible and have a prossibility of economic success.  | Dec 5, 2011 5:28 AM  |
| 23 | This is already the job of the CBP as lobby group - no more bureaucracy?  | Dec 5, 2011 4:30 AM  |
| 24 | 1.Raise the profile of the CNP area as an area that needs economic development support from HIE/SEa nd local authorities. 2. Ensure the 'fourth aim' of the CNPA is accorded due importance and resources 3. Co-ordinate effort of CNPA, enterprise agencies, local authorities, Skills Deveopment Scotland etc in the park area. | Dec 5, 2011 2:57 AM  |
| 25 | Not sure about this - there seem to be so many agencies doing this sort of work.  | Dec 5, 2011 2:54 AM  |
| 26 | To enhance the quality experience that visitors enjoy to the area and to source suitable Grant Support for business to be able to provide this!   | Dec 5, 2011 2:10 AM  |
| 27 | it can ensure that all towns and villages receive equal marketing and assistance with business help   | Dec 4, 2011 11:16 AM |
| 28 | do the public setor understand the problems faced by the present banking climate this nead private sector led this has been a difficult period for all business and require people with business skills   | Dec 4, 2011 8:55 AM  |

**Page 2, Q2. The CBP believe that a CNP Enterprise Forum will bring together decision makers from each of the public sector stakeholders and private sector to deliver the economic strategy for the CNP. The CEF will be chaired by the private sector. The CEF will be responsible for the identification of economi...**

|    |   |                      |
|----|---|----------------------|
| 29 | We feel this would be an additional unnecessary expense.  | Dec 4, 2011 5:22 AM  |
| 30 | Sustainable growth, emphasis on quality Infrastructure improvement of transport links, internet, mobile signal etc  | Dec 4, 2011 2:33 AM  |
| 31 | Must be relevant to our area.   | Dec 3, 2011 4:48 PM  |
| 32 | Access for All  | Dec 2, 2011 6:28 AM  |
| 33 | As long as it does not create more meetings and each public sector agency supports the group  | Dec 2, 2011 1:02 AM  |
| 34 | Infrastructure improvements   | Dec 1, 2011 12:31 PM |
| 35 | Do not neglect businesses that do not directly operate in the tourism sector  | Dec 1, 2011 10:01 AM |
| 36 | Unless operating with the above proviso as part of the CBP  | Dec 1, 2011 9:08 AM  |
| 37 | How to attract and retain visitors, buisnesses and ultimately full time residents back to areas of the National Park which are seeing serious decline. So many homes are now lying empty as "holiday homes" yet rarely visited even by the owners that some parts of the locality are seen as an unattractive (dare I say lonely) place to settle. If we could find a way to make these areas thrive again then I believe we would naturally see growth | Dec 1, 2011 8:53 AM  |
| 38 | Influencing HIE & the respective councils on business support requirements, particularly in relation to product development in the National Park leading to enhance the overall product and reduce the effectsof seasonality.   | Dec 1, 2011 8:36 AM  |
| 39 | Private sector guidance is vital for economic growth in the Park  | Dec 1, 2011 8:34 AM  |
| 40 | Believe there should be a balanced view and not just private sector.  | Dec 1, 2011 7:49 AM  |
| 41 | Housing for Key Workers Encourage inward investment not discourage it   | Dec 1, 2011 7:33 AM  |
| 42 | Yet another gathering of well meaning so called experts who do not listen to what small businesses have to say and work to their own agendas  | Dec 1, 2011 6:01 AM  |





**Page 2, Q3. The CBP has identified two main drivers for economic growth:**

**1. Sustainable Businesses in the Community: Supporting sustainable economic growth in strong, confident and capable communities.**

**2. Infrastructure: Viable and improving services to meet evolving demand to enable the potential of...**

|   |   |                     |
|---|---|---------------------|
| 1 | In terms of public interest the main driver for growth is the need to deliver the Park Plan. Nearly all work in the CNP is carried out by business, its staff and customers; there is no one else that can deliver.   | Dec 7, 2011 5:28 AM |
| 2 | Eurozone economic crisis over the next 10 years will require new innovating CBP & CNPA think tank.  | Dec 7, 2011 3:35 AM |
| 3 | I feel that you have missed the most important point - that economic growth should not be at the cost of the Natural Environment. Too rapid economic growth could be detrimental to the Park and it's heritage. We must be made accountable for our business decisions and their wider implications on the Environment.   | Dec 6, 2011 5:05 PM |
| 4 | My concern is the use of the word "sustainable". In the Park context, we need to understand that part of the CNP's appeal is the wildness of the area. There are limits to how far tourism can be developed, before visitors looking for the wildness factor go elsewhere. There are already areas of the Park where various outdoor pursuits overlap and cause problems (e.g. mountain biking and walking). Infrastructure, and in particular ultra fast broadband connections, can help sustain and, importantly, diversify economic activity within the park.  | Dec 6, 2011 5:03 AM |
| 5 | Dont see that these are drivers for growth necessarily - the fact that Number one may exist is not in its own a driver for growth. I would see a more important need to identify the entity that we are trying to grow first of all. If it is the CNP economy then the CNP/CBP are going to provide the drivers for growth. The new CEF would be instrumental in drawing out these factors from the new CBP Economic Strategy plan. For instance a clear agreement of all the parties around the table that growth is necessary and desirable would be a driver in its own right. That could be translated into 'driver' terminology along the lines of "CEF recognises the absolute need for a growing, healthy and sustainable economy' A second driver would be something like; ' CEF will lead on aiding diversification in the economy and support and encouragement from (CNP/CBP etc) for the existing core tourism sector. A third driver might be to declare the area as a special area for business establishment and growth. This would be seen as a declaration that we welcome incoming investment (providing it has the critical 'fit' with the ethos of the place. Number two can be a driver as the wider 'resourcing and supporting of the growth' issues. These include a good planning and regulatory climate, community support, proactive public sector generally, Financial input from public sources, etc - all handled within a CEF type framework. I would spend more time thinking about what the overall entity is...and what the drivers would/should be. | Dec 6, 2011 4:54 AM |
| 6 | The value if any will be in the detail  | Dec 6, 2011 2:50 AM |
| 7 | + better transport links and IT internet speeds   | Dec 6, 2011 2:30 AM |
| 8 | yes support main drivers however real consideration should be given to attracting new business. Improved services is not enough we should have  | Dec 5, 2011 3:40 PM |

**Page 2, Q3. The CBP has identified two main drivers for economic growth:**

**1. Sustainable Businesses in the Community: Supporting sustainable economic growth in strong, confident and capable communities.**

**2. Infrastructure: Viable and improving services to meet evolving demand to enable the potential of...**

|    |   |                     |
|----|---|---------------------|
| 24 | Yes but depends on detail.  | Dec 1, 2011 6:28 AM |
| 25 | Stop, it get rid of CNPA altogether and spend the money wiser elsewhere | Dec 1, 2011 6:01 AM |



**Page 2, Q4. The CBP supports the Scottish Chambers of Commerce call for training in employment and a shift of funding from employability training to employment incentive programmes where funding can create jobs in the workplace and workplace funded training.**

**Q4 Have we included the right points regarding ...**

|    |  |                      |
|----|--|----------------------|
| 1  | Perhaps I have misunderstood, public enterprise money should be focussed on training and enabling start ups.   | Dec 7, 2011 5:28 AM  |
| 2  | New NVQ's, GCSE & Highers ref Self Employment at school - with school work program - make xmas cards, cakes, car boot sales, snow clearingm, help aged, sports clubs, lectures for tourists, music entertainment   | Dec 7, 2011 3:35 AM  |
| 3  | Particular reference to opportunities for young people in the area   | Dec 7, 2011 3:09 AM  |
| 4  | At present there is very little incentive of funding available to expand our business and offer further training for staff. The construction industry is still extremely tough and there is a lot of projects that you are required to be a member of a certain licensing scheme to do the work. This normally involves annual subscriptions and with constant training required for HSE in general it really is a bleak future for the building indusrty with so many outlays and very little incentive.                        | Dec 7, 2011 1:30 AM  |
| 5  | What you are talking about here are apprenticeships?   | Dec 6, 2011 10:06 AM |
| 6  | My response is a guarded "yes". There is a need to ensure that small businesses have access to the knowledge and skills needed to run successful businesses and hopefully grow their businesses. Some of the funded initiatives on business training have not always been good value for money and mainly 'talking forums'. There is still a need to ensure that employable people (or people with the right attitude to employment) are available so the two strands of training and skills retention need to exist in balance. | Dec 6, 2011 5:03 AM  |
| 7  | Further to this there might be the (previously mentioned) specific target of attracting some high level research or educational establishment not necessarily related to our business needs but as a complementary activity.   | Dec 6, 2011 4:54 AM  |
| 8  | Programmes should need to demonstrate the short and long-trem value to the CNP economic structure  | Dec 6, 2011 2:50 AM  |
| 9  | Need to look at a form of apprenticeships for young school leavers to enable them to work and live in their home towns and live indendependently. Any employment opportunities should pay sufficient wages to enable youth to afford to stay.  | Dec 6, 2011 2:31 AM  |
| 10 | All for bringing back an apprentice scheme in the work place that gives young people real work experience and skills   | Dec 6, 2011 2:30 AM  |
| 11 | In times of economic struggle training staff is always low priority as money is required elsewhere. this leads to dropping standars and has a negative effect.   | Dec 6, 2011 2:25 AM  |
| 12 | its possible to attract new and innovative ... business to the park, we only need to document why people are leaving and what do they leave to go to.  | Dec 5, 2011 3:40 PM  |
| 13 | This is exactly right, training "on the job" with is the way to go.  | Dec 5, 2011 5:54 AM  |
| 14 | Yes through apprenticeship and learning on the job. Classrooms are ok but i  | Dec 5, 2011 5:28 AM  |

**Page 2, Q4. The CBP supports the Scottish Chambers of Commerce call for training in employment and a shift of funding from employability training to employment incentive programmes where funding can create jobs in the workplace and workplace funded training.**

**Q4 Have we included the right points regarding ...**

|    |  |                      |
|----|--|----------------------|
|    | could never find a good worker who has not been through the mill on the shop floor.  |                      |
| 15 | This should not be the back door to part time working and poverty wages  | Dec 5, 2011 4:30 AM  |
| 16 | Someone must encourage young entrepreneurs - they are an important part of the economic future. HIE has far too narrow a view of this.   | Dec 5, 2011 2:54 AM  |
| 17 | Training is all very well but with the seasonal nature of many businesses - staff retention is a major consideration.  | Dec 5, 2011 2:10 AM  |
| 18 | Somebusiness can not afford to employ people due to the lack of econmic growth perhaps a traing incentive with possibility of a position at the end?   | Dec 4, 2011 11:16 AM |
| 19 | 60% on enviromental training is money wasted it needs to go on creating relistic jobs with a future look at solar panel jobs lost due to subsidy cut   | Dec 4, 2011 8:55 AM  |
| 20 | Giving these people a place to live that can be afforded and being able to live a lifestyle that is not similar to a 'student'   | Dec 4, 2011 2:33 AM  |
| 21 | Quality and back ground of trainers very important.  | Dec 3, 2011 4:48 PM  |
| 22 | Run a CBP workshop on skills and training  | Dec 3, 2011 1:23 AM  |
| 23 | Waste of time if there's no jobs..... gives people false hope  | Dec 2, 2011 10:03 AM |
| 24 | It is vital we get training back into the workplace and support new jobs   | Dec 2, 2011 1:02 AM  |
| 25 | Sorry, not sure on this point  | Dec 1, 2011 9:29 AM  |
| 26 | It would be good to keep the SCC in on the loop with this area so that if there are any trials/test areas for implementing these changes, perhaps businesses in the CNP area could be the first to be involved and provide evidence/feedback to SCC and others of the initiatives. | Dec 1, 2011 9:00 AM  |
| 27 | For local people only  | Dec 1, 2011 8:42 AM  |
| 28 | Although economic growth leading to higher demad will be far more valuable than incentivising temporary employment.  | Dec 1, 2011 8:36 AM  |
| 29 | Training should be lead by private sector requirements not what the public sector think we need.   | Dec 1, 2011 7:33 AM  |
| 30 | Se Q2  | Dec 1, 2011 6:01 AM  |

**Page 2, Q5. A set of Business Development Guidelines should be adopted that will increase the attractiveness of investing in the area and developing new jobs. These guidelines will set out a positive roadmap to planning and subsequent inward investment in the CNP.**

**Q5 Have we included the right points with...**

|    |  |                     |
|----|--|---------------------|
| 1  | Yes, if the community is so fragile that no other shop will come in  | Dec 7, 2011 5:28 AM |
| 2  | This requires an effective Leadership strategy which delivers  | Dec 7, 2011 3:35 AM |
| 3  | Again, only if Enviromental considerations take priority and Green Practice is a commitment taken on by all members.   | Dec 6, 2011 5:05 PM |
| 4  | Number 2 This is critical - 'Parks' and stand alone sites so the needs of any type of business might be met.^ Dont necessarily agree that this is always a clean and business like solution - sometimes it can be vague and messy with self interes among communities coming to the fore.  | Dec 6, 2011 4:54 AM |
| 5  | All fine as long as we move away from the local enterprise companies only being interested in financing 'innovative' projects. These may give great kudos when they work but are higher risk than an improvement on what is known to work. The enterprise companies won't support small shops or tourism and hospitality even when these are the life blood of the area. This needs to change. | Dec 6, 2011 3:03 AM |
| 6  | If the multi-national helps to secure significant employment and makes the destination a more desirable place to visit then their application should not be dismissed.   | Dec 6, 2011 2:31 AM |
| 7  | Develop infrastructure that meet requirements of high tech/it based businesses (this is the future for hihg paid and hihg skilled jobs) - these are low impact businesses too do not focus exclusively on tourism and hospitality  | Dec 6, 2011 2:30 AM |
| 8  | agree with all can't get get the buttons to work   | Dec 5, 2011 3:40 PM |
| 9  | This is unfortunately all waffle with to much emphasis on "planning", "supporting" instead of defined actions. Far to much consulting, drafting and reconsulting, SME,s will not take part in this time hungry activity.   | Dec 5, 2011 5:54 AM |
| 10 | This is already the remit of the CNPA - no more bureaucracy?   | Dec 5, 2011 4:30 AM |
| 11 | Encourage/support young entrepreneurs and social enterprise.   | Dec 5, 2011 2:54 AM |
| 12 | pls don't tamper with an existing fragile Commercial and Residential property scenario - its been tried before by HIE AND HAS BEEN AN ABSOLUTE DISASTER.   | Dec 5, 2011 2:10 AM |
| 13 | We would prefer multi-nationals taking over sites and therefore bringing work into an area rather than nothing being done at all.  | Dec 4, 2011 5:22 AM |
| 14 | 1: CNPA have already gone TOO FAR with the An Camus Mhor proposal. We're in grave danger of spoiling the very thing that makes the area attractive. 2-4: Underused business parks & ind.estates already exist, they simply need upgrading.   | Dec 1, 2011 9:08 AM |
| 15 | Housing for local staff only   | Dec 1, 2011 8:42 AM |

**Page 2, Q5. A set of Business Development Guidelines should be adopted that will increase the attractiveness of investing in the area and developing new jobs. These guidelines will set out a positive roadmap to planning and subsequent inward investment in the CNP.**

**Q5 Have we included the right points with...**

|    |   |                     |
|----|---|---------------------|
| 16 | On point 4 - it should be imperative that any development should either be on brown-field sites and be developed to the highest environmental standards, or have the absolute minimum environmental impact, (visual and physical). A good example of this would be the Tree Zone at Rothiemurchus. Enterprise or local authority support may be required to encourage new investment. | Dec 1, 2011 8:36 AM |
| 17 | i.e to number 6, support local outdoor firms rather than supporting moving in outdoor firms?  | Dec 1, 2011 6:55 AM |
| 18 | Local councillors can do this without the need for CNPA at all  | Dec 1, 2011 6:01 AM |





**Page 2, Q6. Regulation, it's over application can cause delay, frustration and costs to business. The cumulative effect can be severe on a business.**

**Q6 Given the CBP business barometer consistently tells us current bureaucracy stifles business growth, please answer the following question and can you give...**

|    |  |                     |
|----|--|---------------------|
| 1  | delays with An Camas Mor, unnecessary overhead cost, eg full planning procedure required for installing a biomass fuel system.   | Dec 7, 2011 5:28 AM |
| 2  | Trying to help Govt work placement schemes. Fear of todays no win no fee litigation culture. Fear industrial tribunals. Level of Duty of Care - H&S. Hence my suggestion of promoting Self Employment throughout the small business network.   | Dec 7, 2011 3:35 AM |
| 3  | Taking an unemployed person on for work experience was a massive undertaking in preparatory work, risk assessments and ensuring adequate supervision was supplied. The onus on anything going wrong whilst the employee was with us was totally on the employer - we took all the risk and when we brought him onto the payroll for a seasonal role he lasted one month and then left. We would almost need a financial incentive at the outset to do this again.  | Dec 7, 2011 3:09 AM |
| 4  | We had to wait a year for building warrant to be granted apparently due to a high volume of applications being dealt with by one Highland Council officer delaying our start-up for over a year. This had a significant negative impact upon our business start-up.  | Dec 6, 2011 5:05 PM |
| 5  | Probably the largest volume of visitor accommodation in the CNP is from B&Bs and guesthouses offering up to 5 bedrooms. The legislation covering small B&Bs and guesthouses (planning, building regs and fire safety) is confusing and conflicting and can reduce the amount of accommodation available to potential visitors. Most operators of such accommodation don't understand this legislation. There is a compelling need to clarify this legislation and ensure that it is consistent and properly risk based and that it encourages such businesses to grow. This is a Scottish Government issue, not a local authority issue. Licensing costs for small B&Bs are prohibitive and prevent us offering our guests the full "Whisky" experience they are looking for - a de minimus rule for small B&Bs would help guests and increase world-wide publicity and income for the whisky trade. | Dec 6, 2011 5:03 AM |
| 6  | CNP planning procedures and restrictions...too many people in the process. Overcooked legislation for example Licensing laws for tourism businesses not being fit for the purpose for which they were intended. Employment laws ever more complex and costly to follow. Many changes tantamount to extra taxation on business.   | Dec 6, 2011 4:54 AM |
| 7  | cost, time, hassle.  | Dec 6, 2011 3:03 AM |
| 8  | Nation based red tape has most impact. CNP less so   | Dec 6, 2011 2:50 AM |
| 9  | The licensing laws have hindered the 'hospitality' aspect of running a Bed and Breakfast. When a B&B owner is denied the ability to offer their guests a glass of wine then bureaucracy has gone a little mad!   | Dec 6, 2011 2:31 AM |
| 10 | We have in the past had to wait for business operational licences to be put in   | Dec 6, 2011 2:29 AM |

**Page 2, Q6. Regulation, it's over application can cause delay, frustration and costs to business. The cumulative effect can be severe on a business.**

**Q6 Given the CBP business barometer consistently tells us current bureaucracy stifles business growth, please answer the following question and can you give...**

|    |   |                      |
|----|---|----------------------|
|    | place, which turned out to be no more than a sheet of A4 paper explaining common sense business workings. All at a huge cost.   |                      |
| 11 | trying to build housing in grounds. Hoop after  | Dec 5, 2011 3:40 PM  |
| 12 | As a supplier of services to businesses the current stuctures of funding for specialist advice mean that for a new business supplying these services to other businesses they are hard to get onto and refered to the end client. It would be good to see HIE and Business Gateway supporting suppliers of business services in the CNP who can provide support to other businesses in the CNP.   | Dec 5, 2011 12:10 PM |
| 13 | We are a small owner run business and do no not have any major problems at present.   | Dec 5, 2011 6:51 AM  |
| 14 | Scottish Water and most utilities companies have an exhausting approach to business.  | Dec 5, 2011 5:54 AM  |
| 15 | In a recession remove 30% regulation and bureaucracy and increase productivity by the same amount. Government cannot afford to continue with policing the rafts of regulation when public money needs to be pointed towards increasing the ease of business not restricting it!   | Dec 5, 2011 5:28 AM  |
| 16 | What bureaucracy? Nothing is specific. As a lobby group CBP should be identifying and publicing the problems so that they are understood.   | Dec 5, 2011 4:30 AM  |
| 17 | 1. Individuals have to pass 5 different driving tests before they can drive a minibus and canoe trailer. 2. Any vehicle with more than 8 passenger seats is treated the same as a 60-seat coach for individual and company PCV licensing. This is ridiculous and expensive, and is why almost all outdoor companies have moved to running big fleets of 8-seat minibuses instead of small fleets of 16-seaters. 3. Enormous length of time to get planning permission for TreeZone. | Dec 5, 2011 2:57 AM  |
| 18 | Limits potential for growth - many indirect additional tasks the govt. and council have been off loading onto small business.   | Dec 5, 2011 2:10 AM  |
| 19 | it has taken us 5 years and a lot of wasted money trying to build new steadings with report that no body will ever read poor local knowledge by park planner and officials dont help  | Dec 4, 2011 8:55 AM  |
| 20 | The overlos od paperwork required when requesting planning alterations to bedrooms etc.   | Dec 4, 2011 5:22 AM  |
| 21 | Threat of CNPA proposals to restrict home ownership   | Dec 2, 2011 12:43 PM |
| 22 | seasonal self employed small earners get virtually no help  | Dec 2, 2011 10:03 AM |
| 23 | Cost of obtaining and the work involved with First Aid, Food & Hygiene certificates/qualifications and the requirements to meet the Fire Safety Regulations.  | Dec 2, 2011 9:40 AM  |

**Page 2, Q6. Regulation, it's over application can cause delay, frustration and costs to business. The cumulative effect can be severe on a business.**

**Q6 Given the CBP business barometer consistently tells us current bureaucracy stifles business growth, please answer the following question and can you give...**

|    |   |                      |
|----|---|----------------------|
| 24 | Town Planning Legislation Public Procurement Process/Requirements Trade Accreditations  | Dec 2, 2011 6:26 AM  |
| 25 | Bed and breakfast fire regs Employment regs stop me taking on staff, maternity, holiday, bookwork for employees and so on   | Dec 2, 2011 1:02 AM  |
| 26 | Situation would be different if I ran a larger business   | Dec 1, 2011 10:01 AM |
| 27 | BUY-TO-LET PROPERTIES AND THEIR REGISTRATION COSTS ETC  | Dec 1, 2011 9:53 AM  |
| 28 | The VAT registration threshold (£73,000 turnover in the current year) is too low for small businesses and is a barrier to steady business growth or expansion   | Dec 1, 2011 9:29 AM  |
| 29 | The need to keep records, follow health and safety guidelines, implement procedures etc, especially for small businesses is important but takes up a large amount of owner run businesses time. Not sure how to reduce this since there are so many regulations already in place.       | Dec 1, 2011 9:00 AM  |
| 30 | The cost and requirements of licensing is excessive. The inflexibility of HMRC with regard to payment of VAT and NI and PAYE contributions without imposing substantial fines is unreasonable. In a difficult climate where cashflow is key to survival, more flexibility is necessary. | Dec 1, 2011 8:36 AM  |
| 31 | Planners insistence on large number of parking spaces required for our proposed development of affordable housing units i.e 1.5 per unit. There is plenty of street and public parking in vicinity of development. Stance too inflexible.   | Dec 1, 2011 8:34 AM  |
| 32 | planning, License's for mini-buses,   | Dec 1, 2011 6:55 AM  |
| 33 | Some of the "red tape" is beneficial as compliance allows us to demonstrate to our customers that we are better than competitors or meet certain standards.   | Dec 1, 2011 5:55 AM  |
| 34 | More is required of Private Business to complete Govt initiatives. This can be the form of tax collection through to increasing activity in Surveys and Statistic collection. Time taken for planning decisions from first engagement through to approval/rejection                     | Dec 1, 2011 5:54 AM  |



**Page 2, Q7. To attract new investment, jobs and enterprise into the area it must be seen as a welcoming, positive and supportive place to do business.**

**Q7 Are we correct to recognise the need to enhance the identity of the area as a place to do business and if so what specific action would you suggest?**

|    |  |                      |
|----|--|----------------------|
| 1  | CNPA should recognise the special costs associated with being in the Park and provide funds for the work required to meet the special regulations.   | Dec 7, 2011 5:28 AM  |
| 2  | Seek a balance between aspirations of CNPA & wildlife agencies, small businesses & others.   | Dec 7, 2011 3:35 AM  |
| 3  | Once the business development guidelines have been developed, full promotion of these for anyone thinking about moving here (possibly through estate agents etc)   | Dec 7, 2011 3:09 AM  |
| 4  | Advertisement and general display of good projects within the area. Present the positives to people of investing in the CNP and what the area strives to achieve.  | Dec 7, 2011 1:30 AM  |
| 5  | Always to place the natural heritage of the CNP as top priority - any business that operates within CNP and the wider area should undertake a serious commitment to the landscape and its natural heritage, as without it we wouldn't exist. We strongly request that the CBP take this forward on behalf of existing and potential new businesses within the CBP and to formalise an agreement that new businesses are required to sign up to - A compulsory Green Manifesto for businesses within the Park.  | Dec 6, 2011 5:05 PM  |
| 6  | Depends what type of business you are referring to.  | Dec 6, 2011 10:06 AM |
| 7  | this can be done by not turning down chances to build affordable homes and listening to the biased views of the usual predictable few .  | Dec 6, 2011 8:53 AM  |
| 8  | I was going to answer "yes", but I have some significant concerns about how this would be done. The last thing the CNP needs is the encouragement of large enterprises into the Park at the expense of smaller more focussed businesses who in general provide higher quality of products and service and have a loyalty to their locality. An example is Aviemore, where there are now very few shops supplying residents' needs. This is a major concern given that Aviemore is the largest community in the Park. Although I cannot point to objective evidence, it is very likely that Tesco has had a major adverse effect on local businesses in Aviemore. The other factor is likely to be high shop rentals driven by high profit clothing businesses. There needs to be availability of lower cost premises for businesses serving the local community. | Dec 6, 2011 5:03 AM  |
| 9  | Big public statement and some early wins on attracting new and significant business to the area. We need also to welcome competition within our area - protectionist practices are a drag on the economy and will result in our growth being handicapped.  | Dec 6, 2011 4:54 AM  |
| 10 | most residents in the park are here because of what and how it is. be careful not to change the ambience of the park and spoil what is already here. change for the sake of change has been one of the uk's biggest mistakes over the last decades.  | Dec 6, 2011 3:20 AM  |

**Page 2, Q7. To attract new investment, jobs and enterprise into the area it must be seen as a welcoming, positive and supportive place to do business.**

**Q7 Are we correct to recognise the need to enhance the identity of the area as a place to do business and if so what specific action would you suggest?**

|    |   |                      |
|----|---|----------------------|
| 11 | see answer to 5 above   | Dec 6, 2011 3:03 AM  |
| 12 | Ensure business can work by ensuring the infrastructure works during the winter<br>- Roads, communications etc  | Dec 6, 2011 2:50 AM  |
| 13 | Strengthen the branding aspect by ensuring overall usage  | Dec 6, 2011 2:48 AM  |
| 14 | This is a great place to live and work. we want to attract entrepreneurs and their families because of the lifestyle they can have here. we also need to encourage skilled graduates to come and work in this area by offering jobs that are not just in tourism. e.g. Lifespan opportunities   | Dec 6, 2011 2:30 AM  |
| 15 | Providing it does not cost excessive amounts of money, i.e. signage on entering the Park  | Dec 6, 2011 2:29 AM  |
| 16 | Continuing to develop the areas as being seen as a "whole" not in compartments.   | Dec 6, 2011 2:25 AM  |
| 17 | yes, of course everything has to be joined up and positive with an attitude of can do. Don't have to betray core aims of park but work within agreed strategies.  | Dec 5, 2011 3:40 PM  |
| 18 | Improve transport and comms Highlight great environment to live and work  | Dec 5, 2011 12:42 PM |
| 19 | The focus needs to include other business sectors as well as tourism. I recognise this is the main sector however promotion needs to happen for the wider business community.   | Dec 5, 2011 12:10 PM |
| 20 | A lot more marketing to show what the area has to offer, how it welcomes newcomers and why it is such a wonderful place to live   | Dec 5, 2011 6:51 AM  |
| 21 | I would think we would want to promote small, self-employed individuals to based themselves here as opposed to medium to large employers. There are various groups that support self-employed people or small employers - perhaps those groups could be directly targeted with advertising type material to consider the Cairngorms as a base | Dec 5, 2011 6:18 AM  |
| 22 | Create retail/work spaces which are not so expensive (aviemore is effectively a property cartel) therefore high rents.  | Dec 5, 2011 5:54 AM  |
| 23 | Give tax breaks, consultancy and agency advice to incoming entrepreneurs, and enhance the idea of life style that living and working in the Park can be enhanced.   | Dec 5, 2011 5:28 AM  |
| 24 | Planning, planning, planning! Sort it out.  | Dec 5, 2011 2:57 AM  |
| 25 | Visitor, activity and environmental businesses and also any type of e-commerce<br>- but must improve broadband!   | Dec 5, 2011 2:54 AM  |

**Page 2, Q7. To attract new investment, jobs and enterprise into the area it must be seen as a welcoming, positive and supportive place to do business.**

**Q7 Are we correct to recognise the need to enhance the identity of the area as a place to do business and if so what specific action would you suggest?**

|    |   |                      |
|----|---|----------------------|
| 26 | DO NOT encourage new business growth that directly competes with established existing businesses in the C.N.P. and provides an unfair advantage for 3 / 5 yrs after which the subsidised businesses tend to fail!   | Dec 5, 2011 2:10 AM  |
| 27 | reduce business rates, leases and possible cheaper electricity and mobile or landline deals as part of set up and for existing business's   | Dec 4, 2011 11:16 AM |
| 28 | better a9 broad band and lower fuel costs for area  | Dec 4, 2011 8:55 AM  |
| 29 | Too much emphasis on the "Park" concept and not enough on profitability   | Dec 2, 2011 12:43 PM |
| 30 | Promote and show positive successful businesses within the CNP to encourage business start-ups and suggest entrepreneurial ideas which could be established using the uniqueness of the areas.  | Dec 2, 2011 9:40 AM  |
| 31 | Stop all the bad press about planning bust ups. Tesco, Boat, Carrbridge - who would want to come here   | Dec 2, 2011 1:02 AM  |
| 32 | However, the location must not be viewed as being too rural or parochial!   | Dec 1, 2011 10:01 AM |
| 33 | IMPROVE ACCESS TO THE AREA TO REDUCE SUPPLY COSTS AND ALSO COSTS FOR VISITOR TRAVEL   | Dec 1, 2011 9:53 AM  |
| 34 | A good business to business communication system, that allows business to tell each other what they are up to. Also identify areas of cooperation with others, also opportunities. P&K Council Economic Development have been very clever at supporting new business ventures by providing limited funding one a reduced scale year on year for 3 years.  | Dec 1, 2011 9:50 AM  |
| 35 | Have confidence that if businesses are to trade/relocate in the area then business owners are able to afford to live here in suitable housing or can purchase land to build suitable housing. Plus confidence in the planning system that planning permission will be dragged out thus causing the applicant to lose money through the time taken to pass planning.   | Dec 1, 2011 9:00 AM  |
| 36 | Lots more good news stories, more community support - particularly in villages like Grantown on Spey which require an overall upgrade to make them better places to live and work in. Better communications infrastructure, including faster broadband, 3G mobile phone signal (with masts suitably disguised as trees of course). Appropriate business premises which are either subsidised or given rate relief for the start up phase of the business. | Dec 1, 2011 8:36 AM  |
| 37 | Planners are too inflexible and create unnecessary restrictions on development within existing villages.  | Dec 1, 2011 8:34 AM  |
| 38 | Work closely with VisitScotland and DMO   | Dec 1, 2011 7:51 AM  |
| 39 | Must encourage crafts etc, and not be dependent solely on landscape   | Dec 1, 2011 7:49 AM  |



**Page 2, Q7. To attract new investment, jobs and enterprise into the area it must be seen as a welcoming, positive and supportive place to do business.**

**Q7 Are we correct to recognise the need to enhance the identity of the area as a place to do business and if so what specific action would you suggest?**

dependent economy.

|    |   |                     |
|----|---|---------------------|
| 40 | More informal interaction and guidance as to what would be acceptable BEFORE formal applications are made and money spent unnecessarily.  | Dec 1, 2011 7:33 AM |
| 41 | Clarify parameters and review regularly   | Dec 1, 2011 6:57 AM |
| 42 | The provision of high speed internet and keeping the current level of transport links (ie not losing direct train services to London or local bus services) are the 2 areas that should be focused on to enhance the area as one where business can thrive. | Dec 1, 2011 5:55 AM |



**Page 2, Q8. The CBP have identified the following key issues regarding improvement of transport for the customer and residents.**

**Q8 Please rate the following and make comment.**

|    |  |                      |
|----|--|----------------------|
| 1  | I agree that better organisation is needed to get these things; however public money should only be committed for pump priming.  | Dec 7, 2011 5:28 AM  |
| 2  | I would like to see a train route that circles the Park  | Dec 7, 2011 3:35 AM  |
| 3  | No or limited public transport on a Sunday is not conducive to helping tourism, especially those who do not drive, or are committed eco-tourists   | Dec 6, 2011 12:24 PM |
| 4  | Electric bike network.   | Dec 6, 2011 4:54 AM  |
| 5  | These are all ideals but very difficult or impossible to achieve   | Dec 6, 2011 3:20 AM  |
| 6  | I have lived in Switzerland where all the buses, trains and trams are integrated. It is ridiculous in this country that the franchise operators are FORBIDDEN from getting together to plan integrated routes. Every train coming in to Kingussie should have a bus waiting. Noone should get a franchise unless they have demonstrated how they are going to provide an integrated service. | Dec 6, 2011 3:03 AM  |
| 7  | main factor is still conditions of roads themselves  | Dec 6, 2011 2:50 AM  |
| 8  | The creation of a Park-wide, bicycle-friendly bus-service is essential   | Dec 6, 2011 2:36 AM  |
| 9  | A9 upgarde is welcomed but we need to improve rail opportunities and links for the local area. If you work in Inverness you can not travel by rail as the timetable does not work. Do not just thinklinks south think links North too.   | Dec 6, 2011 2:30 AM  |
| 10 | Not got a lot of experience regarding public transport. Car hire is becoming a tghing of the past.....more likely to be low carbon car purchasing.   | Dec 6, 2011 2:29 AM  |
| 11 | should be at the leading edge of innovative transport solutions.   | Dec 5, 2011 3:40 PM  |
| 12 | making A9 dual carriage  | Dec 5, 2011 8:07 AM  |
| 13 | How about a low carbon bus service. The chance for a real research facility within a practical landscape for new innovation.   | Dec 5, 2011 5:28 AM  |
| 14 | Think about encouraging green travel, reducing number of cars and making high price of fuel less of an issue for visitors.   | Dec 5, 2011 2:54 AM  |
| 15 | Enhanced full disabled access is crucial. Car Hire would have a negative effect on existing car hire companies !!  | Dec 5, 2011 2:10 AM  |
| 16 | lower fuel prices and lower road tax on 4x4 vechiles as we need them to live in this area  | Dec 4, 2011 8:55 AM  |
| 17 | The existing busses should be scrap'd  | Dec 3, 2011 8:54 AM  |
| 18 | Low carbon cars are either too expensive or not pwerful enough for the type of driving that visitors will be doing in the area   | Dec 2, 2011 12:43 PM |

**Page 2, Q8. The CBP have identified the following key issues regarding improvement of transport for the customer and residents.**

**Q8 Please rate the following and make comment.**

|    |  |                     |
|----|--|---------------------|
| 19 | Public transport should meets the needs of wheelchair travellers   | Dec 2, 2011 6:28 AM |
| 20 | The CBP must lobby to keep the sleeper service   | Dec 2, 2011 1:02 AM |
| 21 | MOST VISITORS HAVE THEIR OWN TRANSPORT - BUSSES AND TRAINS WOULD BE GOOD FOR THE LOCAL RESIDENTS BUT OF LITTLE VALUE OTHERWISE   | Dec 1, 2011 9:53 AM |
| 22 | Develop good save off road routes for cyclists, so they can travel through out the Park with out the fear of being hit by vehicles. This would reduce the need to public transport. Also have safe areas for bike storage as well as paniers etc in key towns and viallges                                   | Dec 1, 2011 9:50 AM |
| 23 | Better connections between neighbouring counties - especially Highland and Moray, not forgetting that current connections along the whisky trail are extremely poor.   | Dec 1, 2011 9:00 AM |
| 24 | There are many examples of fantastic integrated transport systems in regions highly dependant on tourism. St Andrews is a good example in Scotland, and I recently visited the ski resort of Val Gardena which had a superb, very low cost transport infrastructure for tourists wishing to ski in the area. | Dec 1, 2011 8:36 AM |
| 25 | eg Braemar has no connections between Perth and Aviemore which is extremely frustrating for Walkers to the area.   | Dec 1, 2011 7:51 AM |
| 26 | Q9 - car hire yes but forget the low carbon nonsense   | Dec 1, 2011 6:31 AM |
| 27 | No 2, frequency and calling at stops more important than just speed.   | Dec 1, 2011 6:28 AM |
| 28 | Listen to small businesses   | Dec 1, 2011 6:01 AM |
| 29 | Wouldn't want to see more money given to another "Heather Hopper" type scheme as it clearly didn't attract tourists and was very expensive per trip.   | Dec 1, 2011 5:55 AM |



**Page 2, Q9. The local economy is disadvantaged as a result of poor and unreliable mobile and broadband service provision. To become a competitive destination, attract new businesses, investment and creative people we must be in a position to offer seamless communications services. The NPP2 should include the...**

|    |  |                      |
|----|--|----------------------|
| 1  | This is absolutely critical  | Dec 7, 2011 5:28 AM  |
| 2  | Essential to keep pace with all of tomorrow's new 'GLOBAL' IT innovations.   | Dec 7, 2011 3:35 AM  |
| 3  | All of the above is what people and consumers expect in this day and age. Consumers shouldn't come from the ie central belt into the CNP and find that they cant get a signal on their mobile with a certain network or they have no 3G or 4G connection in this area or they get a poor response time we get from the broadband connectivity. There is a lot of people that can do business from their laptop/mobile and all of the above are key issues in making the person communicate and work while on the move. | Dec 7, 2011 1:30 AM  |
| 4  | Sensitive mast placement is crucial to the attractiveness of the area (and therefore my business).   | Dec 6, 2011 11:57 AM |
| 5  | 2017 is too long a timescale for 3 and 4G connectivity. This should be in place by 2013! The mobile phone providers have not been driven hard enough by local and central government. Again superfast broadband is needed now. Timescales being considered are too slow. CBP should add a timescale for this to be achieved.   | Dec 6, 2011 5:03 AM  |
| 6  | If you want business to thrive in these locations this must be a priority area   | Dec 6, 2011 2:50 AM  |
| 7  | Superfast broadband is the one driver that will make an overnight difference to the suitability of the park's more remote communities as places to live and work.  | Dec 6, 2011 2:36 AM  |
| 8  | all agree but this is a patronising situation to be promising to bring us to 2011 levels by 2015. We should and have to be at the forefront of technology in order to attract the dynamic businesses needed to drive us all forward and achieve our ultimate goal.   | Dec 5, 2011 3:40 PM  |
| 9  | Not only that but there are a number of black spots throughout the park and maybe we need to work with the phone companys too.   | Dec 5, 2011 12:10 PM |
| 10 | CNPA to have a balanced approach   | Dec 5, 2011 4:30 AM  |
| 11 | Support e-commerce businesses, including online learning.  | Dec 5, 2011 2:54 AM  |
| 12 | Absolutely vital in todays world.  | Dec 4, 2011 5:22 AM  |
| 13 | Domestic Radio upgraded and more stations made available   | Dec 3, 2011 4:48 PM  |
| 14 | Welcome to the 21st century  | Dec 2, 2011 12:43 PM |
| 15 | Before 2017  | Dec 2, 2011 3:21 AM  |
| 16 | important that businesses remote from settlements are not disadvantaged - if at all practical  | Dec 1, 2011 10:09 AM |
| 17 | Digital communications are intrinsic and to compensate for rural location  | Dec 1, 2011 10:01 AM |
| 18 | These are all ideal but I have to admit, living in a remoter part of Glenlivet our   | Dec 1, 2011 8:53 AM  |

**Page 2, Q9. The local economy is disadvantaged as a result of poor and unreliable mobile and broadband service provision. To become a competitive destination, attract new businesses, investment and creative people we must be in a position to offer seamless communications services. The NPP2 should include the...**

Broadband is good and does not prevent both my husband and I working from home, spending almost 8 hours each communication via the internet. So perhaps there is something about re-educating users who are perhaps using outdated forms of connection or even desktop equipment? I do agree mobile signals could be improved however.

|    |   |                     |
|----|---|---------------------|
| 19 | I pay a fortune every month for a mobile that does not work at work or in my house, I have to go to an upstairs room and hang out the window, and thats the best network I can get coverage with. | Dec 1, 2011 8:42 AM |
| 20 | Living within the CNP it is so frustrating to get such poor connectivity to Broadband whilst paying the same premium as cities.   | Dec 1, 2011 7:51 AM |
| 21 | 3G sooner than 2017!  | Dec 1, 2011 6:55 AM |
| 22 | Broadband must be fibre to allow for future upgrades.   | Dec 1, 2011 6:28 AM |
| 23 | Superfast broadband should be a higher priority than mobile as this will grow local businesses more.  | Dec 1, 2011 5:55 AM |
| 24 | Timescale is too long, CNP should be used to pilot solutions to rural connectivity.   | Dec 1, 2011 5:54 AM |





**Page 2, Q10. As a key element of the economic diversification strategy the CBP seeks the formation of a strategic working group to look at the potential of attracting centres of further education and research excellence to the area. The strategy should look to all academic institutions based near or around th...**

|    |   |                      |
|----|---|----------------------|
| 1  | Pleased to welcome them to An Camas Mor. Needed to provide jobs for higher educated locals and incomers.  | Dec 7, 2011 5:28 AM  |
| 2  | Some Hi Tech industries might like to relocate in a quality of life park area. Area needs Hi Tech industry of any discipline. Are there any Govt agencies which could be relocated from inner City traditional locations.                       | Dec 7, 2011 3:35 AM  |
| 3  | They are all good and proactive ideas and I don't know enough the points raised to comment further.   | Dec 7, 2011 1:30 AM  |
| 4  | It would be beneficial for the Park to attract researchers closely associated with the natural landscape which would help to gather the data required for the health and longevity of the CNP.  | Dec 6, 2011 5:05 PM  |
| 5  | Not sure about this. It is worth trying to encourage academics to use the CNP area as a base for natural science research, but addition of a student campus is likely to conflict with tourism aims and possibly go against other CNP outcomes. | Dec 6, 2011 5:03 AM  |
| 6  | No reason not to look further afield too...   | Dec 6, 2011 4:54 AM  |
| 7  | We are weighed down by committees   | Dec 6, 2011 3:20 AM  |
| 8  | tourism and environmental studies   | Dec 6, 2011 3:03 AM  |
| 9  | Lifespan - hi tech ventures with renewable companies too and science  | Dec 6, 2011 2:30 AM  |
| 10 | Slightly different but the Highland Football Academy in Dingwall is a fantastic example of further education in the sports field. Being used for many ranges of sporting activities.  | Dec 6, 2011 2:29 AM  |
| 11 | A very positive step particularly for tourism, in particular snowports, outdoor activities and food production.   | Dec 6, 2011 2:25 AM  |
| 12 | yes   | Dec 5, 2011 3:40 PM  |
| 13 | Outdoor sports and recreation GL Metereology and snow science   | Dec 5, 2011 12:42 PM |
| 14 | huge strgengths for this in central belt  | Dec 5, 2011 8:26 AM  |
| 15 | Area is too small to have a significant population of students  | Dec 5, 2011 8:07 AM  |
| 16 | There are several areas in the Park that would lend themselves to centring a centre for educational excellence in which requires peace and quiet and can reflect local beneficial study areas.  | Dec 5, 2011 5:28 AM  |
| 17 | The CPP should be doing this already - no more buraucracy and committees  | Dec 5, 2011 4:30 AM  |
| 18 | Yes, but needs to have a carefully thought out agenda. Can't compete with best universities, so offer something different and more vocational.  | Dec 5, 2011 2:54 AM  |
| 19 | any jobs are good but we have to protect the future of the present industies and the high costs of operating in this area   | Dec 4, 2011 8:55 AM  |

**Page 2, Q10. As a key element of the economic diversification strategy the CBP seeks the formation of a strategic working group to look at the potential of attracting centres of further education and research excellence to the area. The strategy should look to all academic institutions based near or around th...**

|    |  |                      |
|----|--|----------------------|
| 20 | and also provide the link form education into the workplace and link it back to retaining the skills in this area  | Dec 4, 2011 2:33 AM  |
| 21 | too many working groups planning to plan   | Dec 3, 2011 4:48 PM  |
| 22 | The first step could be to bring companies training in by e-mail to all the building trades. These are available now. They wouls also run training schemes in the park.  | Dec 3, 2011 8:54 AM  |
| 23 | If the area is so well known for tourism we should have a hospitality school based in the area supported by a college or university. Local business would use it and it would keep staff in the area. Great idea.  | Dec 3, 2011 1:23 AM  |
| 24 | It would bring new blood to the area and new type of person. Also might bring some resercah companies here. Oban is better off as it now has the Scottish Marine Research unit at Dunstaffnage   | Dec 2, 2011 1:02 AM  |
| 25 | Adventure and Eco Tourism training opportunities. Enabling the certification of those working in these crittical areas as well as providing a 'flow' of suitably trained personnel.  | Dec 1, 2011 12:31 PM |
| 26 | Aberdeen University's Elphinstone Institute with a base in the Park?   | Dec 1, 2011 10:09 AM |
| 27 | Link to course subjects at degree level run by UHI and its associated colleges. Use case study successes to attract excellence in research and dev e.g Lifescan  | Dec 1, 2011 10:01 AM |
| 28 | THE AREA WOULD BE INUNDATED WITH GREEN AND 'DO-GOODERS' MAKING FUTURE DEVELOPMENT IMPOSSIBLE   | Dec 1, 2011 9:53 AM  |
| 29 | Just outside the Park between Killiecrankie and Pitlochry in the Scottish Salmon Research Laboratories. There may be other oppourtunties to do with wild life such as the Red Deer, Roe deer management and wils life such as teh Scottish Wild Cats, Red Squirrels, Badgers etc   | Dec 1, 2011 9:50 AM  |
| 30 | Not sure about this. Where has this idea come from ? Seems a bit random to me. Unclear of the benefits - some of the other ambitosn above are much more important than this.   | Dec 1, 2011 9:29 AM  |
| 31 | Alan- there's a typing error here. Believe. Particularly for training/excellence in the Hospitality sector. Closure of local training centres (Grantown), resignation of key trainers (Kingussie) means that local training might have to take place in Inverness - adding public transport to get to those locations makes it even more of a challenge. Whatever happened to the Hospitality college at AMHR? | Dec 1, 2011 9:00 AM  |
| 32 | Whilst creating centres of excellence in some areas may bring short term benefits - won't those trained there still head out if there is nothing to keep them here?  | Dec 1, 2011 8:53 AM  |
| 33 | Further education facilities might only encourage people to better themselves and then use the qualifications gained in another part of the country. We need to create the jobs for people in the area which are relevent to further education courses.  | Dec 1, 2011 8:42 AM  |

**Page 2, Q10. As a key element of the economic diversification strategy the CBP seeks the formation of a strategic working group to look at the potential of attracting centres of further education and research excellence to the area. The strategy should look to all academic institutions based near or around th...**

|    |  |                     |
|----|--|---------------------|
| 34 | There are huge benefits to be had from a strategy like this, as long as the research and the resulting opportunities to educate on the back of the research is appropriate to the values of the National Park and the community and business withing the Park. For example, a petrochemical research facility would not be appropriate, whereas a hospitality school or a forestry centre would be much more beneficial. | Dec 1, 2011 8:36 AM |
| 35 | This would really help "seasonality peaks" as academic summer holidays would coincide with busy summer season.   | Dec 1, 2011 8:34 AM |
| 36 | Taking the CBP message to Universities that have an interest in Ecological history, methods and research.  | Dec 1, 2011 7:49 AM |
| 37 | Outreach Centre in the Highlands for Brewing with Heriot Watt - discussions already underway.  | Dec 1, 2011 7:33 AM |
| 38 | Already too fractured and dispersed in Scotland and consolidation rather than expansion is taking place additionally there is unlikely to sufficient infrastructure and housing to support this in a rural environment in the short to medium term   | Dec 1, 2011 6:57 AM |
| 39 | Yet another committee, no thanks   | Dec 1, 2011 6:01 AM |



**Page 2, Q11. The CBP recognises the current make-up of the CNPA board being a requirement by legislation to be of a mix of elected and appointed positions. This arrangement, we believe, creates a challenge for the CNPA Board in terms of flexibility to meet a spread of skills and knowledge that can fully apprec...**

|    |  |                      |
|----|--|----------------------|
| 1  | CNPA board is a decision making board in terms of planning; because of the rules that govern behaviour board members cannot get involved in strategic or detailed discussion of policy with the public or business people. A new "delivery" group is therefore needed to ensure delivery of the Park Plan; CBP should have a strong presence on that group.  | Dec 7, 2011 5:28 AM  |
| 2  | I suggest that a member of the Scottish Human Rights Commission should attend all CNPA Board Meetings, and be invited to select CBP meetings. CNPA Board urgently needs Members with exceptional Leadership and visionary qualities. To date the Convenor's, Deputy Convenor's, Planning Convenor + CEO have failed to gain the confidence of the Park local communities and businesses. This situation, especially at a time of Eurozone economic crisis, and with devolution referenda on the horizon, urgently needs to be addressed. | Dec 7, 2011 3:35 AM  |
| 3  | Where is question 3?!!   | Dec 6, 2011 5:05 PM  |
| 4  | There are too many appointments made by the Scottish Government without the people of the CNP having any say in such appointments. I recognise this is a legislative requirement, but legislation which doesn't work needs to be changed. The CNP Board, the CNPA and the CBP need to champion this.   | Dec 6, 2011 5:03 AM  |
| 5  | Further - it would be good if the 'educational' aspect of this applied to all CNP employees.   | Dec 6, 2011 4:54 AM  |
| 6  | The CNPA Board needs to have meaningful and pro-active Business representation at a local level. Local is important as National representation are unlikely to understand the complexities of running businesses which are remote from major centres of population.  | Dec 6, 2011 2:48 AM  |
| 7  | The CNP should tap into local business knowledge and not recruit additional staff at the cost of the tax payer.  | Dec 6, 2011 2:30 AM  |
| 8  | agree to all must work closer otherwise how can we expect to show a positive attitude to the current businesses in park and more importantly to demonstrate our ability to help to deliver a credible message to those outside the park.   | Dec 5, 2011 3:40 PM  |
| 9  | Re 2 in the park Re 4 relevant parts of the a gender. One cbp board member to attend   | Dec 5, 2011 12:42 PM |
| 10 | I would like to see a centre for business development linked to all enterprise groups where information can be exchanged at all levels towards increasing both established and prospective business within the Park.   | Dec 5, 2011 5:28 AM  |
| 11 | The CNPA should be a representative body all and its make up not biased to one group or another  | Dec 5, 2011 4:30 AM  |
| 12 | A no-brainer! In addition, support for community business groups via CBP.  | Dec 5, 2011 2:54 AM  |
| 13 | we need business people to address the board for 15 min before each board meeting to understand the problem facing their sector in their area  | Dec 4, 2011 8:55 AM  |
| 14 | CNPA have not shown to be pro-business to date. They need to realise that  | Dec 2, 2011 12:43 PM |

**Page 2, Q11. The CBP recognises the current make-up of the CNPA board being a requirement by legislation to be of a mix of elected and appointed positions. This arrangement, we believe, creates a challenge for the CNPA Board in terms of flexibility to meet a spread of skills and knowledge that can fully apprec...**

business is the life blood of the area and not some imported bird.

|    |   |                      |
|----|---|----------------------|
| 15 | 1 ) Provided finance is available.  | Dec 2, 2011 3:21 AM  |
| 16 | The closer the links the better understanding of business matters. I don't think the CNPA board is close enough to business needs   | Dec 2, 2011 1:02 AM  |
| 17 | Important to have dialogue and CBP representation at CNPA (to instil common and commercial sense)   | Dec 1, 2011 10:01 AM |
| 18 | CNPA BOARD COULD DO WITH ALL THE TRAINING AVAILABLE AND FACE THE LOCAL BUSINESS POPULATION MORE OFTEN.  | Dec 1, 2011 9:53 AM  |
| 19 | 2: No need for CNPA board member to sit on CBP board - let them attend meetings, copy them into information distribution but NOT a seat on the board  | Dec 1, 2011 9:08 AM  |
| 20 | Alan- there's a typing error here. Believe. I take it that the middle answer should be neutral. I would like to discuss further the full implications of a CNPA Board member to be nominated to sit on the CBP Board but I do agree with a board member being invited to meetings. I would also like to see a proper structure to the reports that the CNPA member of staff takes back to management and the Board. At the moment there is no accountability, i.e we do not enforce any particular route by which CNPA staff members and Board members receive information on the CBP and this would be essential if an CNP Enterprise Forum were to be properly established. | Dec 1, 2011 9:00 AM  |
| 21 | This question has two "agrees" options and no neutral..so I have been unable to answer  | Dec 1, 2011 8:53 AM  |
| 22 | I actually can't believe that there isn't a member of the CBP on the National Park board already and vice versa.  | Dec 1, 2011 8:36 AM  |
| 23 | There is insufficient knowledge among board members of enterprise and running a private business  | Dec 1, 2011 8:34 AM  |
| 24 | you have 2 agree boxes for this question which nullifys the responses   | Dec 1, 2011 6:31 AM  |
| 25 | Don't follow this question, a bit of a mess?  | Dec 1, 2011 6:28 AM  |
| 26 | Disband the CNPA  | Dec 1, 2011 6:01 AM  |
| 27 | Presume middle should be neutral  | Dec 1, 2011 5:55 AM  |

Cairngorms  
Business  
Partnership

Your Local  
Chamber of Commerce  
Working for You

# Cairngorms Business Partnership Business Manifesto

## Commerce, communities and customers

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*“To Promote the Sustainable Economic and Social Development of  
the area’s communities”*

V12

**A response by the business community in the Cairngorms to  
the Cairngorms National Park Authority consultation on the  
draft National Park Plan 2012-2017**

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## 1 Introduction

The Cairngorms Business Partnership (CBP) is pleased to respond to the consultation opened by the Cairngorms National Park Authority (CNPA) on their second National Park Plan (NPP2). The CBP recognise the complex nature of NPP2 and that the CNPA will engage with many interest groups during the course of the consultation.

The CBP recognise the purpose of the National Park Authority is to ensure that the four National Park aims are collectively achieved in relation to the National Park in a co-ordinated way and that the CNPA must draw up a National Park Plan, with a view to accomplishing this purpose.

The CBP recognise that the four aims are interdependent and that the fourth aim; **To promote sustainable economic and social development of the area's communities'** is fundamental to the achievement of the first three aims and can only be delivered by thriving local businesses and communities. We recognise that the structure of the economy of the CNP is based on a wide spectrum of business and that NPP2 should consider how strategies can reach diverse businesses and communities in order to enable every size of businesses to prosper and invest in order to develop robust local economies. The CBP therefore is focussing this response on economic development of communities in the CNP as identified in the fourth aim of the National Parks (Scotland) Act.

It is not the intention of the CBP to isolate the 4<sup>th</sup> aim - we believe the achievement of NPP2 will depend on robust local business and communities having the confidence to invest both money and time and into the delivery of the Cairngorms National Park Authority National Park Plan 2012 – 2017. Cabinet Secretary John Swinney's key note speech at CBP's annual conference on 18 November 2011 however, emphasised the Government's "priority of priorities", namely that the main focus of the Government was on "economic growth". He reiterated that this wasn't "economic growth at any price", hence our acknowledgement of the importance of sustainable development to "turning rhetoric into reality" and the expectation that all public agencies will effectively contribute to this objective.

With the Government putting an emphasis on the low carbon economy and support for tourism development, the Cabinet Secretary saw major advantages in the work of the CBP in helping to achieve some of the Government's aims, namely;

- It is seen as an exemplar in collaboration.
- It punches above its weight
- It is an example of businesses working together enabling the public and private sectors and communities to more effectively work towards common goals.

The CBP's response has therefore focussed on how we can effectively facilitate the development of a robust economy in all areas and sectors of the CNP and the support and collaborative working we need from the public sector to achieve this.

The CBP has developed this manifesto through an open and transparent process. To date a working group of 8 members, the CBP board of 14, delegates numbering 85 who attended to Business Conference workshop on 18<sup>th</sup> November and an online survey that drew 111 responses have been considered during the process of drawing up this document. In December links to the online survey were shared with members, non members, community companies, community councils, business associations and the FSB.

The CBP feel it appropriate to respond to the consultation through the development of a **Business Manifesto that** seeks to identify the key drivers of economic development, rather than attempting to fit responses into the pre-set question structures within the consultation documentation. However, consideration of the question and answer format within the consultation process will be complied with, to ensure recognition and record of the CBP response.

It is essential that the final NPP2 reflects the economic reality of the times in which we live. The life of this NPP is likely to see further economic hardships, so must reflect these conditions. With this backdrop, the business community wishes to see a prioritisation of effort, resource, and capabilities towards building a competitive local economy which can safeguard existing jobs and business. Our economy is fragile and requires every support possible, to ensure the continuing survival of the NP's communities. Much of the CNP economy is dependent on tourism and exports of goods and services so it is essential that the final NPP2 reflects national economic reality. Innovative solutions, joint working between all sectors and a supportive business environment will be critical to enabling business to play a part in finding solutions to the expected significant reduction in public sector funding.

The Cairngorms National Park is one of the most desirable areas in the UK to live, work and visit. The area is defined by its special qualities, the diversity of its communities and cultures, its protected areas, recreational opportunities and standing as a National Park. National Geographic Traveller magazine voted the Cairngorms National Park as one of the top 20 places in the world to visit. National Park status and its geographic identity can bring significant opportunities to businesses and the communities in which they operate - the challenge is to support business to realise this potential. The CBP sees the desired outcome of NPP2 to deliver "that the CNP is an attractive and positive place to do business."

## 2 Key Statement and Drivers for Sustainable Growth

### Key Statement:

To achieve the desired outcome the CBP seeks the development of a ***Cairngorms Economic Development and Diversification Strategy***. Such a strategy should sit alongside others that will shape the future of the Cairngorms National Park. The initiative will bring the multiple stakeholders to one table in a meaningful and effective way.

To deliver the strategy requires the formation of the **Cairngorms Enterprise (CEF) Forum** to achieve a unified approach to the delivery of economic growth for the area.

The CBP also wish to see a greater level of business experience and understanding within the CBP Board through closer working with the CBP membership and private sector.

The CBP sees two strategic issues or **Drivers for Sustainable Growth** that need to be addressed in the Cairngorms National Park Plan 2012 - 2017:

1. **Sustainable Businesses in the Community:** Stimulation of sustainable economic growth *in strong, confident and capable communities.*
2. **Infrastructure:** *Viable and improving services to meet evolving demand to enable the potential of businesses in the CNPA to be realised.*

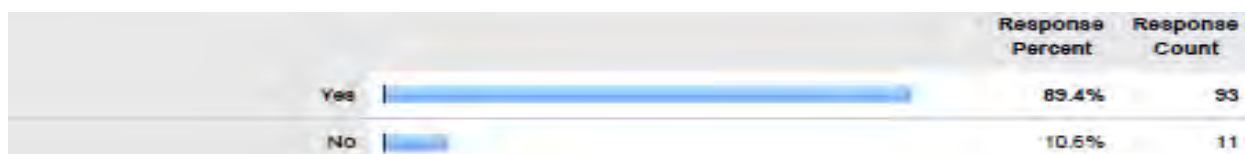
## 3 Economic Development and Diversification Strategy

The Cairngorms National Park is a place of outstanding beauty, dramatic landscapes with unique cultures, diverse industries and people. It is however, a place with complex and multi layered intervention by several public sector bodies. The CNP straddles two Enterprise areas, five local authority areas and three VisitScotland areas, so creating a complex agency 'landscape'. However delegates at the Business Conference felt that opportunities are being lost as a result of the area not having a distinct and focussed economic development plan.

Single authority areas have distinct economic strategies, giving clarity of purpose and responsibility across stakeholder roles. In contrast the CNP has no clear economic development strategy. The Moray Economic Strategy, that is undergoing a consultation provides an example of a process, outlines such a comprehensive and focussed approach: [http://www.moray.gov.uk/moray\\_standard/page\\_75361.html](http://www.moray.gov.uk/moray_standard/page_75361.html)

The CBP considers that the draft NPP2 does not contain a satisfactory focus or content to enable sustainable economic development of different areas of the CNP. Of the 10 Five Year Outcomes identified in the draft NPP2 the business community are disappointed that only one Outcome is targeted at economic growth; NPP2 Consultation page 42 Outcome 6 *The economy of the park will have grown and diversified drawing on the Park's special qualities*. Furthermore the resulting 'benefits' and 'achievements' do not provide confidence in the business community that consideration has been given to wider aspects of economic development. Successful delivery of the NPP2 is dependent on competitive and robust local businesses however to enable this, a co-ordinated. focused approach is essential.

**Q 1: Do you believe the CNP as an area requires a focussed economic development strategy?**



**104 responses: Yes 93 (89.4%) No 11 (10.6%)**

#### **4 CNP Enterprise Forum**

As a consequence of the public sector landscape outlined above, the area lacks a clear, coherent economic development strategy within NPP2. Formation of a CNP Enterprise Forum, charged with the economic development agenda within NPP2 (Chaired by the private sector with: SE, HIE, PKC, Angus, Aberdeenshire, Moray, Highland, CNPA, UHI, SCC and FSB) is therefore essential to achieve the area's full potential, given the current challenging economic conditions. The Forum will be made up of senior personnel from each of the organisations party to the Economic Development and Diversification Strategy.

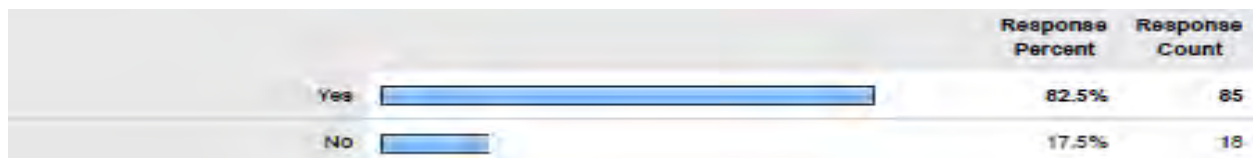
The CNP Enterprise Forum will bring together decision makers and senior personnel from each of the public sector stakeholders and private sector to deliver the economic strategy for the CNP.

This enterprise forum will place the business community, customer and demand at the heart of its deliberations and subsequent actions. The CEF will also identify targets across economic measurement tools utilised by the enterprise agencies. From this the CEF will set appropriate timetables for delivery.

The CEF should consider how strategies can reach smaller businesses and communities in order to effect change at all levels of business.

The CBP also seek closer alignment of tourism and business development strategies between Scottish Enterprise and HIE and local authorities. The CBP will be pleased to assist towards this goal through the work of the Cairngorms Economic Forum.

**Q 2 do you support the idea of a new CNP Enterprise Forum and what might its priorities be in your view?**



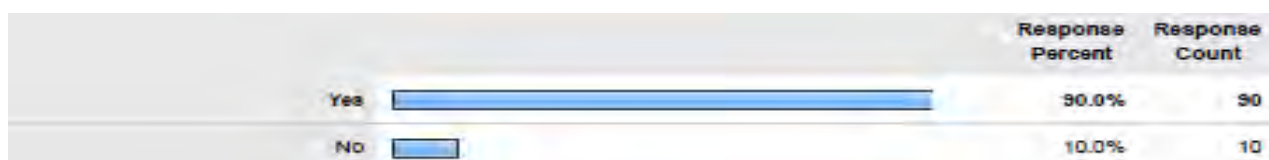
**104 Responses: Yes: 85 (82.5%) No 18 (17.5%)**

## **5 Drivers for Sustainable Business Growth**

The area must be seen as a dynamic and innovative place to do business that is based upon the premise that a “can do” approach is taken. The overall identity of the place to do business must be seen to be positive, welcoming and supportive by both the private and public sectors. In addition the ‘legislative landscape’ must be seen to be positive and reflecting the Scottish Government’s agenda for economic growth. To support that ambition the CBP has identified two key drivers for sustainable growth:

- 1. Sustainable Businesses in the Community:** Stimulation of sustainable economic growth *in strong, confident and capable communities.*
- 2. Infrastructure:** *Viable and improving services to meet evolving demand to enable the potential of businesses in the CNPA to be realised.*

**Q 3: Do you agree with the two drivers for growth and what have we missed?**



**100 Responses: Yes 90 (90%) No 10 (10%)**

## 5.1 Driver 1: Sustainable Businesses in the Community

The CBP view the following issues as priorities within the National park Plan:

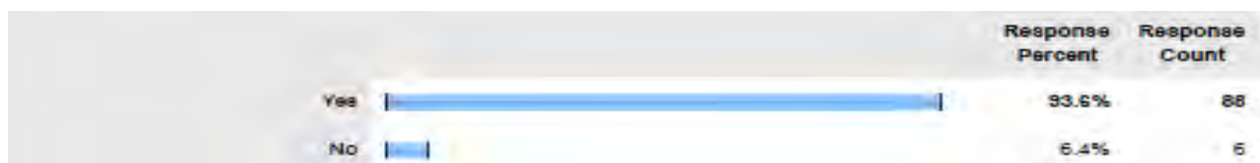
### 5.1.1 Training and retention of skills:

The CNP must be a place that attracts develops and retains talent. There is a need to increase the capacity and skill of local business and to that end the CBP seek that: CNPA, Business Gateway (Highlands, Moray Aberdeenshire and P&K) and CBP develop a long term training and capacity development programme with the CBP as the main delivery mechanism.

- The CBP would welcome and support the Scottish Chambers of Commerce call for training in employment and a shift of funding from employability training to employment incentive programmes where funding can create jobs in the workplace to workplace funded training.

HIE and SE provides funding for businesses to take on new graduates to give them 'graduate level' experience to help them into work. At the moment this is only provided to companies that are account managed by HIE and SE. CBP wish to see such restrictions eased to increase added value learning to all local businesses.

**Q 4 Have we included the right points regarding Training and Retention of Skills and what else needs to be included?**



**94 Responses: Yes 88 (93.6%) No 6 (6.4%)**

### 5.1.2 Income Generation

Within the economic development strategy there must be a clear focus on targeting income growth in key identified sectors. Targeting will be set against the identified industry clusters within the CNP 2010 Economic baseline Report. Agreement of targets will be reached through the Cairngorms Economic Forum.

### **5.1.3 Business Development Guidelines.**

A set of Business Development Guidelines needs to be adopted by the CNPA Board that will increase the attractiveness of investing in the area. These guidelines will set out a positive roadmap to planning and subsequent inward investment in the CNP that will be aligned to the development of key target sectors.

- Adequate building approvals given to meet housing shortages for staff
- Identification of business development parks
- Provision of office and appropriate manufacturing business units in settlements across the CNP
- Identification of land to support business start up facilities
- Planning support to pursue the ambition of the CNP as a place associated with innovative research, education and leading best practice in the hospitality, outdoor recreation and environmental protection studies
- Support of community associations working with partner retailers to help structure development of retail premises operating in the area. (Example of Ballater business association seeking the development of a preferred and ethical trader in preference to a large multi-national taking a site in the town.

**Q 5 Have we included the right points within the Business Development Guidelines and what else needs to be included?**

|   | Disagree   | Neutral    | Agree      | Rating Average | Response Count |
|---|------------|------------|------------|----------------|----------------|
| 1. Adequate building approvals given to meet housing shortages for staff.   | 13.0% (13) | 25.0% (25) | 62.0% (62) | 2.49           | 100            |
| 2. Identification of business development parks   | 6.9% (7)   | 38.6% (39) | 54.5% (55) | 2.48           | 101            |
| 3. Provision of office and appropriate manufacturing business units in settlements across the CNP   | 8.9% (9)   | 21.8% (22) | 69.3% (70) | 2.60           | 101            |
| 4. Identification of land to support business start up facilities.  | 6.9% (7)   | 26.7% (27) | 66.3% (67) | 2.59           | 101            |
| 5. Planning support to pursue the ambition of the CNP as a place associated with innovative research and development, education and leading best practice in the hospitality, outdoor recreation and environmental protection studies.  | 4.9% (5)   | 10.8% (11) | 84.3% (86) | 2.79           | 102            |
| 6. Support of community associations working with partner retailers to help structure development of retail premises operating in the area. (Example of Ballater business association seeking the development of a preferred and ethical trader in preference to a large multi-national taking a site in the town.) | 7.8% (8)   | 26.5% (27) | 65.7% (67) | 2.58           | 102            |

#### 5.1.4 Regulation and Red Tape

Regulation, it's over application can cause delay, frustration and costs to business. The cumulative effect can be severe. There must be a strategic approach across all stakeholder groups to drive down legislative bureaucracy and its impacts on business activities. The CBP Business Barometer survey gathers information for over 100 businesses each quarter and reports that beurocracy is the highest single perceived barrier to growth.

- The CNP Economic Forum will be charged to identify beurocratic hurdles for business and create an environment across each agency to eliminate duplication, delay and barriers.



**Q 6 Given the CBP business barometer consistently tells us current bureaucracy stifles business growth, can you give an example(s) within your business.**

|   | Little or no Impact | Moderate Impact | Significant Impact | Restricts my business | Rating Average | Response Count |
|---|---------------------|-----------------|--------------------|-----------------------|----------------|----------------|
| How does 'Red Tape' impact on your business | 32.7% (33)          | 26.7% (27)      | 24.8% (25)         | 15.8% (16)            | 2.24           | 101            |

### 5.1.5 Building a Positive Identity.

The CBP recognise that the appeal of the CNP is due, in the main, to the wide variety of cultures, landscapes and communities. As a place to live, work and visit it is in growing demand. Management of that growth is critical to the future.

Tourism is the single most important sector, accounting for almost 30% of all value added business created in the park (£115m) and employs around 3600 people. (Source CNPA Economic Baseline Study 2011) The report estimate that of the 197 industries which exist in the Park, 74 have some relationship to tourism. According to this analysis, tourism contributes more as a percentage of the GDP of the economy in the Cairngorms than in any other area of Scotland.

Tourism promotion and development of the 'brand' is supported by various quality programmes, marketing campaigns, brand guidelines and is aligned with the CNPA Sustainable Tourism Strategy. Each initiative seeks to enhance the customer awareness of the area, their experience when visiting and the sustainability of the sector.

- There must be a wider and better understanding within the CNPA regarding brand development and its role to support and work with other established brands operating within the CNP.
- The CBP is keen that alongside such 'brand development' for tourism that there is a proportionate effort directed towards enhancing the identity of the place as a welcoming place to do business for sectors other than tourism and will seek recognition of this within the economic Development and Diversification Strategy.

**Q 7 Are we correct to recognise the need to enhance the identity of the area as a place to do business and if so what specific action would you suggest?**



**101 Responses: Yes 93 (92.1%) No 8 (7.9%)**

## 5.2 Driver 2: Infrastructure - Viable and improving services to meet future needs

The CNP is in the Highlands of Scotland. Rather than being a restriction to growth, such a location is a clear benefit and asset for the future. It is however, vital that the area has the infrastructure to enhance and develop existing and new businesses.

### 5.2.1 Transport

- On board mobile and Wi-Fi services on all train rolling stock and commuter buses.
- Increased train service frequency and reduced travel times to the central belt.
- Buses must be able to carry cycles and it must be easier to carry cycles on trains
- Better connectivity and co-ordination between train and bus service timetables.
- Be supportive towards the establishing of a haulage transport distribution hub, improving delivery of fresh produce.
- Adequate bus timetables to meet seasonal demand at key locations.
- Creation of a tourist circular route attracting visitors into and across the CNP from the south and east
- Improved airport connections.

**Q8 Have we included the right points within the Transport section and what else needs to be included?**

|   | Disagree   | Neutral    | Agree      | Rating Average | Response Count |
|---|------------|------------|------------|----------------|----------------|
| 1. On board mobile and WI-FI services on all train rolling stock and commuter buses.                                    | 1.9% (2)   | 30.5% (32) | 67.6% (71) | 2.66           | 105            |
| 2. Increased train service frequency and reduced travel times to the central belt.                                      | 1.0% (1)   | 21.0% (22) | 78.1% (82) | 2.77           | 105            |
| 3. Buses must be able to carry cycles and it must be easier to carry cycles on trains                                   | 0.0% (0)   | 12.4% (13) | 87.6% (92) | 2.88           | 105            |
| 4. Better connectivity and co-ordination between train and bus service timetables.                                      | 0.0% (0)   | 9.5% (10)  | 90.5% (95) | 2.90           | 105            |
| 5. Be supportive towards the establishing of a haulage transport distribution hub, improving delivery of fresh produce. | 5.7% (6)   | 23.8% (25) | 70.5% (74) | 2.65           | 105            |
| 6. Adequate bus timetables to meet seasonal demand at key locations.  | 0.0% (0)   | 6.7% (7)   | 93.3% (98) | 2.93           | 105            |
| 7. Creation of a tourist circular route attracting visitors into and across the CNP from the south and east             | 2.9% (3)   | 19.0% (20) | 78.1% (82) | 2.75           | 105            |
| 8. Improved airport connections   | 1.9% (2)   | 17.1% (18) | 81.0% (85) | 2.79           | 105            |
| 9. Availability of low carbon car hire to meet demand that cannot be met by public transport.                           | 10.6% (11) | 39.4% (41) | 50.0% (52) | 2.39           | 104            |

**5.2.2 Mobile and Broadband Connectivity**

The local economy is disadvantaged as a result of poor and unreliable mobile and broadband service provision. Creative, energetic people want to live and work in the area. To become a competitive destination, attract new industry, investment and creative people we must be in a position to offer seamless communications services. NPP2 should include the following:

- 3 and 4G mobile connectivity to all settlements by 2017.
- A positive approach by the CNPA planning department to mast placement and assistance to see mobile communications improved.
- Superfast broadband to all communities and businesses.

**Q9 Have we included the right points regarding Mobile and Broadband Connectivity and what else needs to be included?**

|  | Disagree | Neutral   | Agree      | Rating Average | Response Count |
|--|----------|-----------|------------|----------------|----------------|
| 1. 3 and 4G mobile connectivity to all settlements by 2017.  | 1.0% (1) | 7.6% (8)  | 91.4% (96) | 2.90           | 105            |
| 2. A positive approach by the CNPA planning department to mast placement and assistance to see mobile communications improved. | 5.7% (6) | 9.5% (10) | 84.8% (89) | 2.79           | 105            |
| 3. Superfast broadband to all communities and businesses.  | 0.0% (0) | 6.7% (7)  | 93.3% (98) | 2.93           | 105            |

## **6 Diversification of the Economy - Centre of Academic Excellence.**

The Cairngorms National Park is by its very nature an area that relies heavily upon the land to support our main business sectors. Such an economy that is heavily dependent upon one resource is inherently weak. To have a truly sustainable economy here in the CNP the CBP seeks as a priority that adoption of an **Economic Development and Diversification Strategy** and the formation of a **Centre of Academic Excellence**.



As a key element of the economic diversification strategy the CBP seeks the formation of a strategic working group to look expressly at the potential of attracting centres of further education and research excellence to the area. The strategy should look to all academic institutions based near or around the CNP. It is also recognised that attracting such 'campus' type facilities brings with it challenges in adapting to new demographic groups living in the CNP.

Other than Glenmore Lodge National Outdoor Training Centre and the CNP area is the only part of the Highlands that does not host any key element of the UHI or other academic research facilities. We are ideally placed with; hospitality and land-management based sector credentials within the area to host such centres of excellence. Although not seen as traditional business sectors for the area, the CBP see such a diversification as vital to attracting a variety of skills, income levels and a new dimension to 'life in the park'.

The CBP has met with the University of the Highlands and Islands (UHI) who are in turn supportive towards this strategy. UHI have expressed a willingness to engage with the CBP and the Cairngorms Economic Forum to contribute, where possible, to the successful delivery of further education, links with local businesses and a stronger presence of UHI in the area.

The Swedish ski and outdoor leisure destination of Are has developed a strategy to develop the economic potential of not just the winter and summer tourism product but has identified the potential of attracting high level and leading edge research and development companies. Association with such sectors under a *2020 vision* is set to drive forward a diversification of the economy and in so doing will attract upper end salaried posts, increased employment opportunities and bring additional wealth to the area.

**Q 10 Do you believe that the area would benefit from such a strategy and can you give examples where you see such opportunities?**

|     |  | Response<br>Percent | Response<br>Count |
|-----|--|---------------------|-------------------|
| Yes |  | 79.6%               | 82                |
| No  |   | 20.4%               | 21                |

## **7 Business and the CNPA Board**

The CBP recognises the current make-up of the CNPA board being a requirement by law is a mix of elected and appointed positions. This arrangement, we believe, creates a challenge for the CNPA Board in terms of flexibility within the Board to meet a spread of skills and knowledge to fully appreciate the needs of the business sector. With the adoption of a an Economic Development and Diversification Strategy there is an opportunity for the CNPA Board and the private sector through the CBP to work closer and build greater understanding. To assist in this process The CBP outlines the following action:

- CNPA Board – skills needs assessment. The CBP wish to help increase the business awareness and understanding on the CNPA board. The business community look to the CNPA board to take on personnel who meet all or some of the following skills/experience: employer, investor, senior business manager.
- CNPA board member to be nominated to sit on the CBP board and in addition an allowance of one other to attend on a rotation basis so gaining a wider awareness of Business matters.
- CBP Board members to attend CNPA board meetings in addition to the current standing invitation basis to build a wider understanding of CNPA dealings.

**Q11 Do you believe that decision making in the area would benefit from such an approach?**

|  | Disagree | Neutral    | Agree      | Rating Average | Response Count |
|--|----------|------------|------------|----------------|----------------|
| 1. The CNPA board to take on personnel who meet all or some of the following skills/experience: employer, investor, senior business manager. | 8.8% (9) | 19.6% (20) | 71.6% (73) | 2.63           | 102            |
| 2. CNPA board member to be nominated to sit on the CBP board to gain a wider understanding of business matters.                              | 8.8% (9) | 14.7% (15) | 76.5% (78) | 2.68           | 102            |
| 4. CBP Board members to attend CNPA board meetings.  | 8.8% (9) | 19.6% (20) | 71.6% (73) | 2.63           | 102            |

## 8 Annex 1 The Scottish Government Economic Strategy 2011

The Scottish Government stated in the recent Spending Review (September 2011): ***Our national parks are national tourism assets and the sustainable approach to visitor management will continue to be developed to balance the needs of visitors, communities and conservation to deliver high quality destinations.***

### Overview of the Government Economic Strategy

The updated *Government Economic Strategy* – published on 12<sup>th</sup> September 2011 - sets out how the Scottish Government will continue to make full use of the levers currently devolved to the Scottish Parliament in order to deliver on the Purpose established in 2007:

***to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.***

The *Government Economic Strategy* sets the overarching economic framework – such as a competitive business environment, an effective justice system that protects property rights, an integrated and resource efficient economy and a skilled and adaptable workforce – which is conducive to sustained economic growth.

Through the Purpose framework the Strategy identifies the key components of faster sustainable economic growth – **Productivity**, Competitiveness and Resource Efficiency, **Participation** in the Labour Market and **Population** Growth – and our desired characteristics of growth – **Solidarity**, **Cohesion**, and **Sustainability**.

The very heart of the Government strategy is stated:

### Section C: Strategic Priorities

#### **C1 Supportive Business Environment**

“Sustainable tourism” is identified as one of the Growth Sectors. (p45) The “development of a refreshed Tourism strategy, implemented by the industry-led Tourism Leadership Group ....” is one of the particular actions being taken on growth sectors. (p46)

## **C2 Transition to a Low Carbon Economy**

Tourism is one of the sectors identified where the transition to a low-carbon economy will create opportunities, particularly in rural Scotland, and that through appropriate infrastructure development the SG will “*enable private investment to take advantage of these*”. (p52). This will contribute towards the SG’s cohesion target.

Under Maximising the social and economic opportunities of Energy and Resource Efficiency, tourism is a growth sector that depends on the quality of the natural environment. (p55)

Under Encouraging consumer and business demand for low carbon goods and services, tourism is one of “*many sectors*” where “*there are clear opportunities for aligning the ‘brand characteristics’ of Scotland’s high quality, ‘natural’ products with this growing demand.*” (p57).

## **C4 Infrastructure Development and Place**

Under Transport, the SG “*will ... focus investment on making connections across, within and to/ from Scotland better, improving reliability and journey times, seeking to maximise the opportunities for employment, business, leisure and tourism; ...*”(p78)

## **C5 Effective Government**

Actions taken to support economic recovery included VisitScotland’s support for Homecoming and the Perfect Day marketing campaigns, which “*helped Scotland’s Tourism industry remain resilient*”. (p85)

SG actions as part of Streamlining our Dealings with Business include “*working with the industry advisory groups (IAGs) to maximise their contribution to Scotland’s economic development, challenging how the public sector supports the work and aspirations of the IAGs as well as identifying the synergies between sectors, sharing best practice and enhancing the role of industry leadership and collaboration in driving policy*” (p86)

**9 Associated paper; CBP Online Survey Results**

**10 Associated paper; CBP Business Barometer 2011-2011**



# Cairngorms Business Barometer 2010/2011



Your Local  
Chamber of Commerce  
Working for You

## Summary Report

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*July 2011*

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## Introduction

The growth of the internet has facilitated many benefits in terms of sharing and accessing information, however, due to such an explosion of content in recent years it can be increasingly hard for tourism businesses as well as those organisations charged with developing the tourism potential of an area to gain a balanced view on the health of the local tourism economy.

The provision of consistent and independent performance analysis is a fundamental keystone in making informed investment decisions for both businesses and destinations as a whole, and the Cairngorms Business Barometer (CBB) canvasses opinion consistently each quarter from businesses across the Cairngorms National Park (CNP) and acts as a rigorous barometer of performance in the area.

Lynn Jones Research Ltd. (LJR) has undertaken the quarterly survey since summer 2009, latterly on behalf of the Cairngorms Business Partnership (CBP) with support from the Cairngorms National Park Authority (CNPA).

It is useful at this stage to remind the reader that the quarterly periods surveyed follow the calendar months of the year, for instance, in Quarter 1 we report on feedback from businesses based on the period; January, February and March.

In April 2011, CBP asked LJR to summarise the key findings from the financial year of April 2010 to March 2011 encompassing the following quarterly surveys – April to June 2010 (which is Q2 of 2010); July to August 2010 (which is Q3 of 2010); September to December 2010 (which is Q4 of 2010); and January to March 2011 (which is Q1 of 2011).

The report is supplemented by comparisons to quarterly data captured prior to Q2 2010 in order to add context to the findings observed during this most recent financial year period.

## Methodology

Visitrac<sup>1</sup> surveys were created to collect the required data based on the performance of the previous quarter from businesses for each sub-area of the Park namely: Aviemore and the Cairngorms; Royal Deeside and the Cairngorms; Glenlivet and the Cairngorms; and Angus Glens.

In order to facilitate trend analysis the content of the CBB questionnaire remained largely identical during the 2010/11-year period and, indeed, has been largely unchanged since the project began in Q3 of 2009.

Using a database of business contacts supplied by CBP, an invitation email was sent at the start of each new quarter to businesses within the four sub-areas of the Park.

To augment the response rate, reminder emails were sent by LJR and/or CBP during the polling period each quarter.

Businesses responded to the survey by following the unique hyperlink within the invitation/reminder email and all completed responses were stored in the Visitrac database.

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<sup>1</sup> LJR's wholly owned and operated online survey creation, reporting and benchmarking system.

## Sample

The main sampling population was tourism related businesses spanning the boundaries of the four sub-areas of CNP. A small number of businesses whose principle activities were not tourist related were also surveyed during the project period.

The profile of businesses responding to the surveys is outlined in more detail in the key findings following this section.

A breakdown of survey responses compared to the potential base in each sub-area for each quarter and for the financial year period is displayed below.

| Sub Area & Period            | Business Emails | Business Emails (% of Period Base) | Survey Responses | Survey Responses (% of Period Base) |
|------------------------------|-----------------|------------------------------------|------------------|-------------------------------------|
| Aviemore Q2 2010             | 632             | 75%                                | 50               | 74%                                 |
| Royal Deeside Q2 2010        | 145             | 17%                                | 14               | 21%                                 |
| Glenlivet Q2 2010            | 59              | 7%                                 | 4                | 6%                                  |
| Angus Glens Q2 2010          | 4               | <0.5%                              | 0                | 0                                   |
| <b>Q2 2010 (Total)</b>       | <b>840</b>      | <b>100%</b>                        | <b>68</b>        | <b>100%</b>                         |
| Aviemore Q3 2010             | 604             | 76%                                | 81               | 76%                                 |
| Royal Deeside Q3 2010        | 128             | 16%                                | 21               | 20%                                 |
| Glenlivet Q3 2010            | 55              | 7%                                 | 5                | 5%                                  |
| Angus Glens Q3 2010          | 4               | 1%                                 | 0                | 0                                   |
| <b>Q3 2010 (Total)</b>       | <b>791</b>      | <b>100%</b>                        | <b>107</b>       | <b>100%</b>                         |
| Aviemore Q4 2010             | 664             | 75%                                | 89               | 79%                                 |
| Royal Deeside Q4 2010        | 157             | 18%                                | 19               | 17%                                 |
| Glenlivet Q4 2010            | 55              | 6%                                 | 4                | 4%                                  |
| Angus Glens Q4 2010          | 4               | <0.5%                              | 1                | 1%                                  |
| <b>Q4 2010 (Total)</b>       | <b>880</b>      | <b>100%</b>                        | <b>113</b>       | <b>100%</b>                         |
| Aviemore Q1 2011             | 663             | 75%                                | 78               | 73%                                 |
| Royal Deeside Q1 2011        | 157             | 18%                                | 22               | 21%                                 |
| Glenlivet Q1 2011            | 55              | 6%                                 | 6                | 6%                                  |
| Angus Glens Q1 2011          | 4               | <0.5%                              | 1                | 1%                                  |
| <b>Q1 2011 (Total)</b>       | <b>879</b>      | <b>100%</b>                        | <b>107</b>       | <b>100%</b>                         |
| <b>Aviemore (Total)</b>      | <b>2563</b>     | <b>76%</b>                         | <b>298</b>       | <b>75%</b>                          |
| <b>Royal Deeside (Total)</b> | <b>587</b>      | <b>17%</b>                         | <b>76</b>        | <b>19%</b>                          |
| <b>Glenlivet (Total)</b>     | <b>224</b>      | <b>7%</b>                          | <b>19</b>        | <b>5%</b>                           |
| <b>Angus Glens (Total)</b>   | <b>16</b>       | <b>&lt;0.5%</b>                    | <b>2</b>         | <b>1%</b>                           |
| <b>CBB 2010/11 Total</b>     | <b>3390</b>     | <b>100%</b>                        | <b>395</b>       | <b>100%</b>                         |

Take-up of the survey was fairly consistent across the sub-areas areas with Aviemore based businesses registering a slightly lower response rate than compared to Royal Deeside businesses.

The response rate for each sub-area and the overall response rate during the year period are summarised in the table below:

|                              |            |
|------------------------------|------------|
| <b>Aviemore (Total)</b>      | <b>12%</b> |
| <b>Royal Deeside (Total)</b> | <b>13%</b> |
| <b>Glenlivet (Total)</b>     | <b>8%</b>  |
| <b>Angus Glens (Total)</b>   | <b>13%</b> |
| <b>CBB Total</b>             | <b>12%</b> |

The following analysis is based on a final sample of 395<sup>2</sup> completed survey responses from businesses, some of whom replied consistently to each quarterly survey, and includes responses from businesses spanning key tourism sectors across all four sub-areas of CNP.

## Key Findings

This section outlines key findings on business trends and performance in CNP after the following four quarterly periods that make up the financial year of 2010/11: April to June 2010 (Q2 2010), July to September 2010 (Q3 2010), October to December 2010 (Q4 2010), and January to March 2011 (Q1 2011). Please note that through the commentary this financial year period is referred to as '2010/11'.

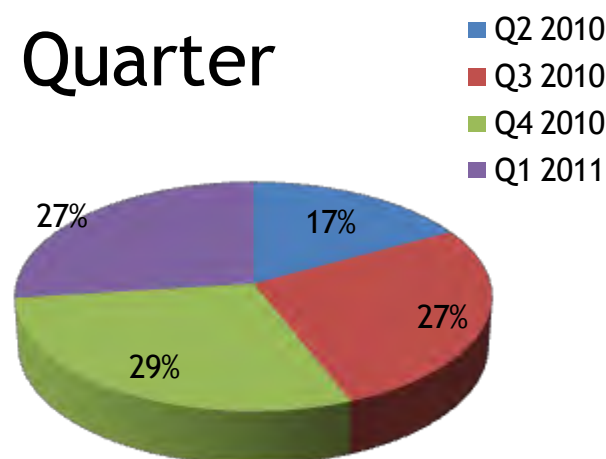
Where relevant comparisons are also made to previously collected data from the period: July to September 2009 (Q3 2009), October to December 2009 (Q4 2009), and January to March 2010 (Q1 2010). This period is referred to as '2009/10' in the commentary below but the reader should note that this is based on a partial financial year and excludes data from businesses from the period April to June 2009 (Q2 2009).

At intervals throughout this summary we refer to key findings observed from the cross-analysis of the data by three aspects – time period, Park sub-area and business sector. However, small sample sizes limit our ability to do this universally, for example, whilst responses from Glenlivet and Angus Glens are included in the overall total, the relatively low number of responses from businesses in these areas means they have been ignored in the comparisons made by sub-area of the Park.

## Sample

### Quarter

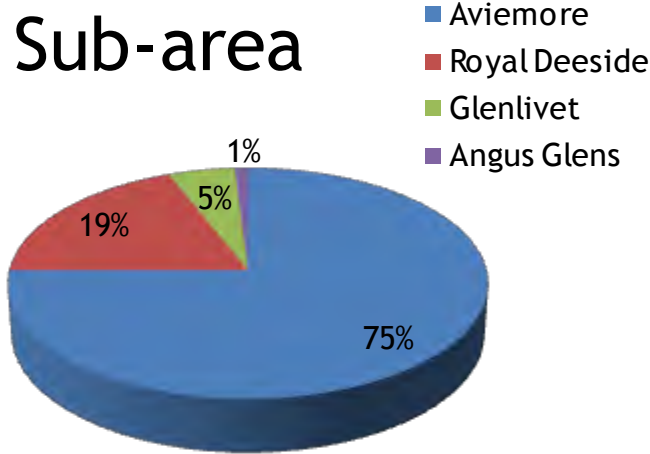
Three out of the four quarters achieved 100 or more responses from businesses across CNP. The lowest response achieved was for Q2 2010 (68 responses or 17% of the overall 2010/11 sample) whilst the highest response was for Q4 2010 (113 responses or 29% of the sample).



<sup>2</sup> Note that sections of analysis within the report are based on smaller sub-samples of responses.

**Sub-area**

Consistent with the sampling population of businesses who received a link to take part in the survey during the period, Aviemore based businesses accounted for 75% of the overall sample of responses in 2010/11 followed by Royal Deeside (19%).

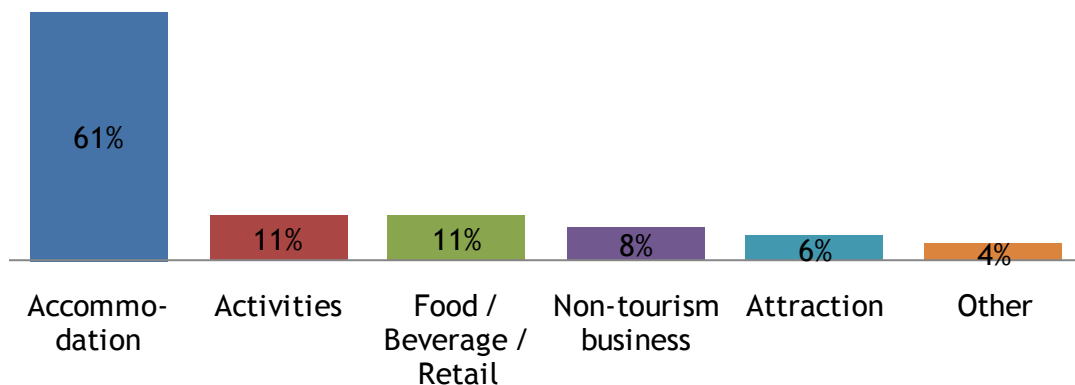


Compared to 2009/10 significantly more responses were received this year from businesses within the Aviemore area. The converse was true for businesses within Royal Deeside.

**Sector**

Accommodation providers made up 61% of the sample in 2010/11, increasing from 56% in 2009/10. Activity operators and retail and catering establishments each accounted for 11% this year (compared to 15% and 14%, respectively, last year).

**Sector**



Self-catering (38%) and B&Bs/guest houses (37%) were the two most common types of accommodation business responding to the survey in 2010/11.

**Membership**

In 2010/11 82% of businesses stated they were a member of at least one business membership organisation which constituted a significant fall from last year (92% in 2009/10).

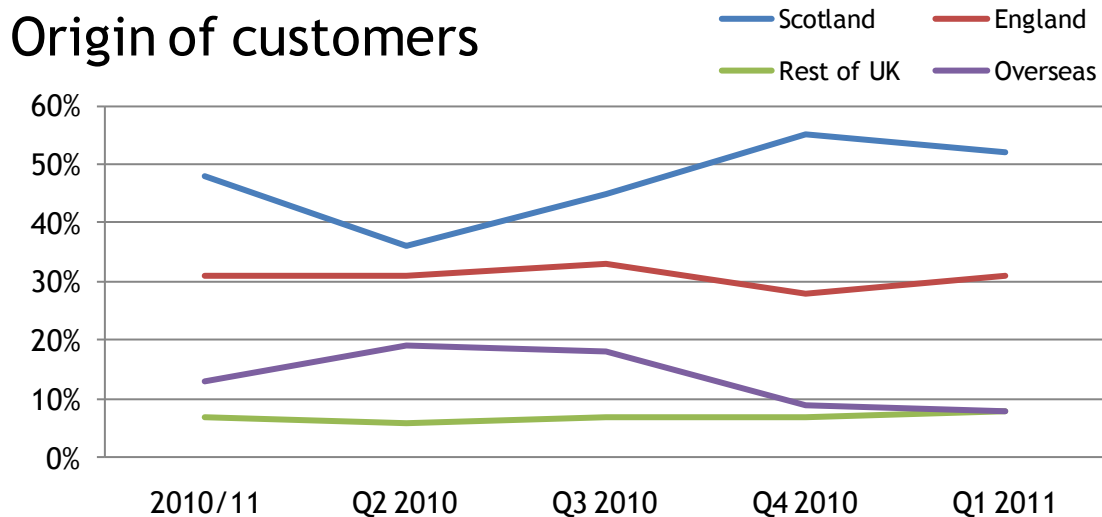
Accounting for 64% of the membership base, the most common membership held was with destination management organisations (DMOs) which latterly included businesses part of CBP.

## Customer profile

Businesses were asked to estimate the approximate mix of their customers during each quarter in terms of origin and type (i.e. first or repeat customer).

### Origin

In 2010/11 businesses estimated that Scotland based customers accounted for 48% of the market. Between quarters there was some seasonal variability apparent – the Scottish market appeared to be most significant in Q4 2010 making up 55% of trade, whilst in Q2 2010 it made just 36% of business footfall. Comparing like-for-like quarters from last year the size of the Scottish market in CNP appears similar.



Customers from England made up 31% of the customer base in 2010/11 and compared to the same quarters last year there is no notable change in the size of the English market. Compared to the Scottish market, less seasonal variation was evident – customers from England steadily accounted for 30% or so of trade during each quarter of 2010/11.

Customers from the north England continue to be the most important segment. Following a drop in the incidence of those from London/South East compared from last year, the Midlands was the second most important English region.

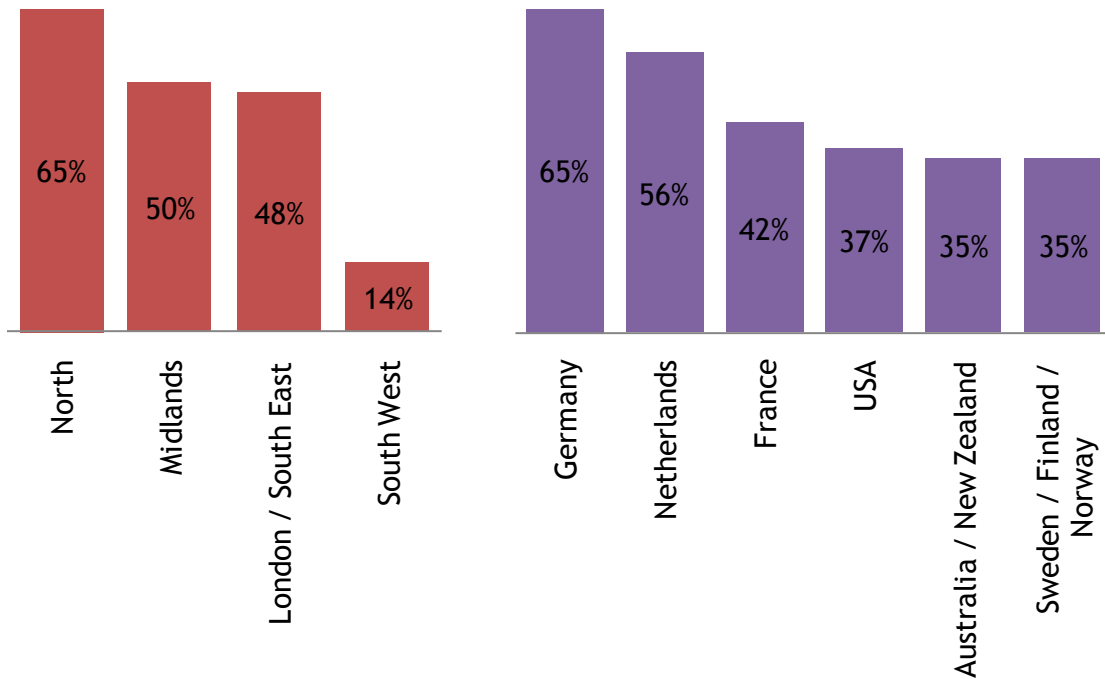
Consistent with last year, those from the rest of the UK (outside of Scotland and England) generated about 8% of business footfall.

Again, similar to last year, the overseas market accounted for approximately 13% of customers in 2010/11. However, more overseas visitors were recorded during the summer period – Q2 to Q3 2010 – than in the winter period – Q4 2010 to Q1 2011.

As in 2009/10, Germany and Netherlands were once more identified as the two key overseas markets.

## English market

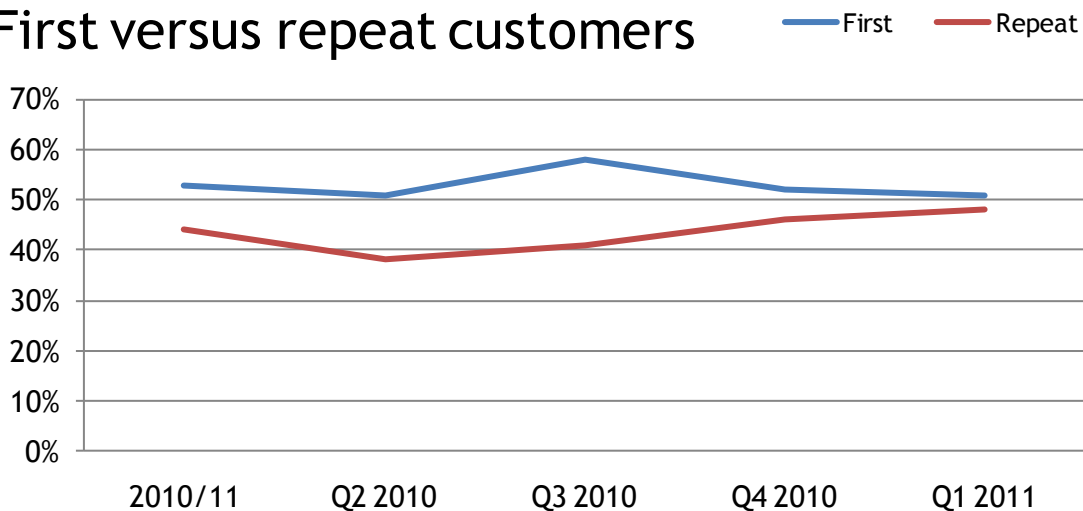
## Overseas market



### Type

First time customers outnumbered repeat customers making up approximately 53% of the market in 2010/11 which was fairly consistent with comparable time periods last year. The greatest concentration of first time customers was recorded in Q3 2010 during which they accounted for 58% of trade.

## First versus repeat customers





## Business levels

Businesses were asked about performance during the quarter compared to the same quarter a year previously. They were also asked about how they expected to perform in the next 12 months compared to their current level of performance.

### Customer numbers and turnover

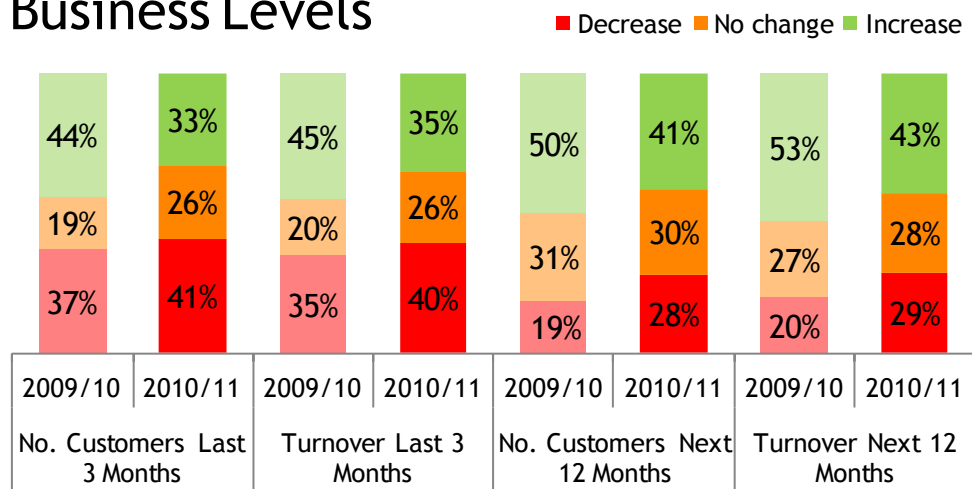
In 2010/11 businesses were more likely to report a fall rather than a growth in customer number compared to a year previously; 41% indicated that customer numbers fell compared to 33% who stated customer numbers grew. It appears Royal Deeside fared slightly worse than the Aviemore area and, by sector, it appears retail and catering businesses were most likely to be down on customers from a year previously.

Turnover fared similarly through 2010/11, appearing to contract rather than grow for more businesses compared to the same period a year ago. Again, negative performance was more marked amongst Royal Deeside businesses and retail and catering outlets.

In 2009/10 businesses reported a slight net increase in customer numbers and turnover from a year previously, so it is worrying to see a reversal of the trend this year.

Q1 2011 appears to have been the hardest hit quarter which is surprising given the exceptionally bad weather of the corresponding period a year ago (Q1 2010) which saw widespread business disruption.

## Business Levels



Looking ahead over the next 12 months businesses generally expected to grow their business; 41% forecasted an increase in customer numbers compared to 28% expecting a decrease and 43% forecasted an increase in turnover against 29% expecting a decrease.

However, again the signs were less positive in Q1 2011 – the most recent quarter – which showed that businesses expected a net fall in customers and turnover in the next 12 months.

Aviemore based businesses were more optimistic about future business levels than those from Royal Deeside.

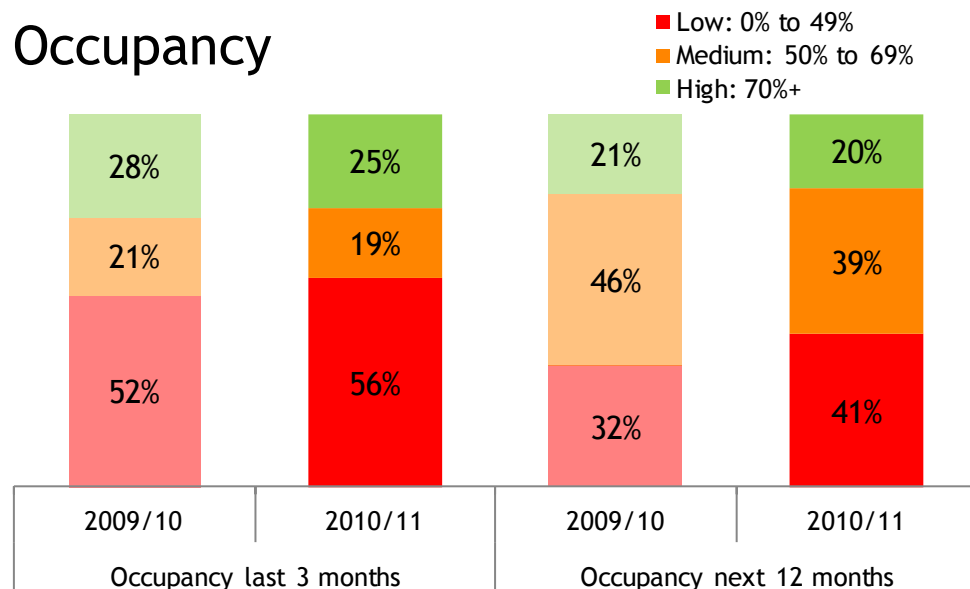
## Occupancy

Accommodation providers were also asked to give an indication of their average occupancy during the quarter and were asked to forecast their average occupancy for the next 12 months.

In 2010/11 56% of businesses recorded what we would consider to be a low level of occupancy of 50% or below although this figure fell to 16% in Q3 2010 which includes the peak summer season period.

As indicated above for general business levels, compared against 2009/10 it appears 2010/11 been a more challenging time with accommodation providers suffering comparably lower occupancy.

Again, there was a suggestion that Royal Deeside businesses were less busy than those in the Aviemore area.



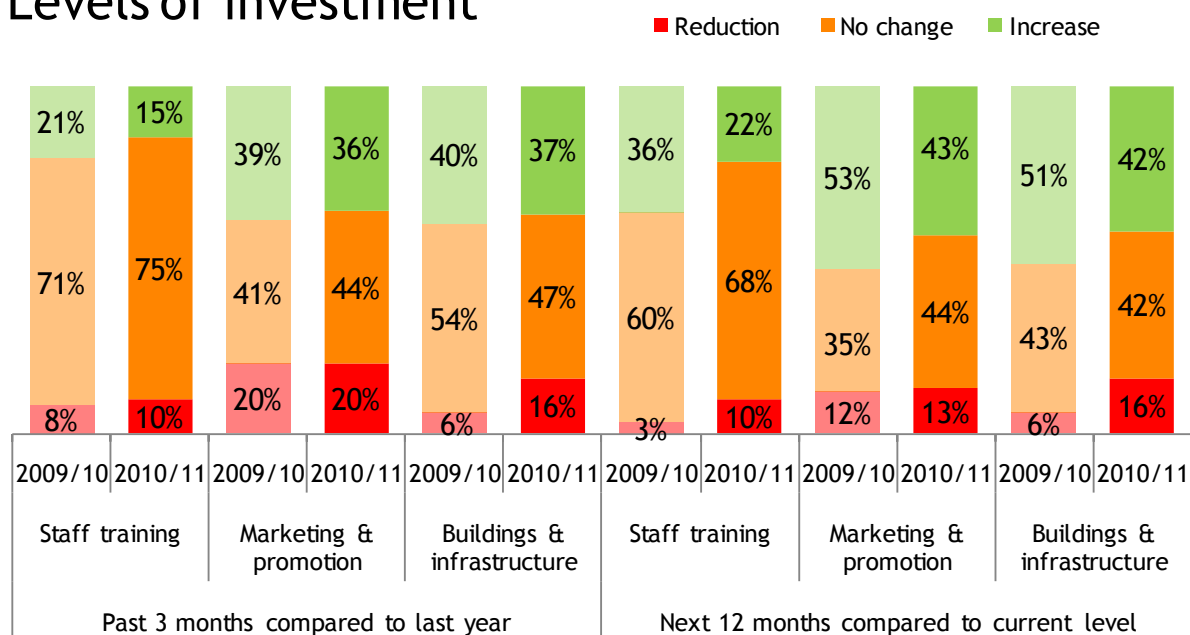
Businesses were more optimistic about future performance; fewer businesses (41%) expected to achieve low occupancy of 50% or less over the next 12 months.

The above being said, expectations of future occupancy were lower than in 2009/10 suggesting greater uncertainty and reduced confidence amongst accommodation providers than a year previously.

## Levels of investment

Each quarter businesses were asked to estimate changes in terms of undertaking staff training, marketing and promotion, and buildings and infrastructure investment compared to the same quarter a year ago. They were also asked how much they expected to change their current level of investment in these aspects over the next 12 months.

## Levels of investment



### Staff training

Below that recorded in 2009/10, businesses reported little net overall change in staff training from a year previously; 75% invested comparable amounts whilst the increases and reductions made by other businesses by-and-large balanced.

Anticipated levels of staff training investment were also below that recorded last year, although businesses continued to show some intent to increase investment in the future; 22% indicated an increase in staff training was likely in the next 12 months.

Worryingly, expected staff training investment dipped notably in Q1 2011 with businesses for the first time since the survey began suggesting that expenditure may fall in this area over the coming 12 months rather than rise.

### Marketing and promotion

In 2010/11 businesses reported a slight increase in their promotional spend compared to a year previously; 36% increased investment as opposed to the 20% that decreased investment. However, this does not appear to be the case in Royal Deeside as businesses reported by-and-large comparable investment to last year. Meanwhile, retail and catering businesses appear to have contracted their marketing and promotional spend from last year.

The rate of growth of marketing and promotion spend in 2010/11 was below that recorded in 2009/10.

Anticipated marketing and promotion investment was generally expected to increase from current levels; 43% expected investment growth whilst 13% expected contraction. However, comparing with 2009/10 there was, again, less optimism evident in terms of increased levels of future marketing and promotion spend.

### Buildings and infrastructure

Businesses demonstrated similar behaviour for buildings and infrastructure investment to that of marketing and promotion; 38% invested more on this aspect compared to 16% investing less. Accommodation providers were the most likely business type to invest in this way on their product and, again, much of the growth was recorded from businesses within the Aviemore area.

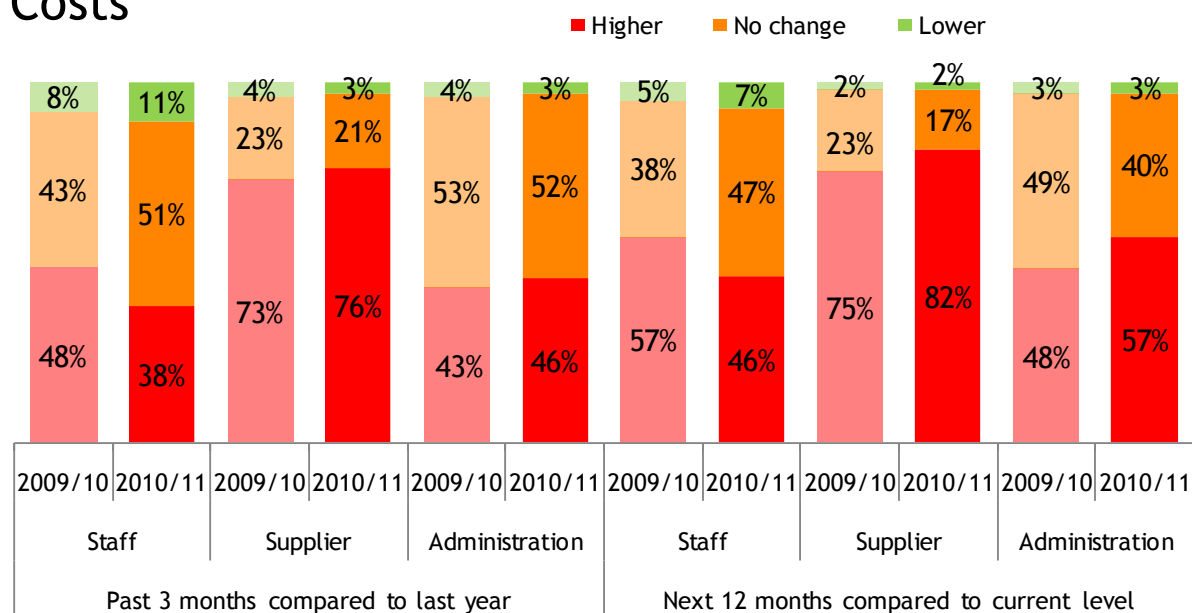
Similarly to the other investment areas, buildings and infrastructure investment was at a reduced level to that of 2009/10.

Expected expenditure in buildings and infrastructure in the next 12 months was forecasted to increase by 42% of businesses and decrease by 16% of businesses which, again, equated to a lower rate of growth than in 2009/10.

## Costs

Business were asked about their overheads and general business costs and were asked to estimate how much staff, supplier and administration costs had changed compared to the same period a year previously. They were also asked how much they anticipated these costs would change over the next 12 months.

## Costs



### Staff costs

With a significant number of sole traders, especially from within the accommodation sector, responding to the survey it is not surprising to report that for most businesses staff costs had not changed a great deal in 2010/11; 51% indicated that they were the same as they had been a year previously.

However, amongst those that reported a change, most indicated that staff costs were higher than they were a year ago. Accommodation providers were less likely than other businesses to report higher staff costs compared to a year ago.

On a positive note, the overall increase in staff costs in 2010/11 was below that recorded in 2009/10.

The trend looks set to continue as businesses expected staff costs to increase by a lesser degree in 2010/11 than they had in 2009/10. However, 46% of businesses indicated staff costs were likely to increase over the next 12 months. Retail and catering businesses appear threatened the most by increased future staff costs; 60% expected an increase in the next 12 months. Royal Deeside businesses also expressed above average fears of increased future staff costs.

### **Supplier costs**

Higher supplier costs compared to a year ago was a reality for most businesses in 2010/11; 76% indicated supplier costs had increased from the same period a year previously. Retail and catering businesses were most likely to report an increase from a year ago whilst activity operators and attractions were least likely.

Worryingly, the trend appears to be accelerating; the incidence of higher supplier costs grew successively in Q4 2010 and Q1 2011 and is above the levels previously recorded in 2009/10.

Looking forward, businesses did not expect a favourable change in supplier costs – 82% expected them to grow over the coming 12 months and most recently, in Q1 2011, the figure stood at 85%. It is, therefore, not surprising to report that anticipated future supplier costs were much higher than those previously predicted in 2009/10.

### **Administration costs**

A split of opinion was apparent regarding a change in administration costs compared to a year previously; 52% indicated that they had not changed whilst a further 46% suggested they had increased. Again, Royal Deeside businesses specifically and retail and catering businesses generally reported above average incidences of increased overheads.

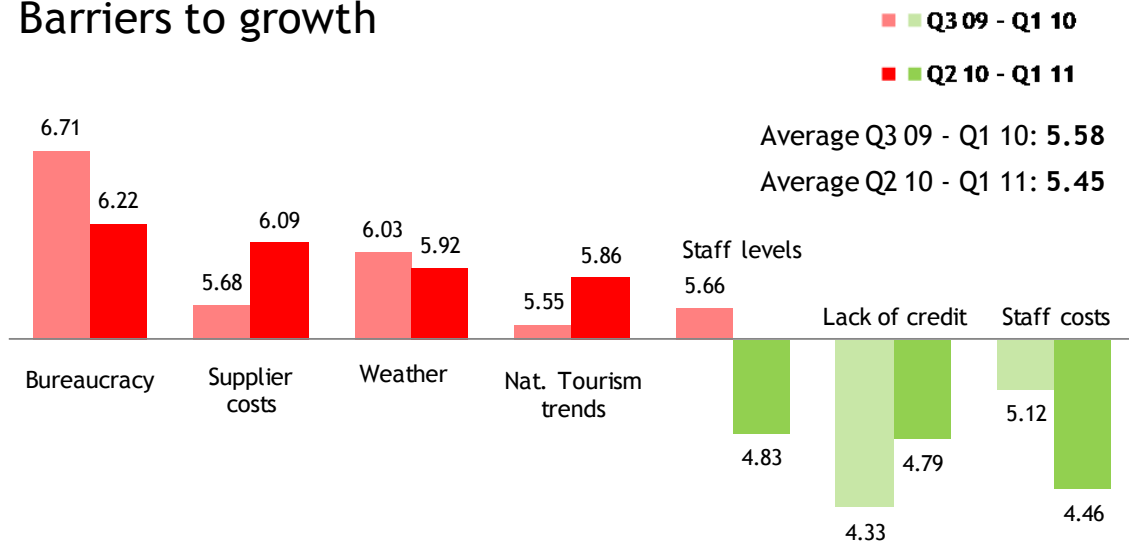
Administration costs were expected to remain constant for 40% of businesses in the next 12 months and increase for 57%, which was above that recorded previously in 2009/10.

### **Barriers to growth**

A range of potential barriers to profitable growth were listed in the survey and each quarter businesses were asked to rate the significance of each individual factor using a rating scale from 1 to 10, where 1 was 'not at all a barrier' and 10 was 'very much a barrier'.

The average overall barrier to growth score in 2010/11 was 5.45, which was below that of 2009/10 (5.58).

## Barriers to growth



Rated at 6.22 bureaucracy/legislation was perceived to be the greatest barrier to growth and appears to be a comparatively bigger issue for businesses in Royal Deeside than in Aviemore. Catering and retail establishments attributed a significantly higher score for this aspect than other business types. However, it appears that bureaucracy/legislation was less of an issue this year compared to last year.

The second most significant perceived barrier was supplier costs (6.09) which increased the most from 2009/10. Catering and retail establishments appear to be restricted the most by this factor.

Weather was deemed slightly less of a threat this year compared to last year and was rated overall at 5.92. In Q1 2011 weather was rated 5.90 as a barrier compared to 6.67 in Q1 2010, which saw sustained periods of wintry weather conditions.

National tourism trends (the types and volumes of visitors) rose slightly compared to last year to 5.86 and, in particular, a notably higher barrier level was recorded in Q3 2010 from Q3 2009 (6.04 from 5.51). Attractions and activity operators appear to be more affected by these trends than other business types.

The significance of the three remaining factors – staff levels/availability (4.83), lack of available credit (4.79) and staff costs (4.46) – was rated below 5 out of 10 with the staffing associated barriers falling significantly compared to 2009/10.

## External support

Businesses were asked to rate the contribution of organisations operating within the Park area in assisting them to run their business using a 1 to 10 rating scale, where 1 was 'very poor contribution' and 10 was 'very good contribution'.

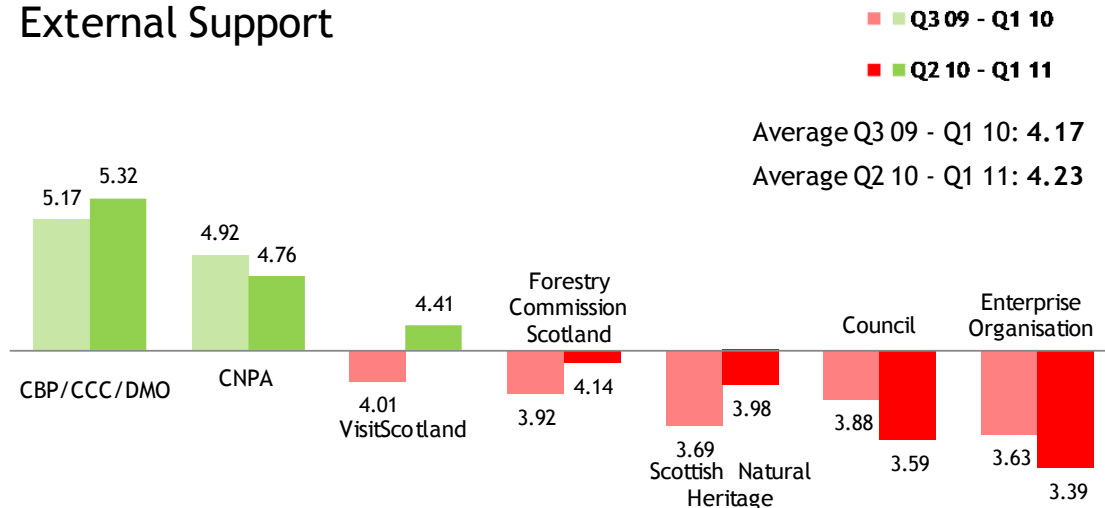
The average overall contribution score in 2010/11 was 4.23, which constituted a slight increase from 4.17 recorded in 2009/10.

The role of private sector led support organisations such as Destination Management Organisations (DMOs), the Cairngorms Business Partnership (CBP) and the Cairngorms Chamber of Commerce (CCC) were, again, as in 2009/10, rated more favourably than other organisations within the Park area offering supporting services to businesses. Having

subsumed the roles of the local DMO and the Chamber of Commerce it will be interesting to see how businesses perceive the contribution of the CBP during the course of the next financial year.

The remaining 6 organisations were attributed with average contribution scores below 5 out of 10 ranging from 4.76 for the Cairngorms National Park Authority (CNPA) to 3.39 for Enterprise Organisation as displayed below.

## External Support

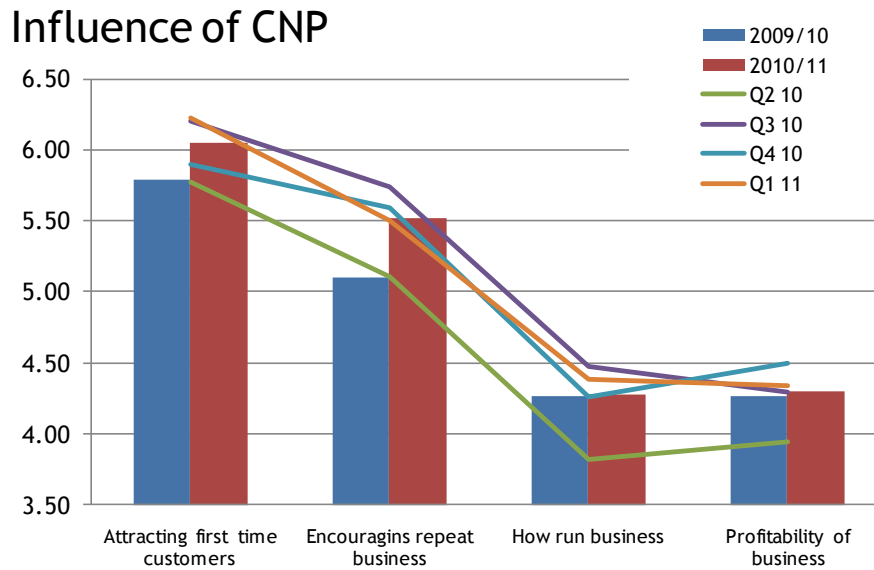


## Influence of Cairngorms National Park

Opinion was sought regarding the role of the National Park on an individual business. Using a rating scale from 1 to 10, where 1 was 'not at all influential' and 10 was 'very influential'; businesses rated the influence of CNP in attracting first time customers at 6.05. Retail and catering establishments rated this aspect much lower though at 5.29.

There was slightly more recognition that the National Park plays a role in driving new business to the area in 2010/11 compared to 2009/10, although the average level of influence attributed in Q1 2011 was below that of Q1 2010.

Rated at 5.52 (out of 10) in 2010/11 the influence of the National Park in encouraging repeat business was slightly lower than for first time customers. However, again, with the exception of Q1 2011 compared to Q1 2010, businesses placed a slightly higher level of importance on the role of the National Park in helping to bring repeat custom to the area.



In line with a higher recognition of the role the Park plays in attracting customers, businesses also attributed a slightly higher level of CNP influence on profitability this year compared to 2009/10, although a notable fall was apparent, again, in Q1 2011. This being said, most businesses indicated that the Park plays a fairly neutral role on their profitability; an average level of influence score of 4.30 was achieved.

In terms of the influence of the Park on businesses operations, the role was rated the lowest at 4.28. A similar trend as discussed above was apparent with a slightly higher level of influence evident in 2010/11 but a fall evident in Q1 2011 compared to Q1 2010.

## Business confidence

Businesses were asked to rate their overall level of business confidence in the short (next 3 months), medium (next 12 months) and long term (next 24 months) using a 1 to 10 rating scale where 1 was 'very low' and 10 was 'very high'.

Short-term confidence was rated at 5.31 overall in 2010/11, slightly lower at 5.04 by Royal Deeside based businesses. Short-term confidence was higher amongst activity operators and attractions than accommodation providers (5.45 versus 5.14).

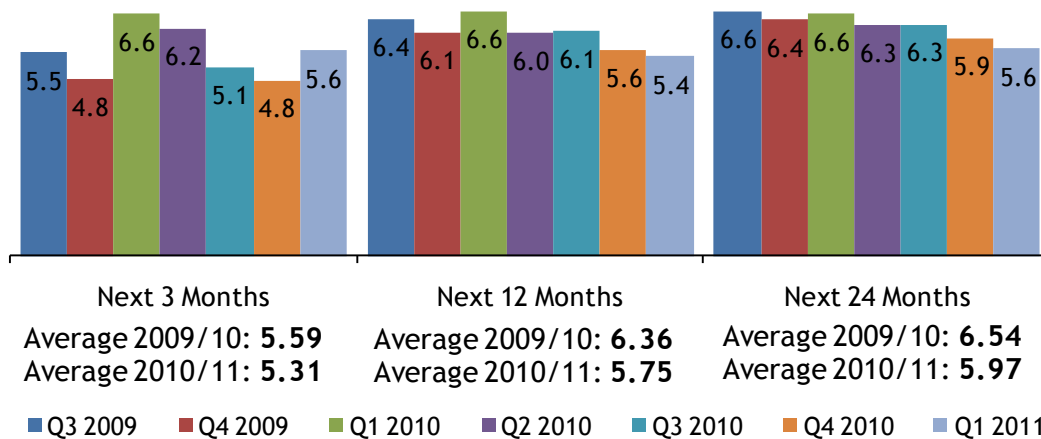
Comparing the same quarters of 2009/10 and 2010/11, there was a notable fall in short term confidence in 2010/11.

Business confidence in the medium term fared similarly falling significantly compared to 2009/10 data. Most starkly, medium term confidence fell for two consecutive quarters in 2010/11 to its lowest ever level of 5.39 in Q1 2011.

Higher than the short-term level, the average medium term confidence was 5.75 during the year and was, again, slightly higher for attractions and activity based businesses than for accommodation providers (5.92 versus 5.64).



## Business Confidence



Meanwhile, average long-term confidence through 2010/11 was 5.97 and was thus, higher than both the short and medium term levels. Attractions and activity operators rated long-term confidence at 6.27 compared to 5.86 amongst accommodation businesses.

Like medium term confidence, long-term confidence dropped to its lowest recorded level of 5.59 in Q1 2011 and comparing 2009/10 with 2010/11, major falls in long term confidence were evident.

## Conclusion

The CBB acts as a vital gauge measuring both business performance and sentiment across the Park area. Ongoing and consistent since the summer of 2009, the barometer is now supplemented by year-on-year trend data which provides further context to understand the health of the local tourism economy.

April 2010 through to March 2011 has been a challenging time for businesses – continued wider economic fears, political change, public sector reform, national and international weather phenomena and natural disasters. However, the year has also shown continued evidence of a growth in domestic tourism fuelled by the ‘staycation effect’ as more Brits opt to holiday at home within the UK. So whilst threats abound in the market place there remain opportunities for businesses to exploit current trends.

These wider threats and challenges however, appear to have acted as a stumbling block to growth during the period; business levels along with investment are consequently below average. Supplier costs as well have risen; it appears exorbitantly for some businesses. Increased VAT, increased raw material costs along with higher travel and transport costs are likely to be the drivers, which are increasingly testing business profitability. Despite this though businesses continue to demonstrate both courage and ambition to develop and grow their business; many expect to spend more on their business in the coming 12 months against a difficult economic backdrop.

Confidence dropped to an all time low in Q1 2011 highlighting the extent of the challenges ahead. The role organisations play in providing support for local businesses and helping to encourage wider collaboration is set to become even more important in order for businesses to deal positively with a trend of increased running costs and a perception of decreasing customer numbers and turnover.

PPK-13 12/12/11



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The Cairngorms National Park Authority  
Grantown on Spey

7<sup>th</sup> December, 2011

Dear

*Sir,*

**Draft Cairngorms National Park Plan 2012-2017**

Thank you for offering the opportunity to comment on the draft plan. COAT was established during the last Park Plan and has since worked closely with the Park Authority to deliver projects and outcomes envisaged in the last Plan. During this time we have forged a close and mutually beneficial partnership with the Park and would wish to place on record our appreciation of the support and encouragement we have received from the Park, its Board and staff. We look forward to maintaining this partnership during the next Plan period.

COAT operates its planning and delivery in Business Plan periods that do not coincide with the Park Authority's Plan periodicity. We are currently working to a Business Plan for 2011-2015, so we are already committed to projects and actions well into the new Park Plan period. We can therefore make suggestions for projects or activities to include in your Plan that may already be underway or well advanced in the planning.

Our specific areas of future operation that we would wish to see reflected in the Park Plan are:

- **Mountain Paths:** our existing Cairngorms Mountain Heritage project, funded by a partnership that includes HLF and CNPA, is delivering a programme of upland path improvement to priority paths in the western Cairngorms. But this will still leave key paths in the eastern and southern Cairngorms suffering from unsightly erosion that compromise landscape quality and user enjoyment; Mount Keen and Beinn a Ghlo are obvious examples. We would suggest that that reference could be made to the need for this work under 2 headings, within Outcome 4 where upland path management protects and enhances the wild character of the mountains, and within Outcome 10 where the upland path network provides a sustainable infrastructure for people to enjoy fresh air and exercise.



- Lowland paths and promoted routes: COAT has achieved much in developing, promoting and maintaining paths around and between communities and out into the wider countryside. We see this aspect of our work continuing in partnership with the Park Authority and Community Councils. Outcome 10 reflects this well.
- Walking to Health: COAT currently supports some 23 health walking groups across the National Park and we plan for this aspect of our work to gradually increase. Again Outcome 10 expresses the importance of this work in contributing to healthier lifestyles for residents and visitors, and COAT would wish to have a strong role in its delivery
- Rural skills training: through the Cairngorms Mountain Heritage project, COAT has successfully run a training course on path management skills, accredited to SQA standards. It intends to broaden the scope of this training in the years ahead, meeting the evident demand amongst the public for vocational type training that links directly to conserving and enhancing the special qualities of the National Park. The Park Plan could usefully make reference to this development within Outcome 5.
- Volunteering: our existing Cairngorms Mountain Heritage project includes targets for people to get more actively involved in the care of the upland path network, for instance via an Adopt-a-Path scheme. We would suggest that under Outcome 1 COAT will have a role to play in expanding volunteer activity in caring for the Park

We hope that these comments prove useful. Should any clarification be required, I would be happy to discuss matters further.

Yours

  
→  
Chairman.

**From:****Sent:** 16 December 2011 16:07**To:** Planning**Subject:** Message from Cromar Community Council to the National Park Plan 2012-2017 Team

Dear National Park Plan 2012-2017 Team,

I write on behalf of Cromar Community Council to offer some comments on the Draft Cairngorms National Park Plan 2012-2017.

We welcome the aspirations set out in the Plan and hope that the details will be as well-thoughtout when the time comes to put it into action.

While much of our Community Council Area lies outside the CNP, we share common interests with those inside it. We are keen to see the infrastructure for businesses improved, particularly as far as broadband is concerned. We believe that it is vital to the future of the National Park that people should be able to work there on an equal footing with those who do business in Scotland's cities and towns. We also think that it is important, not just for the local economy but also for the future of the Park, that its inhabitants should be able to find employment beyond the obvious, though of course, necessary, fields of tourism and conservation. For this to be successful and sustainable, we also support the Plan's aims concerning the provision of affordable housing and the allowance of private dwellings of good-quality and appropriate design.

Finally, here of the edge of the Park, we have been lucky enough to have been included in COAT's excellent programme of way-marked paths, and have seen them attract ever-increasing numbers of visitors to the area. This has given the villages served by our Community Council a real boost. The economy has benefited, of course, but walkers also bring life to our hills and glens. We therefore hope that the New Park Plan will continue the good work.

Yours faithfully,

Cromar Community Council