



Cairngorms
National Park Authority

Ùghdarras Pàirc Nàiseanta a'
Mhonaidh Ruaidh

Productive places

Schedule 21: Economic development

Cairngorms National Park Local Development Plan: Evidence Report

March 2026





Schedule 21: Economic development

March 2026

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Requirements addressed in this schedule

Table 1 Information required by the Town and Country Planning (Scotland) Act 1997, as amended (CNPA003), regarding the issue addressed in this schedule.

Section	Requirement
Section 15(5)(a)	the principal physical, cultural, [economic], social, built heritage and environmental characteristics of the district,
Section 15(5)(b)	the principal purposes for which the land is used,
Section 15(5)(c)	the size, composition health and distribution of the population of the district,
Section 15(5)(ce)	the education needs of the population of the district and the likely effects of development and use of land on those education needs,
Section 15(5)(cf)	the extent to which there are rural areas within the district in relation to which there has been a substantial decline in population.
Section 15(5)(e)	How that infrastructure is used.
Section 15(5)(f)	Any change which the planning authority think may occur in relation to any of the matters mentioned in paragraphs (a) to (eb).
Section 16(2)(a)	To take into account— <ul style="list-style-type: none">i. The National Planning Framework andii. Any local outcomes improvement plan (within the meaning of section 6 of the Community Empowerment (Scotland) Act 2015) for the part of their district to which the local development plan relates,iii. Any registered local place plan (see schedule 19) that is for the part of their district to which the local development plan relates.
Section 16(2)(b)	Are to have regard to such information and considerations as may be prescribed.
Section 16(2)(c)	May have regard to such other information and considerations as appear to them to be relevant.
Section 16B(3)(a)	The evidence report is to set out the planning authority's view on the matters listed in section 15(5) for land in the part of the authority's district to which the local development plan will relate,
Section 16B(3)(e)	Include such other matters as are prescribed.



Section	Requirement
Section 16B(4)(c)	The evidence report is also to include a statement on the extent to which the views expressed under paragraphs (a) and (b) have been taken into account in the report.
Section 264A	In the exercise, with respect to any land in a National Park, of any power under the planning Acts, special attention shall be paid to the desirability of exercising the power consistently with the National Park Plan as adopted under section 12(7)(a) of the National Parks (Scotland) Act 2000 (asp 10).

Links to evidence

International documents

- CNPA002 - United Nations: Sustainable Development Goals

Legislation

- CNPA003 - Town and Country Planning (Scotland) Act 1997
- CNPA004 - National Park (Scotland) Act 2000
- CNPA504 - Agriculture and Rural Communities (Scotland) Act 2024
- CNPA524 - The Community Empowerment (Scotland) Act 2015 (Commencement No. 7) Order 2017
- CNPA634 - Natural Environment (Scotland) Bill as passed
- CNPA1216 - The Town and Country Planning (Use Classes) (Scotland) Order 1997

National documents

- CNPA007 - National Performance Framework
- CNPA008 - National Planning Framework 4
- CNPA060 - Securing a green recovery on a path to net zero: climate change plan 2018 – 2032 –update
- CNPA076 - Scottish Vacant and Derelict Land Survey
- CNPA084 - Scottish Biodiversity Strategy to 2045: Tackling the Nature Emergency in Scotland
- CNPA245 - Climate change: Scottish National Adaptation Plan 2024 - 2029
- CNPA505 - Scotland's National Strategy for Economic Transformation: Delivering Economic Prosperity (2022)
- CNPA506 - Building Community Wealth in Scotland
- CNPA507 - Scottish Land Commission - Community Wealth Building and Land



- CNPA535 - National innovation strategy 2023 to 2033
- CNPA945 - Scottish Land Commission - Community Wealth Building and Land Guidance
- CNPA995 – SIMD 2020 technical notes
- CNPA997 - Scottish Government: Masterplan consent area regulations: consultation
- CNPA1325 - Community Wealth Building (Scotland) Bill
- CNPA1326 - Building Community Wealth in Scotland: consultation analysis

National Park Authority documents

- CNPA010 - Cairngorms National Park Partnership Plan 2022 - 2027
- CNPA016 - Cairngorms National Park Local Development 2021
- CNPA026 - Local Development Plan interactive map engagement report 2024
- CNPA028 - Cairngorms National Park Gypsy and Traveller 2024
- CNPA180 - Cairngorms Sustainable Tourism Action Plan 2023 – 2028
- CNPA253 - Cairngorms Nature Action Plan 2019 – 2024
- CNPA334 - Cairngorms National Park Local Development Plan Delivery Programme 2025
- CNPA335 - Cairngorms National Park Employment Land Audit 2025
- CNPA336 - Local Development Plan 3: Equality and Fairer Scotland Impact Assessment
- CNPA337 - Statistical areas used in the analysis of the Cairngorms National Park
- CNPA528 - Cairngorms 2030
- CNPA529 - Cairngorms National Park Authority Wellbeing Economy Action Plan
- CNPA530 - Cairngorms Trust
- CNPA538 - Cairngorms National Park - Resident and worker survey 2024 - 2025
- CNPA599 - Kingussie community roadshow event – Local development plan engagement report 2024
- CNPA681 - Kingussie High School Higher Criminology Students Place Standard Tool Engagement 2024
- CNPA814 - Active Cairngorms Action Plan 2023 - 2028
- CNPA833 - Cairngorms Local development plan place standard tool engagement with Kingussie High School Youth Forum 2025
- CNPA834 - Local development plan place standard tool engagement with the Cairngorms National Park Junior Rangers 2025
- CNPA835 - Cairngorms Local development plan place standard tool engagement with Aviemore Neurodiversity Support Youth Group 2025
- CNPA994 - Benchmark Review of the Cairngorms National Park for the Cairngorms Economic Forum 2013 Final Report



- CNPA1104 - Cairngorms National Park Local Development Plan engagement - gamification approach 2025
- CNPA1105 - Local Development Plan engagement – Planning Power with Cairngorms 2030
- CNPA1361 - Topic: Economic development - engagement version

Local authority documents

- CNPA166 - Perth and Kinross: Economic Wellbeing Plan 2020 – 2028
- CNPA237 - Badenoch and Strathspey Area Committee Item 6: Badenoch and Strathspey Area Plan
- CNPA512 - Highland Indicative Regional Spatial Strategy to 2050
- CNPA513 - Inverness and Highland City-Region Deal
- CNPA514 - Inverness and Highland City Region Deal Annual Report 2023 / 24
- CNPA517 - The Highland Council - Community Wealth Building Strategy 2024
- CNPA518 - Social Value Charter for Renewables Investment
- CNPA519 - Perth and Kinross Economic Action Plan 2025 - 2030
- CNPA520 - Moray Economic Strategy 2022: Towards Future Prosperity and Inclusive Growth
- CNPA521 - Moray Community Wealth Building Strategy 2024
- CNPA522 - Moray Skills Investment Plan
- CNPA523 - Moray Skills Investment Plan Delivery Plan
- CNPA525 - Angus Council Economic Development Land and Property Strategy 2021 – 2030
- CNPA527 - Angus Council Plan 2023 – 2028 (2024 Update)
- CNPA637 - Angus Community Plan 2022 to 2030
- CNPA638 - Highland Outcome Improvement Plan 2024 - 2027
- CNPA516 - Our Future Highland Delivery Plan 2024 – 2027
- CNPA639 - Moray Local Outcome Improvement Plan v2
- CNPA640 - Perth and Kinross Community Plan 2022 – 2032
- CNPA881 - Perth and Kinross Tourism Strategy and Action Plan
- CNPA1091 - 2024 – 2027 HOIP Delivery Plan
- CNPA1321 - Moray Growth Deal
- CNPA1322 - Aberdeenshire Council: Community Wealth Building Strategy

Community action plans

- CNPA063 - Aviemore, Rothiemurchus and Glenmore Community Action Plan: Looking to 2030
- CNPA064 - Blair Atholl Community Action Plan: Looking to 2030



- CNPA065 – Grantown-on-Spey Community Action Plan 2025
- CNPA066 - Kingussie Community Action Plan: Looking to 2030
- CNPA119 - Ballater & Crathie Community Action Plan 2023
- CNPA121 - Braemar Community Action Plan
- CNPA122 - Carrbridge Community Action Plan: Looking to 2030
- CNPA123 - Advie and Cromdale Community Action Plan
- CNPA125 - Dalwhinnie Community Action Plan: Looking to 2030
- CNPA127 - Kinraig Community Action Plan: Looking to 2030
- CNPA129 - Laggan Community Action Plan: Looking to 2030
- CNPA130 - Mount Blair Community Action Plan
- CNPA131 - Nethy Bridge Community Action Plan: Looking to 2030
- CNPA132 - Newtonmore Community Action Plan: Looking to 2030
- CNPA133 - Strathdon Community Action Plan: Looking to 2030
- CNPA331 - Dulnain Bridge Community Action Plan: Looking to 2030
- CNPA374 - Boat of Garten Community Action Plan: Looking to 2030

Data sources

- CNPA189 - Oxford Economics Report 2022
- CNPA191 - Cairngorms National Park STEAM Report 2023
- CNPA439 - Scotland's Census
- CNPA531 - Cairngorms Business Partnership Business Barometer August 2024 Report
- CNPA532 - Scottish official statistics
- CNPA533 - National Records of Scotland
- CNPA534 - Scottish Index of Multiple Deprivation 2020
- CNPA717 - Office of National Statistics
- CNPA991 - Scottish Index of Multiple Deprivation 2020v2 - indicators
- CNPA996 - Poverty and Inequality Commission
- CNPA1323 - Wellbeing Economy Alliance Scotland
- CNPA1324 - Scottish Exchange of Data (ScotXed)
- CNPA1389 - The Centre for Housing Market Analysis: Gross Household Incomes estimates

Other relevant documents

- CNPA509 - Tay Cities Regional Economic Strategy 2019 - 2039
- CNPA510 - Regional Economic Strategy (Northeast of Scotland)
- CNPA511 - Highlands and Islands Regional Economic Partnership Regional Economic Strategy 2025 – 2035



- CNPA536 - Broom DH, D'souza RM, Strazdins L, Butterworth P, Parslow R, Rodgers B, (2006) The lesser evil: bad jobs or unemployment? A survey of mid-aged Australians. *Social Science & Medicine*. 63(3):575-586
- CNPA992 - Entrepreneurship, the informal economy and rural communities
- CNPA537 - Leach LS, Butterworth P, Strazdins L, Rodgers B, Broom DH, Olesen SC. (2010) The limitations of employment as a tool for social inclusion. *BMC Public Health*.
- CNPA539 - Gedikli, C. et al. (2022) 'The relationship between unemployment and wellbeing: an updated meta-analysis of longitudinal evidence', *European Journal of Work and Organizational Psychology*, 32(1), pp. 128 – 144.
- CNPA540 - Inverness and Cromarty Firth Green Freeport
- CNPA942 - Highlands and Islands Enterprise Strategy 2023 – 2028
- CNPA943 - Highlands and Islands Enterprise Operating Plan 2025 / 2026
- CNPA944 - Workforce North: A shared mission to grow and expand our workforce
- CNPA993 - The National Statistics Socio-economic classification (NS-SEC)
- CNPA1320 - Cooper, Kerris and Stewart, Kitty (2017) Does Money Affect Children's Outcomes? An update. *CASE papers* (2023). Centre for Analysis of Social Exclusion, London, UK
- CNPA1449 – Powering up Planning: How the planning system building community wealth

Consultation material

- CNPA014 - Email - Highlands and Islands Enterprise on changes to schedules
- CNPA1340 - Evidence report engagement responses
- CNPA1416 - SEPA Response to Economic Development engagement
- CNPA1417 - Scottish Enterprise Response to Local Development Plan Evidence Reports



Summary of evidence

Policy context

National Planning Framework 4

National Planning Framework 4 (CNPA008) sets out the National Spatial Strategy for Scotland. Its focus on the three main policy themes of sustainable, liveable and productive places aligns with Scotland's aim of delivering on the United Nations Sustainable Goals (CNPA002). National Planning Framework 4, in relation to economic development aims to improve people's lives by making sustainable, liveable and productive places. The National Planning Framework will also play a critical role in delivering the National Strategy for Economic Transformation (CNPA505) and in community wealth building. Spatial principals outlined in the National Planning Framework aimed at economic development include rebalancing development and rural revitalisation.

Policies primarily concerned with matters relating to economic development sit within National Planning Framework 4's Productive places theme. This topic considers matters relating specifically to matters covered by policies 25 and 26.

Policy 25: Community wealth building, states that local development plans should be aligned with any strategy for community wealth building for the area and have spatial strategies that:

- Address community wealth building priorities.
- Identify community assets.
- Set out opportunities to tackle economic disadvantage and inequality.
- Seek to provide benefits for local communities.



The policy outcomes for Policy 25 are:

- Local economic development that focuses on community and place benefits as a central and primary consideration – to support local employment and supply chains.
- Support community ownership and management of buildings and land.

With respect to National Planning Framework 4 Policy 25, the National Planning Framework 4 guidance advises that alignment of local development plans with strategies for community wealth building for the area can support a place based approach to economic development. It suggests that this will be achieved through working in partnership with communities and businesses to build a strong resilient local economy. The approach to the spatial strategy may include prioritising use of brownfield, vacant and derelict land and empty buildings and directing development to existing centres to support sustainable communities.

Key policy connections to Policy 25 comprise policy 9 (brownfield, vacant and derelict land and empty buildings), policy 15 (local living and 20 minute neighbourhoods) and policy 26 (business and industry).

Policy 26: Business and Industry, states that local development plans should allocate sufficient land for business and industry, taking into account business and industry land audits, in particular ensuring that there is a suitable range of sites that meet:

- Current market demand
- Location
- Size
- Quality in terms of accessibility and services

The Cairngorms National Park local development plan should also take account of local economic strategies and support broader objectives of delivering a low carbon and net zero economic recovery, and a fairer and more inclusive wellbeing economy.

Key policy connections to Policy 26 comprise policies: 1 (tackling the climate and nature crisis), 2 (climate mitigation and adaptation), 13 (sustainable transport), 14 (design, quality and place), 15 (local living and 20 minute neighbourhoods), 23 (health and safety), 24 (digital infrastructure), 25 (community wealth building), 27 (city, town, local and commercial centres) and 29 (rural development).



Legislation and national documents

National Park (Scotland) Act 2000

The National Park has four distinct aims as set out in The National Parks (Scotland) Act 2000 (CNPA004). As outlined in Schedule 1: Plan outcomes, these will be amended by the Natural Environment Scotland (Scotland) Bill (CNPA634) once enacted. These are, as to be amended by the Natural Environment (Scotland) Bill:

- To conserve and enhance the area's natural and cultural heritage.
- To promote sustainable management and use of the area's natural resources.
- To promote public understanding and enjoyment of the area's natural and cultural heritage.
- To promote sustainable economic, social and cultural development of the area's communities.

All of the aims are relevant to the matters discussed in this schedule. The aims are all to be pursued collectively. However, if there is conflict between the first aim and any of the others, greater weight is given to the first aim (as set out in Section 9(6) of the 2000 Act).

National Performance Framework

The National Performance Framework (CNPA007) sets out 11 National Outcomes that the public sector must collectively deliver. The National Outcome for the economy sets out the following vision:

- To have a strong, dynamic and productive economy which creates wealth and employment across Scotland.
- The economy is competitive, and Scotland has good international trade, investment and export networks. Scotland is considered an attractive place to do business.
- The economy is inclusive and focused on improving the lives of all Scotland's people. Scotland needs to ensure the benefits of economic growth, wealth and opportunities are fairly shared. Access to labour markets and jobs is evenly shared.
- The sustainable economic growth is not achieved at the expense of Scotland's social interests or those of the environment. As such, Scotland's economy is ecologically accountable as well as socially responsible.
- Scotland regards the green economy and its rich ecological capital as a valuable development opportunity and actively progress advancements in these areas.

When considering economic development in the Cairngorms National Park, the National Outcome for fair work and business also has relevance. Scottish Government's vision for this outcome is to successfully attract and retain new talent and fully support business



and social enterprise taking seriously the wellbeing and skills of its workforce and providing good quality, fair work, training and employment support for all, with employers actively fulfilling their corporate responsibilities.

This outcome relates to the following United Nation's Sustainable Goals (CNPA002):

- Quality education
- Gender equality
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation and infrastructure
- Reduced inequalities
- Responsible consumption and production

The Proposed Plan should also aim to support the National Outcome for Fair Work and Business and the outcome for communities. Community wealth building can support community resilience and investment in deprived communities.

Scotland's National Strategy for Economic Transformation: Delivering Economic Prosperity 2022

Scotland's National Strategy for Economic Transformation 2022 (CNPA505) sets out a 10 year vision to create a wellbeing economy and identifies a small number of priorities to help achieve this. This strategy has a vision to achieve a wellbeing economy and aims to address some of Scotland's economic challenges including:

- An ageing population.
- One in five of Scotland's working age population is economically inactive.
- Structural inequalities resulting in many households living in poverty.
- Not enough innovative ideas are turned into businesses.
- Too few new businesses scaling up successfully.
- Regional inequalities.
- Rural areas facing particular challenges such as falling labour supply, poorer access to infrastructure and housing challenges.
- Transition to net zero economy with the further challenge of achieving a just transition that delivers positive employment, revenue and community benefits.
- Lack of economic powers affects Scotland's ability to directly impact change in the labour market and lack of migration powers means Scotland cannot design and implement an immigration system to address Scotland's demographic challenges.

To address these challenges the strategy sets out the following economic programmes for the 10 year period, delivered through a phased approach:



1. Entrepreneurial people and culture programme – the aim of the programme is to establish Scotland as a world class entrepreneurial nation with a much stronger pipeline of scaling businesses and founded on a culture that encourages, promotes and celebrates entrepreneurial activity in every sector of the economy.
2. New market opportunities programme – seeks to capitalise on Scotland's strengths in areas such as renewable energy and hydrogen, financial services and fintech, space, industrial biotech and high value manufacturing to grasp new market opportunities.
3. Productive businesses and regions programme – seeks to deliver a step change in Scotland's productivity performance, addressing regional inequalities in economic activity as well as boosting traditional and digital infrastructure. This includes addressing regional inequalities and making improvements to Scotland's infrastructure that will support transition to a greener economy. It is critical that these resources are shared in an efficient and equitable way across all parts of Scotland, including ensuring that traditional access challenges in the rural communities are addressed.
4. Skilled workforce programme – there is a need to address inequality in the workforce namely women, young people, lone parents, older and disabled workers, minority ethnic people and those with no or low qualifications, at present and those who have all been disproportionately impacted by the Covid 19 pandemic. The aging population and the requirement for people to work longer will lead to a greater need for in work engagement with the skills system to reskill or upskill in line with changing work demands.
5. Fairer and more equal society programme – Employability services need to help those furthest from the labour market into employment. Long term unemployed (12 months plus) account for nearly a third of all unemployed in Scotland. Women and young people are already more likely to be employed in jobs with low pay. The aim is to reorient Scotland's economy towards wellbeing and fair work; to deliver higher rates of employment and wage growth, including for those who may face challenges in accessing the labour market; to significantly reduce structural poverty, particularly child poverty; and improve health, cultural and social outcomes for disadvantaged families and communities, particularly those in rural areas.
6. A culture of delivery programme – sets out the steps Scotland needs to take, the structures that need to put in place, and the landscape it needs to build to ensure Scotland can successfully deliver the National Strategy for Economic Transformation.

The aim for 2032 is for Scotland to outperform the previous decade in terms of economic performance and tackling economic inequalities. The Proposed Plan will seek to reflect



and support the aim, policy programmes and actions set out by the National Strategy for Economic Transformation to address the challenges faced in Scotland.

Building Community Wealth in Scotland

The Scottish Government has adopted the internationally recognised community wealth building (CNPA506) approach to economic development as a key practical means by which progress can be made towards realising Scotland's wellbeing economy vision outlined in the National Strategy for Economic Transformation (CNPA505). The commitment to community wealth building legislation is re-iterated in the National Strategy for Economic Transformation:

- 'Introduce community wealth building legislation that builds on the successes and learnings of all of the Scottish Government community wealth building local and regional pilot areas in urban and rural Scotland.'

Part one of this consultation paper describes what community wealth building is, provides an overview of community wealth building activity in Scotland and outlines the background to and ambitions for community wealth building legislation. Part two provides an opportunity to offer views on a legislative proposal and share perspectives on what is required to advance community wealth building in Scotland. Part three provides details on the consultation and next steps.

Community wealth building is a practical approach to economic development focused on five pillars of activity. These pillars are the key areas of focus due to the economic levers they represent.

All of the pillars play a complementary role in the retention of wealth in local places and regions for the benefit of communities. Increased spend with local businesses and higher levels of inclusive or community forms of ownership means that more money stays in the communities that create the wealth through higher incomes, fairer employment opportunities and a greater say over the use of local and regional assets.



Figure 1 The five pillars of Community Wealth Building as set out by Scottish Government, 2023 (CNPA506).

The document highlights the importance of the Agriculture and Rural Communities (Scotland) Act 2024 (CNPA504) in supporting community wealth building in rural areas. Agriculture and Rural Communities (Scotland) Act 2024 includes enabling powers for rural community led development and rural networking to advance rural development. The Act provides the opportunity to deliver both new and further support mechanisms relating to the wider management and utilisation of Scotland's natural assets that further rural development while still remaining aligned with European Union outcomes. The Act allows action and financial support to activities to contribute directly to rural and island communities whilst also enabling and supporting collaboration to allow capacity building and positive change.



Building Community Wealth in Scotland: consultation analysis

Following consultation on Scottish Government's proposals for building community wealth in Scotland, the Government have published an independent consultation analysis report of the community wealth building legislation consultation (CNPA1326). The aim of the consultation was to inform the development of community wealth building legislation.

The consultation paper explains that the Scottish Government wishes to explore which new powers, abilities and duties that will enable public bodies to have more influence in taking action to support community wealth building in their local area or region. The majority of respondents (63% of those answering the question) favoured an approach which combines:

- A duty requiring Scottish Ministers and prescribed public sector bodies to embed the community wealth building model of economic development into their corporate plans and wider strategies; with
- A duty requiring those public sector bodies statutorily obliged to be involved in community planning to produce a collective community wealth building place based strategy and action plan which contains specific actions across the five community wealth building pillars to advance the community wealth building model of economic development in their local authority area.

It was noted that this approach would build on the current arrangements in many areas but should also promote wider buy in and collective action. It was suggested that mandating public sector bodies¹ to collaborate to produce a collective action plan may help embed the message that community wealth building economic activity is the responsibility of all and could yield greater leverage, increased opportunities and maximisation of assets. Overall, it was hoped that the combined approach would help ensure community wealth building has the best opportunity to enable a transformative impact on local economies across Scotland.

Key points from respondents to the consultation centred around the following themes:

- Inclusive approaches – community wealth building requires collaboration between public bodies, communities, businesses, and the third sector. Community anchor organisations should play a central role, and approaches must include diverse people and organisations.
- Accountability for implementation – transparency is essential, and Scottish Ministers and public bodies must be held accountable for embedding community wealth

¹ Which may include the Cairngorms National Park Authority.



building principles. Suggestions include creating a high level community wealth building statement and establishing a community wealth building commission for oversight.

- Guidance on Duty – most respondents (86%) support guidance to help partners meet duties, with a preference for statutory guidance to ensure consistency. Legislation should be accompanied by capacity building and resources for effective implementation.
- Non legislative measures – the current policy landscape is complex, and respondents called for simplification and alignment with climate and nature goals. Leadership and trust building between communities and authorities are key for success.
- Resources and funding – significant resources are needed to build skills, capacity, and deliver programmes. Economic development must be recognised and funded, and the third sector will require additional support to engage effectively.
- Five pillars – procurement frameworks should prioritise community wealth building over cost and support small and medium sized enterprises, social enterprises, and community businesses. Fair work practices, living wage commitments, and streamlined compulsory purchase processes were widely supported. Vacant and derelict land should be brought back into use with enhanced powers and funding. Respondents also called for alignment with land rights legislation and easier community asset transfers. Inclusive ownership proposals included exploring employee rights to buy businesses. Financing options should leverage pension funds, public funds, and social investment, with suggestions for a national community wealth building or community wealth fund.

In terms of types of partnership or organisation that should be covered by a new duty, suggestions included National Park Authorities amongst others and there were calls for a clear list of organisations who are bound by a community wealth building duty, together with clear expectations of the requirements of the duty. In terms of specific legislation, strategy, policy or guidance that any community wealth building guidance would need to consider and work alongside, there was reference to the National Planning Framework. The Proposed Plan will support where practical and possible, vacant and derelict land being brought back into use to support community wealth building.

Community Wealth Building (Scotland) Bill

The Community Wealth Building (Scotland) Bill (CNPA1325) creates a strategic foundation for community wealth building in Scotland. The Bill was introduced on 20 March 2025 and was passed by Parliament on 10 February 2026. It will become an Act of the Scottish Parliament once it receives Royal Assent from the King.



The Act will instruct Ministers to publish a community wealth building statement. This would set out the measures they intend to take in relation to community wealth building. Ministers must also publish guidance on community wealth building.

Under the Act, each local authority will need to work with certain public bodies (such as health boards) in their areas to publish a community wealth building action plan for that area. Local authorities and public bodies must implement any measures set out in those action plans.

Scottish Land Commission – Community Wealth Building and Land

The Scottish Land Commission (CNPA507) has produced guidance (CNPA945) for public bodies that own, manage, use, and influence the use of, land and buildings in Scotland, to help organisations to take actions that support community wealth building. The Cairngorms National Park does not own or manage any of the land in the National Park but may influence the use of land within the Cairngorms National Park boundary.

Workforce North: A shared mission to grow and expand our workforce.

Workforce North (CNPA944) is a Skills Development Scotland initiative. Over the next 10 to 15 years, the Highlands and Islands are set to benefit from over £100 billion in investment, driven by renewable energy generation, transmission and distribution. This presents a 'once in a generation' opportunity to transform the regional economy.

Workforce North aims to deliver on this ambition through five workstreams:

- An extensive campaign to engage and inspire all pupils in the region's schools and individuals in its communities across the Highlands and Islands to better understand and respond to the scale of opportunities, growing a sustainable future talent pipeline.
- Developing the future workforce by expanding experiential career learning, increasing foundation apprenticeship provision and improving access to work based learning job opportunities via focussed interventions in schools and communities.
- Expanding apprenticeships through co-investment in industry led vocational, technical and apprenticeship provision, significantly increasing the numbers of young people in vocational and apprenticeship pathways.
- Increased upskilling and reskilling initiatives through public and industry collaboration to increase the number of individuals able to respond to the emerging economic opportunities.
- A major talent attraction and retention programme to entice working age people to the region and encourage those who have left to return.



The local development plan may indirectly support these aims by creating opportunities for economic growth and development within the National Park.

Securing a green recovery on a path to net zero: climate change plan 2018 – 2032 – update

The document (CNPA060) provides an update to the 2018 Climate Change Plan. It sets out a number of outcomes, which are supported by policies and proposals, specifically relating to economic development, namely those relating to industry and waste and the circular economy. The outcomes for industry are:

- Outcome 1: Scotland's industrial sector will be on a managed pathway to decarbonisation, whilst remaining highly competitive and on a sustainable growth trajectory.
- Outcome 2: Technologies critical to further industrial emissions reduction (such as carbon capture and storage and production and injection of hydrogen into the gas grid) are operating at commercial scale by 2030.

The outcomes for waste and the circular economy are:

- Outcome 1: Reduction in waste sent to landfill.
- Outcome 2: Reduction in emissions from closed landfill sites.
- Outcome 3: A reduction in food waste.
- Outcome 4: Reduce waste and establish a more circular economy, where goods and materials are kept in use for longer.

Matters relating to waste management are covered in Schedule 10: Zero waste.

Climate change: Scottish National Adaptation Plan 2024 – 2029

The Scottish National Adaptation Plan (CNPA245) sets out actions to build Scotland's resilience to climate change. The Adaptation Plan sets out a long term vision and defines Scotland's priorities for action over the years 2024 – 2029.

Scottish Government's vision is for a resilient, inclusive and well adapted Scotland as the climate continues to change. The plan contains five outcomes, of which Outcome four: Economy, Business and Industry (B) is of direct relevance for this schedule.

This outcome states that 'taking action to build greater resilience to climate risks, will be crucial to ensuring the long term security and prosperity of Scotland's economy'. The outcome sets out four objectives that collectively focus on how Scotland can build



resilience to the economic impacts of a changing climate and maximise the innovation opportunities for businesses, people, and communities. The policies for this outcome support Scotland's just transition to a climate resilient, net zero economy. Outcome four is supported by four objectives, which are summarised here:

Objective: Increasing business understanding of climate risks and adaptation action (B1)

This objective aims to ensure businesses understand the risks posed by climate change, and action they can take to build resilience, will be key to building a more climate resilient economy. This objective contains policy to:

- Support increased business understanding of climate risk.
- Publicly available advice and support for businesses on what to do about climate risks.
- Support for businesses and workers on managing multiple climate risks which includes flooding.

Objective: Agriculture, forestry, fishing, and aquaculture sector support (B2)

This objective acknowledges that Scotland's agriculture, forestry, fishing, and aquaculture sectors are central to Scotland's identity, and its economy. For many rural communities, the sustainability of the local community is inextricably linked to the agriculture and forestry sectors. These sectors rely on natural resources and as a result are particularly vulnerable to climate change and biodiversity loss. Protecting Scotland's natural capital that these industries rely on is a key adaptation action. The Scottish Government will work to ensure a just transition for farming and forestry, so that these industries can move towards practices which are responsive to Scotland's changing climate, and which support both business productivity and viability. This objective calls upon farmers to change their practices to ensure their business resilience as the climate changes, but their actions will also enable wider benefits such as reducing the risk of downstream flooding and for Scotland's food security.

Objective: Innovation and business opportunities (B3)

The Scottish Government's National Innovation Strategy 2023 – 2033 (CNPA535) sets the vision for Scotland to be one of the most innovative small nations in the world – with its strong natural assets and excellence across academic and business communities providing the basis. Innovation creates jobs, develops fresh, exciting opportunities and supports economic and productivity growth. While the innovation opportunities of the energy transition are recognised globally, the opportunities of the Adaptation and Resilience Economy are less explored. This presents an opportunity for Scottish businesses to position themselves as innovators and gain competitive advantage.



Objective: Climate resilient economic development and supply chains (B4)

This objective acknowledges that climate change will have impacts across Scotland's whole economy, including upon workers, critical infrastructure, business productivity, investment decisions, for insurance and crucially upon access and the costs of many vital goods and services. Disruption to supply chains, resulting from an increasingly volatile climate, is among factors threatening sustained access and the costs of food and goods that are essential to sustaining Scotland's economy and public health.

Scottish Government understands that a healthy population is key to maintaining a thriving economy. Therefore, given the scale of impacts it is crucial that economic development efforts, at both a national and regional level, encompass consideration of climate risks, include action to support resilience and explore opportunities. Actions to manage vulnerabilities and build resilience of supply chains for vital food, medical goods and the critical raw materials needed to support Scotland's energy transition will be key and will involve both industry and the public sector.

Scottish Biodiversity Strategy to 2045: Tackling the Nature Emergency in Scotland

The Strategy (CNPA084) highlights the importance of biodiversity to the economy in its vision, which states:

'Regenerated biodiversity will drive a sustainable economy and support thriving communities, and people will play their part in the stewardship of nature for future generations.'

Regional documents

Tay Cities Region Economic Strategy 2019 – 2039

The Tay Cities Region describes the area of East Central Scotland covered by the local authority areas of Angus, Dundee and Perth and Kinross and the northeast part of Fife. This includes areas of the Cairngorms National Park which are in the Perth and Kinross and Angus Council areas.

The overarching ambition of the strategy (CNPA509) is to increase the number of businesses and to create more better paid jobs across the Tay Cities Region in order to improve access to opportunity and increase the distribution of wealth and wellbeing within the region. The longer term objective is to reduce unemployment / increase employment to levels better than the Scottish average by 2029 while increasing productivity and creating higher paid jobs.



The strategy highlights issues faced the National Park that include the impact of poor rural transport connectivity and digital connectivity on businesses, workers and visitors². The strategy acknowledges the important contribution of the rural economy to Scotland's overall economy.

Much of the strategy is predominately aimed at the towns and cities out with the National Park, however the Proposed Plan should have regard for the strategy and development in the Perth and Kinross areas of the National Park should reflect the aims and ambitions set out in the document.

Northeast of Scotland Regional Economic Strategy

The strategy (CNPA510), published in February 2024, sets out the long term economic plan for the Northeast Scotland region (which covers the Aberdeenshire area of the National Park). to transform its economy over the next 10 years and beyond. Building on the previous strategy, it provides both an economic strategy for the region and a blueprint for sustainable economic growth that governments, local government, employers, the private sector and partner organisations can draw on as responses are developed across a number of priorities for the region.

A set of objectives has been developed that respond to the priorities, opportunities and challenges for the regional economy and will support delivery of the long term vision to 2035³, and also to the shorter term aims of the National economic strategies. The objective are:

- Objective 1: To establish the Northeast as a pioneer of the energy transition, by delivering an 80% reduction in carbon emissions per head.
- Objective 2: Maintain regional gross value added (known as GVA)) as a share of Scotland's overall gross value added while increasing the share of regional employment from the region's growth sectors.
- Objective 3: Maintain a healthy, sustainable, working age population through increasing economic participation rates.
- Objective 4: Become a real living wage region with 95% of overall employment offering a real living wage or higher.
- Objective 5: Protect and enhance the natural capital of the region by aligning to national ambitions to manage 30% of the region for people and nature by 2030.

² See Schedule 11: Sustainable transport and Schedule 20: Digital infrastructure for information on these matters.

³ By 2035, the economy will be leading the transition to and production of future energy solutions, new green energy and will be diversifying through growth in digital technology, food and drink, tourism, life sciences and creative sectors.



The strategy contains four 'programme areas' to support the delivery of the vision and high level objectives:

1. A Thriving (innovation driven) Economy – which includes increasing visitor spend in the region and the delivery of the Regional Transport Strategy.
2. An Outstanding Natural Environment – which includes supporting Zero Waste Scotland, the circular economy and businesses to reduce, re-use and recycle – maximise gains around the energy transition and the decommissioning sector. Also supporting the delivery of the Cairngorms National Park Heritage Horizons Programme.
3. A Healthy and Skilled Population which includes reducing inequalities in terms of deprivation and access to training and education.
4. A Strong Community and Cultural – which includes supporting regional festivals of cultural significance for example agricultural shows, Highland games. Also building local communities' abilities to strengthen their local places through volunteering, friends of groups, community food, play nature and outdoor activity energy initiatives, asset transfers and similar approaches.

The Proposed Plan should support all the high level objectives, actions and outcomes set out by the Strategy for delivery in the Aberdeenshire area of the National Park.

Highlands and Islands Strategy 2023 – 2028

The strategy (CNPA942) sets out Highland's and Island's long term vision and ambitions for the Highlands and Islands and the outcomes they will strive to achieve. The vision of the strategy is that:

'The Highlands and Islands is a leading net zero region with a dynamic wellbeing economy, which benefits its growing population and makes a valued contribution to Scotland.'

Under the strategic framework, transformational opportunities for people, place, planet and prosperity are to be delivered through ten strategic objectives.

Objectives for people:

1. The region has a balanced, distributed and growing working age population and skilled labour force.
2. Management and leadership capability and a strong entrepreneurial culture are embedded in the region's businesses and communities.



Objectives for place:

3. Unique regional advantages are levered to attract talent, develop sectors and encourage investment.
4. Communities are more resilient and strengthened through local wealth building.
5. Regional equity is improved through enabling infrastructure and targeted interventions.

Objectives for planet:

6. The region is increasingly recognised and valued as an international exemplar for renewable energy and low carbon innovation.
7. The value and opportunity offered by the region's natural resources are understood and are a catalyst for social and financial investment.
8. The region and its communities have embraced and accelerated the just transition to net zero and are increasingly resilient.

Objectives for prosperity:

9. More enterprises and communities are innovative and adaptable to capitalise on opportunities and transition to net zero, increase productivity and wellbeing.
10. The economic base is diversified, strengthened and more resilient to economic shocks and technological change.

There are a range of actions under these objectives, many of which the local development plan may help deliver. These include:

- Strategic place based planning and development – support through the development of strategic plans; assets and unique propositions.
- Develop business and innovation infrastructure – maximise the impact of the region's existing portfolio and collaborate with stakeholders to identify needs, promote innovation and deliver new property assets.
- Community wealth building – support community asset ownership and development, manage the Scottish Land Fund in partnership with the National Lottery Community Fund.
- Improve connectivity – become the regional centre of expertise in digital connectivity: supporting regional stakeholder activity to find solutions and reduce barriers to improved connectivity, identify demand and need; encourage take up and adoption; and facilitate investment⁴.
- Support housing supply and demand – work with partners to undertake research to understand the housing policy and funding environment, market demands,

⁴ See Schedule 20: Digital infrastructure for matters relating to digital connectivity.



constraints and barriers to inform regional solutions and support community led and employer led responses⁵.

- Support sustainable transport and transport decarbonisation – stimulate regional investment and action through an enhanced evidence base, support for active travel plans, development of business cases and supporting project delivery⁶.

The strategy is supported by annual operating plans. The 2025 / 2026 Operating Plan (CNPA943) identifies Cairngorm Mountain, Cairngorms 2030 and Cairngorms National Park Authority as a key project focus.

Highlands and Islands Regional Economic Partnership Regional Economic Strategy 2025 – 2035

The Highlands and Islands Regional Economic Partnership, formed in 2021, aims to promote inclusive growth through collaboration across sectors and member organisations. The Highlands and Islands Regional Economic Strategy (CNPA511) focuses on harnessing growth opportunities, fostering innovation, improving infrastructure, and advancing a just transition to net zero. It outlines six core goals, including increasing affordable housing and maximising renewable energy benefits, and emphasises community wealth building.

The strategy identifies the need for collaborative regional action and focusses on areas where working together is the most effective and efficient means to generate maximum impact and benefit.

The vision for the regional economic strategy is centred around the Highlands and Islands becoming a dynamic, connected, resilient, and prosperous region. This vision includes achieving a balanced and growing population, along with a thriving economy that prioritises community wealth building. The strategy also aims to position the region as a leader in Scotland's transition to net zero, while simultaneously enhancing the natural environment to ensure long term sustainability and wellbeing for its communities.

The strategy's objectives focus on fostering innovation, business resilience, and sustainable communities. It emphasises the critical role of high quality, affordable

⁵ See Schedule 13: Housing for matters relating to housing supply and need and demand.

⁶ See Schedule 11: Sustainable transport for matters relating to sustainable transport and transport decarbonisation.



housing, efficient transport and digital infrastructure, and the region's leadership in transitioning to net zero. The strategy identifies six core goals:

1. Increase the profile and understanding of the Highlands and Islands to support effective policy and unlock regional investment.
2. Become a region which delivers high quality and affordable housing for residents.
3. Enhance the region's transport and digital infrastructure to become an exemplar of efficient rural connectivity.
4. Build resilience and competitiveness through place based opportunities and stimulating an active culture of entrepreneurship and innovation.
5. Maximise the economic and community benefits from renewable energy investments and drive the regions move to net zero and climate resilience and adaption.
6. Develop a co-ordinated response to skills and labour requirements across the region.

Additionally, four cross cutting themes are highlighted:

7. Community wealth building and benefit.
8. Innovation and entrepreneurship.
9. Population – growth and retention.
10. Just transition to net zero.

The strategy will be supported by a comprehensive delivery plan, which will be developed in due course to ensure effective implementation and be refreshed every two years. It also aims to enhance the regions transport which includes revitalise efforts to deliver against commitments made regarding road enhancements to the A9 and A96 which can potentially bring economic benefits to the National Park.

The strategy further aims to widen use and awareness of demand responsive transport particularly for rural communities which have limited or no regular bus services. More information on transport in the National Park can be found in Schedule 11: Sustainable transport.

The strategy also includes goals aimed at improving the digital infrastructure in the area. More information on digital matters in the National Park can be found in Schedule 20: Digital infrastructure.

The Cairngorms National Park Authority is a member of the Highlands and Islands Regional Economic Partnership, and the Proposed Plan will reflect the goals set out in the strategy.



National Park Authority documents

Cairngorms National Park Partnership Plan 2022 – 2027

The National Park Partnership Plan (CNPA010) sets out a strategy for building a wellbeing economy in the National Park and is the Economic Strategy for the National Park. The Partnership Plan explains how the aims of the National Park will be delivered together under a long term vision of 'An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together'. It also has three long term outcomes that reflects the principles of a wellbeing economy:

1. Outcome for Nature: A carbon negative and biodiversity rich National Park with better functioning, better connected and more resilient ecosystems.
2. Outcome for People: A wellbeing economy that works for all the people of the Cairngorms.
3. Outcome for Place: A place that people want to live in, work in and visit that works for all.

The Partnership Plan sets out comprehensive actions over the period 2022 – 2027 to help deliver the long term vision and outcomes. They tackle challenges that are related to a wellbeing economy in the context of the National Park and are delivered by multiple partners across the National Park.

While the National Park Partnership Plan must be considered as a whole, the following outcomes are of particular relevance to this schedule:

- B1 – Working age population, which aims to encourage the proportion of young and working age people in the National Park to increase relative to the total resident population, which remains stable.
- B2 – Wellbeing economy, which aims to develop a wellbeing economy that delivers social justice in a healthy ecosystem, drawing on the special natural and cultural qualities of the Cairngorms.
- B3 – Real Living Wage, which aims to increase the number of Real Living Wage employers in the National Park.
- B4 – Skills and training, which aims to increase skills and training opportunities for people in the National Park to meet business needs and ensure opportunities created by the growth in green jobs can be filled by residents and underrepresented groups.
- B5 – Community assets and land, which aims to increase the number of assets in community ownership or management, the number of social enterprises that generate a profit and the area of land where communities are involved in management decisions.



- B7 – Community led planning and development, which aims to ensure that communities have up to date community action plans and are supported by a community led local development funding programme, delivering the National Park Partnership Plan.

In addition, Policy C2 specifically addresses the need to support the development of a low carbon circular economy. This includes supporting businesses to lower their energy consumption, through direct and indirect emissions, better operational energy efficiency and opportunities to reuse, reduce, recycle, and reuse resources. The policy supports the increased take up of small scale renewable energy generation to support onsite use. In terms of new business premises there is support for high standards of sustainable design and efficient use of energy and materials in construction. Furthermore, the policy supports alternative electric powered vehicle and bike use and the need for associated supporting infrastructure (for example, charging points).

The Partnership Plan is supported by other Action Plans such as the Sustainable Tourism Action Plan (CNPA180), Cairngorms Nature Action Plan (CNPA253), Local Development Plan (CNPA016) and Active Cairngorms Action Plan (CNPA814) that all set out work linked to a wellbeing economy.

Heritage Horizons – Cairngorms 2030

Across 20 long term projects, Cairngorms 2030 (CNPA528) will bring about transformational change in the Cairngorms, benefitting people's health and wellbeing, delivering on climate change and enhancing nature across the National Park. Cairngorms 2030 is a partnership of over 80 organisations supported by the National Lottery Heritage Fund.

The Park Authority was awarded £12.5 million by The National Lottery Heritage Fund (NLHF) to develop and deliver Cairngorms 2030 and become the UK's first net zero National Park. The five year delivery phase commenced in January 2024.

A key focus of Cairngorms 2030 includes projects aimed at fostering healthier, happier communities. The aim is to develop an economy that benefits people and nature, and provide green solutions to public health issues by:

- Working with local businesses to create an economic model based on wellbeing not gross domestic product.
- Developing a National Health Service green health referral programme.
- Creating a unique outdoor Dementia Activity Resource Centre.
- Encouraging people to walk and cycle more in the National Park.



Wellbeing economy

The National Park Partnership Plan (CNPA010) identifies that the Wellbeing Economy Action Plan (CNPA529) will support the delivery of the economic strategy set out in the Partnership Plan. The concept of a wellbeing economy is a holistic one that reflects the entirety of work encompassed by the National Park Partnership Plan, but the Wellbeing Economy Action Plan is intended to provide a focus for partners work and collaboration.

A wellbeing economy is designed with the purpose of serving the wellbeing of people and planet first and foremost, as opposed to more traditional measures like gross domestic product (known as GDP). In doing so, wellbeing economies deliver social justice on a healthy planet. Working with the Wellbeing Economy Alliance Scotland, this project will explore and design the foundations of what a wellbeing economy might look for communities, businesses and visitors in the National Park. It aims to provoke discussion and generate ideas and solutions that address long term health, wealth and sustainability challenges, to help people and nature thrive together.

Nature recovery

This project works with specific communities of land managers and landowners, to co-develop strategies for land management that increases the biodiversity and ecological health of their land while also considering Highland cultural heritage, traditions, and employment.

Cairngorms future farming

This project will help farmers in the Cairngorms National Park achieve lower carbon emissions and greater biodiversity on their farms without impacting their financial 'bottom line'. The project builds on work being undertaken around Scotland on reducing carbon emissions in farming but applies them to the specific circumstances of the Cairngorms. This is important to ensure that farms here can achieve carbon neutrality, improve their profitability and climate change resilience, while protect and restoring the natural environment.

Green finance and community wealth building

The Cairngorms National Park has significant potential for peatland restoration, woodland expansion, flood management, low carbon farming, biodiversity offsetting and many other potential nature based solutions. Working with the Palladium Group, National Parks Partnership, public bodies and local land managers, this project looks to pilot an approach that blends sources of public and private finance to deliver the



National Park's net zero and biodiversity targets, whilst also providing long term benefits (and income) for land managers, investors and local communities.

Six farms are participating in regenerative farming project which aims to reduce chemical inputs, improve habitats for wildlife and reduce their carbon footprints.

Deer larder project

The project led by the Park Authority and two farming families aims to address damage to farms and fragile habitats caused by high deer densities. The project benefits food banks and schools through regular donations of prepared protein rich wild venison. The project also creates training opportunities and rural job.

The two farms involved, Glenkilrie near Blairgowrie and Knockbarry near Pitlochry, were awarded a grant to purchase and manage the deer larders, from which deer culled in and around the National Park will be butchered. A significant proportion of the venison processed – including lean and easy to cook mince, meatballs, burgers, and sausages – will be donated to foodbanks, local schools, and community kitchens. Importantly, to ensure the project becomes financially self sustaining, venison from the larders will be sold to local retail outlets, hotels, and restaurants through already established routes to market forged by the farming businesses involved.

Cairngorms National Park Authority Wellbeing Economy Action Plan

The Wellbeing Economy Action Plan (CNPA529) explains that Scottish National Parks were created using principles of a wellbeing economy and while they pre-date some of the terminology, the current aims of the National Parks are clearly aligned to it.

The action plan notes that given the scope of work and action already identified by the National Park Partnership Plan and regional economic strategies, in particular the Highland and Islands Regional Economic Strategy, most public sector work is already targeted at supporting a wellbeing economy across the National Park.

Most critical factors that underpin the National Park's economy such as the management of the land for nature, food, a healthy environment and climate change, for transport infrastructure, housing people can afford, opportunities to live healthily, supporting sustainable tourism, and even talent attraction and investment from the energy transition are all subject that have existing groups and organisations targeting action on at the regional or National Park scale.



The action plan therefore focuses on priority areas, where value can be added to existing work, helping the National Park realise the benefits in ways that are as tailored as possible to its specific needs.

The priority areas identified are:

- a) Business support – for all sizes and scale of business operating in the National Park and for community enterprise.
- b) Skills and training – ensuring that regional skills development work and opportunities for training worked for the National Park and the people living and businesses operating in it.
- c) Community enterprise – trying to provide consistent support to community enterprise that deliver benefits, services and public services to local communities in a period of reduced funding.

The National Park Partnership Plan already has a range of actions under the three priority areas that are shown in Table 1 and provide a starting point for work which is monitored through the National Park Partnership Plan.

The action plan states that the Economic Steering Group will explore better ways of delivering projects in each theme. It will be updated each year to reflect work that partners will undertake and report annually to the National Park Authority Board in the context of the National Park Partnership Plan, delivery of Cairngorms 2030 and relevant delivery of Regional Economic Strategies. The Proposed Plan will have regard to the annual updates to the Wellbeing Economy Action Plan.

Table 1 Wellbeing Economy Action Plan (CNPA529) – Actions from Cairngorms National Park Partnership Plan 2022 (CNPA010).

Theme	Actions from Partnership Plan
Business support	<p>A4 Deer and herbivore impacts:</p> <ol style="list-style-type: none"> 1. Explore new models of public / private partnership for maintaining stalker employment in key areas of the National Park to achieve overall deer policy objectives. <p>B2 Wellbeing economy:</p> <ol style="list-style-type: none"> 2. Support employers to gain accreditation for example Disability Confident, Carer Positive and the Young Person’s Guarantee (see People objective B10 – Park for All). <p>B3 Real living wage:</p>



Theme	Actions from Partnership Plan
	<ol style="list-style-type: none"> 3. Undertake a Real Living Wage audit of employers in the National Park. 4. Promote best practice and provide regular reports.
Skills and training	<p>A3 Peatland restoration:</p> <ol style="list-style-type: none"> 1. Increase contractor and estate capacity while creating job opportunities through a peatland skills training programme (see People objective B4 – Skills and training). <p>B1 Working age population:</p> <ol style="list-style-type: none"> 2. Develop a green skills / youth apprenticeship project to help grow a strong working age population. <p>B4 Skills and training:</p> <ol style="list-style-type: none"> 3. Support skills and training programmes relevant to business needs and changes in land management within the National Park (see Nature objectives A2 to A6). 4. Develop scholarships and a mentoring scheme for young people who want to study and be employed in the National Park. 5. Develop targeted skills initiatives to support social enterprises (see People objective B5 – Community assets and land).
Community enterprise	<p>A14 Green investment:</p> <ol style="list-style-type: none"> 1. Identify opportunities to strengthen the role of communities and public authorities in land purchase decisions in the National Park through the next Land Reform Bill. <p>B5 Community assets and land:</p> <ol style="list-style-type: none"> 2. Identify opportunities for community land ownership through a refreshed set of community action plans / local place plans. 3. Promote Scottish Land Commission Guidance and monitor compliance. 4. Support communities to acquire and manage assets / land through enhanced funding and training support (see People objective B7 – Community led action planning and development). <p>B7 Community led planning and development:</p>



Theme	Actions from Partnership Plan
	<ol style="list-style-type: none">5. A refreshed programme of support for community action planning and local place plans.6. Develop and administer a new community led development funding stream. <p>B11 Volunteering and outdoor learning:</p> <ol style="list-style-type: none">7. Support communities in maintaining and improving their local environment (path network, litter collection, open spaces, species and habitat work etc). <p>C4 villages and town centres:</p> <ol style="list-style-type: none">8. Review mechanisms available to the public sector to encourage regeneration of our town and village centres.9. Promote business and community led collaborative projects to encourage local expenditure and supply chains

Cairngorms Economic Steering Group

The Cairngorms Economic Steering Group is made up of organisations and groups with an interest in economic issues in and around the Cairngorms National Park.

The steering group coordinates the delivery of relevant parts of the National Park Partnership Plan (CNPA008). The specific objectives and functions of the steering group are to:

- Collaborate with steering group members or other organisations to deliver the most effective support for the economy of the National Park.
- Collate information on activity, outputs and impact of organisations contributing to economic development within the National Park area.
- Maintain an overview of the economic and social data required to feed into the management of the National Park, sharing data and identifying gaps as appropriate.
- Support the preparation of an annual review of delivery of the Economic Action Plan and inform the development of future action plans and strategy, for example, in the Cairngorms National Park Partnership Plan.

The Cairngorms Economic Steering Group consists of representatives from the following agencies and organisations:

- Aberdeenshire Council
- Aviemore and Glenmore Community Trust
- Cairngorms Business Partnership
- Federation of Small Businesses



- GrowBiz
- Highland and Islands Enterprise
- Prosper
- Scottish Enterprise
- Skills Development Scotland
- The Highland Council
- Voluntary Action Badenoch and Strathspey

Cairngorms Trust

The Cairngorms Trust (CNPA530) aims to inspire communities and visitors to support the landscapes, wildlife, local culture and economic health and to encourage sustainable and community led local development within the Cairngorms National Park. In relation to economic development, the trust aims to:

- Support projects that aim to support the development, enhancement, sustainability and Economic Health of the Cairngorms' rural communities.
- Contribute to delivering the rural development priorities of an agreed Local Development Strategy and / or the Cairngorms National Park Partnership Plan.
- Encourage and support community led local development initiatives through administering and awarding LEADER and other funds to community led projects within the Cairngorms.
- Award grants or loans, providing credit or other forms of assistance, financial or otherwise, to person undertaking projects, initiatives and / or activities which further its purpose or objects.
- Promote knowledge transfer and sharing in the delivery of sustainable rural development projects.

Local authority documents

Aberdeenshire Community Wealth Building Strategy

The strategy is a set of guiding principles or pillars to enable the building of a more inclusive economy. The strategy is arranged around these pillars as objectives:

- Objective 1 Spending – using public spend to deliver community benefit, fair work and build local supply chains.
- Objective 2: Fair employment – ensuring the workforce are in well paid jobs that benefit from an effective voice, security and flexibility.
- Objective 3: Land and Property – ensuring that communities maximise benefit and generate wealth from local land and property.
- Objective 4: Financial Power – ensuring that the flows of wealth generated within the local economy works for the wellbeing of communities and businesses.



- Objective 5: Inclusive Ownership – stimulating the development and growth of locally owned enterprises that generate local wealth. In particular, the encouragement of employee owned businesses, cooperatives and social enterprises.

The guiding principles of the community wealth building seek to develop responses from large / locally rooted (or “anchor”) organisations to make economic growth more inclusive. In this context, strategy is about how the Council discharges its corporate power over its assets and its corporate influence over suppliers, services, and its public, private and third sector partners. Addressing inequality is a key part of the Councils existing corporate landscape through many of its existing policies.

Aberdeenshire Council is an anchor organisation that influences both very local economies as well as the wider northeast economy, along with, for example, NHS Grampian, the further and higher education institutions and businesses across Aberdeenshire such as Scottish and Southern Electricity Networks and Balfour Beatty.

The adoption of an Aberdeenshire community wealth building strategy will directly support and enable the council’s place policy and will be a key part of the place planning process. The Proposed Plan should support the delivery of the strategy objectives in the Aberdeenshire area of the National Park.

Angus Council Economic Development Land and Property Strategy 2021 – 2030

The strategy (CNPA525) aims to make a positive impact to sustain and increase business growth in the area, stimulate income generation, economic activity and job creation. It makes recommendations to be implemented over the 10 year period, to ensure that Angus maintains its economic foothold and benefits from existing and emerging growth sectors, the portfolio maintains its position as an important income and job generator and safeguards its valuable role in sustaining jobs and wider business activity in Angus.

The principal concern, highlighted in the strategy, is that Angus is rapidly running out of available development land (land with planning consent, infrastructure created and actively being marketed without any impediments to development) and desirable sustainable commercial property. Angus Council wants to expand its commercial land and property market, intervening where the private sector has not delivered and meeting business demand for space to expand. To encourage and facilitate business investment and growth in local economy.



Angus Council Plan 2023 – 2028 (2024 Update)

The Angus Council Plan 2023 – 2028 (CNPA527) sets out the Council's vision, priorities and overarching strategic policy framework for the period up to February 2028. While the plan covers a five year period, several significant developments during 2023 have meant the plan has been updated. The council's priorities in relation to the economy sets out the following actions:

- To continue to support and deliver elements of the Tay Cities Deal.
- To support and deliver programmes that help people into work.
- To support businesses to grow and invest in Angus.
- To be more commercial in its approach to contracts and support growth of business locally whenever possible through a community wealth building approach.

Other priorities that have an effect on economic development include supporting young people and adults to access appropriate opportunities which allow them to progress in their learning.

Highland Indicative Regional Spatial Strategy to 2050

As part of The Highland Council response to the Scottish Government's preparation of National Planning Framework 4, the council developed the Indicative Regional Spatial Strategy (CNPA512). The strategy highlights the assets and resources that the Highlands will contribute to the national setting. It also sets out and how highland council will collaborate with the Scottish Government and partner agencies at a national and local level to deliver on strategic national development priorities, national outcomes and delivery mechanisms to achieve a long term sustainable vision for Highland in the period to 2050.

Effective infrastructure is fundamental for a thriving economy, for communities, and to address climate change. The council strongly recognises the value of improving the entire transport system to accommodate a modal shift to a fully integrated sustainable travel network serving all communities, regions and traveller type.

The strategy does not cover the area of the National Park, but includes the following cross boundary Highland Indicative Regional Spatial Strategy features that affect it:

- It is an important gateway featured in the strategy between the Badenoch and Strathspey area of the National Park and South Inverness. This includes planned rail corridor improvements to the highland rail mainline, major trunk road corridor improvements along the A9 from Inverness to Perth and Kinross.
- The strategic long distance cycling and walking network routes that traverse the National Park from Moray, through the Highland area and toward Perth and Kinross.



- Strategic electricity grid improvements.

Highland region also aims to capitalise on opportunities to further diversify the economy and support it with a high performing digital network.

The Proposed Plan should have regard for the Highland Regional Spatial Strategy, and in particular, the cross boundary interventions. See Schedule 11: Sustainable transport and Schedule 20: Digital infrastructure, for more information on these matters.

Inverness and Highland City Region Deal

The aim of the Inverness and Highland City Region Deal (CNPA513) is to position the Highlands as a region of digital opportunity. The Deal contains a number of proposals under the following headings:

- A growing economy – to capitalise on the region’s assets and tourist reputation. There is a need to develop high quality tourist attractions, which will increase the number of visitors to the region and encourage tourists to stay longer in the Highlands and increase spend. Which is also predicted to increase pay levels in the tourism sector.
- Enabling the economy – increase the provision of effective broadband and mobile coverage in the area, as well as providing 6,000 new homes, 1,800 of which will be affordable⁷.
- A skilled economy – delivering the Science Skills Academy to promote science, technology, engineering and maths subjects through an innovative approach to learning and pilot a joint Highland Employability Programme to bring about transformational change to employability services.

The Inverness and Highland City Region Deal Annual Report 2023 / 2024 (CNPA514) presents the progress of the Inverness and Highland City Region Deal between April 2023 and March 2024. There are no direct implications for the Proposed Plan arising from the Inverness and Highland City Region Deal however growth to the economy and increasing visitor numbers to the Highlands may affect the economy and especially promote tourism growth in the Cairngorms National Park.

Inverness and Cromarty Firth Green Freeport

The newly formed Inverness and Cromarty Firth Green Freeport company (CNPA540) includes Port of Cromarty Firth, Port of Nigg (Global Energy Group), Port of Inverness, Highland Deephaven and Port of Ardesier (Haventus). The Highland Council alongside

⁷ More information on housing is available in Schedule 13: Housing.



over thirty regional and national businesses, public sector organisations and academic bodies have collaborated to support what is the most transformative project in the Highlands for decades.

Green Freeport status will maximise local and Scotland wide benefits from a pipeline of renewable energy projects placing the Highlands at the heart of the drive towards net zero potentially creating up to 11,300 jobs locally and a total of 18,300 across the UK.

The prospects over the next 10 years for major employment led housing growth are good with Highland having secured the Inverness and Cromarty Firth Green Freeport, which may create significant numbers of new employment opportunities for National Park residents and a range of benefits to the wider region. The Inverness and Cromarty Firth Green Freeport project aims to diversify the Highland economy, accelerate local and national decarbonisation and attract people to new employment and education opportunities.

The development of the freeport is likely to have some cross boundary implications, particularly in relation to housing need and demand. These matters are covered in Schedule 13: Housing.

Social Value Charter for Renewables Investment

The Social Value Charter for Renewables Investment (CNPA518) sets out the community benefit expectations from developers wishing to invest in renewables in the Highland area and what the Highland partnership – public, private and community – will do to support and enable this contribution. It aims to:

- Embed an approach to community wealth building into the Highland area.
- Maximise economic benefits from the natural environment and resources.
- Engage and involve relevant stakeholders to understand how it can continually improve its impact.
- Unlock economic opportunities for the area.

The charter sets out a nine point plan to:

1. Retain community benefit and enable a collaborative approach with local communities to create a mechanism for them to transfer their residual community benefit sums to a strategic fund to bring added value to their community.
2. Create a Strategic Fund and a Fund Partnership which will set out investment priorities for Highland communities.
3. Create legacy housing to support sustainable communities.
4. Support the development of the Highland Investment Plan projects.



5. Develop shared ownership models of investment in renewables.
6. Support skills and training initiatives.
7. Provide a Highland Project Bank, identifying community projects and initiatives to secure additional investment.
8. Fast track for grid connections essential to growth.
9. Maximising socio economic prosperity through the planning system.

Although it is unlikely there will be large scale renewable development within the Cairngorms National Park (and certainly not wind turbine development), such developments out with the National Park boundary may produce financial benefits for communities inside the boundary.

Highland Council Community Wealth Building Strategy 2024

The strategy (CNPA517) sets out a three year vision for taking forward and embedding the council's approach to community wealth building. The proposed vision for the strategy is that The Highland Council will retain greater wealth and maximise spending within and for the communities of the Highlands. The strategy aims to deliver this through the five pillars of community wealth building: spending, fair employment, land and property, financial power and inclusive ownership.

Objective 3 (land and property) aims to promote community and local ownership models through both community asset transfer, which can include repurposing assets for local housing.

The Highland Council has a well developed community asset transfer process to support communities to lease or take ownership of council owned land or buildings. Since the introduction of the Community Empowerment Act in 2017 (CNPA524), the council has agreed to 48 asset transfers across the Highland region. The approach has been reviewed twice since its introduction in order to improve the experience and process for communities and encourage greater community ownership. The introduction of a community loans fund supports the community asset transfer approach.

Other initiatives brought under the umbrella of community wealth building that could have positive impacts in the Badenoch and Strathspey area of the National Park include community transport support and business support particular for local startups and small and medium enterprises growth.



Our Future Highland Delivery Plan 2024 – 2027

The Highland Council's Our Future Highland sets out the programme for the five year period up to 2027. The plan makes commitments to secure social and economic change on behalf of Highland communities. The operational delivery plan shows how the council will deliver on these commitments, through a major programme of transformation for the people and places, working in collaboration with others to create a vibrant and sustainable Highland area.

In terms of addressing the work force for the future, the plan sets out the council's aim to build cross sectoral career pathways, skills packages and partnerships to develop the future workforce of the Highlands to meet current and future business demand, attracting public / private investment and best practice. To achieve this The Highland Council will:

- Engage with industry and business sectors to create jobs and pathways towards sustainable employment – being led by the business demand for workers.
- Align school curriculum offers towards the economic opportunities available to young people – building on the existing 'Developing the Young Workforce' practice. Strengthening the partnership approaches to provide support and opportunities for those furthest from economic achievement and success in the labour market.
- Recognise employers' achievements in improving the economic conditions people in the Highlands experience.
- Ensure that young people benefit from opportunities to undertake learning through digital delivery.

Moray Economic Strategy 2022: Towards Future Prosperity and Inclusive Growth

The economic strategy (CNPA520) was produced by the Moray Economic Partnership which includes:

- The Moray Council
- Highlands and Islands Enterprise
- Moray Chamber of Commerce
- Moray College part of the University of the Highlands and Islands
- NHS Grampian
- tsiMoray – a local charity and the third sector interface for Moray
- Visit Moray Speyside, Federation of Small Businesses
- Skills Development Scotland and Robertson Construction.

It incorporates the vision for Moray and high level actions to deliver that vision.



The strategy maintains the overall objective to grow and diversify the economy and focuses on achieving four outcomes:

- Qualification Levels – An increase across all ages and genders in qualifications relevant to growth sectors.
- Small Business Growth – More small and medium sized businesses employing between 10 and 100 people.
- Talent Attraction, Retention and Return – More skilled, higher paid jobs that deliver net inward migration in the 16 – 29 years age range.
- Business Competitiveness – An increase in capital investment and focused workforce development to strengthen competitiveness.

The strategy was also developed in conjunction with the Moray Skills Investment Plan (CNPA522). The Proposed Plan should support the delivery of the outcomes in the National Park.

Moray Growth Deal

Moray Growth Deal (CNPA1321) brings together the Scottish and United Kingdom Governments, Moray Council, partners from across the public and third sector, and businesses. It aims to build on the existing strengths of Moray's culture, tourism, and manufacturing sectors, plus the development of other sectors. It aims to facilitate economic growth that is sustainable, fair and inclusive through eight strategic projects, with a total of £100m of investment. The projects which may have an impact on the part of Morayshire within the Cairngorms National Park boundary are:

- The Business Enterprise Hub which will support the scaling up of existing small and micro businesses, as well as providing support to start ups, university spinouts and inward investors.
- Digital Health: creation of Scotland's National Digital Health and Care Innovation Centre with research and innovation in digital health, bringing commercial investments to Scotland and helping to establish new technologies including for use in smart homes and independent living.
- Bus Revolution: provision of a low carbon, on demand bus service to offer a rural alternative to private vehicle use. This will reduce social isolation among certain groups, along with providing access to employment opportunities.

It is estimated that 3,500 jobs will be created directly or indirectly by the growth deal. In line with the local authority's transition to net zero it is expected that opportunities for green job growth (for example in renewable energy, the circular economy, zero waste, and the nature based sector) which will play a significant role in the changing economic employment landscape of the area.



Moray also aims to capitalise on its inland natural assets, to attract higher spending visitors, strengthening the positive economic impact of tourism in the area.

Moray Community Wealth Building Strategy 2024

Moray Council's Community Wealth Building Strategy (CNPA521) sets out the following vision of 'creating a fair and equal society where our communities have a greater stake in Moray's economy' with a focus on people, place and planet.

Moray Council recognises the important role that the transfer of property can play in empowering communities and strengthening their resilience. The council's community support unit provides support to community groups at all stages of the community asset transfer process. Where appropriate, the council will use the transfer of assets to give more control to communities, helping to inspire them to find local solutions to community needs and become more sustainable in the long term.

The strategy aims to:

- Facilitate and support community use and management of public assets to support the needs of the community.
- Assist local communities to take ownership or otherwise acquire control of vacant or underused public assets.
- Embed community benefit requirements into local planning policy.

Perth and Kinross Economic Wellbeing Plan 2020 – 2028

Perth and Kinross Council published the Perth and Kinross Economic Wellbeing Plan in 2021 (CNPA166) which details actions for the local authority area under the three main headings of People, Business and Place. The plan aims to ensure the recovery of the local economy following the Covid 19 pandemic. In response to the pandemic, Perth and Kinross hope to 'make a swifter transition to a digital economy, to plan for clean growth and to support businesses to become more future focused'. It was co-produced by Business Gateway Tayside, Federation of Small Businesses, Growbiz, Perth and Kinross Council, Perth Traders Association, Perthshire Chamber of Commerce and Perthshire Tourism Partnership.

The plan builds on the existing strategy for economic growth which is assisted by the Tay Cities Deal (delivered through the Tay Cities Regional Economic Strategy (CNPA509)). Key economic challenges faced by Perth and Kinross include:

- The need to diversify the economy.
- Attract new investment and higher value jobs.



- Improve the resilience for the rural economy.
- Retain young talent in the area.
- Improvements to digital infrastructure.
- Confront the climate challenge.
- Address the future of retail / town centres.
- Address the climate emergency.
- Grow the tourist economy.
- Economic growth in existing sectors as well as new low carbon and high value manufacturing areas.

Perth and Kinross' vision for a wellbeing economy translates to developing an economy that serves the people and communities first and foremost.

The plan proposes a number of projects under the 'People' section. Of significance to the area of Perth and Kinross within the Cairngorms National Park boundary is the rural employment incentive project. The project will provide employers a financial incentive toward the costs of recruiting and retaining a young person in employment, including modern apprenticeships in the rural Perth and Kinross areas.

Other funded projects delivered by Perth and Kinross under the 'People' theme include:

- REACH (resilient, engaged, achieving, confident and healthy) – aimed at reducing the rising unemployment, with additional support to help individuals get back into work.
- NOLB (no one left behind) – includes funding for business to offer 'in house' upskilling / training. With additional support for vocational and accredited training.
- Futures for Families – supporting parents to enter, re-enter or progress in employment.
- Skills and Employment Initiatives – support for all ages of unemployed persons to become 'job ready'.
- Regional Skills Programme – with a particular focus on digital and key sector skills.

In terms of 'Business' actions, in response to the lack of digitalisation to access ecommerce, Perth and Kinross launched the Business Gateway project to promote and maximise existing business support services.

Aimed at rural localities the rural micro enterprises support project in partnership with Growbiz aims to support rural micro enterprises (focusing on online delivery) via one to one sessions, webinars, mentoring, networking and peer support.



In terms of tourism, Perth and Kinross are addressing the lack of resilience in this sector through the Perthshire Responsible Tourism Destination project to develop Perthshire as a responsible tourism destination cultivating related products / services focusing on slow and green tourism (for example electric vehicle tourist routes, responsible practices amongst businesses, residents and tourists) in line with a revised tourism strategy and action plan (CNPA881). Other projects under the investment of clean growth innovation theme include:

- The Natural Capital Investment Fund – addresses the lack of economic benefits being utilised from natural assets.
- The Circular Economy / Waste Hub project.

Projects to help businesses help themselves in rural locations include the rural enterprise recovery project – smart villages, delivered by Growbiz, to develop smart villages (extension of existing project) by promoting the use of local services to help rural businesses and community enterprises to go digital.

In terms of projects under the 'Place' theme, the digital connections programme aims to enhance rural digital connectivity. More detail can be found in Schedule 20: Digital infrastructure.

In terms of transport infrastructure, the following projects are being pursued:

- Clean Green Access – to support the development of private hire / clubs for hire of electric vehicles, electric bikes / bikes in partnership with private vehicle hire companies or social enterprises as well as options for smart lift sharing schemes.
- Clean Green Delivery – aimed at increasing the use of environmentally friendly vehicles in delivery services.
- Parking PAYS – with an outcome to develop strategic transport corridors providing for access to and from Perth by car, bus and bike (some overlap with outcomes for the Perth people place project).
- Camping Perth and Kinross – which aims to promote facilities for the motorhome / campervan market and increase investment in key car park sites for dedicated space and waste disposal (potentially through extended provision at park and ride site around Perth and provide additional facilities at Council car parks in Highland Perthshire).

The community wealth building project is an ongoing project to support community action plans and local place plans with a focus on building community wealth, enterprise, and resilience through co-design and co-production.



The community and placemaking feasibility grant aims to support ideas from local community organisations to deliver additional investment in localities this includes revenue grant for eligible towns or villages linking with participatory budgeting and crowdfunding.

Perth and Kinross Economic Action Plan 2025 – 2030

The Perth and Kinross Local Economic Action Plan (CNPA519) is a roadmap designed to bolster the economic vitality and resilience of the area's community. It has been co-produced by all members of the Perth and Kinross Economic Partnership.

The action plan replaces the Perth and Kinross Economic Wellbeing Plan (2020 – 2028) which was approved in March 2021 to address the challenges arising from the economic and social impacts of the Covid 19 pandemic. The Economic Wellbeing Plan identified a range of interventions required to ensure recovery of the local economy. Since then, there have been several major changes to the economic and social context at a local, national and international level. Key objectives set out in the plan include:

- Supporting Perth and Kinross's local businesses to grow, attract jobs and investment.
- Tackling inequalities.
- Supporting the transition to net zero.

While the majority of the actions proposed in the plan relate to the urban centres and city of Perth, the following actions may have implications for the Perth and Kinross area of the National Park:

- Prepare for early engagement with residents, businesses and tourism organisations on a local visitor levy.
- Options appraisal and implementation of recommended approach to deliver strategic and co-ordinated tourism destination marketing activity.
- Deliver the actions set out in the Perth and Kinross Strategic Tourism Infrastructure Development Plan. This includes investment in inclusive and accessible infrastructure, waste disposal network on A9, walking and cycling trails, and cycle infrastructure.
- Provide business and skills support to start ups and grow childcare provision which meets the needs of parents / carers.
- Provide business and skills support to start ups, and to support individuals to upskill / reskill to take up job opportunities or self employment in the health and care sectors.



Local outcome improvement plans

Local outcome improvement plans outline key priorities for each community board area that have been identified through a range of engagement processes and are based on the needs of local communities. They set out an approach to working with and empowering our local communities, enabling them to contribute to, influence and shape locally identified actions around the priorities to achieve improved outcomes for their areas. The five local authorities which overlap the Cairngorms National Park all have individual Local outcome improvement plans (in some cases referred to as community plans).

While the Cairngorms National Park Partnership Plan (CNPA010) is the source of the vision for the local development plan (as explained in Schedule 1: Plan outcomes) the local development plan may support the delivery of the vision and priorities of local outcome improvement plans. A summary of issues relating to this schedule for each local authority are set out below.

Aberdeenshire Local Outcome Improvement Plan 2017 – 2027

The Aberdeenshire Community Planning Partnership's Local outcomes improvement plan (CNPA636) sets a 10 year vision. Two priorities were agreed in September 2024. These are:

'Reducing Poverty', which encompasses all aspects of poverty for families and households across Aberdeenshire. The aim is to ensure that partners are aware of the impact of Covid 19 to ensure future plans are informed, not only by those with lived experience, but by having a clear understanding of the causes and consequences of poverty.

'Place Based Community Planning'. While there are no Local Place Plans registered covering any areas in the National Park, the Proposed Plan will have regard to the community action plans.

Angus Community Plan 2022 to 2030

The Angus Partnership's Community Plan (CNPA637) has a vision for 2030 that Angus is a great place to live, work and visit. 'Caring for our Economy' is one of three priorities to achieve the vision. The priority seeks to support Angus to achieve inclusive and sustainable economic growth (particularly clean growth through offshore renewable energy opportunities).



The plan states that it will:

- Deliver the Tay Cities Deal ambition for clean growth, low carbon and 'agri tech', creating high paid jobs that positively contribute to our climate.
- Focus on improving employability, the median weekly wage and enhancing skills for local people through delivery of the Local Employability Strategy and Delivery Plan.
- Develop a clean growth proposition for the region contributing towards net zero – creating green jobs and clean growth.
- Support the rural economy through leadership training, community development, 'agri-tourism', and skills development.
- Deliver actions of the Angus Food Growing Strategy including development of local supply chains.
- Renew and reimagine Angus' high streets and work to progressively reduce and renew empty retail and other spaces.
- Support the development of access to high speed broadband throughout Angus and be at the forefront of new technology uses through access to 5G networks and Internet of Things networks.
- Work with fibre providers to deliver their infrastructure in Angus.

Highland Outcome Improvement Plan 2024 – 2027

The Highland Community Planning Partnership's outcome improvement plan (CNPA638) vision is to maximise opportunities and tackle inequality to build a thriving Highlands for all. Three strategic priorities – people, place and prosperity – have been identified. There are five outcomes under the prosperity priority:

- Communities in Highland will benefit from embedding community wealth building approaches into partnership activity.
- Our collective use of physical assets will deliver better services, efficiencies and opportunities for communities.
- Young people have access to employment, education, training and recreational opportunities to retain them in Highland.
- People across Highland will have improved access to career development opportunities.
- People in Highland will benefit from attracting and maximising investment.

2024 – 2027 Highland Outcome Improvement Plan Delivery Plan

The Highland Outcome Improvement Plan Delivery Plan (CNPA1091) introduces cross cutting themes to deliver the three priorities people, place, prosperity. 'Employment / employability' is a cross cutting themes. The purpose of the employment theme is to



attract, retain and develop a skilled workforce. A measure of success will be the number of jobs created.

Moray Local Outcome Improvement Plan v2 (2016 – 2026)

Moray Community Planning Partnership's 10 year outcome improvement plan (CNPA639) has an overarching priority to raise aspirations. 'Developing a diverse, inclusive and sustainable economy' is one of four main priority areas to direct the Partnership's work. The plan's outcome under this priority is 'by the year 2030 Moray will have a sustainable and inclusive economy which generates improved opportunities for everyone including more skilled and higher paid jobs.

The plan recognises that improving economic outcomes should impact on the wider priorities of the partnership.

Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2022 – 2032

Perth and Kinross Community Planning Partnership's Community Plan (CNPA640) has an ambition to be the best place in Scotland for everyone to live life well, free from poverty and inequality. Five priorities are identified, all of which focus on inequalities. One of the five priorities is learning and development and a second is employability. The plan identifies that finding work is becoming more difficult in some sectors, while other sectors (hospitality, tourism, care and agriculture) are experiencing labour shortages and creating job opportunities. The plan includes year one actions to establish a local employability partnership and a range of training and upskilling programmes.

Badenoch and Strathspey Area Place Plan

The plan (CNPA237) is an overview of local priorities and opportunities expressed in existing plans, strategies and recent community engagement, it aims to provide a clear statement of identified priorities, strengths, challenges, opportunities and community aspirations within one consolidated 'plan', which can be referred to by council services, public services, groups and organisations operating in Badenoch and Strathspey. This will help to ensure service provision, funding and developments reflect community wants, needs and priorities. The plan is split between three headings: People, Place and Prosperity.

In relation to this schedule, under the Prosperity heading the plan addresses the following priorities:

- Employability: skills development and fair work



The plan does not set out any specific actions arising from this priority at present. The Area Place Plan will serve as a foundational framework from which more detailed and targeted actions can be developed. The intention is that this will be an evolving plan, and this is the first version of an area plan for the Badenoch and Strathspey region. In the first instance an action plan will be created to set out the route for delivery of the priorities within the Badenoch and Strathspey Area Place Plan. The action plan will seek to:

Further understand and develop priorities, in discussion across all sectors

- Set out to identify the best mechanism for delivery and the range of partners to be involved.
- Assess potential barriers.
- Assess potential funding opportunities.

The Proposed Plan will take into consideration the action plan once it has been published and this will inform the preparation of the Proposed Plan.

Community action plans

The following action plans identified issues and / or priorities relating to economic development in the Cairngorms National Park.

Advie and Cromdale Community Action Plan

The Action Plan (CNPA123) sets out a number of priorities that if actioned could support economic growth including:

- Faster broadband (high priority).
- Improvements to visitor attraction information (high priority).
- A village shop (medium priority).
- Improvements to visitor attractions – for example pony trekking, railway walk and viewpoint (low priority).

Aviemore, Rothiemurchus and Glenmore Community Action Plan: Looking to 2030

Within the Action Plan (CNPA063), under the theme of a 'socially connected community', the first priority addresses the need to provide housing that people who want to live and work here can afford. The plan highlights the need for 'affordable' to relate to local wage levels to support local employment.

Under the theme of 'an economically thriving community' there is a priority to improve opportunities for local employment / businesses, which includes the need to:



- Rebalance provision of local accommodation with second homes / short term lets to help support local businesses attract a sustainable workforce.
- Greater control of non licenced lets in the area.
- Support for new / small / pop up businesses (near the main street).
- Create small office or workshop space for small businesses.

There is a priority to 'encourage development of derelict sites that have lain for too long' which included the following actions:

- Establish ownership of sites (in particular Laurel Bank) and any existing plans and timelines.
- In reference to land opposite Myrtlefield: continue to push forward with the Aviemore Community Enterprise Company's plans for development. Need ongoing support from The Highland Council and the Cairngorms National Park Authority to smooth a Community Asset Transfer of this site.

There is also a priority to 'increase parking availability or better bus service for workers in the town (which is currently two to three hours currently max)'. The plan sets out the action to investigate the feasibility of a park and ride scheme in Aviemore. This also includes ascertaining the potential level of take up by those working in the village who require longer term parking.

Under the theme of 'a culturally vibrant community' the community set the Ice rink as a priority with the following actions:

- To find a new permanent site.
- Extend the types of activities it can provide.
- Offer seating and a café onsite.

There is also a priority addressing Cairngorm Mountain, which proposes activities could be sustained and operated by the community, with improved access and new infrastructure (relacing funicular, introducing new Gondola).

Ballater and Crathie Community Action Plan 2023

One of the key focus areas outlined in the Action Plan (CNPA119) is 'our local economy'. The following strategic goals are listed to support ensuring residents have access to opportunities for education, skills, employment (including community owned enterprise, social connection and improved quality of life.

1. Affordable Business Units – attract and sustain new business enterprises through provision and marketing of community owned business units.



2. Sustaining hospitality and tourism in the area. This needs to include a response to the resource shortage in staff – through training, providing accommodation and transport that supports employment in these sectors.

Blair Atholl Community Action Plan: Looking to 2030

The action plan (CNPA064) specifically sets out an economic vision within one of its three main plan themes to deliver an economically thriving community. Within this theme the following economic priorities are set out:

- To bring vacant buildings back into use.
- To increase opportunities to attract business (and tourism) to the local area.
- To improve opportunities for local employment / businesses.

The plan sets out a number of buildings that the community wish to bring back into use including: the Blair Atholl Railway Station, Struan Primary (address ownership for example Perth and Kinross Council (building) an estate (land), Manse, Calvine Primary, Estate houses (unused). The community would like to access financial support to renovate the buildings, where needed, with ecofriendly features.

The community is working on creating an identity / unique selling point for Blair Atholl to distinguish it from Pitlochry. The Plan looks at ways to increase tourism to increase the local economy and bring more visitors into the community, especially those visiting Pitlochry and House of Braur.

In terms of improving opportunities for local employment land businesses the plan seeks to explore options for increased childcare provision in the area and provide more electric vehicle charging points for residents and visitors.

Boat of Garten Action Plan: Looking to 2030

The Action Plan (CNPA374) sets out a suggestion to improve public transport timetabling to support people accessing work in the National Park. More information on public transport provision in the National Park is available in Schedule 11: Sustainable transport.

Under the theme of 'an economically thriving community' the plan sets out the following suggestions:

- Providing small units for businesses; industrial units or lock ups. The old sawmill site near Boat of Garten has recently been purchased and the new owners have indicated they are planning to create new business units to support the local economy.



- Look at options to provide wrap around childcare for working parents.

Braemar Community Action Plan

Theme five of the action plan (CNPA121) sets out the actions for housing and economic development. In relation to economic development in Braemar the following actions are applicable:

- Locate premises and set up a 'so called men's shed.'
- Conversion of Strachans in village centre – develop sustainable bar / leasing model.
- Improvements to digital connectivity / services.

Braemar Community Action Plan is currently under review, and an update is expected to be published later in 2026.

Carrbridge Community Action Plan: Looking to 2030

One of the key themes for brought forward by the action plan (CNPA122) was to deliver an economically thriving community. This will be delivered through improve support and assistance for local businesses and people trying to get into work and increasing opportunities to attract business to the area. The plan further advocates for the need to offer Support for business startups and existing local businesses through:

- Reactivating the Carrbridge Tourist and Business Association – to be more than just for accommodation providers.
- Addressing the need for accommodation priority for staff working in local businesses,
- Investigating sawmill site for business park.

Local residents were asked what they would like to see for / in Carrbridge by 2030. The following responses relating to economic development were recorded:

- Actively attracting medium scale enterprise to the area.
- Better rationalisation and signposting of publicised walking tracks, using easily recognised symbols rather than colour coding, which fades, is hard to make out in low lighting and is difficult for anyone with any degree of colour blindness.
- Priority given to preservation of the woodland and marshland around the village for its amenity, conservation and carbon storage value, over commercial forestry priorities. Choose minimum thinning and forestry management practices over wholesale clear felling.
- Small industrial units.
- Empty shops being used.
- See if a monthly or quarterly farmers market is a viable option.
- Campervan waste disposal facility.



- A village run cafe or farmers market in the summer.
- Regular craft fair.
- Building project with young people.
- Skills building for young people to prepare them to seek local employment.
- Windfarm money to support people struggling financially.
- Use of the car park for outdoor refreshments.

Dalwhinnie Community Action Plan: Looking forward to 2030.

In relation to economic development the action plan (CNPA125) sets out the following priorities:

1. Increase opportunities to attract tourism and business to local area. This will be achieved through:
 - Setting up a local business forum to support businesses in the village.
 - Bringing local businesses together to see what form of group might work best to benefit all.
 - Agree on scope of any forum and what its key purposes are for example mobile bank visit, tourism signage on A9, parking facilities in village.
 - Find a site for designated campervan / motorhome parking, with relevant support facilities.
 - Talking with the community and the Cairngorms National Park Authority planning team regarding the local development plan about possible sites and facilities new village website.
 - Seeking support from partners to access funding and be informed on best practice to develop a new website.
2. Improve opportunities for local development. This will be achieved through:
 - Addressing planning issues for the village to help proposed business and residential development in and around A889.
 - Engaging with Cairngorms National Park Authority and The Highland Council planners together, to resolve the issues that are contributing to planning being denied for development of housing and business use.
 - Fibre broadband to be installed throughout village, for improved homeworking / business use.
 - Investigating options and potential funding routes.



Dalnain Bridge Community Action Plan: Looking to 2030

The action plan (CNPA331) sets out a number of actions that support economic development in the area. Under the 'socially connected community' theme the plan sets out the following actions to improve community facilities:

- Supporting the existing Post Office.
- Setting up a community run café and possibly a shop in the village hall.

Mount Blair Community Action Plan

The action plan (CNPA130) sets out the communities aim to work closely with the local estates to develop housing and job opportunities, to developed to sustain a viable community of people that can continue to live and work in the Glens. Theme seven: Housing and jobs, Priority two sets out the need for more support for new entrants on farms and other land based job opportunities including the need to:

- Open dialogue with local estates about how the community can support initiatives which benefit provision of local housing, land based employment and spin offs for the local economy linked to for example local produce, use of woodland, farming, country sports etc.
- Develop partnership projects.

Grantown-on-Spey Community Action Plan 2025

The action plan (CNPA065) sets out a number of suggestions under the theme of 'an economically thriving community' including:

- Providing key worker accommodation for the Ian Charles Hospital site.
- Improve childcare options for under three year olds.
- Broaden the economic focus of the town to create a more resilient economy.
- More support for the local economy – creating more opportunities for new enterprises and apprenticeships.

The plan also contains the following suggestions for improvements from the community:

- More support for work from home businesses.
- Improved transport services for getting to work / college.
- Work with hotels to bring more of their visitors on to the High Street.
- More office space to rent to encourage more businesses into the town.

Kincraig and locality Community Action Plan: Looking to 2030

Within the action plan (CNPA127), under the theme of 'socially connected communities' there is a priority to 'improve our public transport'. Actions to meet this priority include:



- The suggestion to implement an electric bus service running between Aviemore / Kincaig / Kingussie to help people access jobs, services, recreation. The first step in realising this goal will be to identify potential need and take up of an improved transport service for the community.

Under the theme of 'culturally vibrant communities' the community would like to 'reinstate Kincaig train station as a stop' and install a new bus stop near the new housing in Kincaig. Both actions would increase transport options for employment opportunities further afield.

There was also a suggestion to 'revisit potential for community run shop or pop up: increasing resident numbers makes this more viable.'

Kingussie Community Action Plan: Looking to 2030

Under the theme of 'a climate conscious community', the action plan (CNPA066) sets out a number of suggestions that support improvements to the public transport serving the town and area, which could be beneficial to accessing employment opportunities in the area and further afield (for example in Inverness).

Under the theme of 'an economically thriving community' there are a number of suggestions of relevance to this schedule:

- Support for the High Street which includes utilising empty and underused buildings on the High Street.
- Explore further community energy opportunities which includes looking to community wind, solar or another hydro scheme to provide community income.
- Improving opportunities for local employment / businesses which includes creating small local industrial units to grow local employment, creation of flexible co-working spaces and revitalising the towns online presence.

There is also a suggestion to pursue change of use of selected commercial premises on the High Street to explore the potential to convert empty shops into housing.

In terms of community wealth building there is a suggestion to bring Talla Nan Ros into community ownership. The suggestion is this could be used for housing or commercial development.



Laggan Community Action Plan: Looking to 2030

Under the theme of 'a socially connected community', the action plan (CNPA129) sets the priority 'to connect longer distance provision for example bus and train travel. This is aimed at supporting employment opportunities for people living in the area.

Under the theme of 'an economically thriving community' the Plan sets out the priority to 'increase opportunities to attract tourism and business to the local area. This includes potential investment in a serviced site for campervans, tents and motorhomes. There is also an action to increase and promote cycle routes and paths through the expansion of the biking facilities at Wolftrax.

There is also a priority for a 'strategy for local jobs and businesses' which includes the following actions:

- Providing assistance for local businesses: provision of small business units, which also included the need to consider the provision of local housing to support growth of local businesses.
- Developing a Business Development and Marketing Plan to promote Laggan.

There is also an action to explore the feasibility of a local wood fuel business and management of the local forests.

Nethy Bridge Community Action Plan: Looking to 2030

The action plan (CNPA131) addresses economic development through the theme: An economically thriving community. Under the theme there are three priorities listed namely:

- Review possibility of a community owned renewable energy project.
- Investigate options for taking more assets into community ownership for example community owned camping and touring sites and acquiring buildings for environmental, cultural and social redevelopment to benefit the community.
- Improve opportunities for local employment / business – this includes developing a small industrial area for a local business hub and creating spaces for local coworking / hot desking. The use of Old Kirk has been suggested for this use.

When residents were asked what they wanted to see happen the following suggestions were also were put forward:

- Support the community's businesses by shopping local: to keep the shops, café, hotel in the village. Look at taking more land and assets into community ownership.
- Encourage reintroduction of a post office.
- Acquire Canmore in Dell Road for redevelopment to benefit the community.



- Install automated teller machine (known as ATM) facility.
- Installation of electric vehicle charging points.

Newtonmore Community Action Plan: Looking to 2030

One of the key themes in the action plan (CNPA132) aims to enable Newtonmore to become an economically thriving community. To this end the following priorities are noted:

- Improve support and assistance for local businesses and people trying to get into work – including support for local business startups and existing local businesses and improve internet speed.
- Improve opportunities to attract tourism and business to the area. This includes exploring potential for a community owned energy company.

Other suggestions for improvement with regard to economic development from local residents include:

- Encourage a more vibrant, attractive main street: more shops, flowers, places to eat, local produce shop, local charity shop, reroute heavy goods vehicles to use Coffin Road onto A9, manage Main Street congestion in the summertime.
- Improvements to transport links to Inverness and Perth.
- Encourage pop up shops on Main Street.
- Community to generate income for community development.
- Invest in non commercial infrastructure for tourists.

Strathdon Community Action Plan: Looking to 2030

The action plan (CNPA133) contains a number of actions to improve opportunities for local employment / businesses under the theme of 'an economically thriving community including:

- Fibre broadband / better internet.
- Consider the Green employment possibility for example Distillery, water bottling, for 10 to 30 people. Would need major funding for development.
- Exploring options for capital funding to buy shop premises.
- Need to consider the barriers for local tradespeople such as plumber, electrician, hairdresser.
- Provision of small unity office / business space.
- Providing a pub / eatery and exploring the possibility of a community run bunk house.



Baseline of economic matters

This schedule summarises a number of matters relating to economic development, including: the working age population, skills and education, economic activity and employment projections, employment land availability, community wealth building, income and inequality and resident perceptions.

There are links between this policy area and:

- Schedule 1: Plan outcomes
- Schedule 3: Site assessment methodology
- Schedule 4: Climate change
- Schedule 5: Natural heritage
- Schedule 8: Land use, soil and resources
- Schedule 9 Energy
- Schedule 10: Zero waste
- Schedule 12: Living locally and 20 minute neighbourhoods.
- Schedule 13: Housing
- Schedule 15: Heating and cooling
- Schedule 14: Education
- Schedule 18: Health and safety
- Schedule 20: Digital infrastructure
- Schedule 22: Town centres and retail
- Schedule 23: Tourism

Regional governance

Scottish Government defines a wellbeing economy as 'a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all Scotland's people and places'. The concept is a key part of the vision of the National Strategy for Economic Transformation (CNPA505). The Wellbeing Economy Alliance Scotland (CNPA1321) are an organisation that promotes, campaigns for and encourages others to work towards a wellbeing economy. They identify five principles that underpin a wellbeing economy, namely dignity, participation, nature, purpose and fairness (Figure 2).

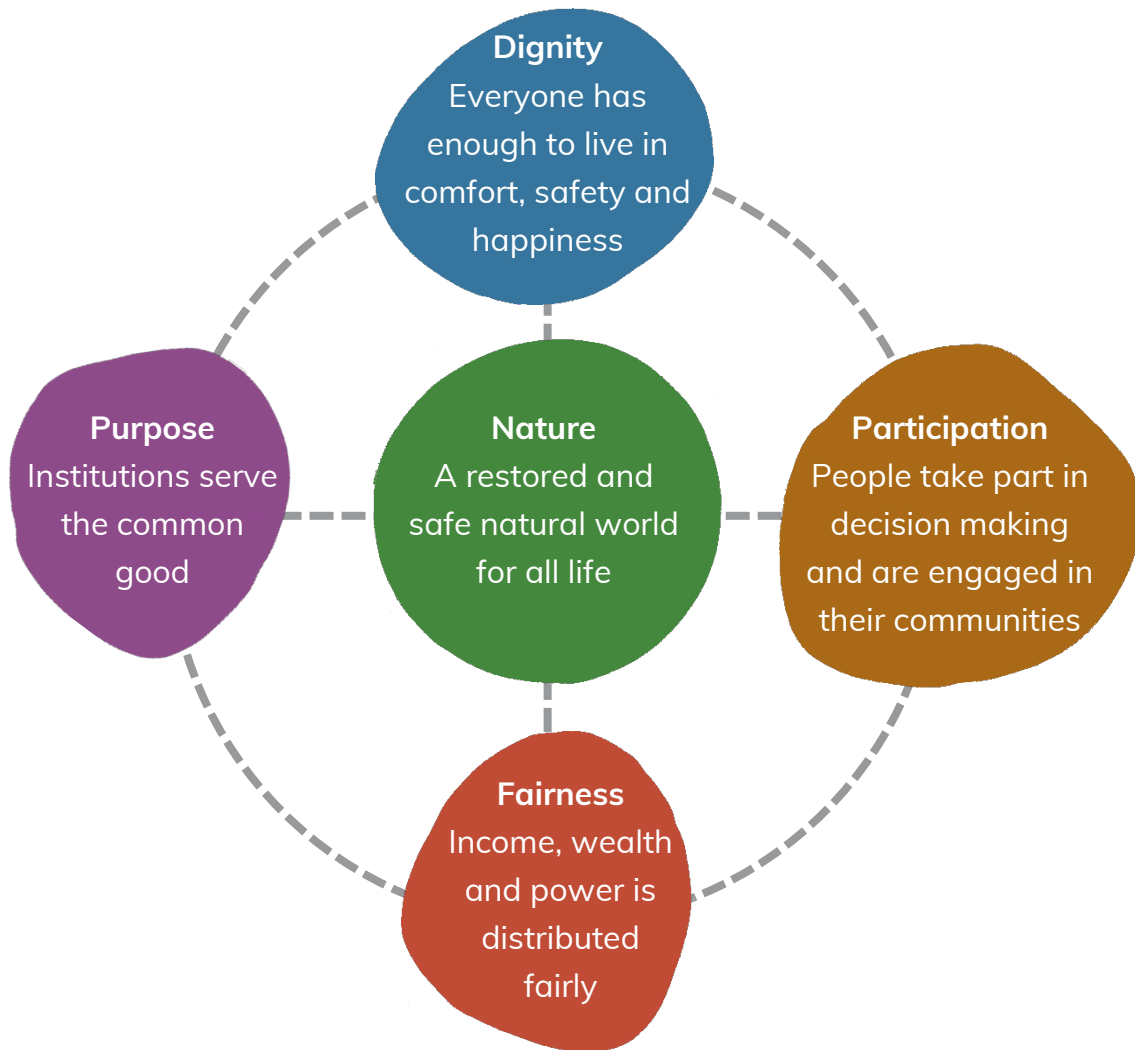


Figure 2 The five principles that underpin a wellbeing economy. The Wellbeing Economy Alliance Scotland (CNPA1321).

The Cairngorms National Park is part of three regional economic partnerships with regional economic strategies for:

- The Highland and Islands (CNPA511)
- Northeast of Scotland (CNPA510)
- Tay Cities Region (CNPA509)

These strategies help deliver the National Strategy for Economic Transformation (CNPA505) at a regional scale and coordinate the work of multiple public bodies and the private sector to support the economies of those regions. The Regional Economic Strategies direct most public sector work and resource to support the economy and help deliver the National Park Partnership Plan (CNPA010). The Highlands and Islands Regional Economic Strategy (CNPA511) in particular tackles the same issues across the



Highlands and Islands as the National Park Partnership Plan identifies for the National Park. See page 20 and onwards for further information on the regional economic strategies.

Working age population

Population estimates.

In 2022 the population of the National Park was estimated by the Scottish Census to be 17,531 people (Census table UV102b) (CNPA439). The working age population (16 years to 64 years) of the National Park was estimated to be 10,256, equating to approximately 59% of the population (Figure 3). This is below the level, which was 63.6%. The working age population comprised of 5,087 (49.6%) males and 5,173 females (50.4%).

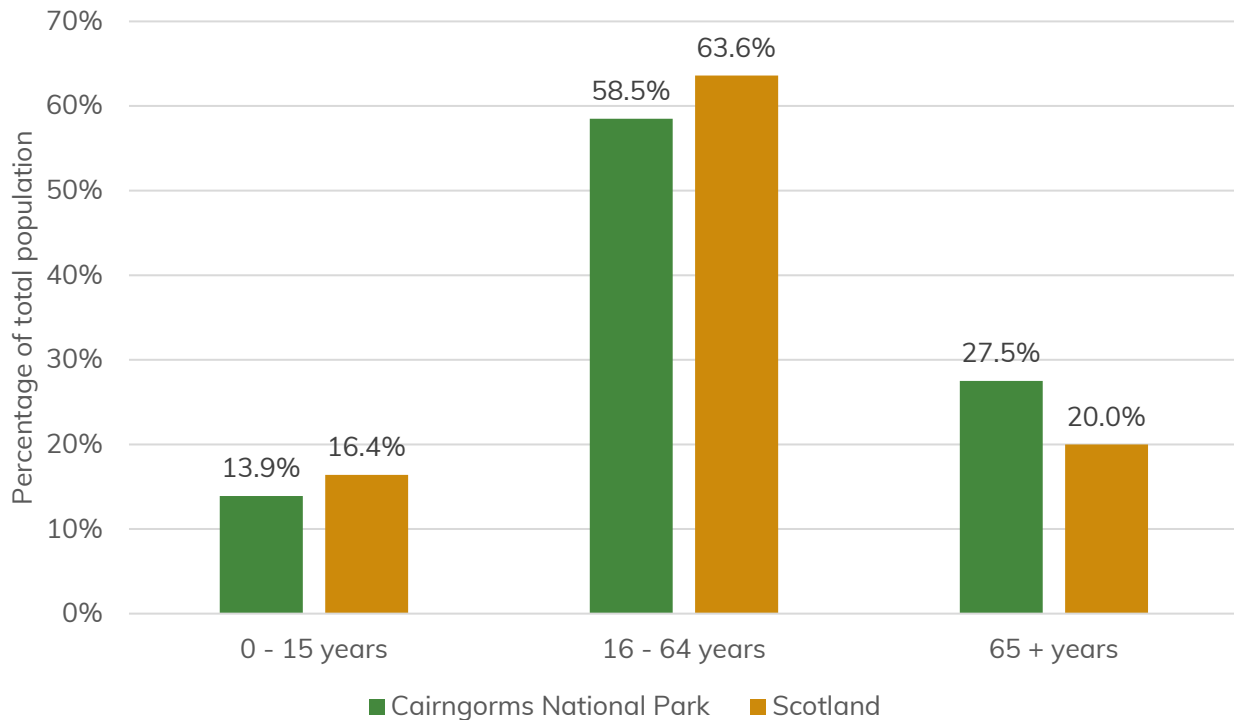


Figure 3 Proportion of the population by age group in Scotland compared to the Cairngorms National Park in 2022. 2022 Census tables UV102a and UV101b (CNPA439).

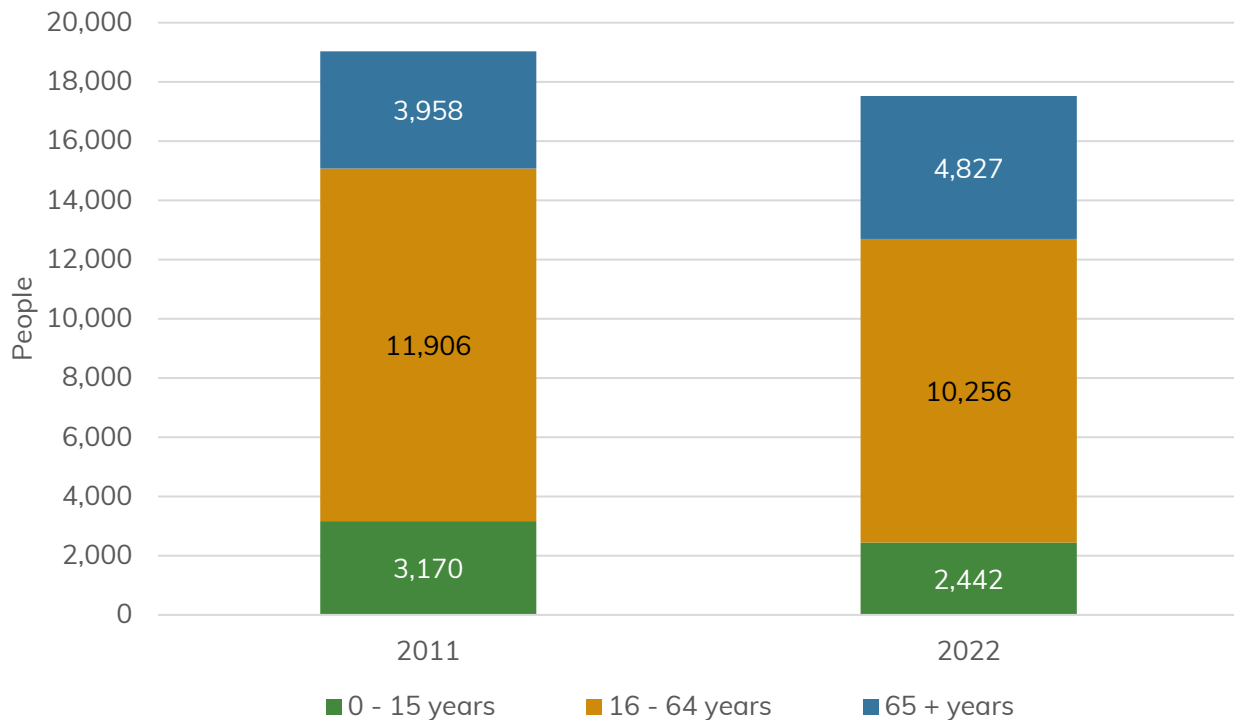


Figure 4 Comparison by age groups between 2011 and 2022 in the Cairngorms National Park. 2022 Census table UV101b and 2011 Census table LC1117SC (CNPA439).

2011 and 2022 census data (tables LC1117SC and UV102b) (CNPA439) indicates that there has been a decrease in the overall population in the Cairngorms National Park from 19,034 in 2011 to 17,531 people in 2022 (Figure 4). The working age (16 to 64 years) population has also decreased from 11,906 people in 2011 to 10,256 people in 2022 (Figure 4). The population of those of pensionable age (65 years and older) increased from 3,958 in 2011 to 4,827 in 2022 (Figure 4). However, there are several important caveats to consider when comparing these datasets, namely:

- The fact that the National Park is a nonstandard geography.
- Issues with communal establishment usual population estimate in the 2011 census.

Information on these issues is presented within the supporting Park Authority document:

- Statistical areas used in the analysis of the Cairngorms (CNPA337).

The outcome of these issues is that while we may identify changes between censuses, there is uncertainty about the exact extent of those changes. Some comparisons may not be possible at all.



Population projections

Population projections for the Cairngorms National Park are produced by National Records of Scotland, with the most recent data at the National Park level available being the 2018 based projections⁸. More information on population projections in the National Park is included in Schedule 18: Health and safety.

It is worth noting in this schedule however that the number of people of working age is projected to decrease from 11,588 in 2018 to 10,916 in 2043, representing a 5.8% reduction, greater than the decrease projected for Scotland, which is 3.8% (Figure 5).

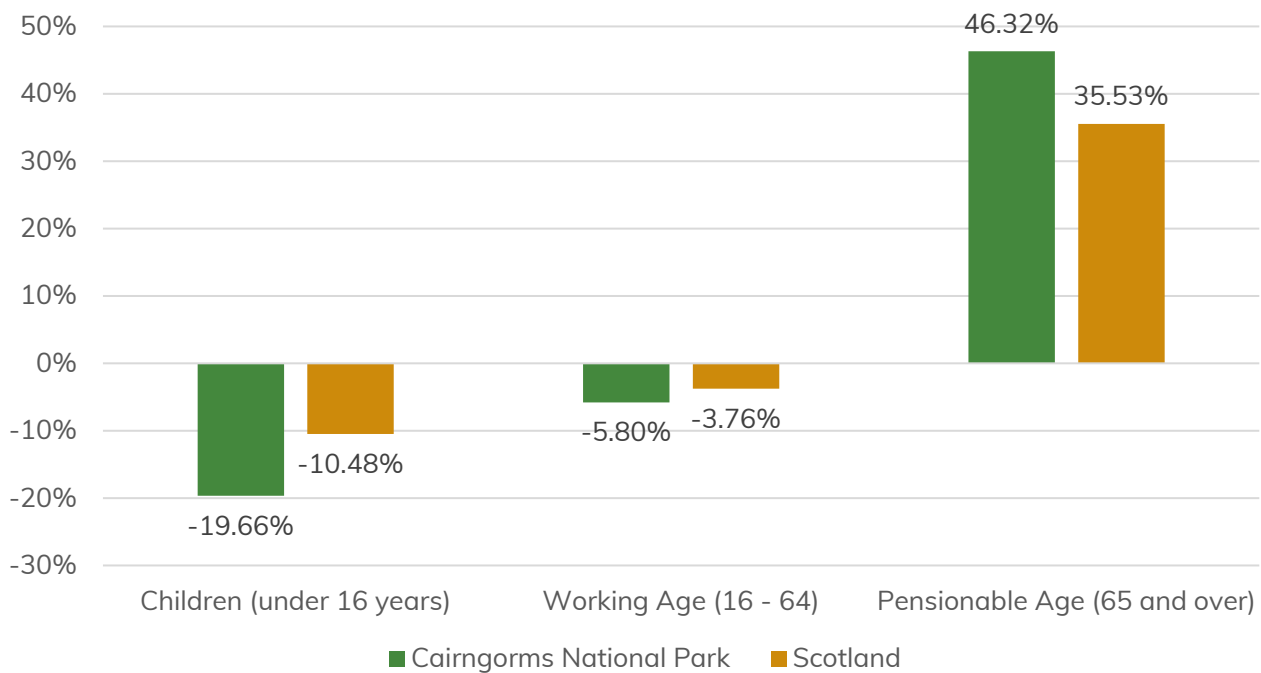


Figure 5 Principle projected population change in the Cairngorms National Park and Scotland 2018 – 2043. National Records Scotland, 2018 (CNPA533).

General health of the working population also affects the number of those working. More detail on the health of the working age population is available in Schedule 18: Health and safety.

Skills and education

Educational attainment of the working age population

According to the 2022 Census (CNPA439) the Cairngorms National Park’s population has a higher proportion of working age residents with educational attainment at degree

⁸ The 2022 based population projections, published in September 2025 are only available at local authority level.



level or above when compared to the five adjoining local authorities and national figures (Figure 6).

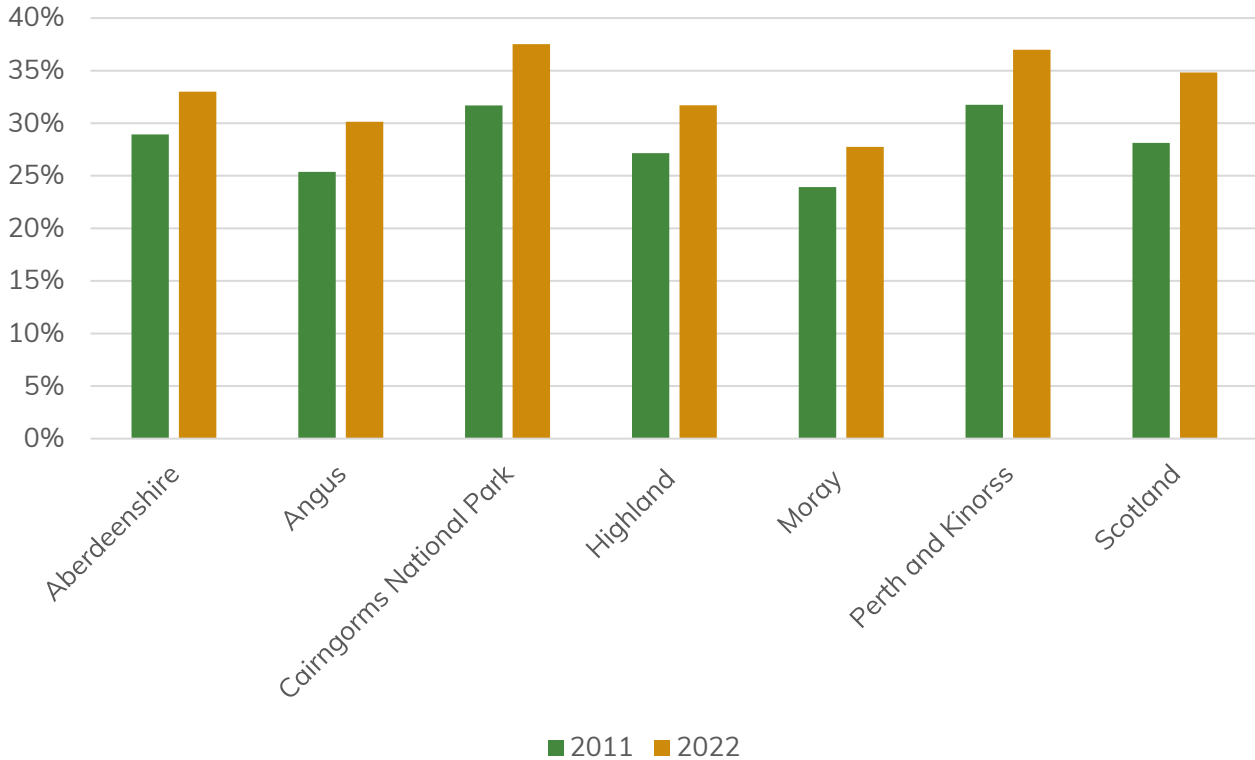


Figure 6 Proportion of adults (working age comprising of 16 to 64 years) with degree level or above educational attainment in the Cairngorms National Park, Scotland and the five adjoining local authorities. Census 2022 table UV501b and Census 2011 table LC5102SC (CNPA439).

The proportion of working age people (aged 16 to 64 years) in the Cairngorms National Park with degree level or above educational attainment increased from 31.7% in 2011 to 37.5% in 2022 (Figure 6). This is higher than the national average of 34.8% people in Scotland reported having degree or higher educational attainment in 2022. Although across all the local authorities and in Scotland the proportion of people with degree or higher educational attainment increased between 2011 and 2022, the proportion of people in the Cairngorms National Park was highest in both census years (Figure 6).

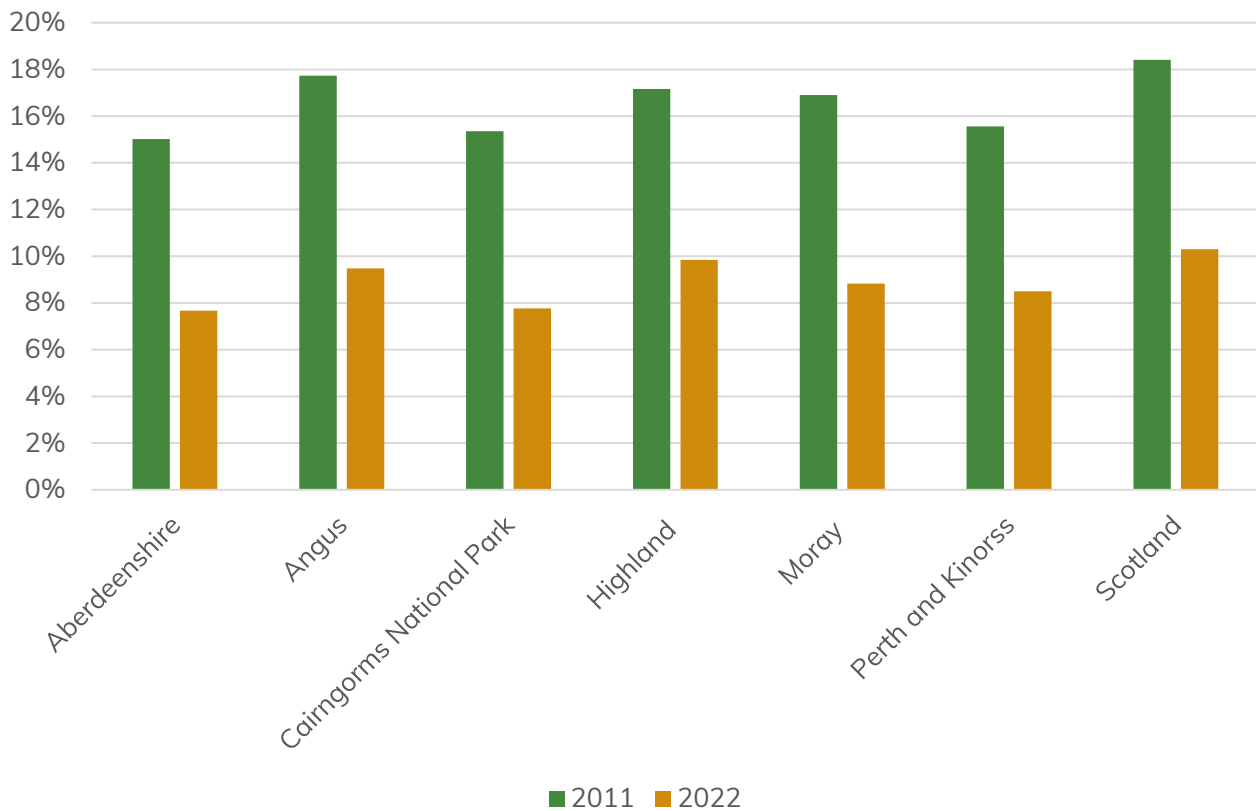


Figure 7 Proportion of adults (working age comprising of 16 to 64 years) with no qualifications in the Cairngorms National Park, Scotland and five adjoining local authorities. Census 2022 table UV501b and Census 2011 table LC5102SC (CNPA439).

In 2022, the proportion of working age adults (16 to 64 years) with no qualifications (Figure 7) was lower in the Cairngorms National Park (7.8%) than the Scottish average (10.3%). It is roughly equal to Aberdeenshire (7.7%), but lower than Highland (9.8%), Angus (9.5%), Moray (8.8%).

The proportion of working age adults with no qualifications significantly reduced from 2011 to 2022 from 15.4% to 7.8%, representing similar reductions seen in all local authorities and nationally.

Educational attainment of school leavers

The score is a weighted average of the highest level of qualification achieved by school leavers, for all leavers within a data zone, over three academic years⁹. The score is based on the Scottish Credit and Qualifications Framework level of qualifications gained

⁹ A three year rolling average dataset, starting with the three year period 2011 / 2012 to 2013 / 2014. It is updated on an annual basis. Data shown is the most recent data available as of March 2025.



by leavers in National Qualifications and Skills for Work. These statistics are affected by the Covid 19 pandemic with no data recorded for the period 2019 / 2020 to 2021 / 2022.

Data on publicly funded education indicates that school leavers within the Cairngorms National Park have above national and regional average educational scores¹⁰ – although the differences between local authorities are relatively modest (Figure 8). The relatively high average attainment for the people in the National Park may, in part be attributed to a lack of areas with severe deprivation.

The average attainment of school leavers has been steadily increasing since 2011 / 2012 – 2013 / 2014, rising from 5.6 to 5.7 in the most recent reported period (Figure 9). This increasing trend is also seen in the national figures, however the attainment of school leavers in the Cairngorms National Park has consistently been above the national average (Figure 9).

¹⁰ Using the Scottish Credits and Qualifications Framework for school leavers, the score is calculated by identifying the best level of qualification each pupil leaves school with. The score is calculated by multiplying the highest qualification level achieved by each pupil by a corresponding factor. Level three qualifications are multiplied by three, level four by four, level five by five, level six by six and level seven by seven. This indicator looks at the highest qualification attained by each pupil, not the number of qualifications attained. For example, one pupil who leaves school with four level three qualifications will score three, whilst a pupil leaving school with one level five qualification will score five. The total score is then divided by the total number of school leavers in each geographical area. Data are based on an average of three years and include all school leavers in secondary schools and special schools. Data from independent schools are not included. This is because there is a lack of data zone level information, and independent schools may choose to sit GCSEs or other English qualifications for which there is no information. There is also no information available on Scottish candidate numbers of independent school pupils. The number of pupils on the roll is taken from the September pupil census for the relevant year, which was carried out through ScotXed project. The year shown relates to the academic year (CNPA1324).

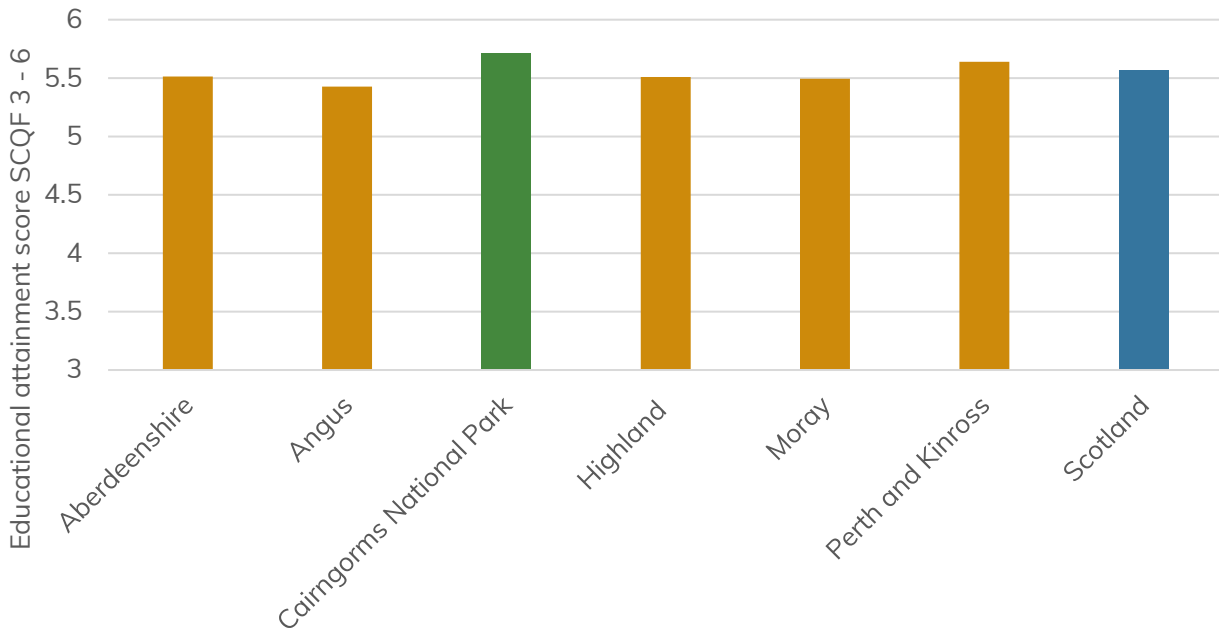


Figure 8 Educational attainment scores for people living in the Cairngorms National Park (data zone data) compared to the average figures from the local authorities and Scotland based on the intermediate data zone data for 2020 / 2021 to 2022 / 2023. Data from Statistics.gov Scotland, March 2025 (CNPA532).

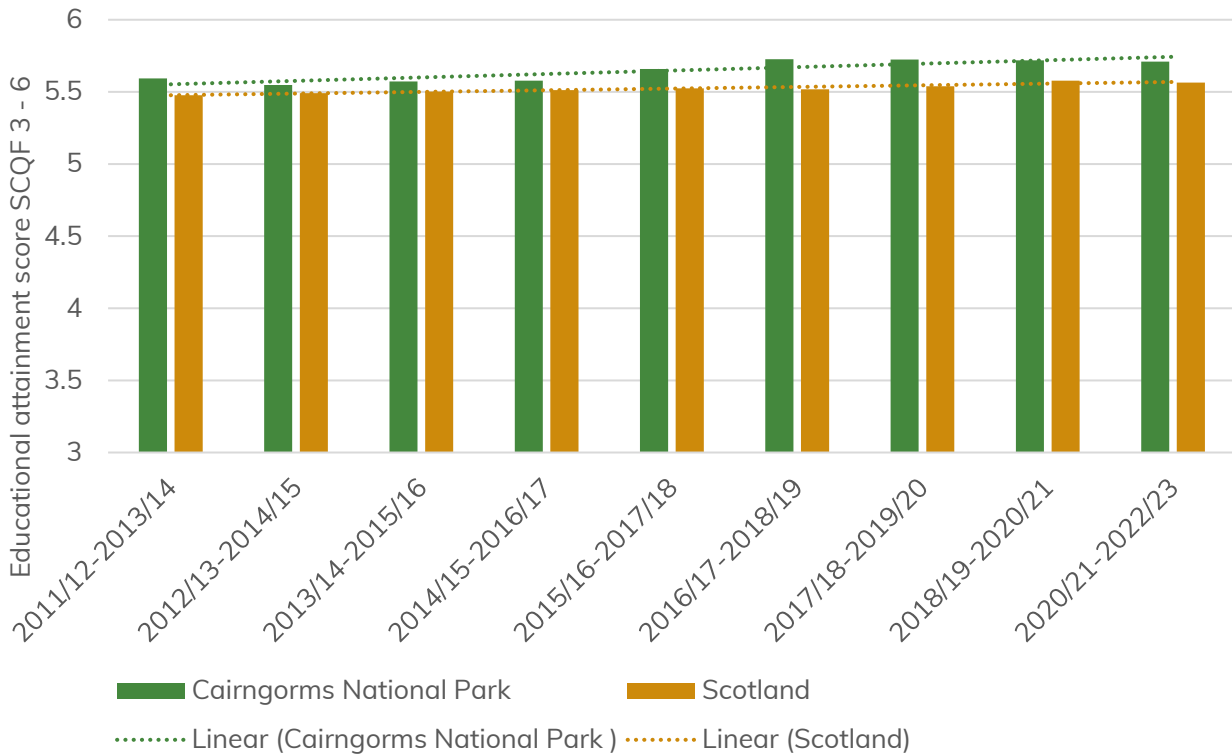


Figure 9 Educational attainment scores for people living in the Cairngorms National Park (data zones) compared to the average figures from Scotland (based on the intermediate data zone data) from 2011 / 2012 – 2013 / 2014 to 2020 / 2021 – 2022 / 2023. Note no data was reported for 2019 / 2020 – 2021 / 2022. Data from Statistics.gov Scotland, March 2025 (CNPA532).



While the Cairngorms National Park is above the Scottish average for attainment, it is below average in terms of the proportion of 17 to 21 year olds attending United Kingdom universities (Figure 10) based on the most recent available data (Scottish Index of Multiple Deprivation, 2020 (CNPA534)). Geographical location is likely to be a factor in this. These figures are based on young people's location prior to starting university and have been adjusted to allow for areas with large student populations, however issues with survey methodology also cannot be entirely ruled out.

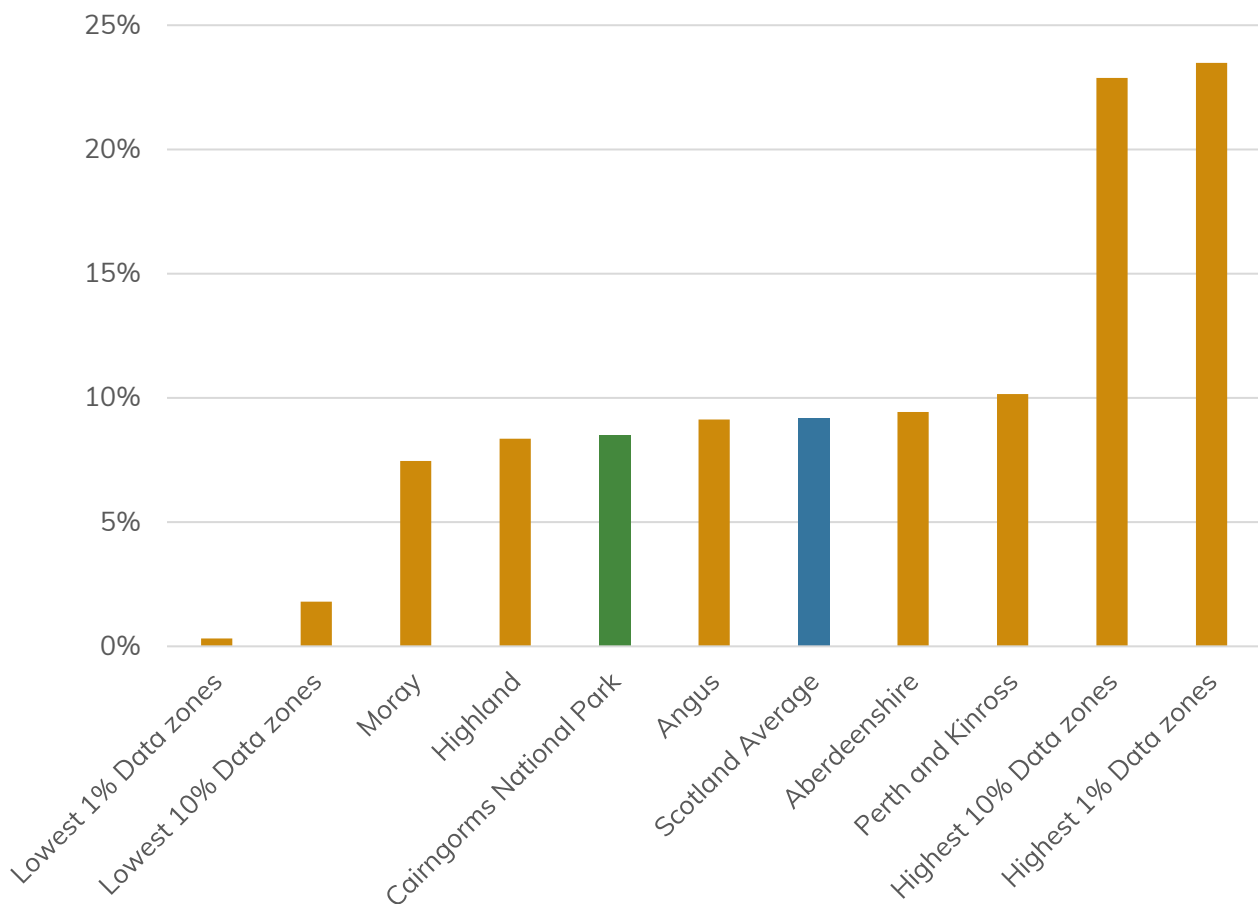


Figure 10 Proportion of 17 – 21 year olds starting a first degree at UK University 2015 / 2016 to 2017 / 2018 Source: Scottish Index of Multiple Deprivation 2020 (CNPA534). Data zone percentages are derived from the sum of all Scottish Data zones.

Economic activity

Rates of employment and unemployment for working age adults can provide a proxy indicator of economic and individual wellbeing within the Cairngorms National Park, with numerous studies indicating that unemployment reduces subjective wellbeing, (Gedikli, C.et al, 2022 (CNPA539)). 'While unemployment reduces wellbeing, poor wellbeing also leads to unemployment, indicating that individuals can become trapped



in a cycle of unemployment and poor wellbeing' (Gedikli, C. et al, 2022 (CNPA539)) There is a debate to be had about whether being in a poorly characterised job is better or worse than not being employed at all. Some research suggest that wellbeing is still considerably better for those in poor quality employment over those in an unemployed position (Leach LS et al, 2010 (CNPA537)). However, there is also research suggesting that employment characterised by a number of factors including poor conditions, low remuneration, stress and uncertainty can be as negative for wellbeing as unemployment (Broom DH et al, 2006 (CNPA536)).

The data on employment and unemployment rates in the Cairngorms National Park has been drawn from Census 2022 (CNPA439) and compared with previous Census data (2011). The data looks at the proportions of people who identified as being in a particular role or employment type, presenting a snapshot of the economic activity when the census' where completed. It should be noted that one person may have had two positions, for example, being a full time student and also be employed in a part time position.

Economically active population

For consistency and to allow comparison with earlier statistics, when discussing those who are economically active in the Cairngorms National Park and nationally, the figures include those who are economically active and full time students. The statistics for 2022 are based on the population of the National Park or Scotland who are over 16 years of age.

In 2022, 61.6% of the population of the National Park over the age of 16 years (including full time students) were reported as economically active (Census table UV601 (CNPA439)). This is slightly above the national proportion of 60.9%. In 2022 of those that were recorded as economically active (including full time students) 97.9% of them were in employment (as an employee or self employed) which is above the national average of 95.7% (Census table UV601 (CNPA439)).

In terms of number of people, in 2022, there were 9,293 economically active people (including full time students) in the Cairngorms National Park. Of these 7,091 were employed (2,056 were part time employees and 5,032 were full time employees). A total of 2,010 people were self employed and 194 people were unemployed but available to work (Census table UV601(CNPA439)).

Looking solely at the economically active population aged 16 years and over in 2022, in the Cairngorms National Park 54.2% were full time employees, slightly lower than the



national average of 59.9% (Figure 11). The proportion of the economically active population who are part time employees, is roughly equal in the National Park (22.1%) and Scotland (22.2%). There is a higher proportion of economically active people in self employed positions (with or without employees) in the Cairngorms National Park (21.6%) compared to national average figures (12.5%).

This higher proportion of self employed working practices can be considered a typical characteristic of a rural economy and more commonly recorded in affluent rural areas (Williams, C.C., 2011 (CNPA992)), reflecting the high proportion of independent and smaller businesses that are present in the National Park. In terms of the proportion of people who are economically active but unemployed and available for work this is far lower in the Cairngorms National Park at 2.1%, compared to 4.4% nationally.

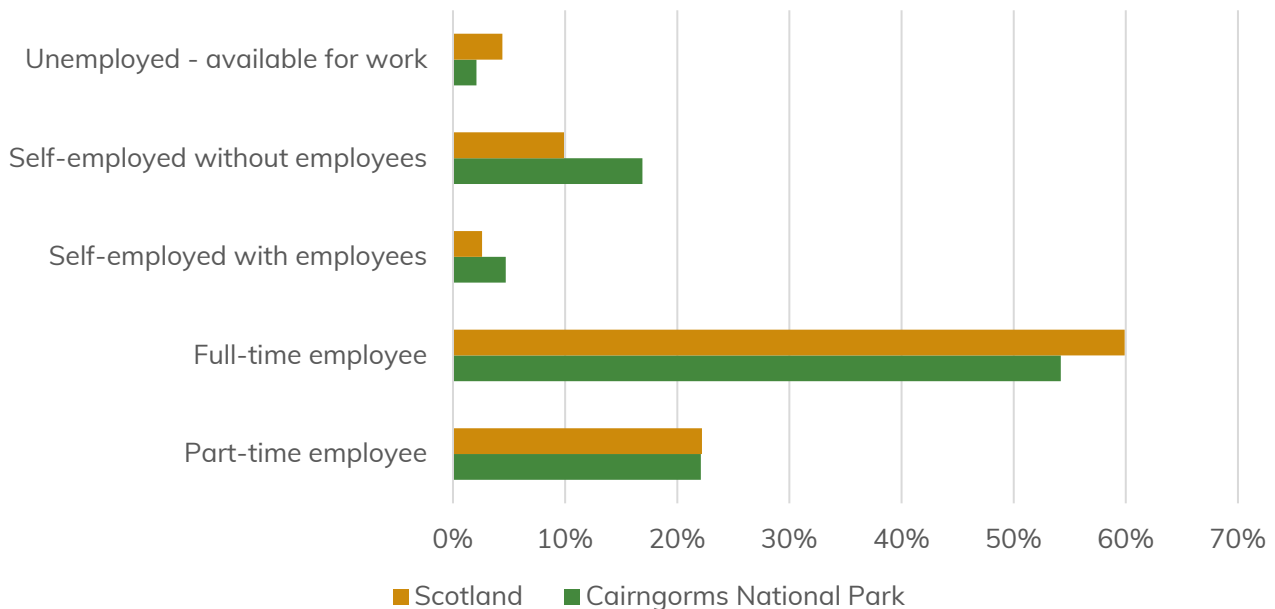


Figure 11 Proportional economic activity of the economically active population only aged 16 years and over (including full time students) in the Cairngorms National Park and Scotland in 2022. Census table UV601

The datasets providing a detailed breakdown of economic activity from the 2022 and 2011 censuses are not directly comparable. The 2022 Census data on economic activity provides data on the population 16 years and over (Census table UV601(CNPA439)). This is not directly comparable to the data collected in the 2011 census which gives a detailed breakdown of economic activity for only 16 to 74 years (Census tables KS601SC and QS601SC (CNPA439)).

To compare the position from 2011 and 2022, the data on economic activity by age (Census table LC6107SC (CNPA439)) has been used to allow a comparison with the



population 16 years and over. This does however limit the categories that can be compared between the census years.

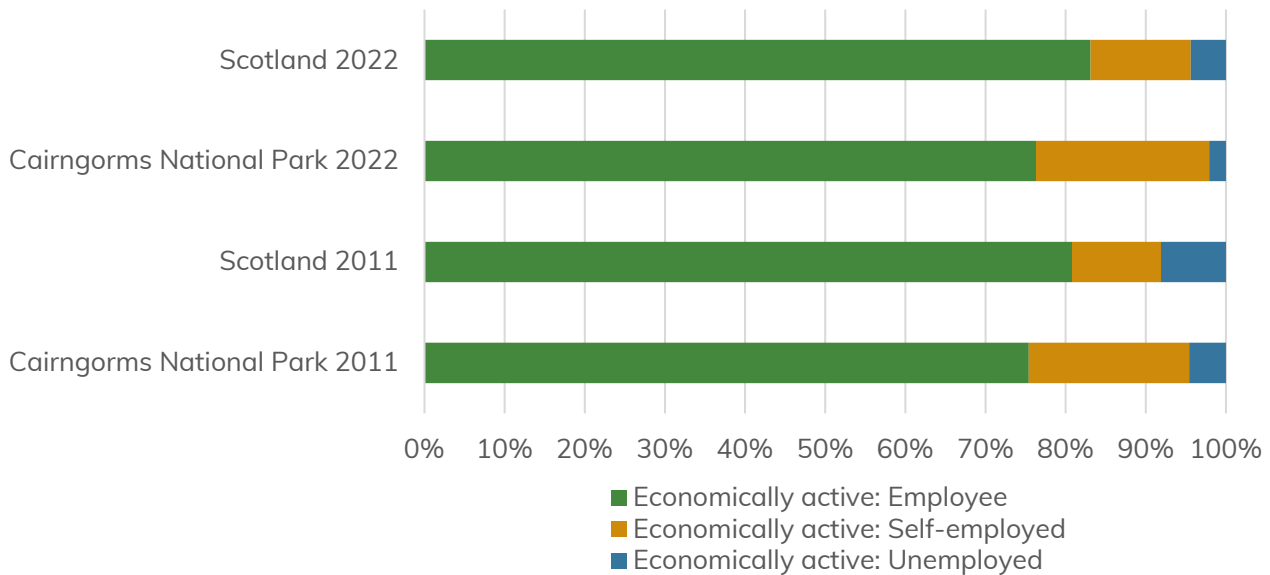


Figure 12 Economic activity of the economically active population only aged 16 years and over (including full time students) in the Cairngorms National Park and Scotland in 2011 and 2022. Census table UV601 and Census table LC6107SC (CNPA439).

Figure 12 shows a comparison between the proportions of employed, self employed and unemployed economically active people in the Cairngorms National Park and Scotland in 2011 and 2022. The proportion of economically active employed people has slightly increased from 75.4% in 2011 to 76.3% in 2022. This is lower than the proportional increase seen nationally, which increased from 80.8% in 2011 to 83.2% in 2022. The proportion of economically active people that are self employed in the Cairngorms National Park has also slightly increased from 20.0% in 2011 to 21.6% in 2022. Again, this reflects the national trends, where the proportion of economically self employed people increased from 11.1% in 2011 to 12.5% in 2022.

Figure 13 shows the proportion of the population (including full time students) that are economically active in the Cairngorms National Park by data zone¹¹. The areas with the lowest proportion of economically active people relative to the population, 16 years and over, are in parts of Ballater in Aberdeenshire (data zones S01006789 and S01006790) in parts of Grantown-on-Spey, and in Badenoch and Strathspey (data zone S01010546). In Ballater, the data zones East Cairngorms 01 and 02 have only 52.9%







¹¹ For more information on data zones in the Cairngorms National Park please refer to the Statistical areas used in the analysis of the Cairngorms National Park document (CNPA337).



and 49.3% respectively of the population were economically active. In the data zone covering part of Granttown-on-Spey (Badenoch and Strathspey North-05), 52.6% of the population were reported as being economically active in 2022.

In contrast, the area with the highest proportion of economically active people in the population of those 16 years and above is in parts of Aviemore, in Badenoch and Strathspey Central (data zone S01010538). In this area 74.8% of the population are economically active.

Proportion of population that is economically active

-  45 - 50%
-  51 - 55%
-  56 - 60%
-  61 - 65%
-  66 - 70%
-  71 - 75%

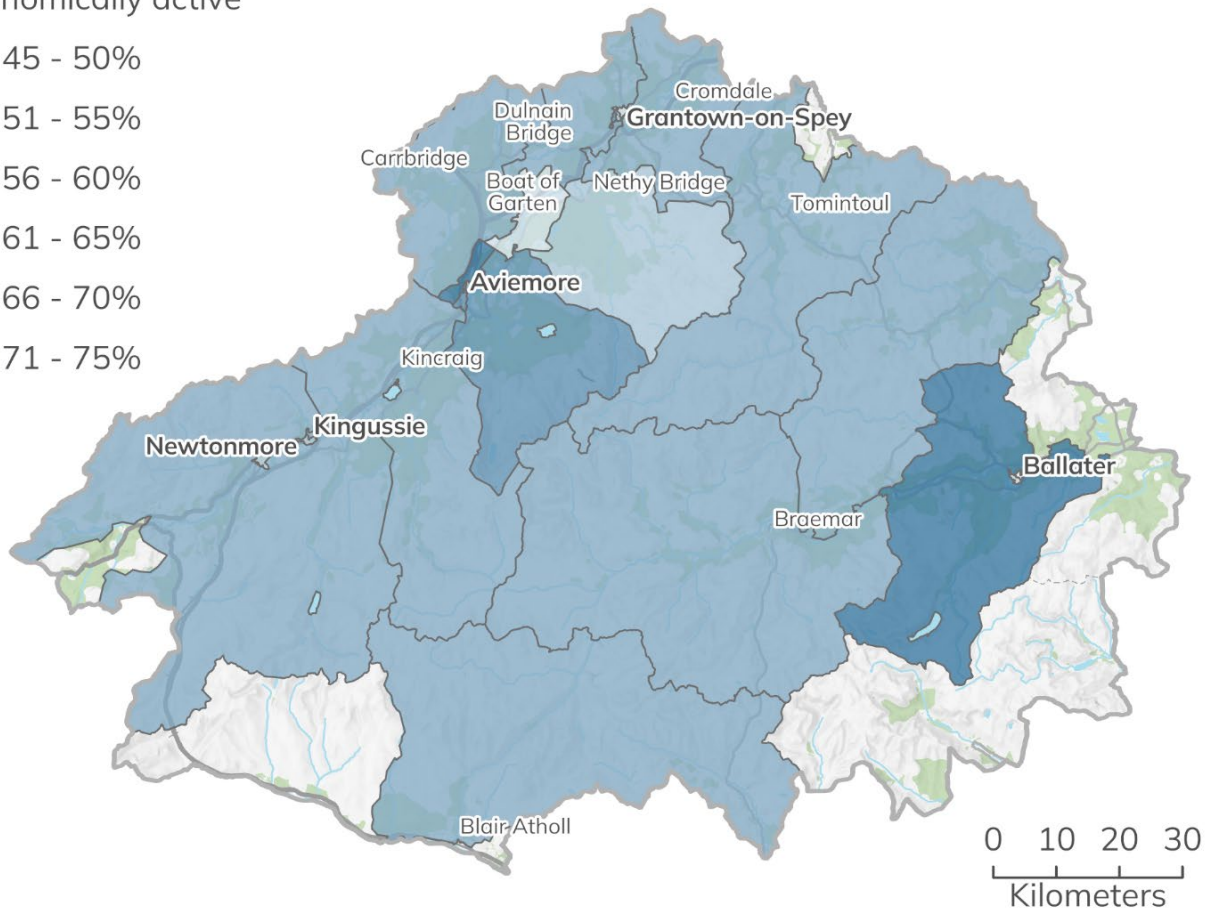


Figure 13 Proportion of the population aged 16 years and over (including full time students that are economically active in the Cairngorms National Park. (Census table UV601). Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810. Contains data © Scotland's Census 2026 (CNPA439).

Other areas with higher proportions of people 16 years and over that are economically active included the area around Ballater, data zone for East Cairngorms-04 (S0100792) which had 70.5% of the population being reported as economically active. It should be noted that this data zone only contains 369 people.



Figure 12 also shows that the proportion of people economically active but unemployed reduced in the Cairngorms National Park from 4.6% in 2011 to 2.1% in 2022. Although this also reflects the falling national proportion of economically active people who are unemployed (from 8.1% in 2011 to 4.4% in 2022), the reduction in the National Park is greater proportionally than nationally.

Within the National Park, Figure 14 shows the proportion of the population aged 16 years and over (including full time students) that are economically active but unemployed by data zone area¹² in 2022.

The areas of the National Park that have the highest proportions of the economically active population over the age of 16 years who are unemployed include parts of Grantown-on-Spey in Badenoch and Strathspey-04 (data zone S01010545) which has 2.6% unemployed. In the area covering Braemar and surrounding in East Cairngorms-05 (data zone S01006793) the proportion of working age people aged 16 years and over who are economically active and unemployed is also 2.6%. The data zone covering northwest Aviemore, Badenoch and Strathspey central – 03 (data zone S01010538) has the third highest proportion of economically active people aged 16 years and over who are unemployed, recorded as 2.1% in 2022.

In terms of the areas with the lowest proportion of people over 16 years who are economically active but unemployed in 2022, the data zone covering Boat of Garten and Mains of Garten, Badenoch and Strathspey – 05 (data zone S01010540) was the lowest at 0.2%. In the areas covering Carrbridge the proportion of people over 16 years who are economically active but unemployed in 2022 was 0.4%. and surrounding, Badenoch and Strathspey Central – 06 (data zone S01010541) The third lowest area in terms of the proportion of people over 16 years who are economically active but unemployed was in parts of Aviemore east of Grampian Road, in Badenoch and Strathspey Central – 01 (data zone S01010536) were it was reported as 0.5%.

Despite the range of values for the proportion of people over 16 years who are economically active but unemployed in 2022 across the data zones covering the Cairngorms National Park, none of the individual areas were above the national average figures.

¹² For more information on data zones in the Cairngorms National Park please refer to the Statistical areas used in the analysis of the Cairngorms National Park document (CNPA337).



Proportion of population that are economically active but unemployed

- 0 - 1%
- 1 - 2%
- 2 - 3%

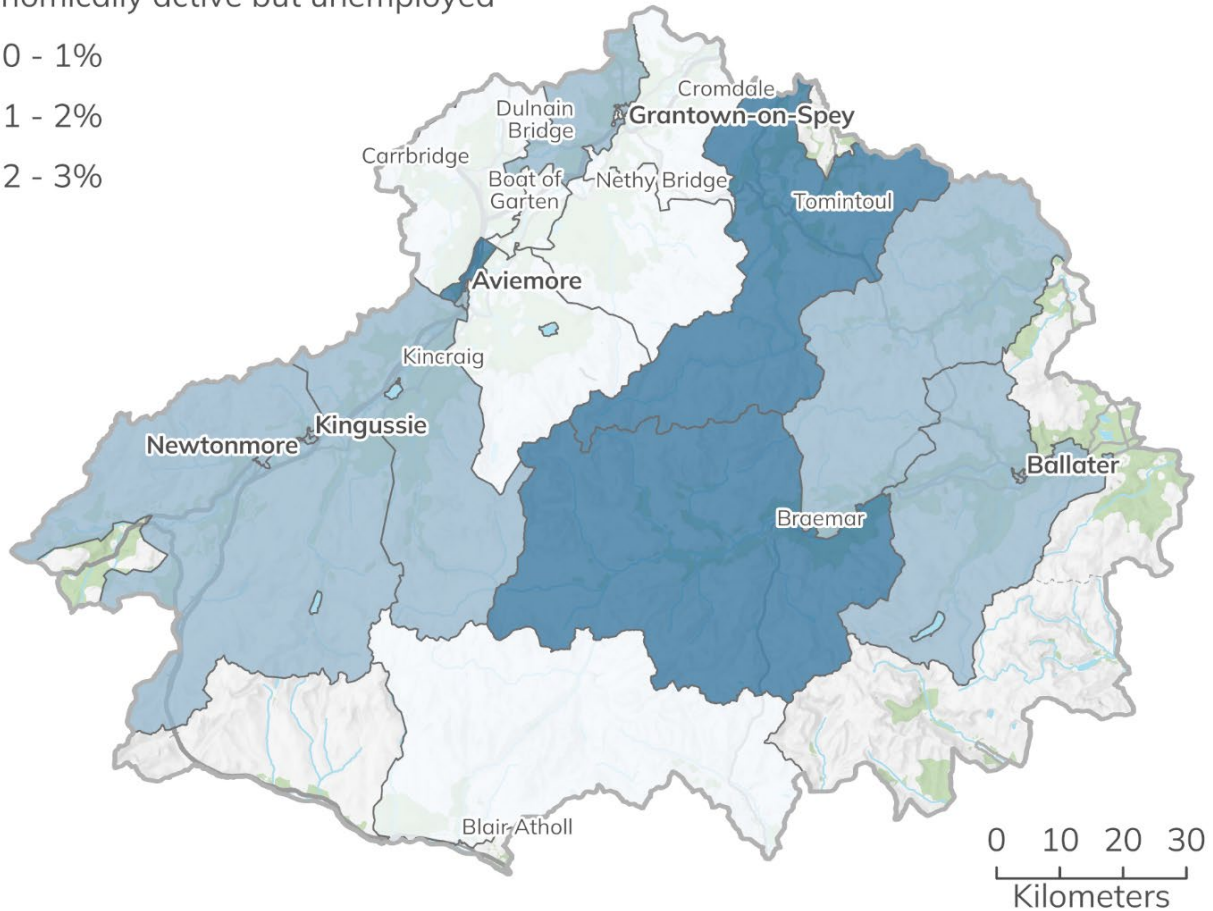


Figure 14 Proportion of the population aged 16 years and over (including full time students) that are economically active but unemployed in the Cairngorms National Park by data zone. (Census table UV601) (CNPA439). Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.

Hours worked

Of those who are working, which includes self employed and employed people, Scotland's Census estimated the number of hours worked of all people aged 16 years and over in the week before the census in 2022 (Figure 15). The largest difference between number of hours worked in the National Park and Scotland is in the 31 to 48 hours bracket. In the National Park 54.6% of people aged 16 and over worked 31 to 48 hours per week was proportionally lower than the national average of 61.5%. More people proportionally are working longer hours in the National Park (16.0%) compared to the Scottish average (10.0%) (Figure 15). The proportion of people working part time (less than 30 hours) in the National Park (29.4%) and in Scotland (28.5%) is similar (Figure 15).

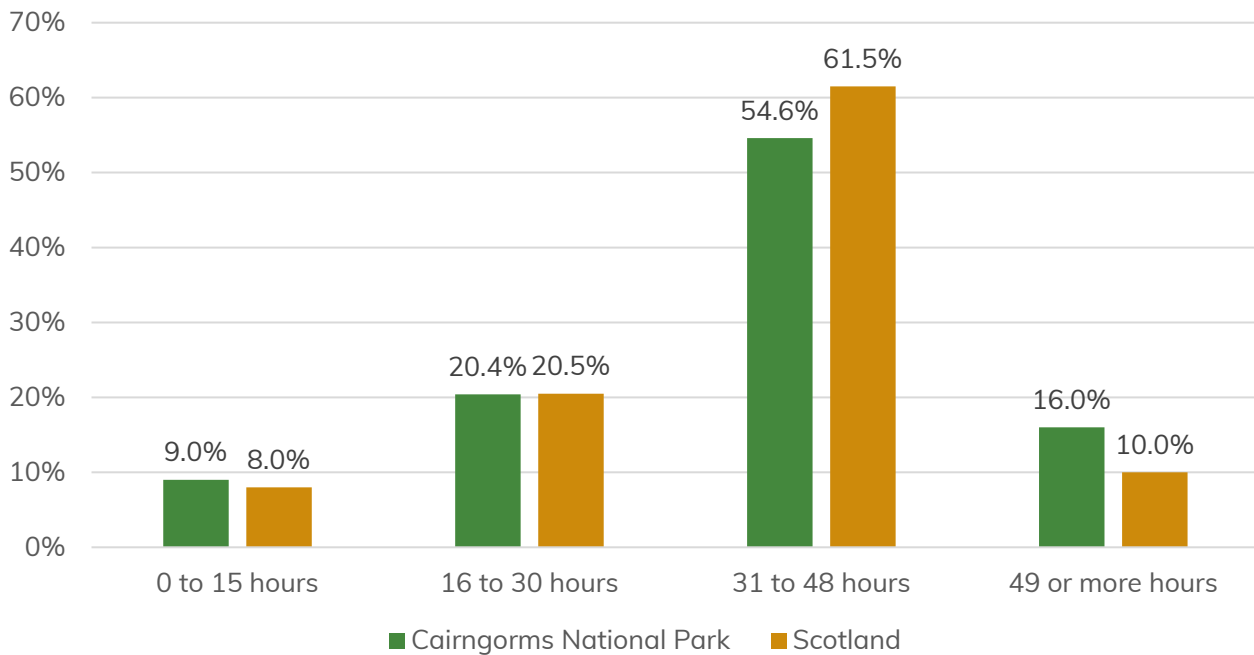


Figure 15 Hours worked of all people aged 16 years and over in the week before the census in the Cairngorms National Park and Scotland in 2022. Census 2022 table UV604 (CNPA439).

In 2022, terms of the number of people, 819 people in the Cairngorms National Park were working zero to 15 hours, 1,859 people were working 16 to 30 hours, 4,966 people were working 31 to 48 hours, and 1,458 people were working 49 hours or more.

The data on hours worked can be broken down further by age as this data was also collected in the 2022 Census. In the National Park (Figure 16).

Of those working part time zero to 15 hours per week the highest proportion (31.1%) were in the age range of 50 to 64 years (255 people). The smallest proportion of people (10.6%) working zero to 15 hours were people in the 25 to 35 years age range (87 people) (Figure 16).

Of those working part time 16 to 30 hours per week the largest proportion of people (38.9%) were also in the age range of 50 to 64 years (722 people). The smallest proportion (7.7%) of people working 16 to 30 hours was in the 16 to 24 years age range (143 people) (Figure 16).



Of those working full time 31 to 48 hours per week, the largest proportion (34.1%) of people were in the 50 to 64 years age bracket (1,794 people). The smallest proportion (5.1%) of those working 31 to 48 hours were in the 65 years and over age range (255 people) (Figure 16).

Of those working 49 hours or more the largest proportion of people (39.9%) were in the 50 to 64 years age range (580 people). The smallest proportion of people (5%) working 49 hours and above were in the 16 to 24 years age range (73 people) (Figure 16).

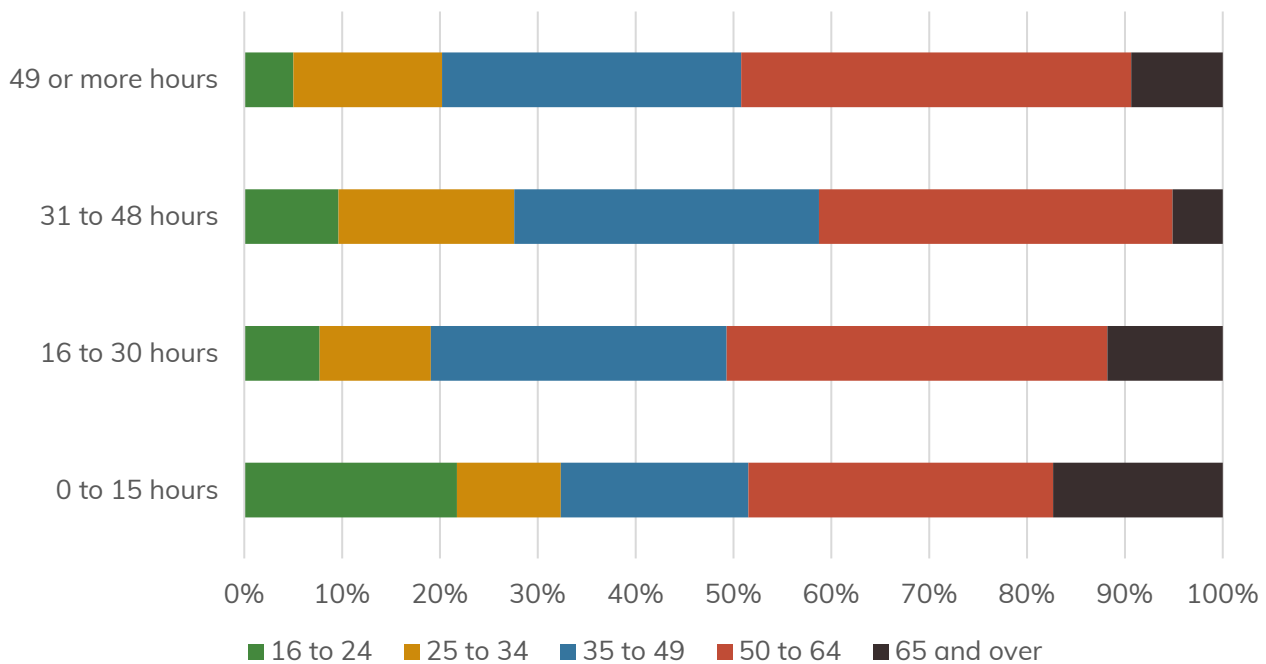


Figure 16 Hours worked by age of all people aged 16 years and over in employment the week before the census in the Cairngorms National Park 2022. Census 2022, table UV604b (CNPA439).

The distribution of the hours worked by different age groups does differ somewhat from the National averages for Scotland (Figure 16 and Figure 17). One significant difference is the proportion of people working zero to 15 hours who are aged 16 to 24 years. Nationally this is 34.6% whereas in the National Park it was 21.7%. This may in part be due to the low number of students residing in the National Park at the time of the Census due to the absence higher education facilities in the National Park.

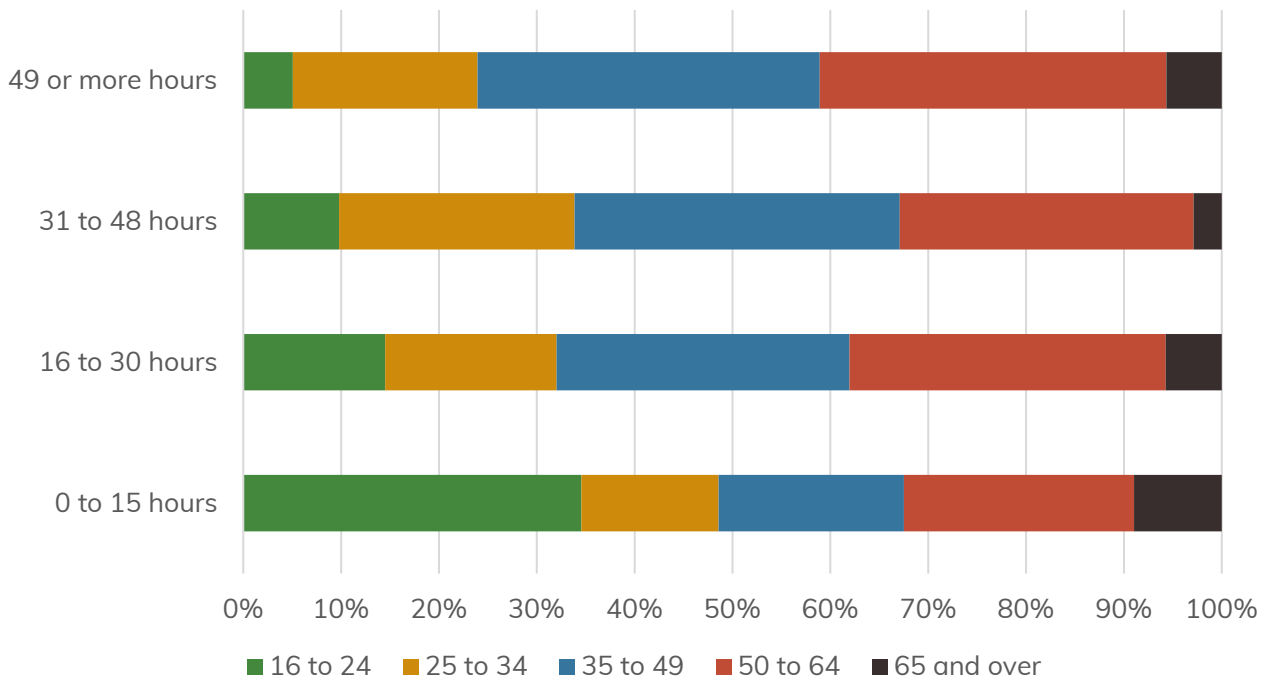


Figure 17 Hours worked by age of all people aged 16 years and over in employment the week before the census in the Cairngorms National Park 2022. Census 2022, table UV604b (CNPA439).

Employment estimates and projections

The most accurate employment estimates for the National Park are derived from the 2022 Scottish Census (CNPA439). Information is available according to a number of outputs, namely:

- Industry (Table UV605) (CNPA439)
- Occupation (Table UV606) (CNPA439)
- National Statistics Socioeconomic Classification (Table UV607) (CNPA439)

Employment forecasts for the Cairngorms National Park have been prepared by Oxford Economics (2022) (CNPA189) and provide an indication of the direction of change in employment in key sectors in the National Park. See page 84 for further information.

Employment estimates by industry

This census output (Census 2022 table UV605) (CNPA439) provides estimates according to the industry in which a person works. It relates to their main job and is derived from the main activity of their employer or business.

As previously mentioned there have been changes to the way data is presented between the 2011 and 2022 Census years. The data on the type of industry people work in is now presented for all people aged 16 years and over whereas in previous



years this was presented for people aged 16 to 74 years only. Therefore, the data collected in 2011 and 2022 is not directly comparable at this time. Further releases of National Park geography data may include a breakdown of industry by age, as has been provided in previous years, at which point a comparison may be available.

The proportion of employees in different industrial sectors differs significantly from the national average (Figure 18) as may be expected in a rural economy with an additional strong focus on tourism. The largest proportion of people aged 16 years and over employed in the National Park are employed in the accommodation and food service activities sector, employing 14.4% (1,306 people). This is a significantly higher proportion than those employed in this sector across Scotland as a whole (6.9%) reflecting the strength of the tourism sector in the National Park.

Compared to Scotland, there is also a higher proportion of people employed in the agriculture, forestry and fishing sector, where in the National Park 4.6% (417 people) of 16 years and over population work in this sector, compared to just 1.6% nationally.

Other notable differences, where a higher proportion of people work in a given sector include:

- Arts entertainment and recreation which employs 4.9% (447 people) of the 16 years and over population in the National Park, compared to 2.7% nationally.
- Administrative and service support activities, which employs 6.1% (553 people) of the 16 years and over population in the National Park, compared to 4.7% nationally.
- Construction – in the National Park this accounts for 8.4% (773 people), compared to 7.3% nationally.

Sectors in the National Park that employ lower proportions of the 16 years and over population than Scotland (Figure 18) include:

- Human health and social work activities, which employs 11.3% (1,306 people) of the 16 years and over population in the National Park, compared to 14.6% nationally. This is still the second largest sector in terms of employment within the National Park.
- Public administration and defence; compulsory social security, which employs 5.8% (531 people) of the 16 years and over population in the National Park, compared to 9.1% nationally.
- Financial and insurance activities, which employs 1.1% (104 people) in the National Park, compared to 4.3% nationally.

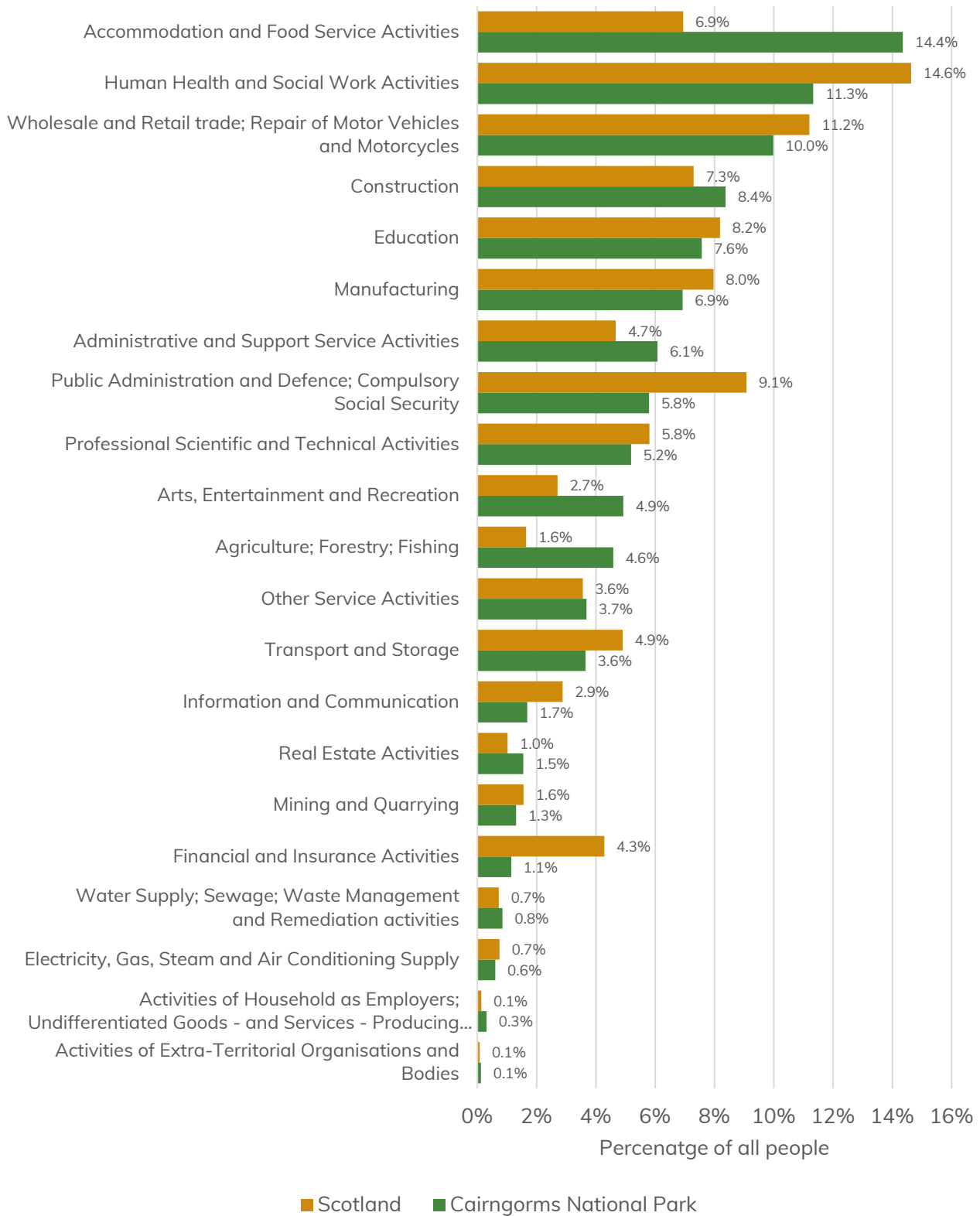


Figure 18 Proportion of all people by industry sector aged years 16 and over in employment the week before the census in the Cairngorms National Park and Scotland in 2022. Source: Census 2022 table UV605 (CNPA439).



In terms of numbers of people employed in each sector (Figure 20) the largest sector is accommodation and food services which employs 1,306 people. The human health and social work activities employs 1,031 people, and wholesale and retail trade; repair of motor vehicles and motorcycles employs 908 people. Sectors employing less than 100 people include:

- Activities of extra territorial organisations and bodies (11 people).
- Activities of household as employers; undifferentiated goods and services producing activities of households for own use (28 people).
- Electricity, gas, steam and air conditioning supply (55 people).
- Water supply; sewage; waste management and remediation activities (77 people).

Employment estimates by occupation

This census output provides estimates according to the occupation held by a person. It relates to their main job and is derived from either their job title or details of the activities involved in their job. It is a useful counterpart to the industry data (see page 75), which does not reflect the actual occupations of those working within those sectors.

Figure 19 shows the proportions of the occupations of all people over 16 years in the National Park and in Scotland in 2022 (Census 2022 table UV606 (CNPA439)). In terms of proportional representation, the highest proportional occupation in the National Park were skilled trade occupations at 17.1% (1,553 people), professional occupations at 15.6% (1,422) and elementary occupations at 12.7% (1,158 people).

The biggest differences between the National Park and Scotland (Figure 19) include:

- Skilled trade occupations, which account for 17.1% (1,553 people) of the 16 years and over population in the National Park, compared to 11.3% nationally.
- Professional occupations, which account for 15.6% (1,422 people) of the 16 years and over population in the National Park, compared to 20.7% nationally.
- Managers, directors and senior officials, which account for 11.3% (1,031 people) of the 16 years and over population in the National Park, compared 7.8% nationally.

The occupation accounting for the lowest number of people in the National Park is sales and customer service positions with 552 people, accounting for 6.1% of the 16 years and over population.

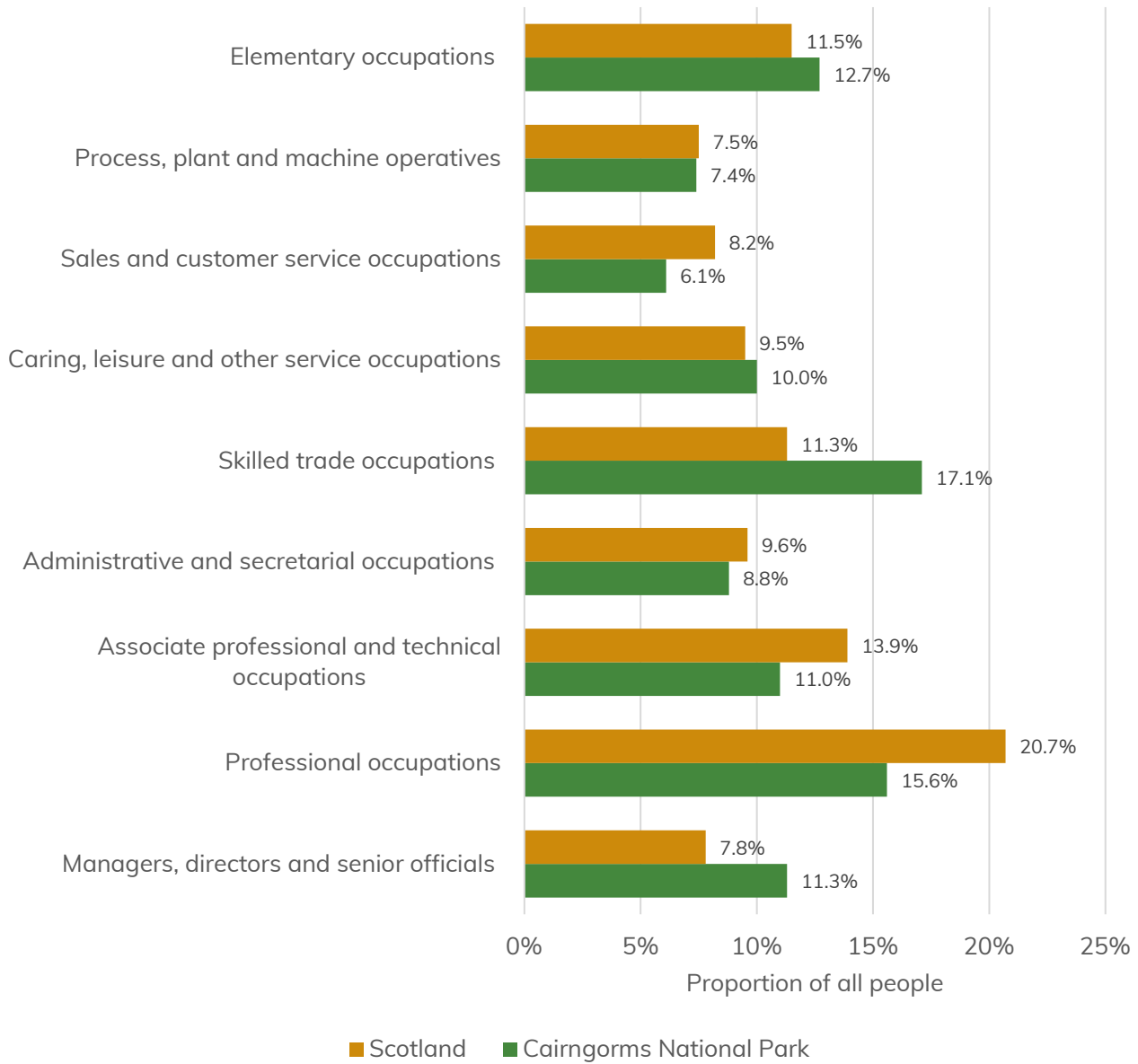


Figure 19 Proportions of occupations of all people aged 16 years and over in employment the week before the census in the Cairngorms National Park. Source: Census 2022 table UV606 (CNPA439).

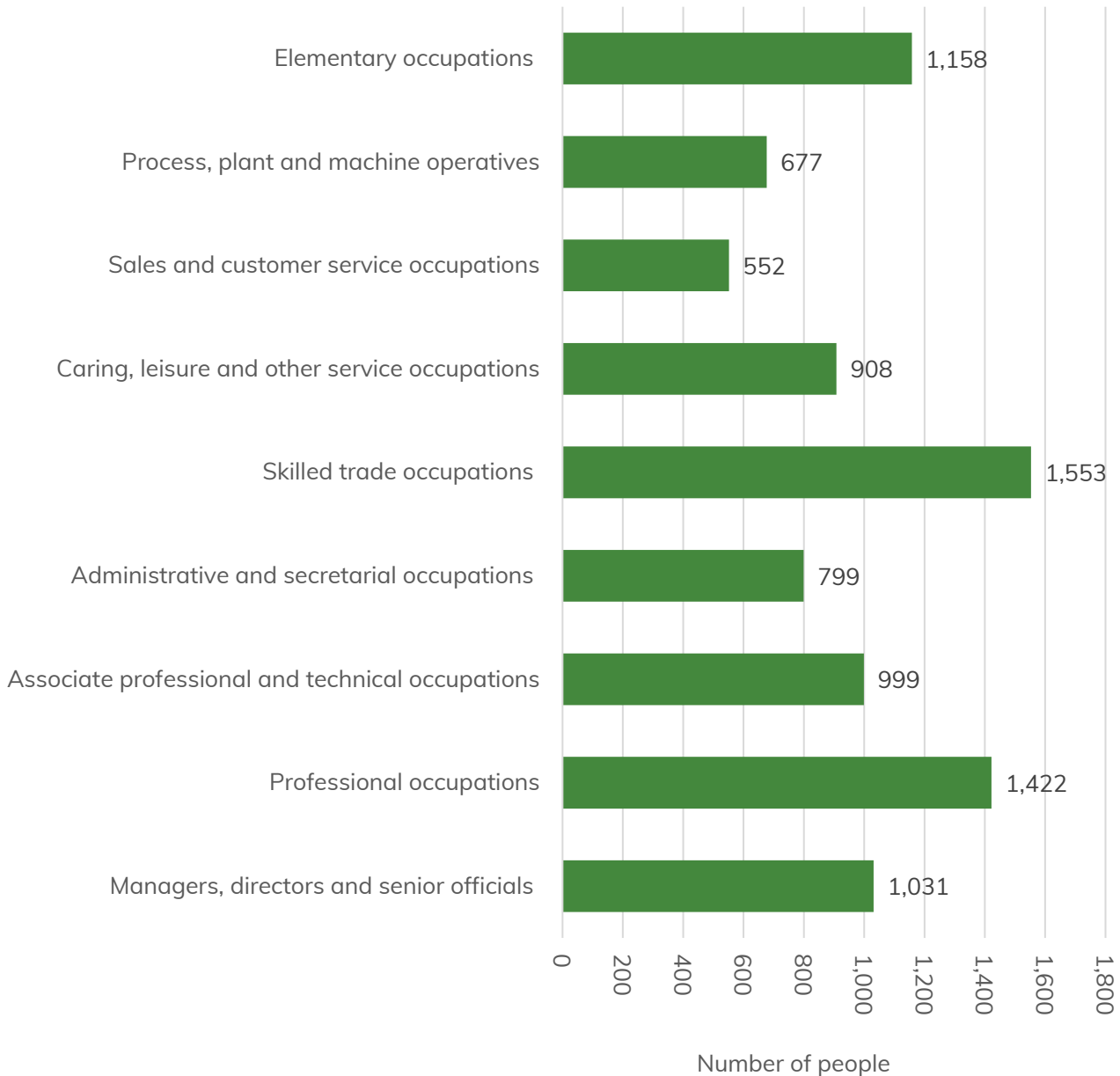


Figure 20 Number of people aged 16 years and over in employment the week before the census in the Cairngorms National Park in each occupation. Source: Census 2022 table UV606 (CNPA439).

Figure 20 shows a high level break down of the occupations of people in the Cairngorms National Park, however these can be broken down further into subcategories as shown in Figure 21. The largest subcategory of occupations in the National Park are elementary administration and service occupations, accounting for 878 people in 2022. Administrative occupations accounted for 615 people and other managers and proprietors accounted for 537 people.

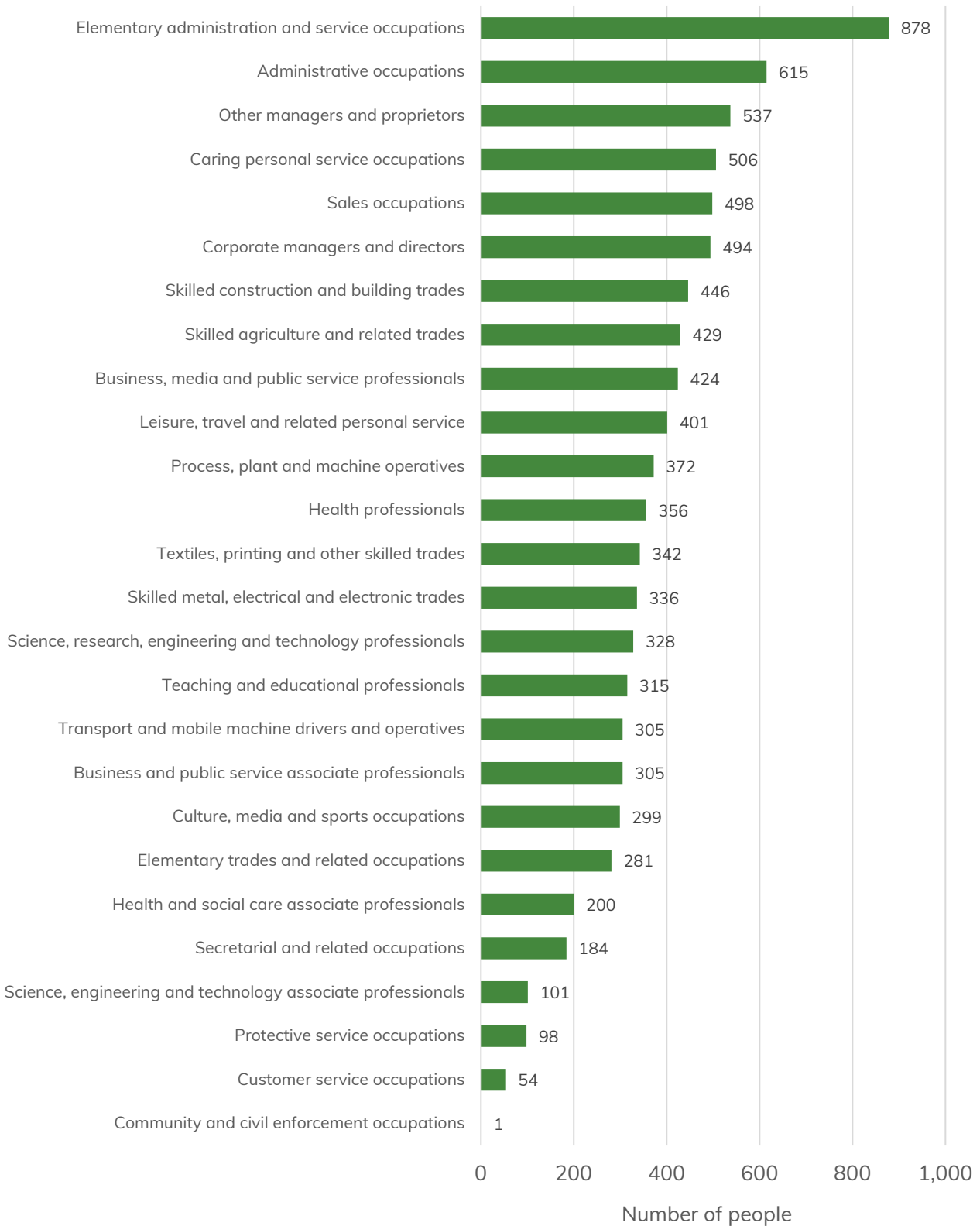


Figure 21 Number of people aged 16 years and over in employment the week before the census in the Cairngorms National Park in each sub level occupation. Source: census 2022 table UV606 (CNPA439).



National Statistics Socioeconomic classification

The National Statistics Socioeconomic classification (CNPA993) has been constructed to measure the employment relations and conditions of occupations. Conceptually, these are central to showing the structure of socioeconomic positions in modern societies and helping to explain variations in social behaviour and other social phenomena. The National Statistics Socioeconomic classification was developed from a sociological classification that has been widely used in pure and applied research, known as the Goldthorpe Schema. More information on the methodology and use of National Statistics Socio-economic classification data can be found here:

Figure 22 (CNPA439) shows the National Statistics Socioeconomic classification of the population aged 16 years and over in the Cairngorms National Park and Scotland in 2022. In 2022, the largest three classifications in the Cairngorms National Park proportionally were lower professional and higher technical occupation (14.4%), routine (12.9%) and semi routine (11.9%) occupations.

In 2022 there was a smaller proportion of people long term unemployed in the National Park (0.4%) compared to the national average (0.8%). Similarly, there are also a far lower proportion of people in the National Park who have never worked at 3.5% compared to 6.0% nationally.

Other significant differences include:

- Own account workers – 11.4% of the population of the National Park aged 16 years and over compared to 6.0% nationally.
- Employers in small establishments – 3.8% of the population of the National Park aged 16 years and over, compared to 2.0% nationally.
- Full time students – 3.4% of the population of the National Park aged 16 years and over, compared to 8.5% nationally.

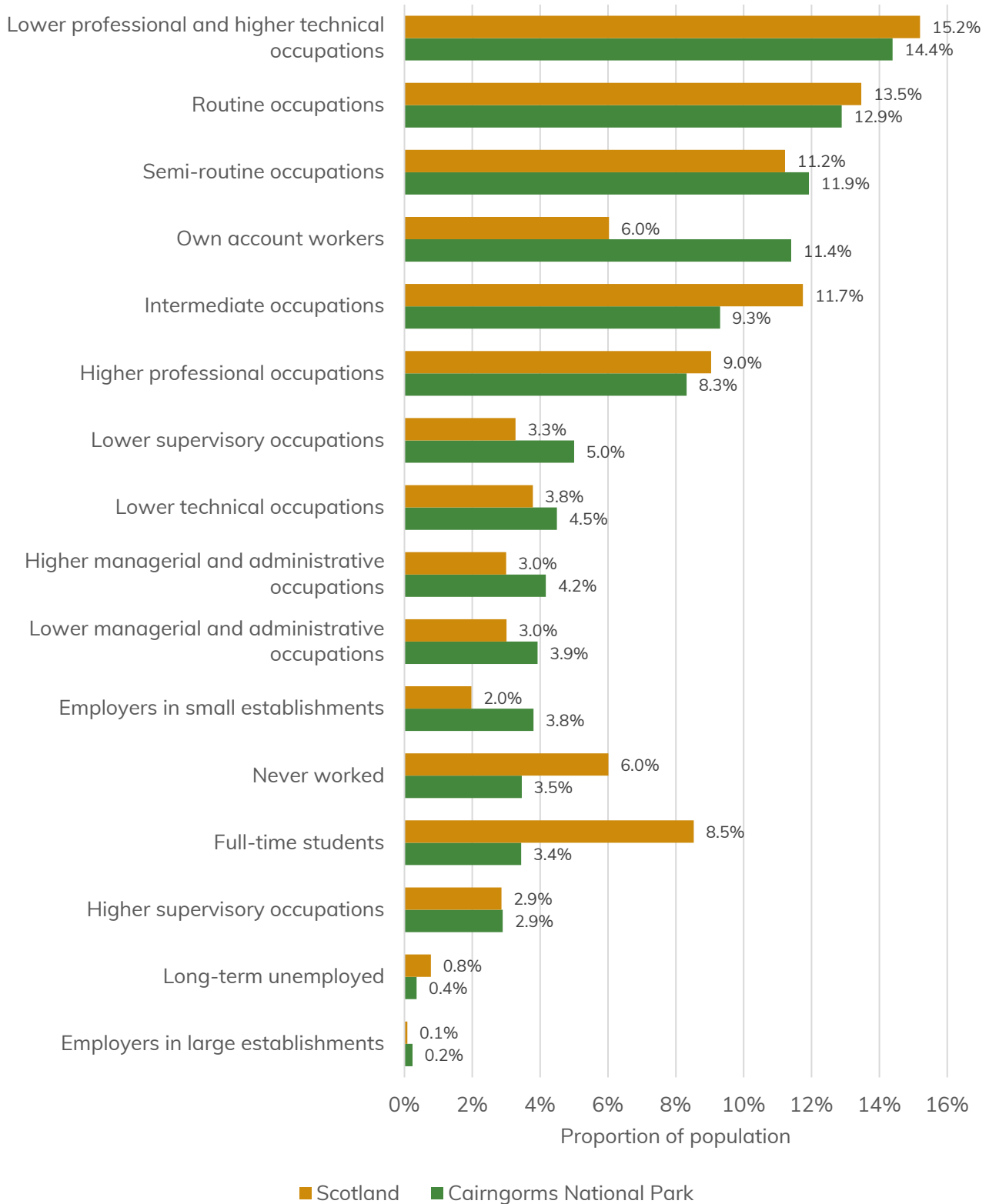


Figure 22 National Statistics Socioeconomic classification of the population aged 16 years and over in the Cairngorms National Park and Scotland in 2022. Source: Census 2022 table UV607 (CNPA439).



Employment projections

Forecasts prepared for the Cairngorms National Park by Oxford Economics (2022) (CNPA189) provide an indication of the direction of change in employment in key sectors in the National Park. The projections are from 2015 to 2032, and data is provided reporting on the midterm (2022 – 2025) and long term change (2025 – 2032). It should be noted that the forecasts were produced before the Census data was released and as such are now established to not reflect the true position in 2022.

In the midterm (2022 – 2025), it is forecast that the largest growth sectors will be in the accommodation and food services and arts, entertainment and recreation increasing 7.3% and 7.0% respectively (equating to an estimated growth in around 200 overall positions, split between the two sectors). Over the longer term (2025 – 2032) growth in the accommodation sector is projected to slow to 4%, while the arts, entertainment and recreation is expected to increase to 9.6% proportionally. Both of these sectors are integral to the Cairngorms National Park as a tourist destination.

The transportation and storage sector is projected to grow proportionally in the midterm by 4.7% but over the longer term is predicted to contract by 2.3%. Similarly, the wholesale and retail trade; repair of motor vehicles and motorcycles is projected to grow in the midterm but shrink over the longer term.

Significant proportional decreases are predicted for the mining and quarrying and manufacturing sectors in the medium term, increasing in the longer term forecasts. However, it should be noted that due to the current low numbers of people employed in these sectors it is difficult to quantify the effect in terms of numbers of jobs in the Cairngorms National Park lost.

Any updated projections published will be taken into account in the preparation of the Proposed Plan.



Employment projections by occupation

Midterm projections 2022 – 2025

Figure 23 shows the percentage change in the proportion of occupations of people working in the National Park in the midterm 2022 – 2025. The largest increase by occupation in the midterm is forecast to be in the culture, media and sports occupations which are expected to increase by 9.4%. Other significant changes (with over 5% increases) include managers / and proprietors in agricultural services (plus 5.4%), textiles, printing and other skilled trades (plus 5.5%) and transport, mobile machine drivers and operatives (plus 5.6%).

In terms of absolute change in the number of people working in each occupation elementary occupations: specifically (clerical and service related occupations) are forecast to increase by around 100 people, and managers, directors and senior officials are forecast to expand by around 100 people. In the midterm the following sectors are forecast to decrease; protective service occupations (minus 4.5%), secretarial and related occupations (minus 0.9%) and teaching and research professionals (minus 0.8%).



Figure 23 Forecast proportional change in the occupation of the people working in the Cairngorms National Park in the midterm 2022 – 2025. Oxford Economics, 2022 (CNPA189).



Long term projections 2025 – 2032

Figure 24 shows the forecast percentage change in the proportion of occupations of people working in the National Park in the long term 2025 – 2032. The largest change forecast in the long term is expected to be seen in the culture, media, and sports occupations with a forecast increase in this occupation category of 15.5%. Other significant increases (above 5%) include caring personal service occupations (plus 5.7%), corporate managers (plus 5.4%) and health professionals (plus 5.1%).

Decreases are forecast for the protective service occupations (minus 8.5%) and secretarial and related occupations (minus 7.1%), with an absolute change in both occupations forecast to be zero people due to the low numbers of people already working in these occupations. Other occupations forecast to retract include:

- Teaching and research professionals (minus 1.3%)
- Science and technology associate professionals (minus 0.6%)
- Skilled metal and electrical trades (minus 2.4%)
- Sales occupations (minus 2.7%)
- Process, plant, and machine operatives (minus 1.7%)
- Elementary occupations, trades, plant, and storage related (minus 2.3%)

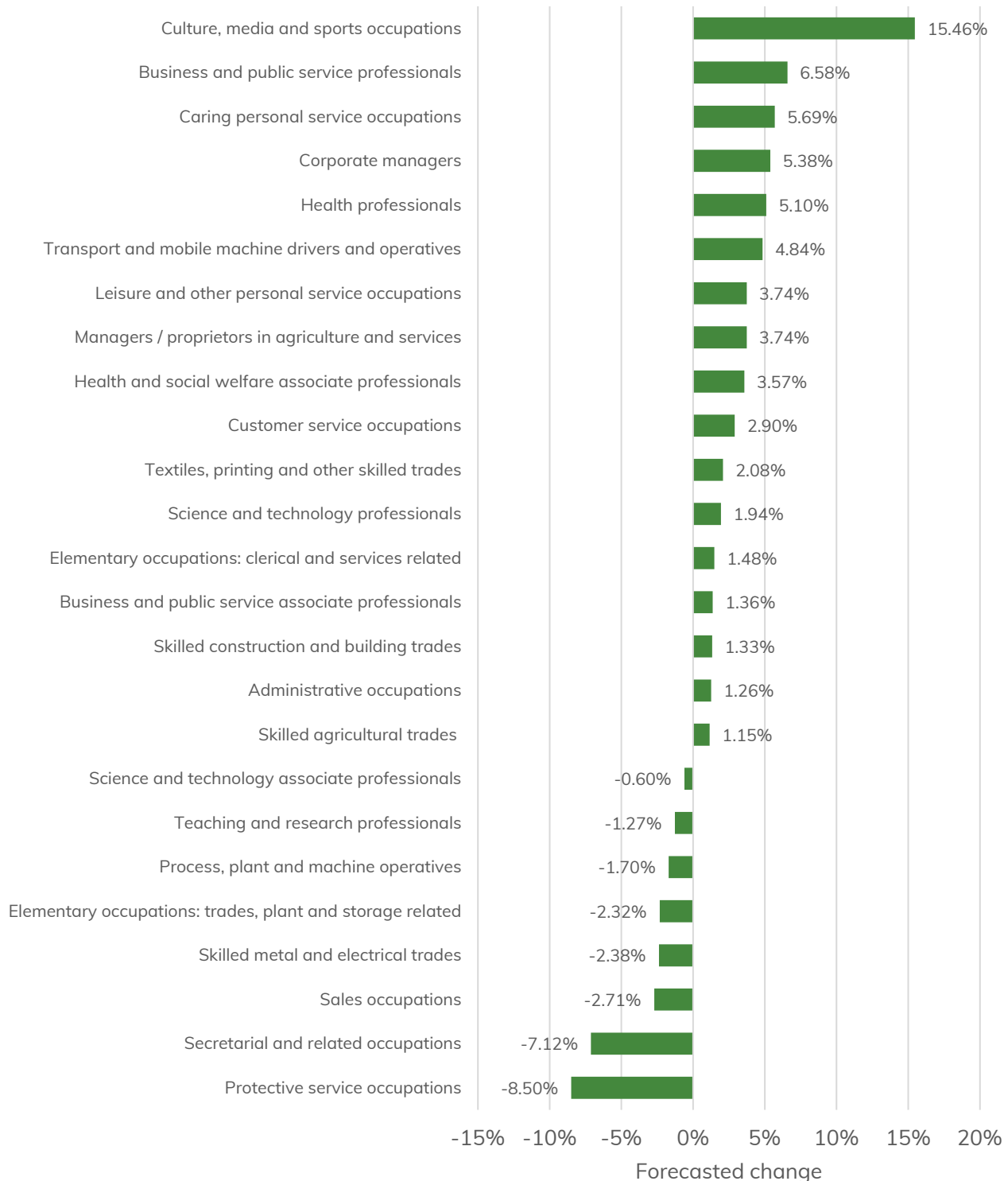


Figure 24 Forecast proportional change in the occupation of the people working in the Cairngorms National Park in the long term 2025 – 2032. Oxford Economics, 2022 (CNPA189).

In terms of absolute change in terms of people, it is forecast that the associate professional and technical occupations will increase by around 100 people. The data



does not provide figures for the absolute change in terms of people in other occupations, due to the low numbers of people employed.

Total labour market requirements

The employment data provided by Oxford Economics (2022) (CNPA189) also provides forecasts of total market requirement in the midterm (2022 – 2025) and long term (2025 – 2030) for the Cairngorms National Park. This is based on the current and forecast need created by the various estimated sectoral expansions or retractions in conjunction with estimates for people exiting the labour market. The latter can happen for a number of reasons, including but not limited to, retirement, out migration or a change in domestic situations. This leads to the replacement requirement. It is worth noting that all figures quoted for numbers of people are limited figures rounded to the nearest 100, which makes interpreting the data for minor category occupations difficult due to the low numbers of people in them.

Forecast 2022 – 2025

In the midterm (2022 – 2025), it is forecasted that approximately 1,200 people will be required to fulfil the total requirement of occupations in the Cairngorms National Park. This is calculated be around 900 people required to fill existing or forthcoming vacant positions (replacement requirement) and a further 200 to fill positions as a result of market expansion. A limited number of the sectors in the National Park are forecast to require additional labour. The largest increase will be in elementary occupations (specifically clerical and service related occupations) which is forecast to require an additional 300 people (Figure 25).

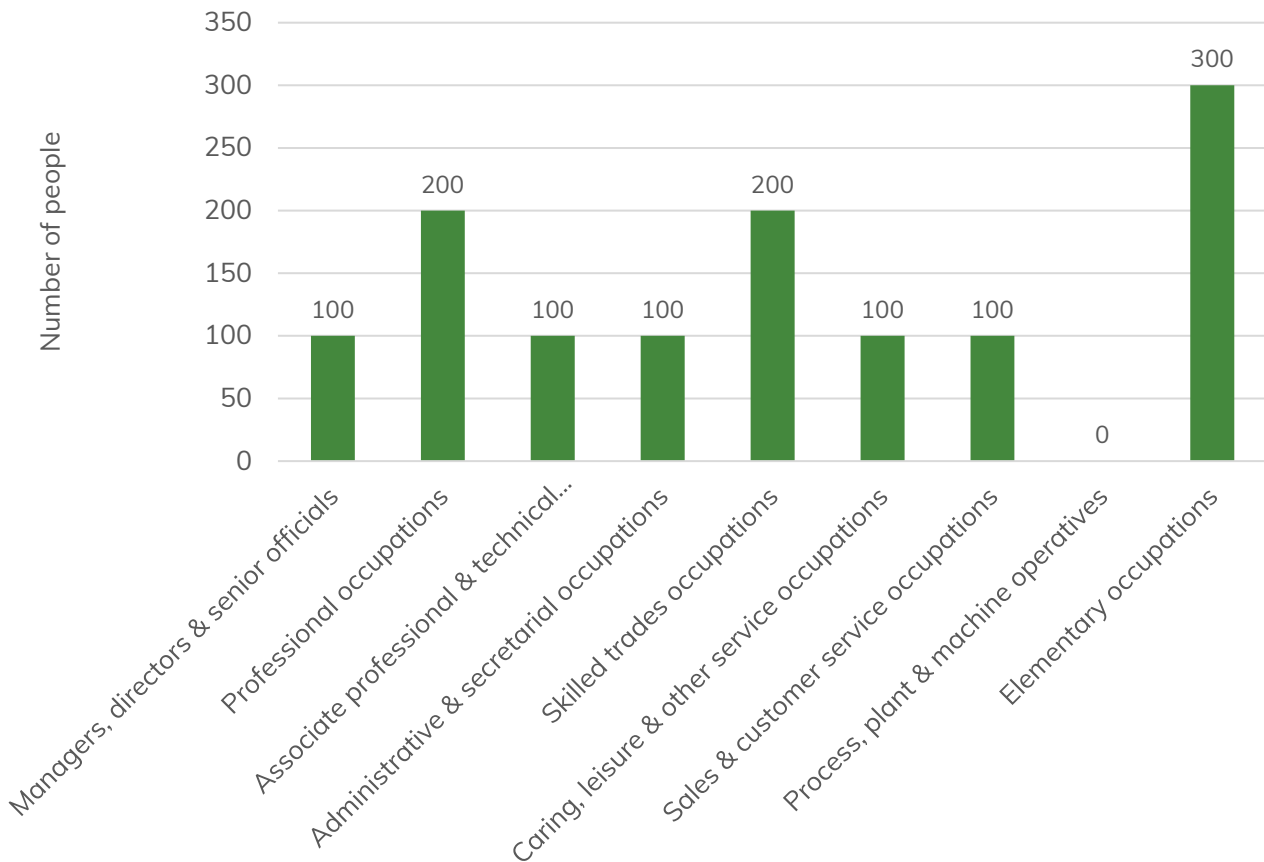


Figure 25 Total requirement of people by occupation (major categories) for the period 2022 – 2025 in the Cairngorms National Park. Oxford Economics, 2022 (CNPA189).

In the midterm the requirement by expansion is expected to be around 300 people, with around 100 people required in manager, director and senior official positions, and 100 in elementary occupations. The demand generated by replacement shows significant increase in the absolute change by people required to fill elementary positions (plus 300 people). Around 200 people will be required to by replacement for professional occupations, and around 100 people will be required in the following occupations: managers, directors, and senior officials, associate professional and technical occupations, administrative and secretarial occupations, skill trades, caring, leisure and other services and sales and customer service occupations. No requirement by replacement is forecast to be required in the process, plant, and machine operatives' occupations.

Forecast 2025 – 2032

In the long term (2025 – 2032), it is forecasted that approximately 2,500 people will be required to fulfil the total requirement of occupations in the Cairngorms National Park (Figure 26). This is calculated by 2,300 people required to fill existing or forthcoming



vacant positions (replacement requirement) and a further 200 to fill positions as a result of market expansion. Over the long term a larger range of sectors in the National Park are forecast to require additional labour. The largest increase remains the elementary occupations which is forecast to require an additional 600. Figure 27 shows the total replacement by occupation for the midterm in the National Park.

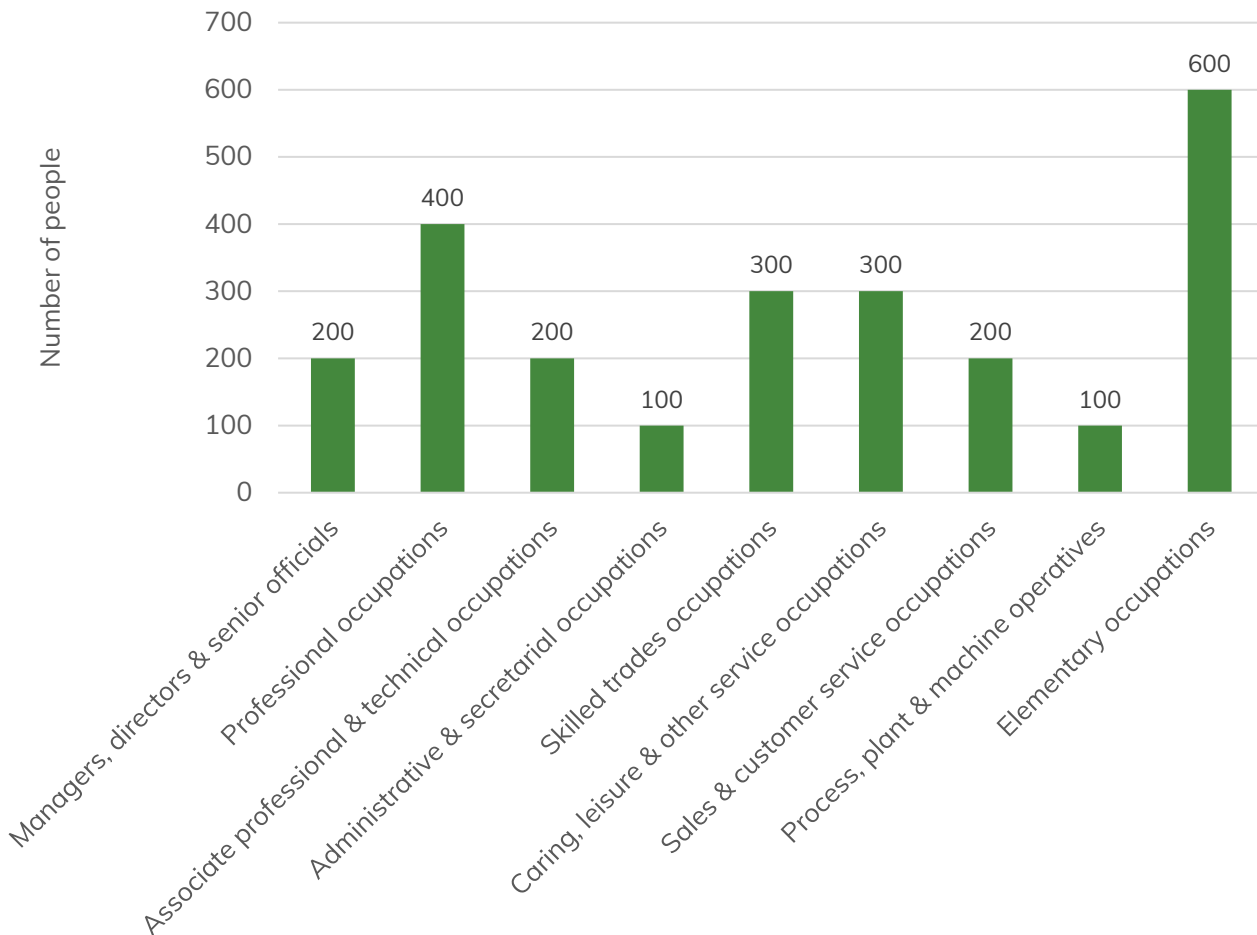


Figure 26 Total requirement of people by occupation (major categories) for the period 2025 – 2032 In the Cairngorms National Park. Oxford Economics, 2022 (CNPA189).

In the long term the expansion demand in the Cairngorms National Park will be mainly in the associate professional and technical occupations which will require an additional 100 people. It is not possible to identify where the remaining expansion will be required due to the low numbers of people required in each occupation.

In terms of replacement by demand, in the long term all the major categorised occupations will require additional people. Elementary occupations will require an additional 600 people, and professional occupations will require an additional 400 people.

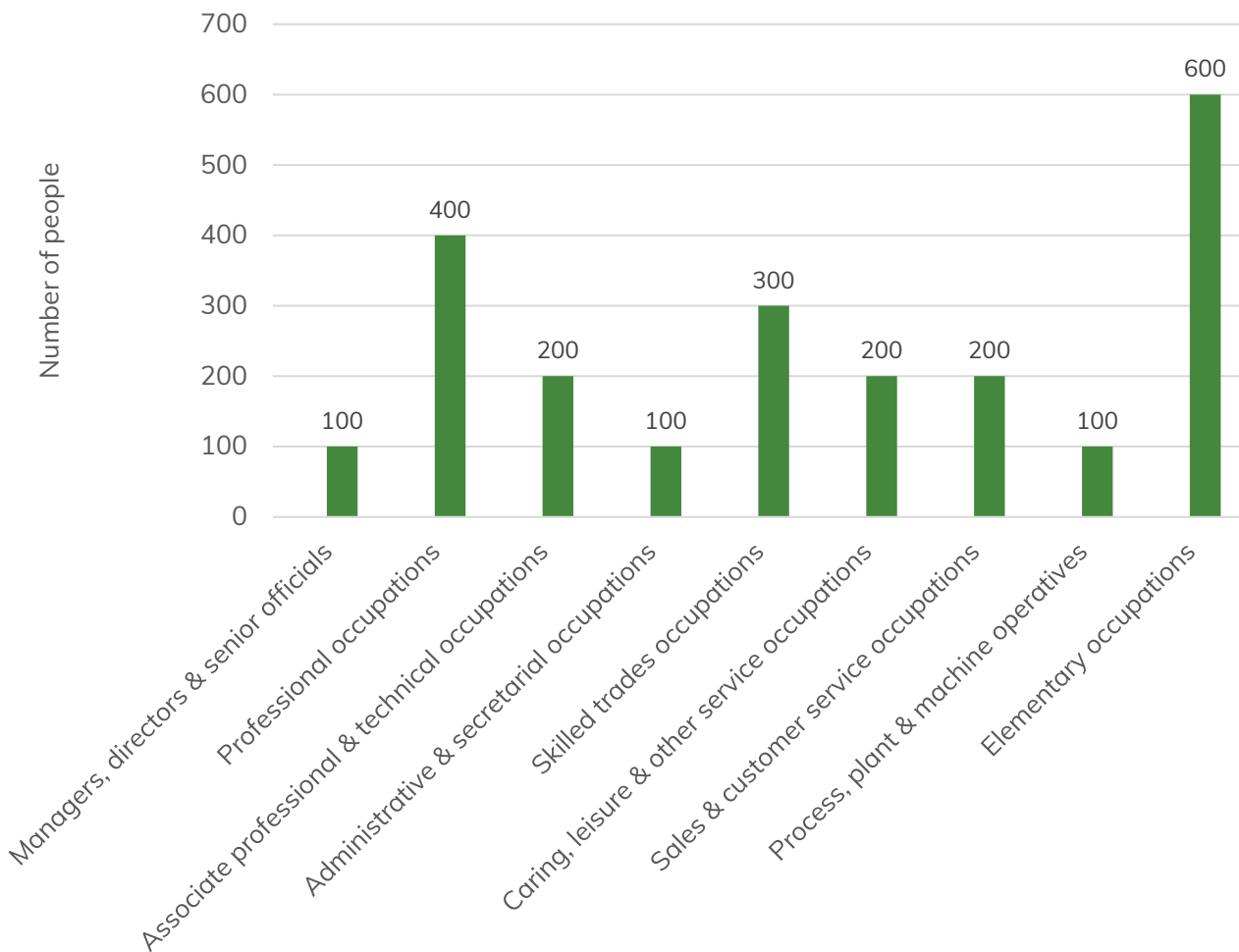


Figure 27 The forecast replacement demand (major categories) by occupation in the Cairngorms National Park for the period 2025 – 2032. Oxford Economics, 2022 (CNPA189).

When discussing the forecasted replacement demand in the Cairngorms National Park in the long term it is useful to look at the minor (sub) categories for more clarity on the specific occupations that will be required (Figure 28). At this level the data reports that around 600 of the elementary occupations required will be clerical and service related occupations. Teaching and research professionals, textiles, printing and other skilled trades, and sales occupations will all require around 200 additional people.

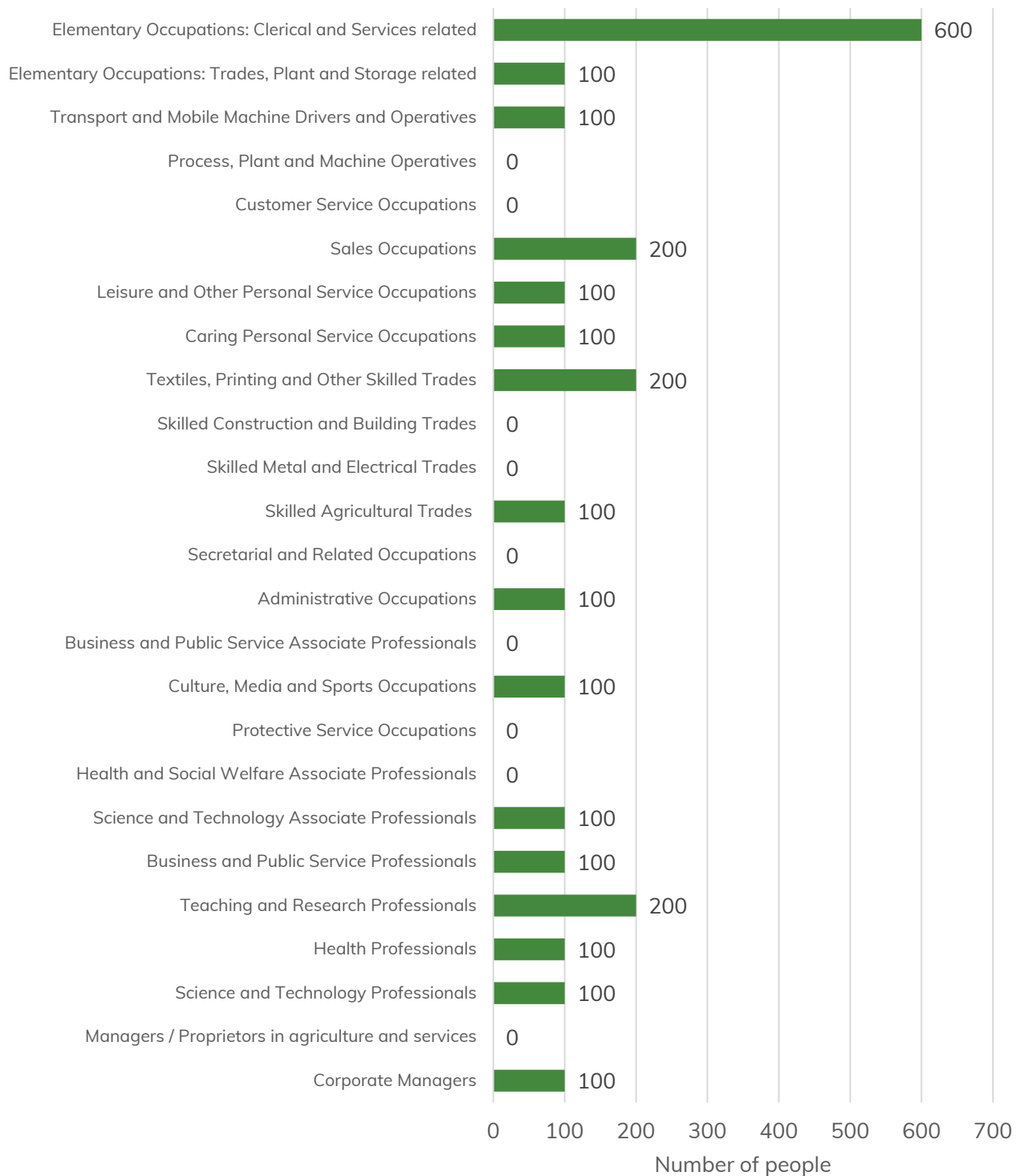


Figure 28 The forecast replacement demand (subcategories) by occupation in the Cairngorms National Park for the period 2025 – 2032. Oxford Economics, 2022 (CNPA189).



Economically inactive population

In 2022, 38.4% of the population of the National Park over the age of 16 years were estimated to be economically inactive (Census table UV601 (CNPA439)). This is slightly below the national proportion of 39.1%. Of those, 76.3% were recorded as being retired, which is significantly above the national average figure of 59.6% (Census table UV601 and Figure 29).

In 2022, there was a lower proportion of the economically inactive population in the Cairngorms National Park who were students (5.1%), compared to the national average (12.4%) (Figure 29). This may in part be explained by the absence of higher education institutions in the National Park and may also be due to the students being at their term time addresses during the Census and not being recorded as usual residents in the National Park.

In 2022, the proportion of the economically inactive population who were recorded as long term sick, or disabled was also significantly lower in the Cairngorms National Park (6.9%) compared to the national average (13.3%) (Figure 29). The proportion of the economically inactive population who were recorded as looking after home / family was also lower in the National Park (6.7%) compared to the national average (8.8%) (Figure 29).

In terms of the number of people, in 2022 in the Cairngorms National Park there was estimated to be 297 students and 4,420 retired people who were economically inactive (Census table UV601).

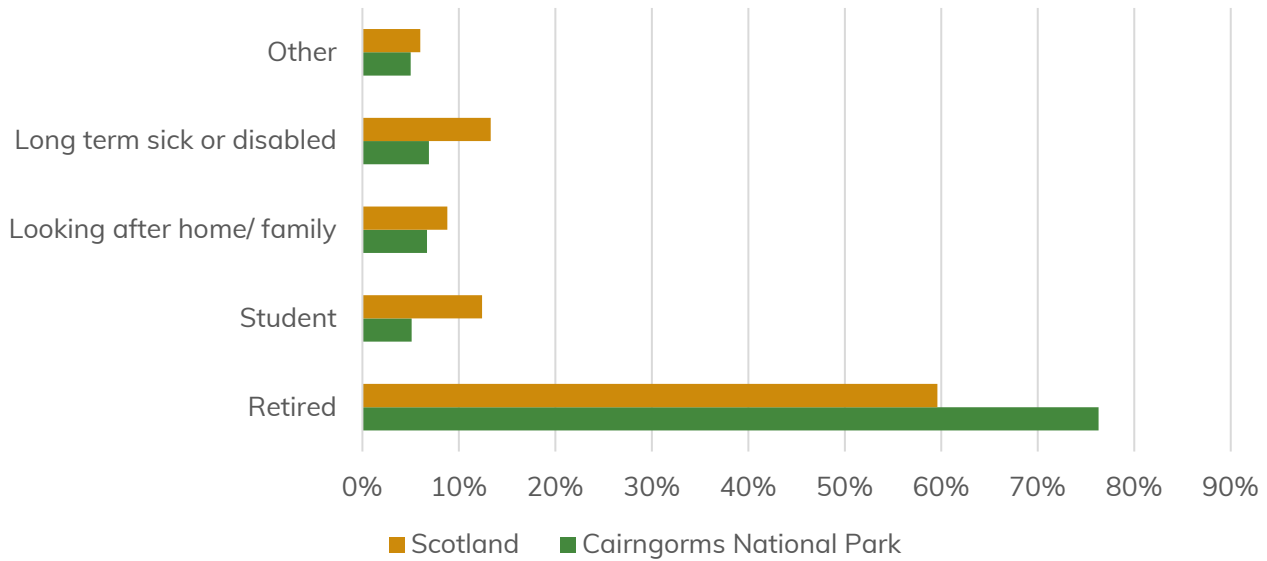


Figure 29 Proportional activity of the economically inactive population only aged 16 years and over (including full time students) in the Cairngorms National Park and Scotland in 2022. Census table UV601 (CNPA439).

Figure 30 shows a comparison between the proportions of retired, students and other economically inactive people in the Cairngorms National Park and Scotland in 2011 and 2022. The proportion of economically inactive retired people has slightly increased from 75.1% in 2011 to 76.3% in 2022. This does not reflect national trends, where the proportion of people who were recorded as retired in 2022 decreased from 59.9% in 2011 to 59.6% in 2022.

The proportion of the economically inactive population in the Cairngorms National Park who were students has decreased from 6.2% in 2011 to 5.1% in 2022 (Figure 30). A decrease is also noted in the national figures for the proportion of the economically inactive population who were students nationally falling from 13.5% in 2011 to 12.4% in 2022 (Figure 30).

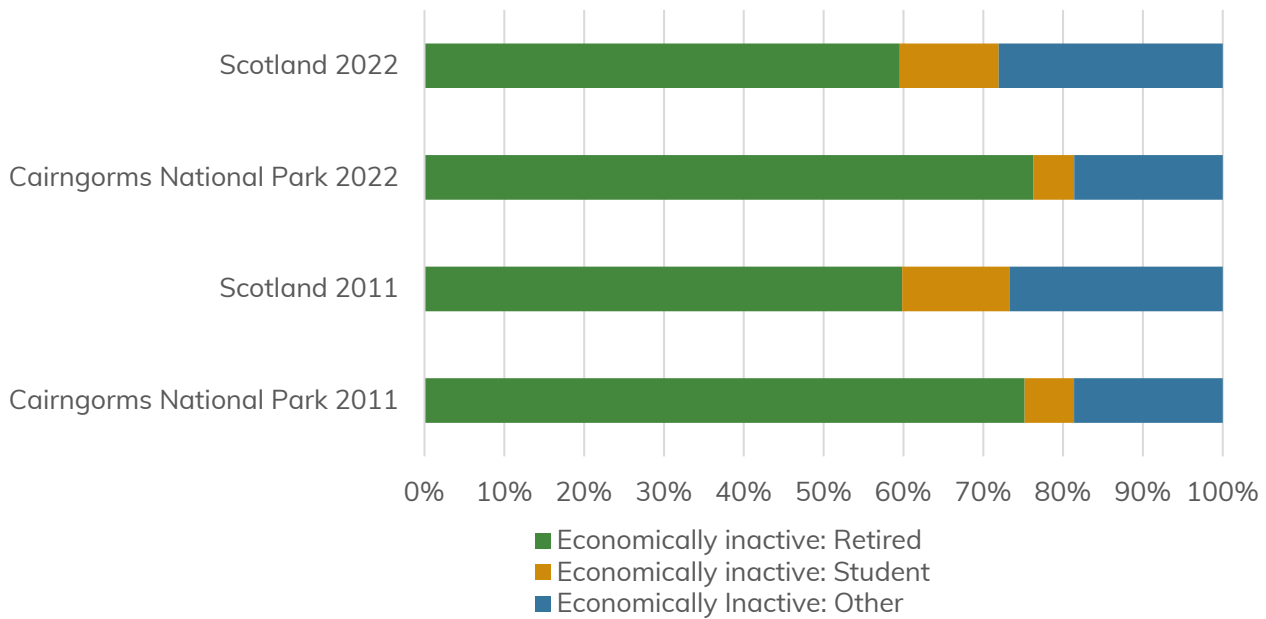


Figure 30 Activity of the economically inactive population only aged 16 years and in the Cairngorms National Park and Scotland in 2011 and 2022. Census table UV601 and Census table LC6107SC (CNPA439).

Economic productivity

Gross Value Added (known as GVA) is an economic productivity metric that provides a monetary value for the goods and services produced in an area. As with Gross Domestic Product (known as GDP), its contribution to wellbeing is contested, however it does provide one indicator of economic vitality. In 2022, a report by Oxford Economics (CNPA189) (the most recent available data as of April 2025) offers an insight into the annual (forecast) gross value added figures for the Cairngorms National Park, in addition to a breakdown of the annual sectorial contribution.

Figure 31 shows the total forecast for the Gross Value Added figures of all sectors in the Cairngorms National Park from 2015 to 2032 (based on the sum of the value of goods produced by each sector). In 2025 the Gross Value Added of the National Park was forecast to be worth £426.14m which represents a 2.25% decrease from the 2015 value of £435.94m. This may, in part, be attributed to the effects and slow recovery from the Covid 19 pandemic which caused the gross value added in the National Park to fall to its lowest recorded forecast level during the 2015 – 2023 period (£358.75m in 2020).



Figure 31 Total forecast gross value added for the Cairngorms National Park 2015 – 2032 (based on 2019 prices). Oxford Economics, 2022 (CNPA189).

Looking forward, the forecast from Oxford Economics (CNPA189) provides an indication of how the total gross value added in the Cairngorms National Park might perform over both the midterm (2022 – 2025) and longer term (2025 – 2032). In the midterm the gross value added for the National Park is forecast to grow by 4.1% representing an additional £16.92m in terms of absolute change. Over the long term, between 2025 – 2032 the gross value added is expected to grow by 9.7% representing an increase in the gross value added of £41.25m in terms of absolute change.

Data has also been provided showing the sectorial contribution to the gross value added for industries present in the Cairngorms National Park (Figure 32). The largest contributing industry in 2025 is forecast to be real estate activities which contributing approximately 21.3% (£90.98m) of the total gross value added. Other significant contributions are from accommodation and food service activities; 14.8% (£63.24m) and wholesale and retail trade; repair of motor vehicles; 11.4% (£48.46m).

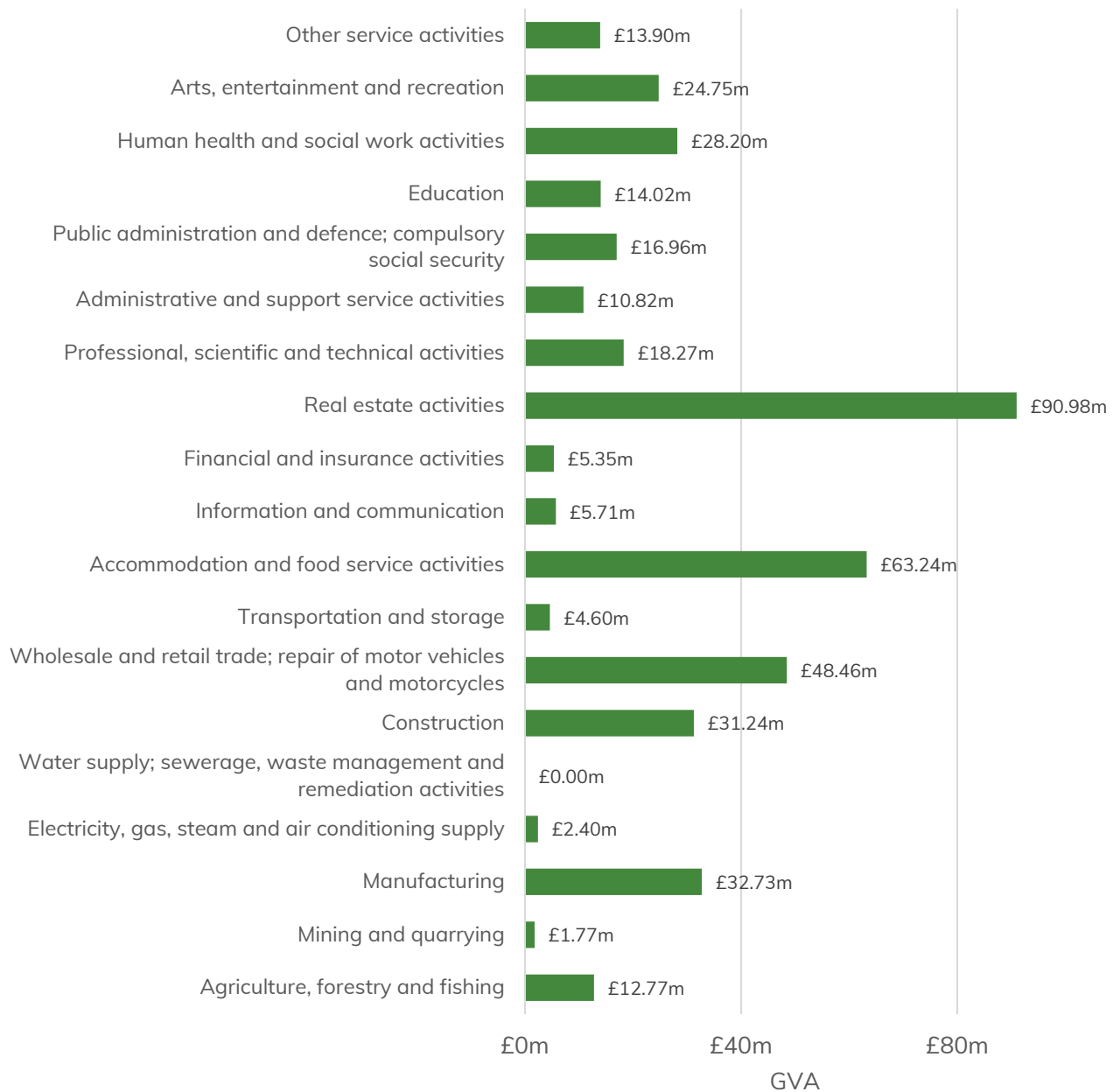


Figure 32 Sectorial forecast contribution to the total gross value added by industry in the Cairngorms National Park in 2025. Oxford Economics, 2022 (CNPA189).

Although Figure 32 gives a useful snapshot of the current forecasted gross value added makeup in terms of industry contribution in 2025, Oxford Economics have provided forecast data from 2015 to 2032 which offers an insight into the longer term trends within the various sectors in terms of growth or decline in the gross value added figures. The data also provides forecasts for the performance of gross value added by sector in the midterm (2022 – 2025) and long term (2025 – 2032) both of which will be looked at in this schedule.



Midterm change 2022 – 2025.

Figure 33 shows the midterm change forecasts for the gross value added of different industries in the Cairngorms National Park. This shows that from 2022 to 2025 the largest sectors that were forecasted to grow were other service activities (plus 9.1%), professional, scientific and technical services (plus 7.6%) and information and communication (plus 7.4%).

Looking at the absolute change (Figure 34) in terms of financial impact of forecasted sectorial growth the largest contributors in the midterm are real estate activities (plus £4.06m, representing a 4.7% increase), accommodation and food service activities (plus £3.03m representing a 5.0% increase) and construction (plus £2.0m representing a 6.8% increase). The net increase in the midterm in terms of combined gross value added was forecasted to be £16.92m.

The largest proportional decrease in sectors in terms of the gross value added is forecast to be mining and quarrying (minus 7.7% representing a loss of £150k between 2022 and 2025). The only other sector forecast to decline proportionally over the midterm in terms of the gross value added is administrative and support service activities (minus 0.5% representing a loss of £80k).

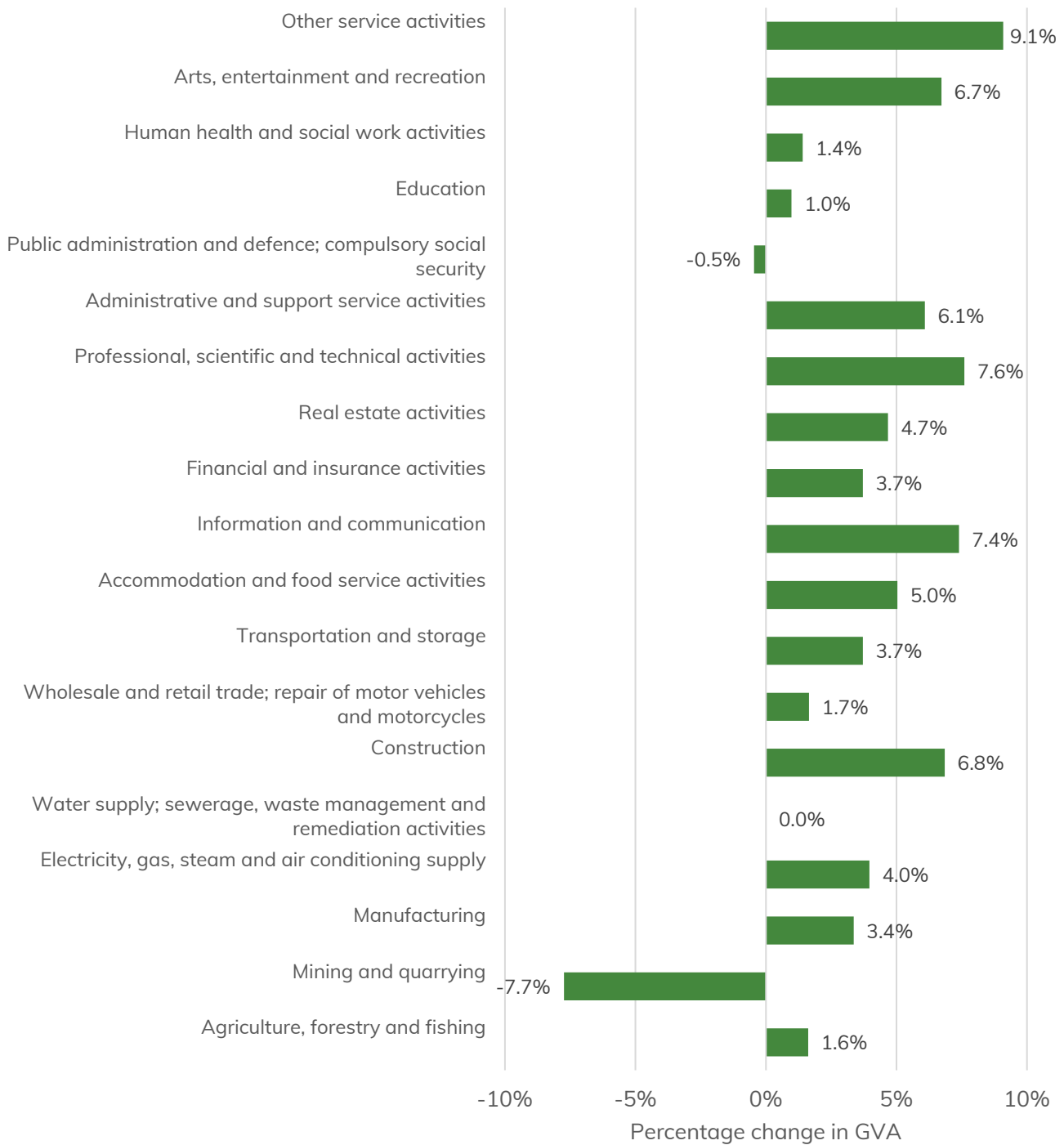


Figure 33 Forecasted change (%) in the gross added value by industry midterm 2022 – 2025 in the Cairngorms National Park. Oxford Economics 2022 (CNPA189).

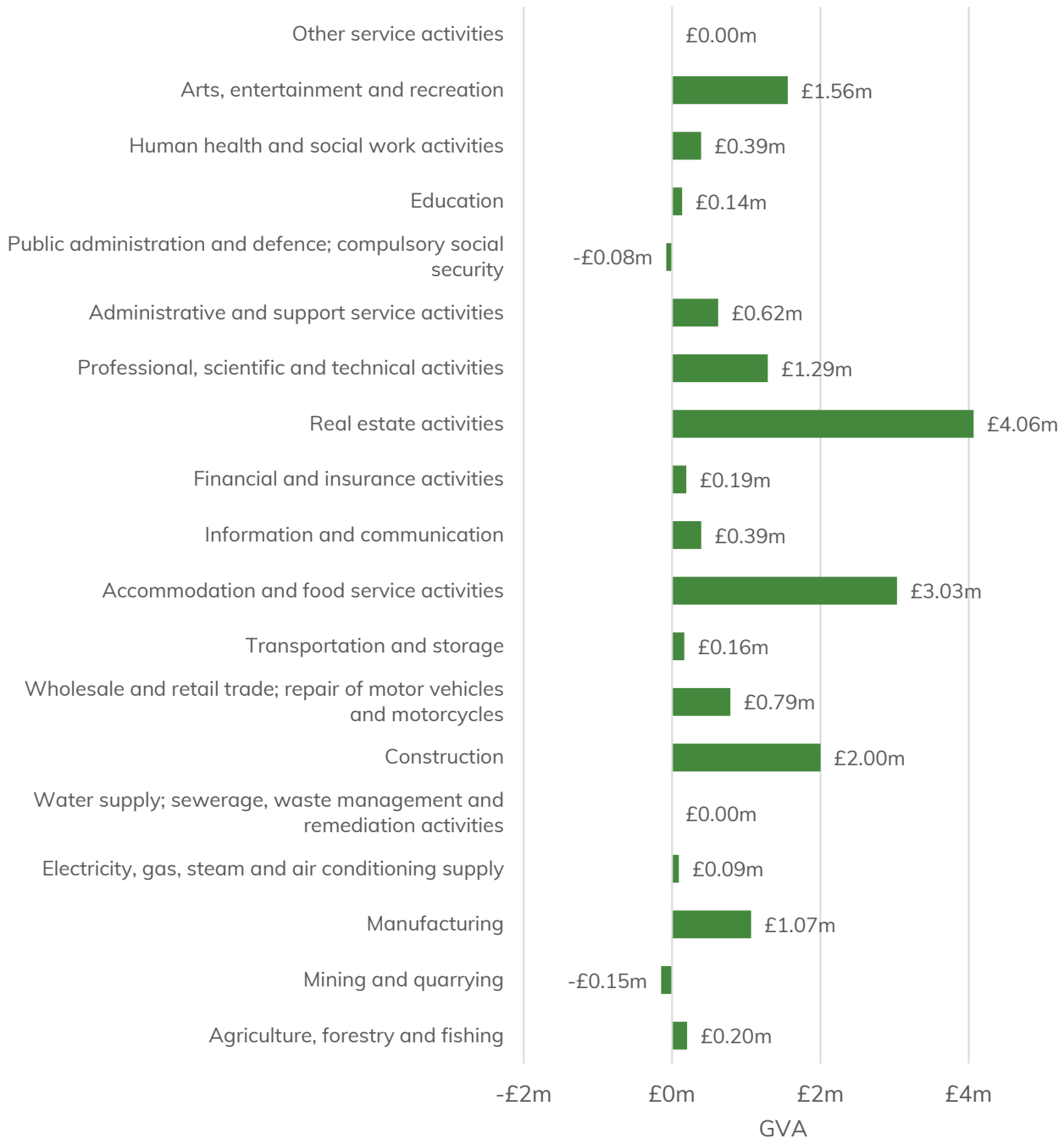


Figure 34 Forecasted absolute change (£) in the Gross Added Value by industry midterm 2022 – 2025 in the Cairngorms National Park. Oxford Economics 2022 (CNPA189).

Long term change 2025 – 2032

In the longer term, proportionally the largest forecasted increase in the gross value added is expected to be in the information and communication sector which is forecast to increase by 19.4% (Figure 35), however due to the low starting gross value added value this only represents an increase of £1.11m between 2025 – 2032 (Figure 36).



In terms of forecasted absolute change (Figure 36), real estate activities will have the largest impact on increasing the gross value added in the Cairngorms National Park between 2025 – 2032, a growth in gross value added of £13.30m. Over the long term, accommodation and food services activities gross value added is forecasted to increase by £7.51m increasing 11.9% for the period (Figure 35 and Figure 36).

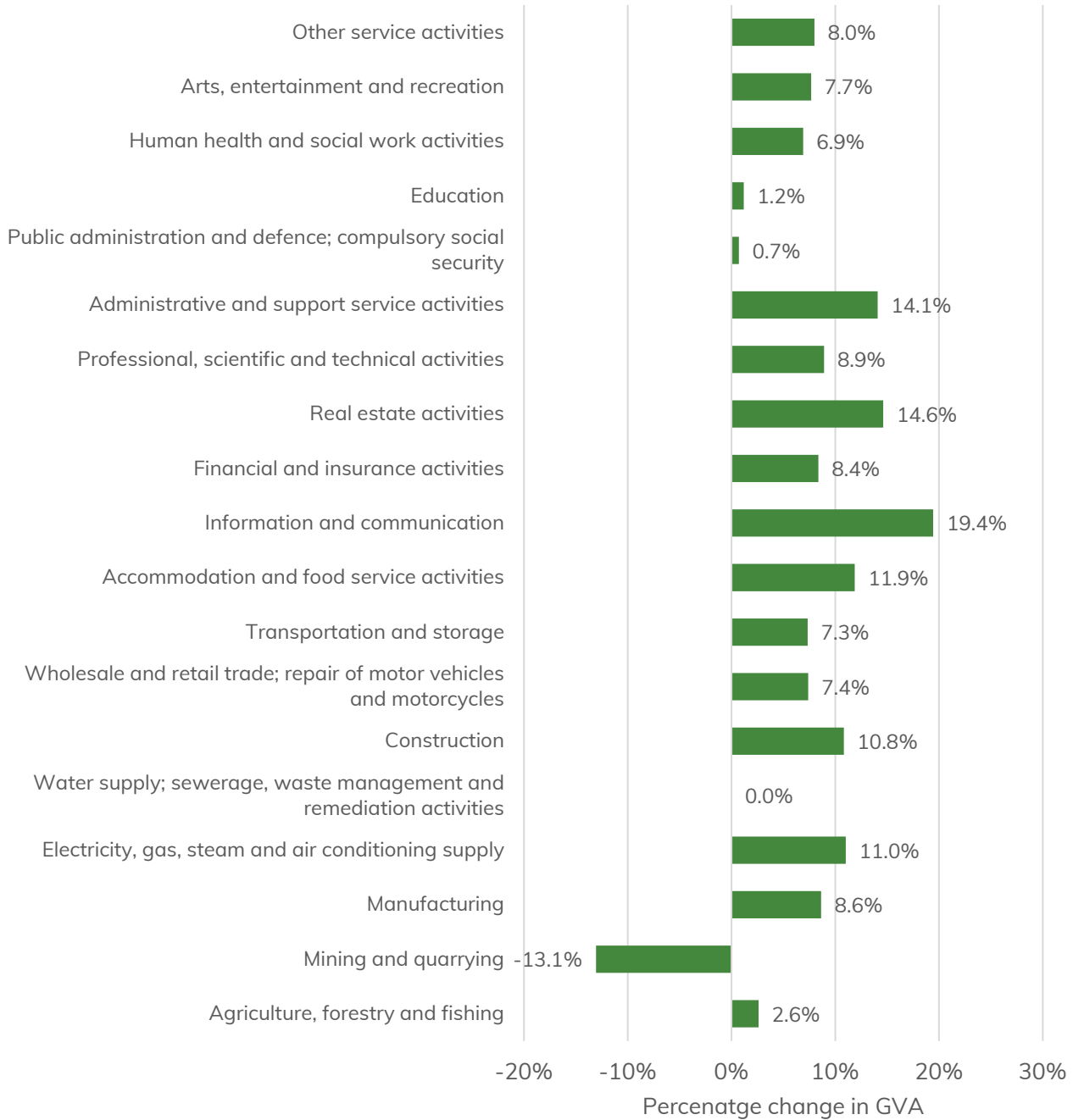


Figure 35 Forecasted change (%) in the gross added value by industry long term 2025 – 2032 in the Cairngorms National Park. Oxford Economics 2022 (CNPA189).

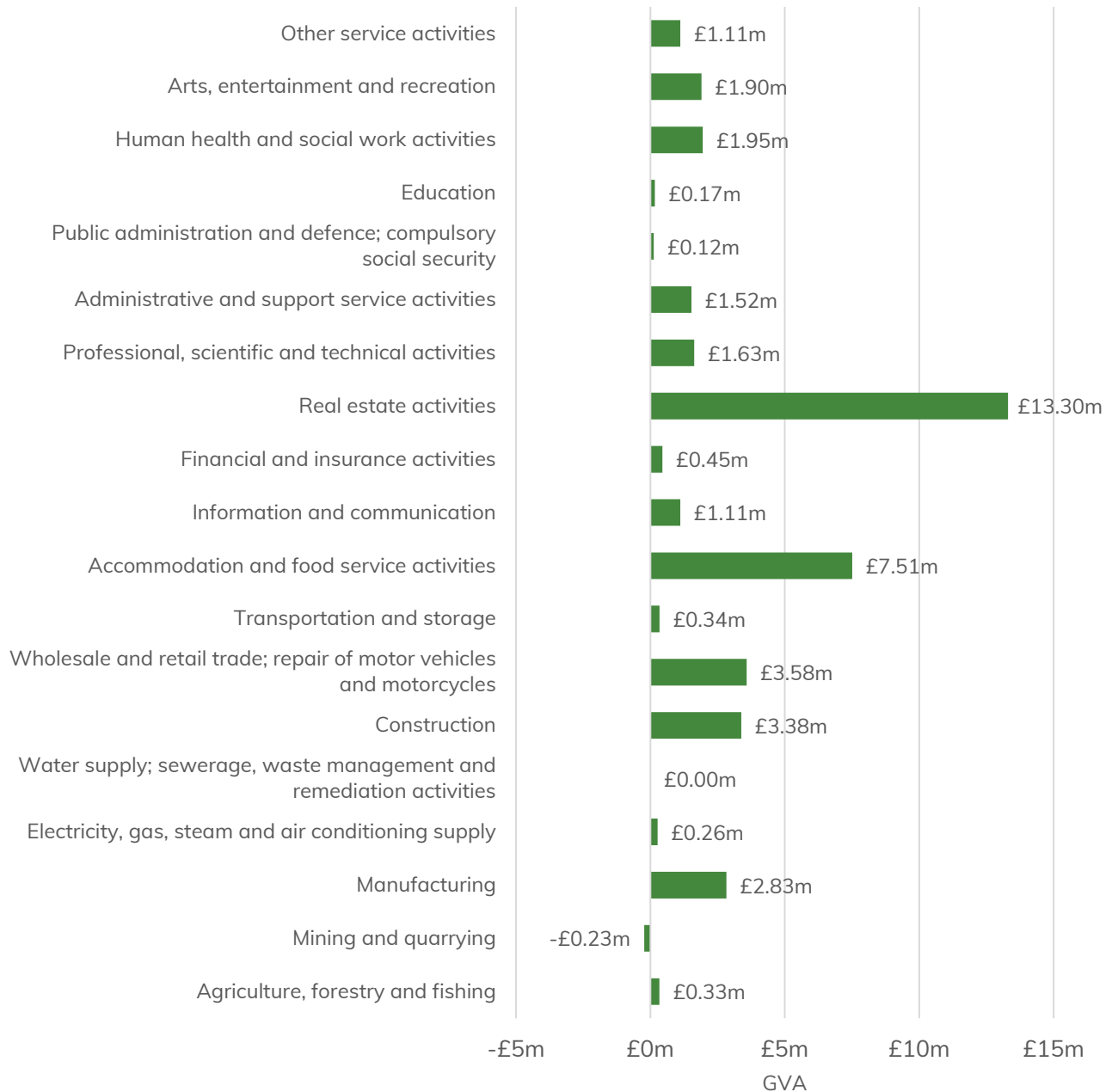


Figure 36 Forecasted absolute change (£) in the gross added value by industry long term 2025 – 2032 in the Cairngorms National Park. Oxford Economics 2022 (CNPA189).

The largest five sectors in terms of forecasted contribution to the gross value added in the Cairngorms National Park are real estate, accommodation and food service activities, wholesale and retail trade; repair of motor vehicle and motorcycles, manufacturing and human health and social work activities (Figure 37).

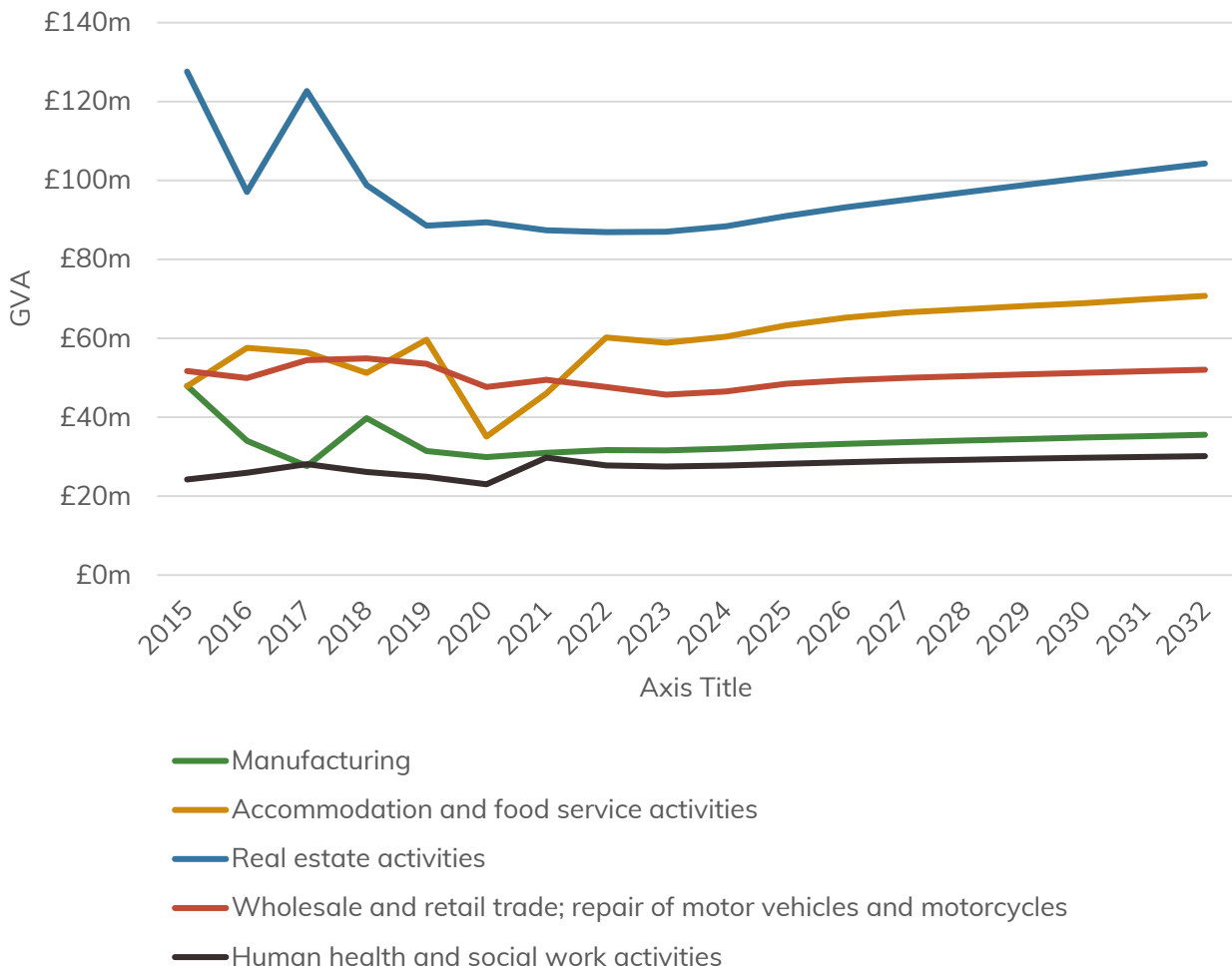


Figure 37 Forecasted gross value added by sector for the five largest industries in the Cairngorms National Park 2015 – 2032. Oxford Economics, 2022 (CNPA189).

Business activity

Estimates of the number of Value Added Tax / Pay as you earn¹³ registered private sector businesses (stocks¹⁴) operating in Scotland are compiled by Business Scotland through the Scottish Official Statistics (CNPA532). Data is available at an Intermediate Zone level, from which an estimate for the National Park can be derived. The data which provided estimates up until 2022, was last updated in March 2024 and at present is the most up to date data available.

¹³ Known as VAT / PAYE.

¹⁴ A business (business stock) can be defined as the smallest combination of legal units (generally based on value added tax and / or pay as you earn records) that is an organisational unit producing goods or services, which benefits from a certain degree of autonomy in decision making, especially for the allocation of its current resources. Note a business carries out one or more activities at one or more locations.

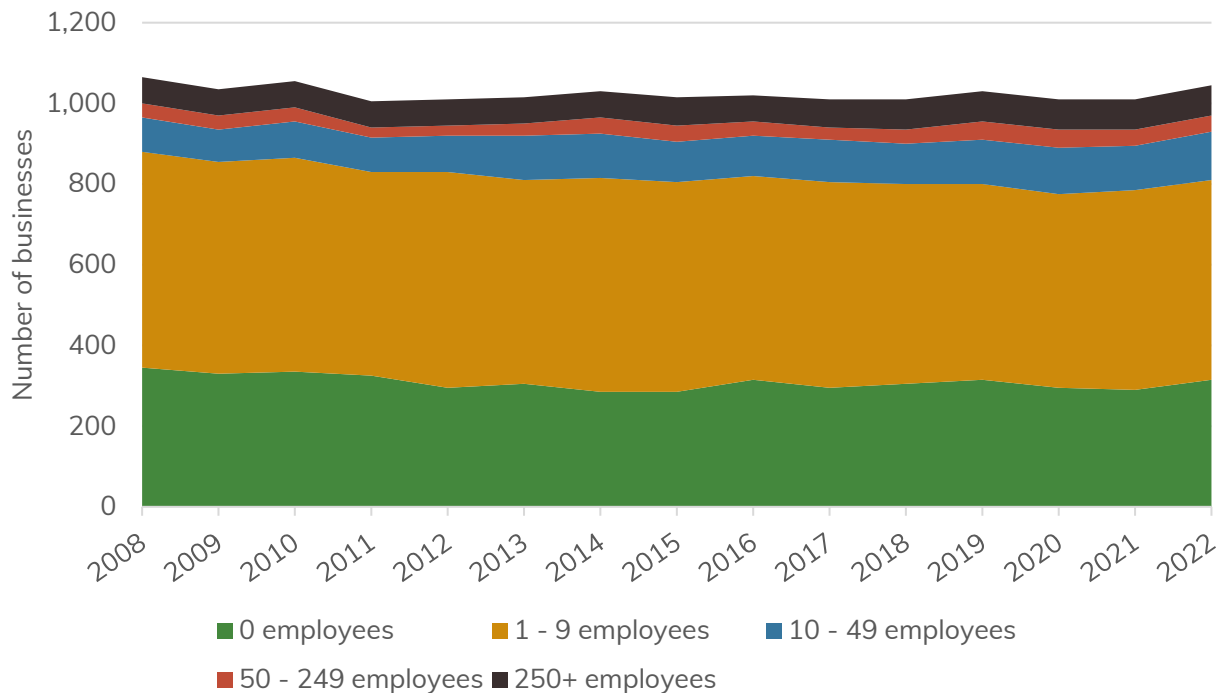


Figure 38 Number of registered businesses (stocks) in the Intermediate zones used as a proxy for the geography of the Cairngorms National Park by employee size band 2008 to 2022. (Scottish official statistics)¹⁵ (CNPA532).

In 2022, it was estimated that there were approximately 1,045¹⁶ registered businesses operating within the Cairngorms National Park. The majority of these, around 78%, were either self employed proprietors with no employees or companies employing fewer than 10 people. A time series going back to 2008 shows that the number of registered businesses has remained relatively stable. Overall, there was a small drop in the total number of registered businesses over this time period, with a drop in the number of small business and a small increase in the number of businesses employing 10 or more people (Figure 38). It should be noted that data on unregistered businesses is not available.

Visitor economy

The visitor economy represents a significant proportion of the National Park's overall economy, with around 14% of the population employed in accommodation and food service activities alone (Figure 18), and the economic impact of tourism reported to be

¹⁵ These estimates are derived from Scottish Government's Intermediate Zones. Only Intermediate Zones covering the Highland and Aberdeenshire parts of the National Park have population weighted centroids within the National Park boundary. Therefore, the estimates do not include the Angus, Moray, Perth and Kinross areas of the National Park due to the lack of a suitable geography.

¹⁶ Business counts are rounded to the nearest five.



£419.33m in 2023, according to STEAM¹⁷ data (CNPA191). These matters are covered in greater detail in Schedule 23: Tourism.

Employment land

The adopted Local Development Plan (2021) (CNPA016) allocates land for future economic development as well for the protection and support of existing businesses uses. These allocations accommodate a range of uses, including office, light industrial, tourism and mixed uses.

Land allocated, in the Local Development Plan 2021, principally for Class 4, 5 and 6¹⁸ uses totals 55.8 hectares (Table 2). In addition, the Local Development Plan has 33.7 hectares of mixed use land, which may include economic development, and 139 hectares of land for tourism and visitor infrastructure allocated¹⁹. Cumulatively, this land equates to 228.5 hectares.

Table 2 Total allocated in the Cairngorms National Park Local Development Plan 2021 for solely financial, professional and other services, business; general industrial and storage or distribution uses as defined by The Town and Country Planning (Use Classes) (Scotland) Order 1997 (CNPA1216). (Cairngorms National Park Authority Employment Land Audit, 2025) (CNPA335).

Settlement	Site reference	Use	Area (hectares)	Undeveloped (hectares)
Aviemore	ED1	Dalfaber Industrial Estate	5.9	0.7
Aviemore	ED2	Myrtlefield Industrial Estate	1.2	0
Aviemore	ED3	Granish	16.8	6.1
Ballater	ED1	Ballater Business Park	0.6	0
Grantown-On-Spey	ED1	Woodlands Industrial Estate	7.4	0.4
Kingussie	ED1	Council Depot	2.5	0
Kingussie	ED2	McCormacks Garage	0.1	0
Newtonmore	ED1	Rear of Cafe	1.3	0.8
Newtonmore	ED2	Industrial Park	4.2	1.2

¹⁷ STEAM is a modelling process owned by Global Tourism Solutions, which quantifies the local economic impact of tourism, from both staying and day visitors, through analysis and use of a variety of inputs including visitor attraction numbers, tourist accommodation bed stock, events attendance, occupancy levels, accommodation tariffs, macroeconomic factors, visitor expenditure levels, transport use levels and tourism specific economic multipliers.

¹⁸ Use classes as defined by The Town and Country Planning (Use Classes) (Scotland) Order 1997 (CNPA1216): Class 4. Business; Class 5. General industrial; Class 6. Storage or distribution.

¹⁹ Information about land allocated for tourism and visitor infrastructure use is provided in Schedule 23: Tourism.



Settlement	Site reference	Use	Area (hectares)	Undeveloped (hectares)
Blair Atholl	ED1	Blair Atholl Sawmill Yard	3.5	0
Boat of Garten	ED1	Steam Railway Station	2.7	0
Braemar	ED1	The Ambulance Station	0.1	0.1
Braemar	ED2	The Mews	0.3	0
Carrbridge	ED1	Land at Railway Station	0.8	0.8
Carrbridge	ED2	Carrbridge Garage	0.3	0
Carrbridge	ED3	Former Sawmill	3.7	3.7
Cromdale	ED1	Rosebank Cottage and surrounding land	0.3	0.3
Dalnain Bridge	ED1	Dalnain Garage	0.1	0
Kincraig	ED1	Baldow Smiddy	0.3	0
Tomintoul	ED1	Garage to Northeast	0.7	0.4
Tomintoul	ED2	Land by A939	1.2	0.6
Dalwhinnie	ED1	Garage Site	0.3	0
Dinnet	ED1	Former Steading	1.5	0.2

Employment land audit

The Park Authority carried out an employment land audit (CNPA335) in May 2025 to support the Evidence Report. A summary of the report, reflecting the whole National Park area, has been included here. Further information and more detailed information on sites and settlements is included in the full employment land audit.

The Employment Land Audit acknowledges that there is a lack of data available in terms of constraints on the sites contained in this study. A more detailed and up to date analysis of site constraints will need to be undertaken. This review of the existing Local Development Plan 2021 (CNPA016) allocations will be undertaken as part of the site assessment process during the preparation of the Proposed Plan.

Land availability

As noted in the previous section, land allocated in the Local Development Plan (CNPA016) principally for Class 4, 5 and 6²⁰ uses totals 55.8 hectares. The audit also included two additional sites which were surveyed and included. These are the Achnagonalin Industrial Estate (4.2 hectares), near Grantown-on-Spey, and the old

²⁰ Use classes as defined by The Town and Country Planning (Use Classes) (Scotland) Order 1997 (CNPA1216): Class 4. Business; Class 5. General industrial; Class 6. Storage or distribution.



sawmill site, near Boat of Garten (4.1 hectares). There was an additional site identified in the report, namely the Lions Quarry site, however it was not possible to carry out an onsite audit due to access issues, so this was excluded in the summary of total employment land and undeveloped land.

Of the total employment land surveyed in the audit (64.1 hectares), approximately 30% was undeveloped and potentially available for further development.

In terms of employment land allocated in the Local Development Plan 2021, the audit records 15.3 hectares of undeveloped employment land. There is an additional 4.1 hectares provided by the old sawmill site near Boat of Garten. This takes the total employment land available for development in the National Park 19.4 hectares.

Use classes in the National Park

The combined sum of footprints for all the buildings on both allocated and additional sites surveyed in the report was 100,780sqm. This represents a wide range of use classes present on the employment sites across the National Park, including: 1A, 3, 4, 5, 6, 8, 9,10,11, mixed use class, sui generis, unknown and vacant buildings (Figure 39 and Figure 40).

In terms of building footprint, use classes 4 and 5 combined make up nearly half (approximately 44%) of all the building footprint by use class equating to 44,195sqm. Businesses within use class 11 make up 16%, use class 1A accounts for 15% and businesses within use class 6 equal 12% of the total building footprint of all buildings across all sites surveyed in the Employment Land Audit (CNPA335) (Figure 39).

In terms of the numbers of separate businesses by use class (Figure 40) the majority of businesses surveyed fell under use class 1A (56 businesses, 36%) or use class 4 (48 businesses, 31%) accounting for 67% of all businesses.

There were five vacant units identified (Figure 40), with a total building footprint of 2,925sqm, ranging from 26sqm to 1,723sqm, which could provide local businesses immediate spaces to occupy without the need to redevelop further sites.

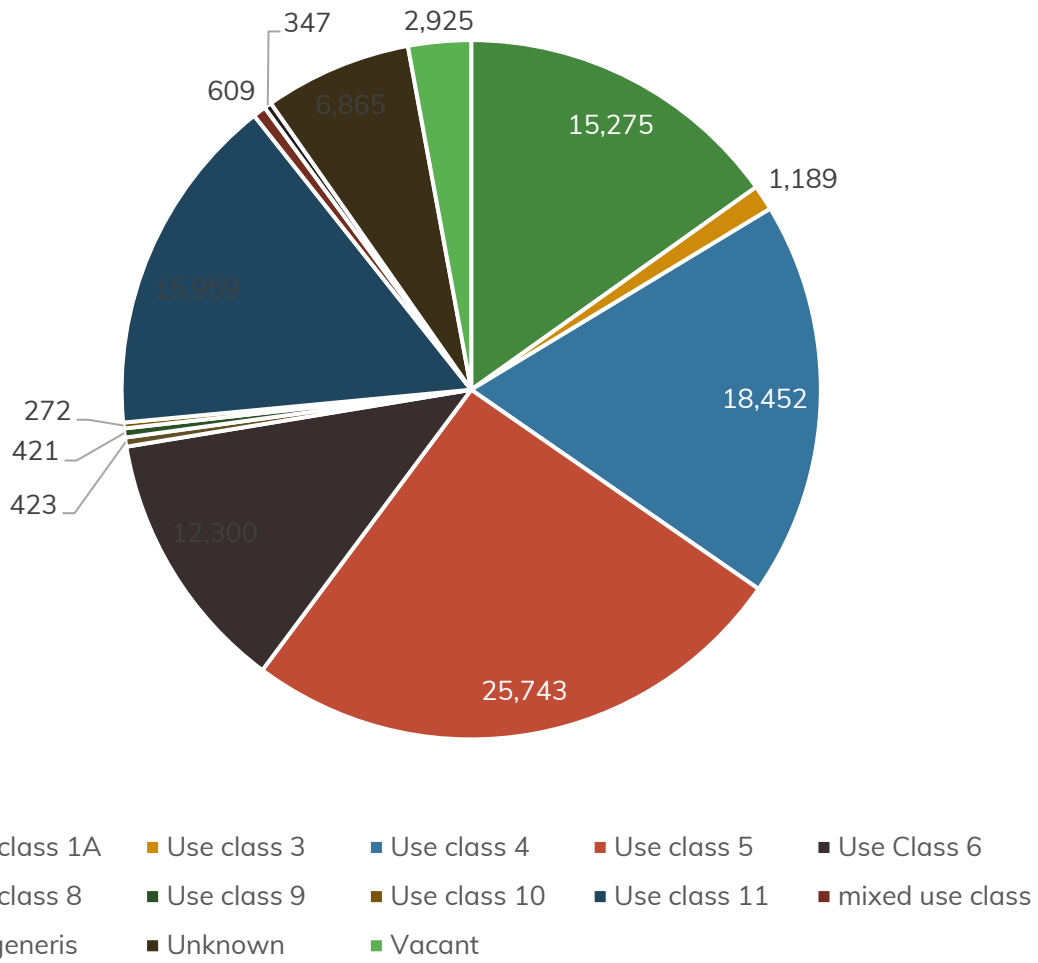


Figure 39 Breakdown of occupied buildings in terms of footprint in sqm in the Cairngorms National Park by use class. May 2025. Cairngorms National Park Employment Land Audit (CNPA335).

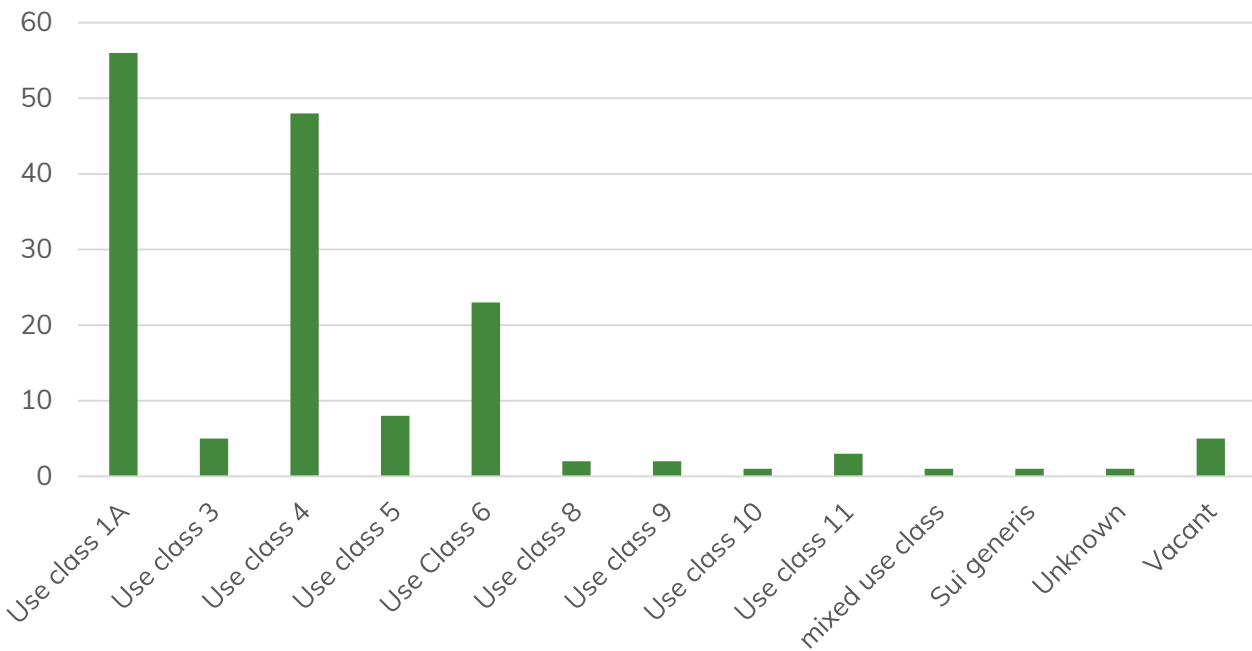


Figure 40 Number of individual units by use class present on all sites in the Cairngorms National Park. May 2025. Cairngorms National Park Employment Land Audit (CNPA335).

Vacant and derelict land

Information on vacant and derelict land within the Cairngorms National Park is provided by the Scottish Vacant and Derelict Land Survey (CNPA076), which is a national data collection undertaken to establish the extent and state of vacant and derelict land in Scotland. More information on vacant and derelict land in the National Park is provided in Schedule 8: Land use, soil and resources.

Masterplan consent areas

The Scottish Government has indicated that Masterplan Consent Areas (CNPA997) could be used to support delivery of the local development plan. In the Cairngorms National Park there are no existing or planned use of masterplan consent areas, so this is therefore not deemed a consideration for the Proposed Plan.

Business health

Each quarter, the Cairngorms Business Partnership in collaboration with the Cairngorms National Park Authority commissions (produced by 56 Degree Insight) the Cairngorms National Park Business Barometer which seeks feedback from business operators across the Cairngorms National Park on a range of aspects including ongoing performance and confidence in the future which allows for a quarterly assessment of the 'health' of the economy in the National Park.



The Cairngorms Business Partnership is the Chamber of Commerce for businesses in the Cairngorms National Park. As an affiliate of the Scottish Chambers of Commerce, they are the primary representative organisation and voice for the business community. The Cairngorms Business Partnership is funded by its 400 plus members from all corners and industries of the National Park.

Looking at the Cairngorms Business Barometer for autumn 2024²¹ (CNPA531) gives a snapshot of the current 'health' of the economy. Running for over 15 years, the Cairngorms Business Barometer obtains feedback from businesses across the Cairngorms National Park on a range of aspects including ongoing performance and confidence in the future, providing a regular assessment of the 'health' of tourism in the Cairngorms National Park area. Fieldwork for the autumn 2024 survey wave ran from 22 October to 25 November 2024 with businesses contacted and encouraged to participate by a range of channels including email invitations, social media, newsletters and promotion at the Cairngorms Business Partnership conference. By the survey deadline a total of 68 businesses had completed the survey, representing a wide range of business sectors as illustrated on the right. A similar profile of businesses responded to previous waves of the survey allowing direct comparisons.

The report highlights that while many have reported an increase in turnover during 2024 and are optimistic for further growth into 2025, a significant minority (over one in four) reported decreases in turnover and have a negative outlook for the next 12 months. While concerns over rising costs have eased to some extent since Autumn 2023, they continue to be a significant challenge, as do concerns over rising bureaucracy and wider tourism trends.

Last six months

Comparing May to October 2024 with the same period in 2023, while 48% of businesses reported increased turnover, 26% stated that turnover had declined. During May to October 2024, 70% of accommodation businesses reported average accommodation occupancy levels of 70% or more. Levels were similar to those reported in 2023. Most businesses have experienced an increase in cost during the last 6 months – most notably 83% stated that supplier costs were higher than in 2023.

²¹ At the time of writing (April 2025) this schedule, the most recent report available was for autumn 2024, published in December 2024 and has been referenced here.



Expectations for the next 12 months

Looking to the future, 39% of businesses expect turnover during the next 12 months to be higher than during the last 12 months but 26% reported expecting a decrease. While 36% of accommodation businesses expect average occupancy levels of over 70% over the next 12 months, a larger percentage expect them to average at between 50% and 69%. A similar result was obtained at the same point in 2023. While many businesses reported they expect costs to continue to increase during the next 12 months, expectations are improved on those recorded at the same time in 2021, 2022 and 2023.

Business confidence

Levels of confidence for the future remain varied, especially for the next three months. Levels of confidence for the next three months are lower than recorded at the same time in 2023. When asked what businesses see as longer term opportunities, a wide range of areas were mentioned including growing new markets, diversification of offer and increased collaboration between businesses. Businesses would like to see more opportunities to work with other organisations, support on areas such as marketing and training and infrastructure improvements to help them to realise these opportunities.

Barriers and opportunities

In terms of barriers to profitable growth, when businesses were asked to rate a series of potential barriers, levels of bureaucracy / legislation, supplier costs and national tourism trends were seen as the most significant issues. In comparison to the same period in 2023, while concerns over bureaucracy / legislation remained at similarly high levels, ratings of barriers relating to costs and staff levels improved suggesting some easing of these concerns.

Infrastructure

Asked to what extent organisations have a positive contribution to business, Cairngorms Business Partnership, VisitScotland and Cairngorms National Park Authority continue to be rated most positively. However, around half of businesses are dissatisfied with the infrastructure in the National Park with calls to improve a number of aspects including public transport, housing and digital connectivity. More detail about the tourist related economic position is covered in Schedule 23: Tourism.

Housing

Engagement undertaken during the preparation of the Evidence Report has revealed that there is a negative impact on the ability of businesses to recruit and retain staff in areas of the National Park that have a shortage of housing, particularly affordable housing. This in turn can have a negative impact on business health and limit economic



growth. Housing delivery, and the need for affordable housing, is covered in Schedule 13: Housing.

Community wealth building

National Planning Framework 4 defines community wealth building as ‘a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people’. More broadly, the Scottish Government advises that ‘by harnessing the economic leverage of local ‘anchor’ organisations (such as local councils, health boards and colleges), community wealth building has the potential to create job; invigorate local supply chains; and strengthen local and regional economies’.

In 2024, the Centre for Local Economic Strategies²² published ‘Powering up Planning: How the planning system builds community wealth’ (CNPA1449). They use case studies (including National Planning Framework 4, because of the importance it places on community wealth building) to highlight that planning authorities can require developers to support inclusive local economic development in the form of affordable housing and workspaces, local jobs and skills. They say that this paper is a call to arms to planning authorities everywhere to do the same. The paper sets out seven recommendations for planning authorities:

1. Update your local plan with ambition
2. Value and invest in planning
3. Establish strong political leadership
4. Collaborate and co-operate with other local authorities and public landowners
5. Use Supplementary Planning Documents to amplify your existing policies
6. Think creatively about ownership
7. Build relationships with partners and be clear about what you expect from developers.

The paper advises that the types of economic outcomes for communities that planning can deliver will depend on the local context, but these outcomes can include things such as:

- Skills, training and apprenticeships
- Local procurement strategies
- Affordable workspaces

²² The Centre for Local Economic Strategies is the national organisation for local economies. They have an international reputation for their pioneering work on community wealth building and are recognised as the curators of the movement in the United Kingdom.



- Community food and growing projects
- Community wellbeing and health initiatives.

Community asset transfer

Community asset transfer allows community groups to request ownership, leasing or access rights for council owned property as well as property owned by other public bodies. As the National Park overlaps with five local authorities, where applicable, the respective community wealth building strategies have been included as evidence in this report. The Proposed Plan will need to look at ways in which it can facilitate a community wealth building approach in the area.

Existing community run organisations.

There are a significant number of community owned and managed assets in the Cairngorms National Park, which have helped deliver a variety of projects benefiting their local communities. Table 3 shows the existing community owned and managed assets in the National Park and the community organisations that own or manage the assets.

Table 3 List of community owned or managed assets in the Cairngorms National Park.

Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Village Green, Aviemore	Aviemore	Community space		Aviemore Community Enterprise Company
Riverside Park, Aviemore	Aviemore	Green space / garden	Leased from Seafield Estate	Aviemore Community Enterprise Company
Riverside Park Southern Addition	Aviemore	Green space	Leased from Seafield Estate	Aviemore Community Enterprise Company



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Wishing Well, Aviemore	Aviemore	Blue space	Owned	Aviemore Community Enterprise Company
Aviemore Ice Rink	Aviemore	Sport and recreation	Rink owned, land leased	Aviemore and Glenmore Community Trust
Land at Morlich Place adjacent to old primary school. 0.8 ha	Aviemore	Green space / garden	Owned	Aviemore Community Enterprise
Victoria and Albert Halls, Ballater	Ballater	Community centre	Owned	Victoria and Albert Halls Ballater Trust
The Hut on the Green, Ballater "Old Mannie's Hut"	Ballater	Community space	Land leased for community as a social gathering point.	Old People over 50s Association
Ballater Caravan Park	Ballater	Visitor facility	Wholly Owned Subsidiary	Ballater Royal Deeside Ltd Vat registered business Ballater Community Enterprises Ltd. Wholly owned subsidiary of Ballater Royal Deeside.



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Blair Atholl Memorial Park	Blair Atholl	Green space	Owned	Blair Atholl and Struan Initiative
Blair Atholl Village Hall	Blair Atholl	Village hall	Owned	Blair Atholl Village Hall Ltd
Blair Atholl Bowling Club	Blair Atholl	Sport and recreation	Owned	Blair Atholl and Struan Initiative
Boat of Garten Community Hall	Boat of Garten	Community hall	Owned	Boat of Garten Community Hall
Woodland Wheels Pump Track	Boat of Garten	Sport and recreation	Owned	Boat of Garten Community Company
Milton Loch and Woodlands, Boat of Garten	Boat of Garten	Community woodland	Owned	Boat of Garten Community Company
Boat of Garten Badger Hide	Boat of Garten	Nature space		Boat of Garten Community Company
Boat of Garten Community Garden	Boat of Garten	Green space / garden	Leased from Strathspey Railway Company	Boat of Garten Community Company
Braemar Castle	Braemar	Visitor attraction	Leased	Braemar Community Limited
Tomrichton Community Woods	Braemar	Community woodland	Owned	Braemar Community Limited



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Braemar Hydro Scheme	Braemar	Hydro scheme	Lease	Braemar Community Hydro
St Margarets Church, Braemar	Braemar	Arts and culture venue	Owned	St Margarets Trust
Auchtavan Cottage	Braemar	Visitor attraction	Leased	Braemar Community Limited
Braemar Community Garden and Orchard	Braemar	Allotments / community garden	Leased	Braemar Community Limited
Braemar Bowling Green	Braemar	Sport and recreation	Leased	Braemar Bowling Club
Braemar Curling Pond	Braemar	Sport and recreation	Leased	Braemar Curling Club
The Society Bridge	Braemar	Infrastructure / footbridge	Owned	Braemar Community Ltd
Monega Bridge	Braemar	Infrastructure / footbridge	Owned	Braemar Community Ltd
Castleton Hall, Braemar	Braemar	Village hall	Leased (from Aberdeenshire council)	Castleton Hall Association
The Village Hall, Braemar	Braemar	Village hall	Owned	Village Hall Committee
The Highland Games Centre and Park, Braemar	Braemar	Visitor attraction	Owned	Braemar Royal Highland Society



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Tourist Information Kiosk	Braemar	Visitor centre	Leased	Braemar Tourism Group
Braemar Golf Club	Braemar	Sport and recreation	Clubhouse owned; land leased (from Invercauld)	Braemar Golf Club
Carrbridge Village Hall	Carrbridge	Village hall	Owned	Carrbridge Village Hall Trustees
Carrbridge Bike Park	Carrbridge	Leisure facility	Permitted to operate by The Highland Council	Unknown
The Riverside Bowling Club Carrbridge	Carrbridge	Leisure facility	Sublet by community council	Riverside Bowling Club upkeep and management through Carrbridge Ahead (community company)
Cromdale Sports Pavillion	Cromdale	Leisure facility	Owned	Cromdale and Advie Community Development Trust
Public Toilets	Cromdale	Public toilets	Owned	Cromdale and Advie Community Development Trust
Cromdale Hall	Cromdale	Village hall	Owned	Cromdale Hall Trustees
Dalwhinnie Village Hall	Dalwhinnie	Village hall	Owned	Dalwhinnie Community Development Trust
Dalnain Village Hall	Dalnain Bridge	Village hall	Owned	Dalnain Bridge Public Hall



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Glenlivet Hall	Glenlivet	Village hall and camping	Owned	Community Hall Trustees
Glenshee and Strathardle Visitor Centre.	Glenshee and Strathardle	Visitor centre	Leased	Glenshee and Strathardle Tourist Association
Grantown YMCA Community Centre	Grantown-on-Spey	Community centre	Owned	Board of trustees
Grantown Museum	Grantown-on-Spey	Visitor facility / heritage	Owned	Grantown Museum and Heritage Trust
Anagach Community Woods, Grantown	Grantown-on-Spey	Community woodland	Owned	Anagach Woods Trust
Grantown Golf Club	Grantown-on-Spey	Leisure facility	Leased	Grantown-on-Spey Golf Club
Burnfield Toilets	Grantown-on-Spey	Public toilets	Owned	Grantown Initiative
Community Storage Unit	Grantown-on-Spey	Container	Owned	Grantown Initiative
Kinord Hall	Dinnett	Village hall	Unknown	Kinord Hall management committee
Glenbuchat Community Hall and Bothy, Glenbuchat, Strathdon	Glenbuchat	Village hall bothy / hostel	Owned	Glenbuchat Hall Community Association



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Insh Community Woodland	Insh	Community woodland	Owned	Insh Community Holdings
Killiecrankie Village Hall	Killiecrankie	Village hall	Owned	Killiecrankie Memorial Hall Trust
Kincraig Village Hall	Kincraig	Village hall	Owned	Kincraig Community Hall Association
Iona Gallery, Kingussie	Kingussie	Arts and culture venue	Leased from The Highland Council	The Society of Badenoch and Strathspey Artists
Kingussie Community Hydro – River Gynack	Kingussie	Hydro scheme	Owned	Kingussie Community Development Company
Gynack Birch Woods	Kingussie	Community woodland	Owned	Kingussie Community Development Company
Community Allotments, Kingussie	Kingussie	Allotments / community growing	Owned	Am Fasgadh Regeneration Company
Caberfeidh Horizons Bookshop and Community Hub, Kingussie	Kingussie	Retail / social enterprise community spaces	Owned	Caberfeidh Horizons
The Dell, Shinty Pitch, Kingussie	Kingussie	Sport and recreation	Owned	Kingussie Shinty Club



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Kingussie Golf Club and Caravan Site	Kingussie	Sport and recreation	Owned	Kingussie Golf Club
Kingussie Tennis Club	Kingussie	Sport and recreation	Leased from The Highland Council.	Kingussie Tennis Club
The Market Stance Playing Field	Kingussie	Sport and recreation	Leased from The Highland Council.	Kingussie Camanachd
Laggan Wolftrax Centre	Laggan	Cycle track	Owned	Laggan Forest Trust Forestry Company Ltd
Woodshed (behind forestry cottages)	Laggan	Woodshed	Owned	Laggan Forest Trust Forestry Company Ltd
Land at Gorsteane Car Park	Laggan	Car park	Owned	The Laggan Forest Trust
Land from Gorsteane Car Park West	Laggan	Land mixed use. (circa 6 acres)	Owned	The Laggan Forest Trust
Land from forestry cottages to Mashie Burn	Laggan	Land mixed use. (circa 13 acres)	Owned	The Laggan Forest Trust
Laggan Community Hall	Laggan	Village hall	Owned	Laggan Community Hall
6 Former Forestry	Laggan	Community housing	Shared ownership community	Laggan Community Housing Ltd.



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Cottages, Strathmashie			registered society – 1984	
Laggan Picnic Site and Play Park	Laggan	Community picnic area	Shared ownership community registered society – 1984	Laggan Community Housing Ltd
Nethy Bridge Community Centre	Nethy Bridge	Community centre	Owned	Nethy Bridge Community Centre
Nethy Bridge Playing Field	Nethy Bridge	Sport and recreation	Owned	Nethy Bridge Community Centre
Nethy Bridge Birch Wood	Nethy Bridge	Community woodland	Owned	Nethy Bridge Community Centre
Nethy Bridge Pond/ Duack Field	Nethy Bridge	Blue space	Leased	Nethy Bridge Community Centre
Abernethy Old Kirk	Nethy Bridge	Heritage asset	Owned	Abernethy Old Kirk Association
Abernethy Bowling Club	Nethy Bridge	Sport and recreation	Owned	Abernethy Bowling Club
Castle Roy	Nethy Bridge	Heritage asset	Owned	Castle Roy Trust
Abernethy Golf Club, Nethy Bridge	Nethy Bridge	Sport and recreation	Owned	Membership club who owns the land.
Newtonmore Village Hall	Newtonmore	Village hall	Owned	Newtonmore Village Hall Ltd
Newtonmore Community Wildcat Trail and Centre	Newtonmore	Wildcat trail, centre and experience	Unknown	Newtonmore Community Woodland Development Trust



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Newtonmore Heritage Trail	Newtonmore	Heritage trail	Unknown	Newtonmore Business Association
Newtonmore Art Installation	Newtonmore	Community space	Unknown	Newtonmore Business Association
Newtonmore Shinty Club, Pitch	Newtonmore	Sport and recreation	Owned	Newtonmore Camanachd Club
Newtonmore Golf Club	Newtonmore	Sport and recreation	Unknown	Newtonmore Golf Club
Newtonmore Tennis Club	Newtonmore	Sport and recreation	Leased	Newtonmore Tennis Club
Newtonmore Bowling Club	Newtonmore	Sport and recreation	Leased	Newtonmore Bowling Club
Newtonmore War Memorial	Newtonmore	War memorial, paths and trees / shrubbery	On community owned land but unsure of upkeep responsibility	Newtonmore Village Hall Ltd
Newtonmore Centenary Gardens and Newtonmore Picnic Site	Newtonmore	Gardens	On community owned land	Newtonmore Village Hall Ltd
Community Path Network and Visitor Centre	Nethybridge	Infrastructure / footpaths	Unknown	Explore Abernethy
Lonach Hall	Strathdon	Village hall	Owned	The Lonach Hall Community Association



Asset Name	Community	Asset type	Leased / owned	Community company ownership or management of asset
Tomintoul Discovery Centre	Tomintoul	Visitor centre	Owned	Tomintoul and Glenlivet Development Trust
Smugglers Hostel, Tomintoul	Tomintoul	Visitor accommodation and camping	Owned	Tomintoul and Glenlivet Development Trust
Old School site Tomintoul	Tomintoul	Community housing	Owned	Tomintoul and Glenlivet Development Trust
The Green Hall	Tomintoul	Village hall	Owned	Tomintoul and Glenlivet Development Trust
Richmond Memorial Hall	Tomintoul	Village hall	Unknown	Hall committee
Glenlivet Hall Phone Box	Tomintoul	BT phone box	Adopted on for community use	Tomintoul and Glenlivet Development Trust
Tomnavoulin Store Phone Box	Tomintoul	BT phone box	Adopted on for community use	Tomintoul and Glenlivet Development Trust
Pole Inn Phone Box	Tomintoul	BT phone box	Adopted on for community use	Tomintoul and Glenlivet Development Trust



Village halls

Village halls are vital hubs in rural Scotland, providing essential services and encouraging community connection. They serve as multipurpose venues for social, cultural, and educational activities, offering spaces for events, workshops, and community meetings. There is good provision of village halls in the Cairngorms National Park serving the dispersed settlements (Figure 41 and Table 3). The majority of the village halls are owned by community organisations or trusts (Table 3).

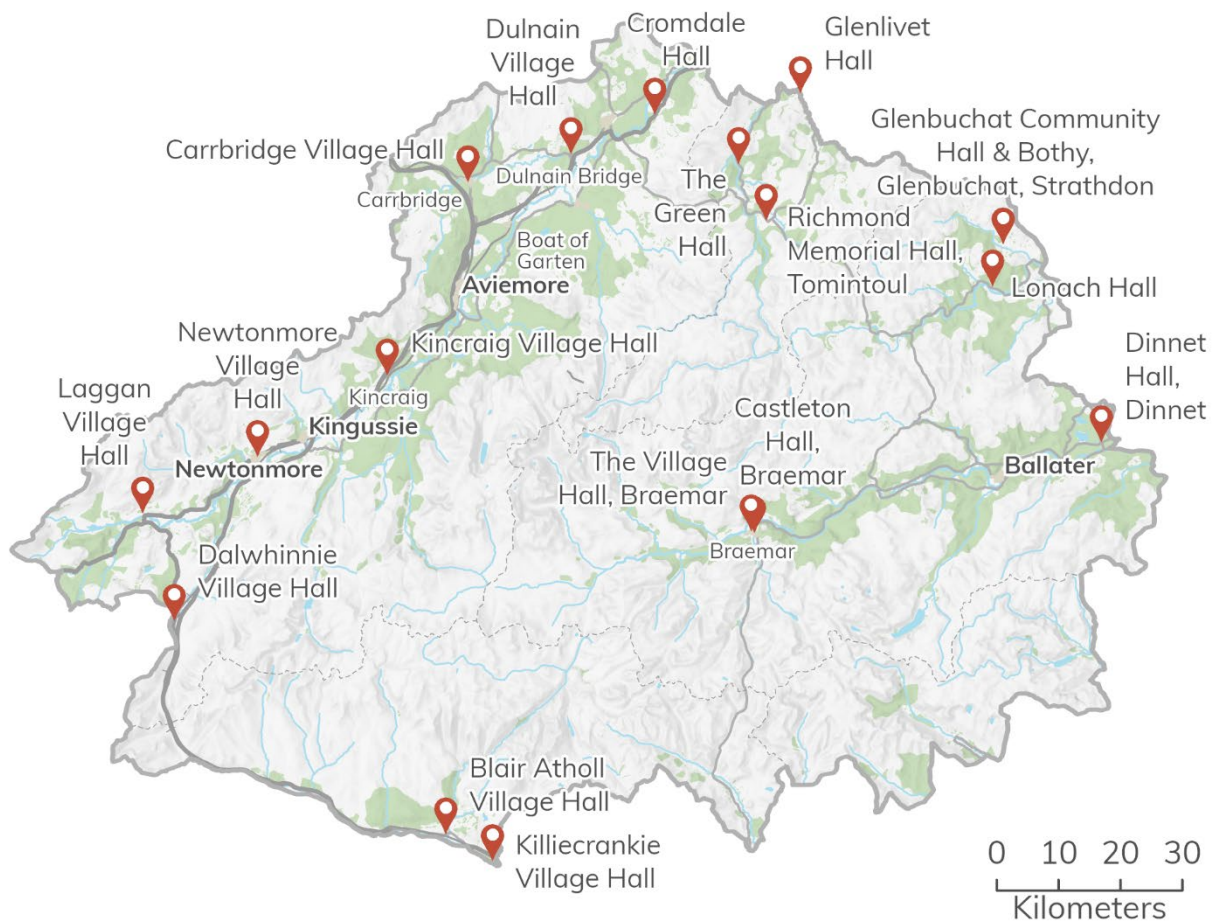


Figure 41 Village halls in the Cairngorms National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.



Visitor infrastructure

Figure 42 shows the community owned or run visitor infrastructure in the Cairngorms National Park. This includes visitor centres, visitor accommodation and camping sites, the Wildcat Trail, Centre and Experience, public toilets, car parking sites. More information on the visitor Infrastructure in the National Park is available in Schedule 23: Tourism.

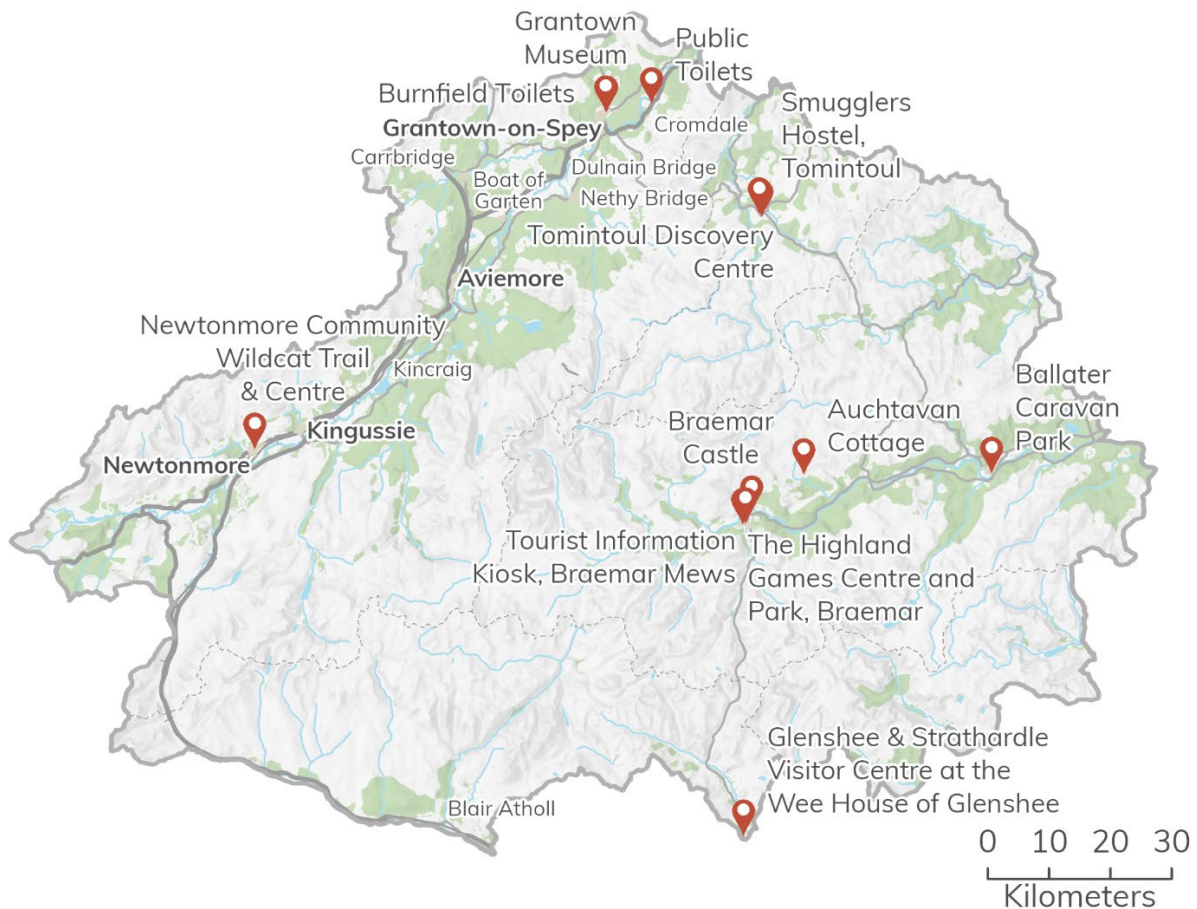


Figure 42 Community owned or managed visitor Infrastructure in the Cairngorms National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.



Community land

Figure 43 shows the community owned or managed land in the Cairngorms National Park. This includes picnic areas, community space, community housing, car park, woodshed and BT phone boxes.

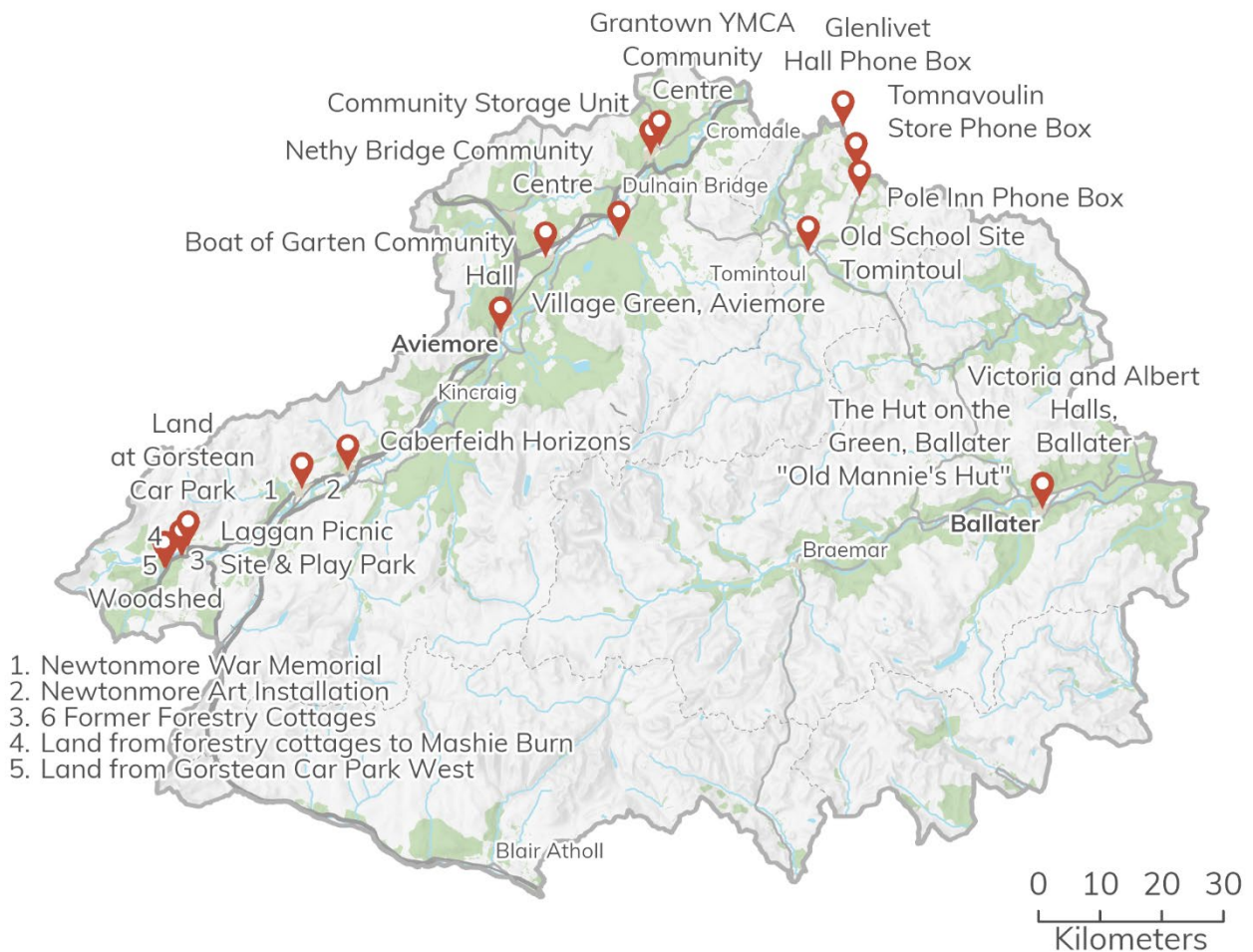


Figure 43 Community owned or managed land In the Cairngorms National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.



Green and blue spaces

Figure 44 shows the community owned or managed green and blue spaces in the National Park. They include community woodland, allotments and growing spaces.

More information on blue and green infrastructure in the National Park is set out in Schedule 16: Blue and green infrastructure.

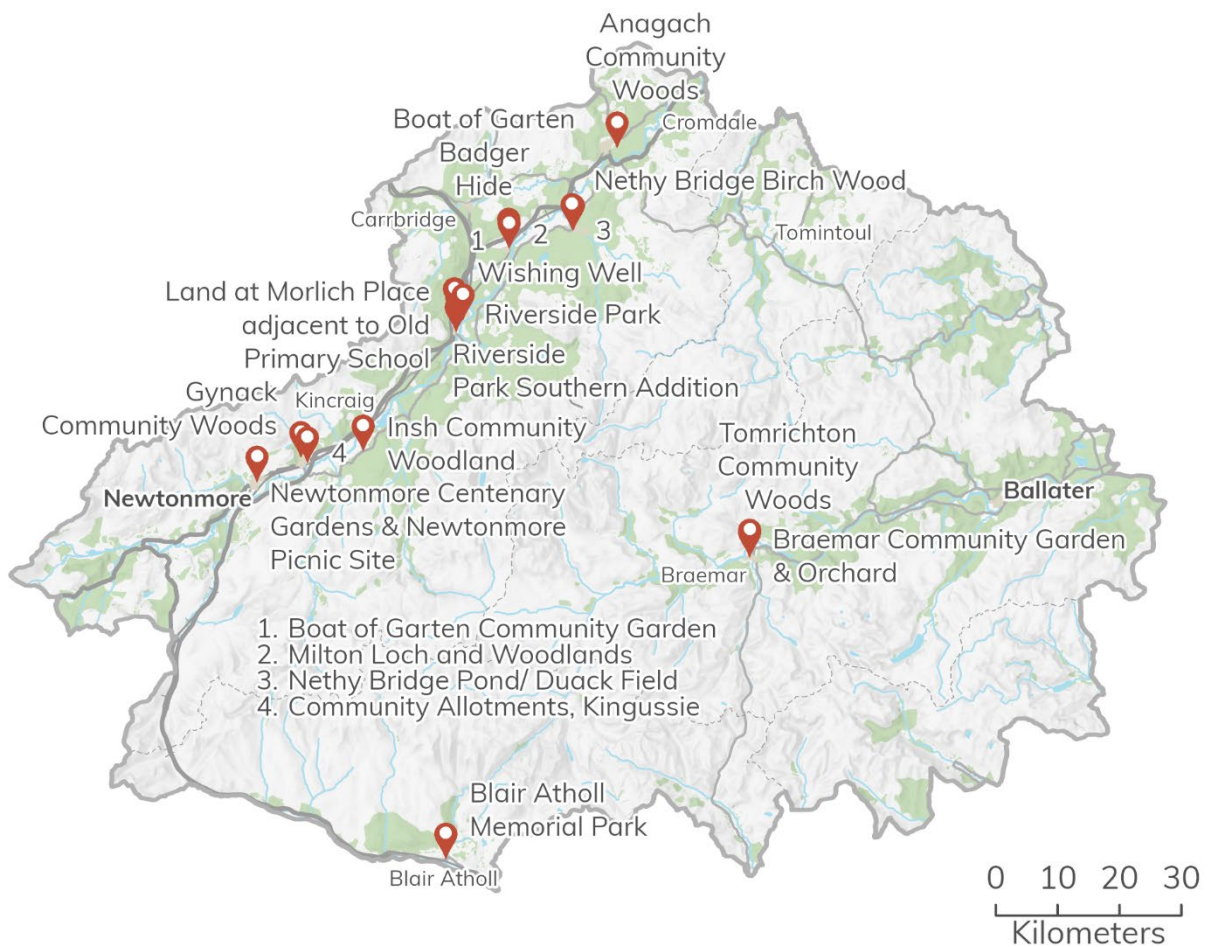


Figure 44 Community owned or managed green and blue assets in the Cairngorms National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.



Arts and cultural heritage assets

Figure 45 shows the community owned or managed arts and cultural heritage assets in the National Park. They include heritage trails, arts and culture venues and other heritage assets.

More information on historic and cultural assets in the National Park is contained in Schedule: 7 Historic and cultural heritage.

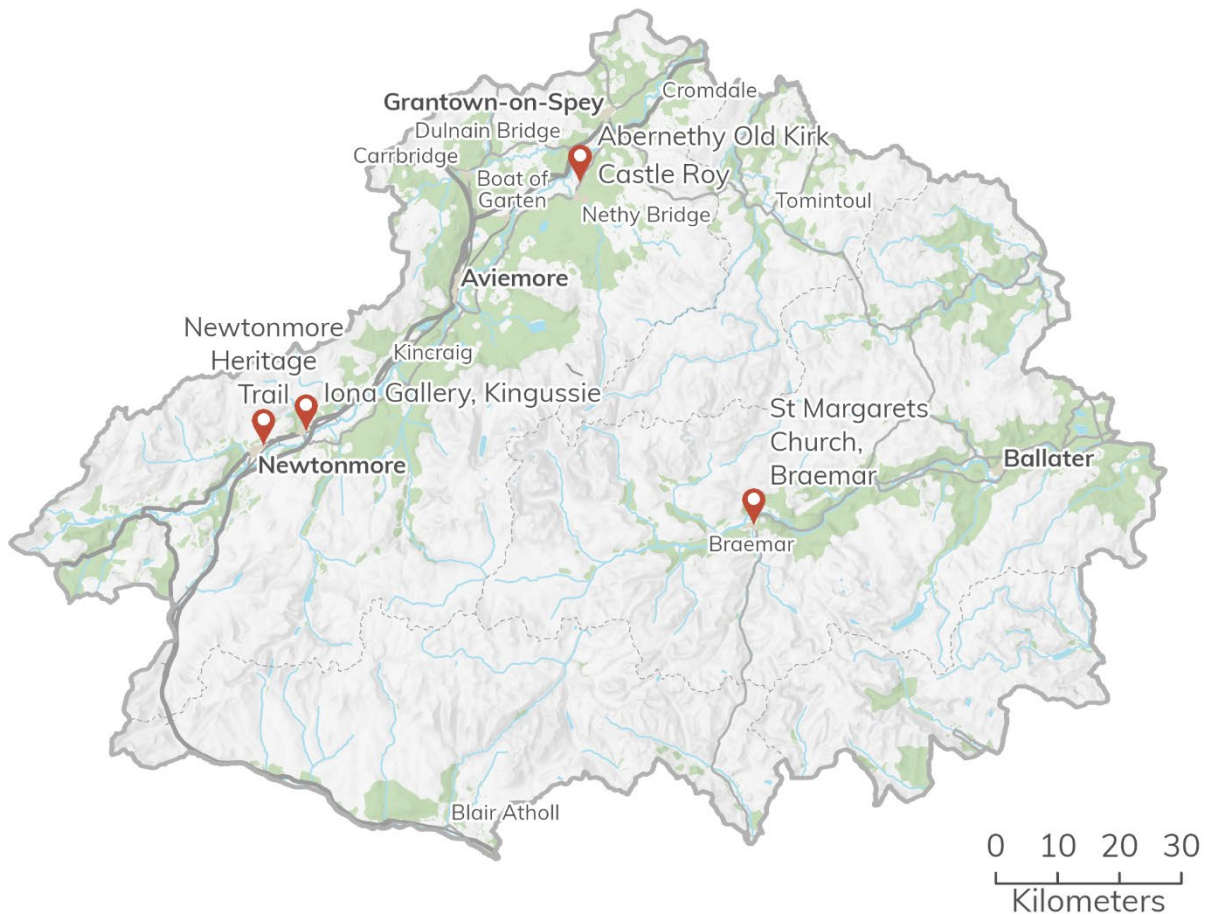


Figure 45 Community owned or managed arts and cultural heritage assets in the Cairngorm National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810



Sports and recreation assets

Figure 46 shows the community owned or managed sports and recreation assets in the Cairngorms National Park. These include golf courses, bowling clubs, shinty clubs and cycle facilities / tracks.

More Information on sports and recreation facilities in the National Park is set out in Schedule 17: Play, recreation and sport.

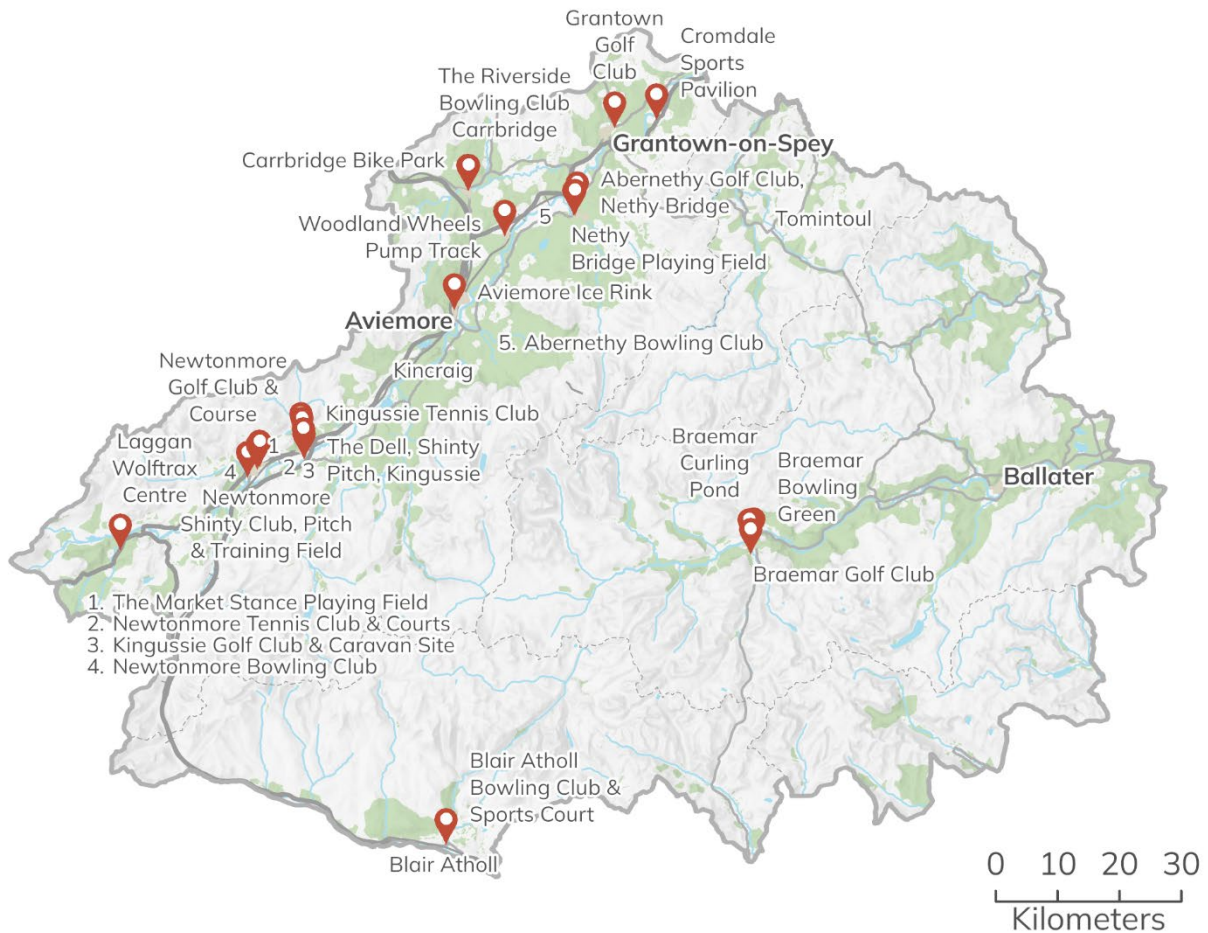


Figure 46 Community owned or managed sports and recreation assets in the Cairngorms National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.



Energy assets

Figure 47 shows the community owned or managed energy projects and infrastructure assets in the Cairngorms National Park. More detail on community run energy projects is included in Schedule 9: Energy.

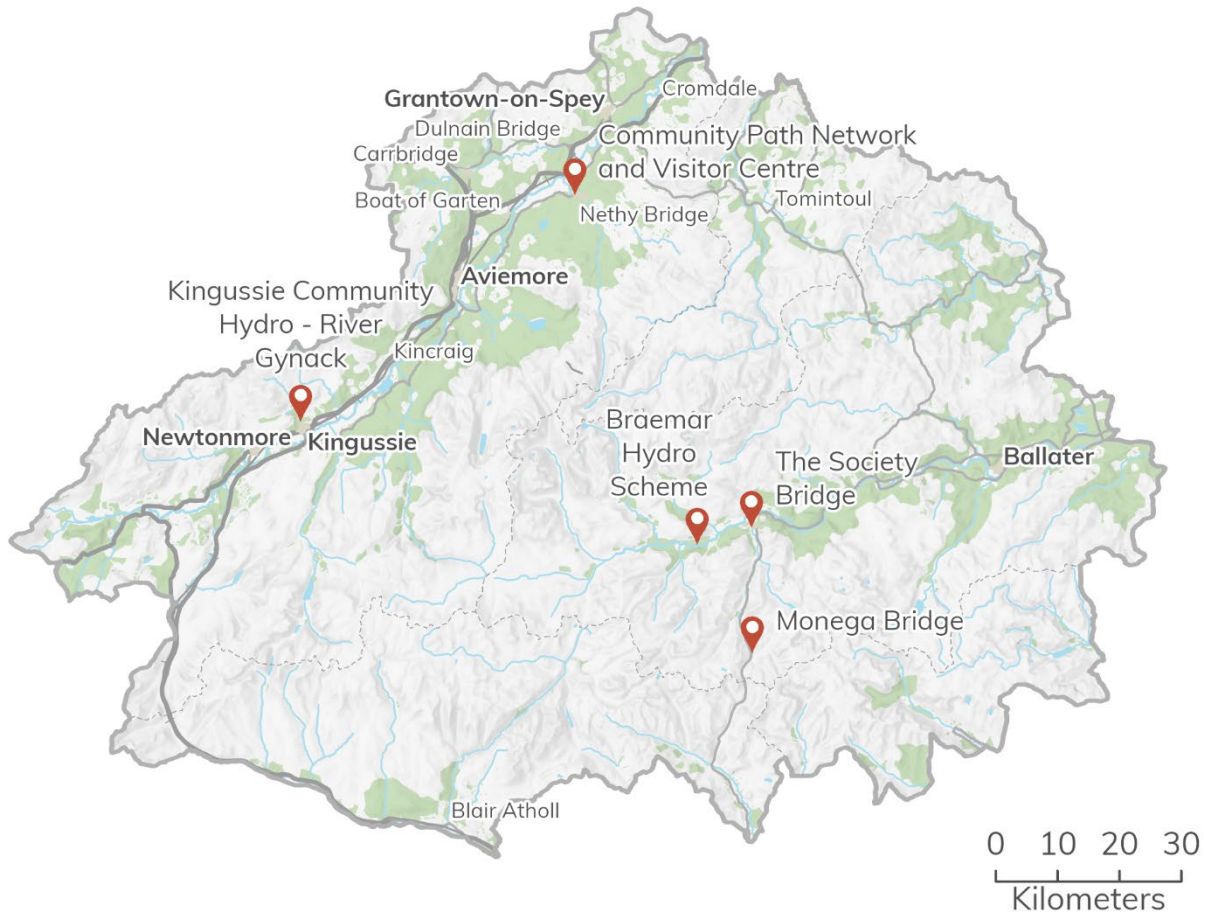


Figure 47 Community owned or managed energy assets In the Cairngorms National Park. 2025. Cairngorms National Park Authority © Crown copyright and database rights 2026 Ordnance Survey AC0000821810.

Travel to work

Travel to work and other transport matters are covered Schedule 11: Sustainable transport.

Other transport matters

The dualling of the A9 may have an impact on the economy of the National Park and bring new opportunities for economic development, travel to work options and opportunities for strategic, multi modal mobility hubs.



Matters relating to the A9 are covered in Schedule 11: Sustainable transport.

Income and income deprivation

Previous economic reports by the Park Authority have indicated that the Cairngorms National Park has an above average proportion of relatively low paid jobs, in part due to the dominance of the tourism sector and that sector's proportion of relatively low skilled and low paid positions (CNPA994).

There is very limited current income related data available for the exact geography of the Cairngorms National Park. The following pages present Scottish Index of Multiple Deprivation data (CNPA534) on receipt of income related benefits and 'synthetic' modelled gross household income data from the Centre for Housing Market Analysis (CNPA1389). It should be noted that the Centre for Housing Market Analysis modelled income data is produced for the purposes of assessing housing need and demand – the data is noted as being for research only, does not represent official statistics or national statistics and has specified limitations with regards to use for assessing actual income levels.

One indicator of the measure of income in the Cairngorms National Park is provided by examining the Scottish Index of Multiple Deprivation data. Scottish Index of Multiple Deprivation data relating to income deprivation is derived from the numbers of people in receipt of a range of income related benefits – further information on the methodology used is available in the Scottish Index of Multiple Deprivation technical notes (CNPA995).

When comparing the Cairngorms National Park as a whole to the adjacent local authorities (Figure 48), it would appear that the National Park is outperforming four out of the five (and only marginally worse than Aberdeenshire) and in fact substantially outperforms the national average.

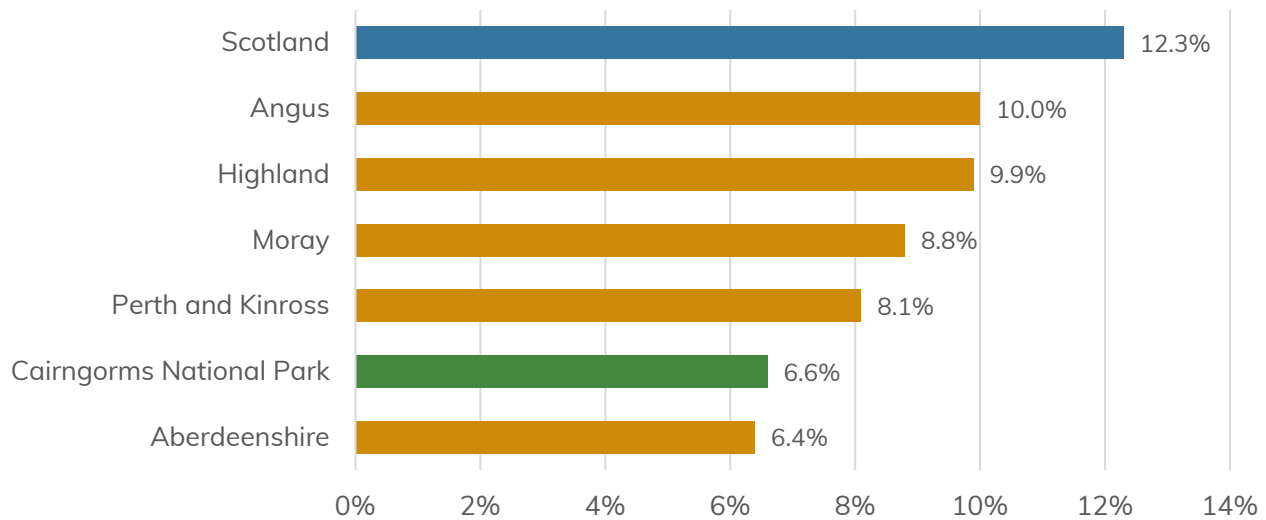


Figure 48 Scottish Index of Multiple Deprivation (2020) income deprivation rates (based on receipt of income related benefits) as proportion of the total population. Scottish Index of Multiple Deprivation 2020 (CNPA534).

Although the data on income deprivation rates at a local authority level is encouraging, when the individual data zones are examined, it is clear the initial data does not provide a uniform reflection accounting fairly for the differing situations across the Cairngorms National Park. There is a significant difference between ‘the area surrounding Ballater’ to the most income deprived area in Aviemore (Figure 49). Just over half of the data zones (13 of 24) do in fact perform better than the National Park average which is 46% lower than the national Scottish average (Figure 49).

Overall, the data (Figure 49) shows the average proportion of people receiving the income related benefits is significantly below the Scottish average – however it can be seen that one data zone is slightly above the Scottish average, while the data indicates that 1,215 people within the Cairngorms National Park are receiving at least one of the range of income related benefits.

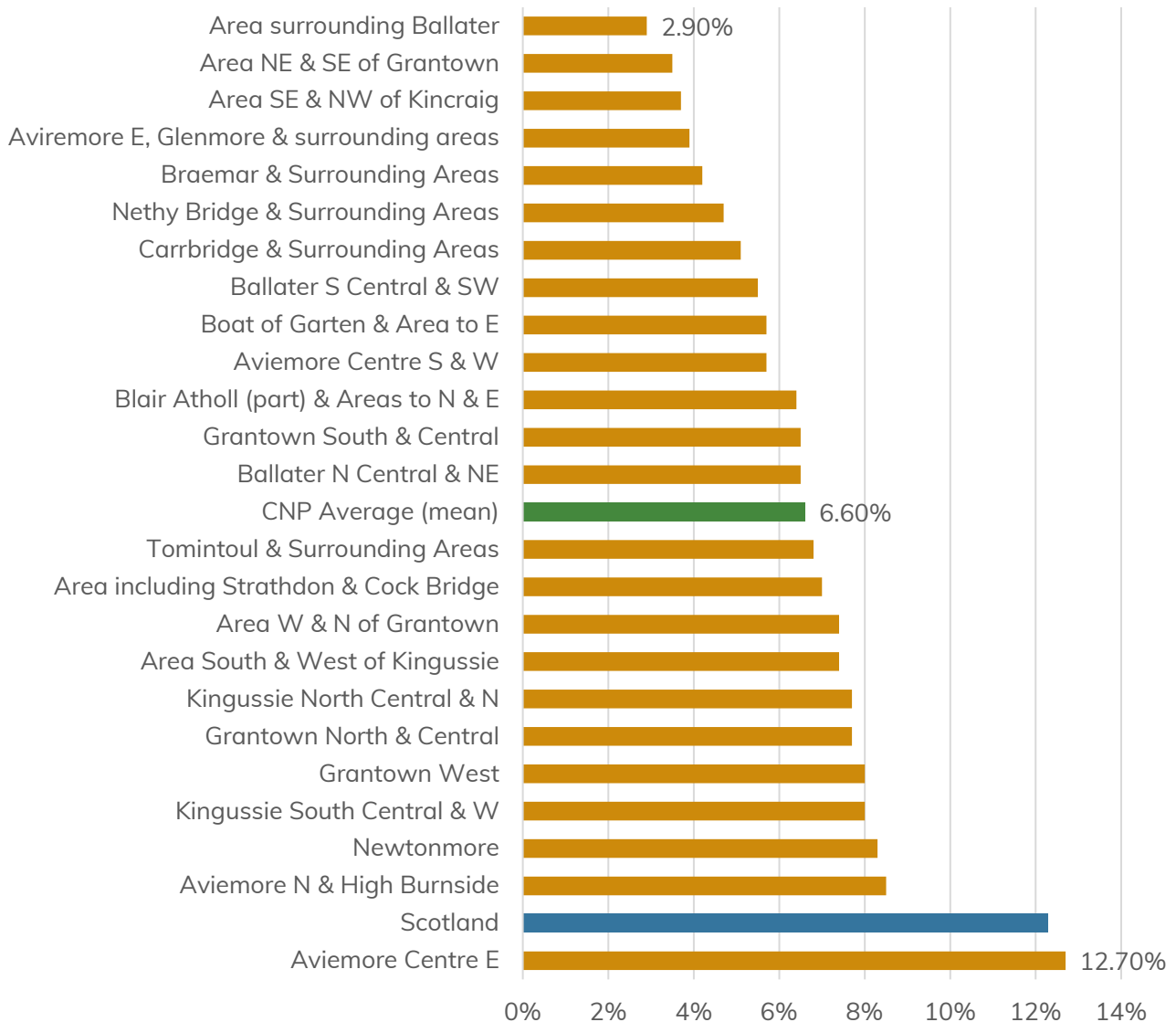


Figure 49: Income deprivation based on receipt of income related benefits. Scottish Index of Multiple Deprivation 2020 (CNPA534); further information on the methodology used available in Scottish Index of Multiple Deprivation technical notes (CNPA995).

Another indicator of the health of people's income in the Cairngorms National Park can be obtained by studying the data provided by the Scottish Governments Centre for Housing Market Analysis (CNPA1389). The Centre for Housing Market Analysis in association with Heriot Watt University produces estimates for Gross Household Incomes by data zone. Although this does provide some indication of income levels in the National Park it should be noted that the estimates alone cannot be used to give an accurate picture of wealth or poverty in an area due to the other variable deductions from income a household will experience (for example, housing costs and / or home heating and transport as a percentage of disposable income). Low income data is used



to calculate the percentage of an area's population that are experiencing relative low income²³ (Households whose income falls under 60% of the median gross income).

The Cairngorms National Park has relatively low levels of poverty in terms of households experiencing low income reported at 12.4% compared with 17.5% nationally. Out the five local authorities within the National Parks boundary, only Aberdeenshire has a lower proportion of low income households than the National Park average (Figure 50).

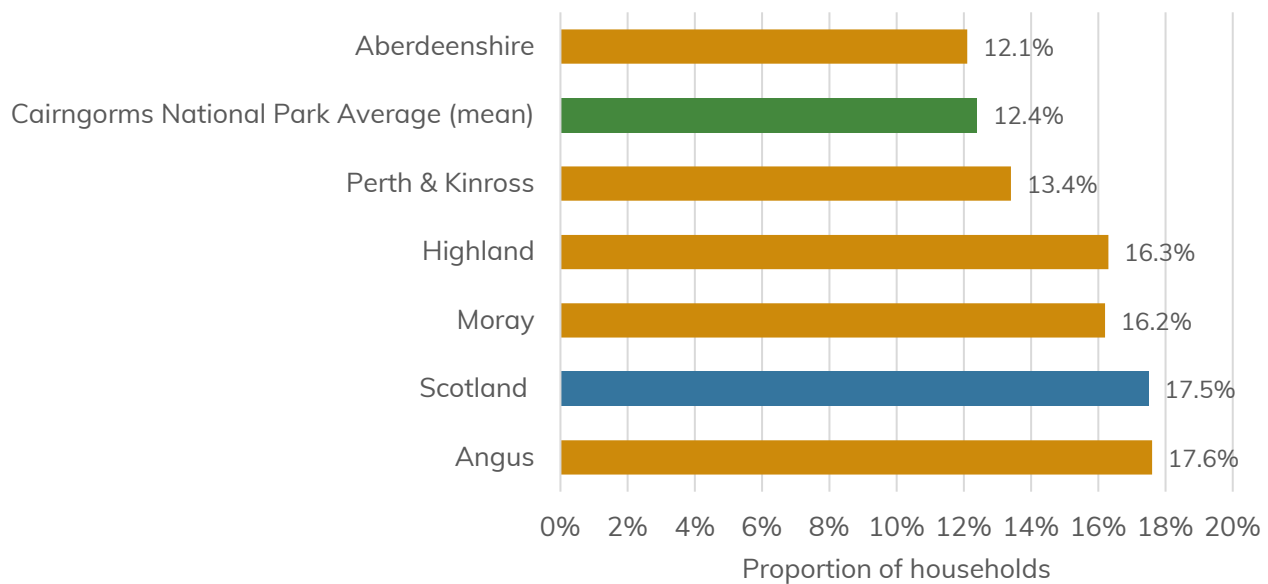


Figure 50 Proportion of households with under 60% of the median gross income (Centre for Housing Market Analysis²⁴, 2018 (CNPA1389)).

Along with the Scottish Index of Multiple Deprivation data (CNPA534) presented (Figure 51) for income related benefits and the data for income estimates (Figure 52) it suggests that the Cairngorms National Park is significantly above the national average with regards to incomes.

²³ Not to be confused with absolute low income which is a comparison to the median of the 2010 / 2011 year allowing for comparisons over time.

²⁴ Based on Local Level Household Income Estimates, weekly (£), banded income for 2018. The Local Level Household Income Estimates are synthetic income modelling research for the year 2018 & exclude housing costs and adjustments for taxation (Data from Heriot Watt University in association with David Simmonds Consultancy).

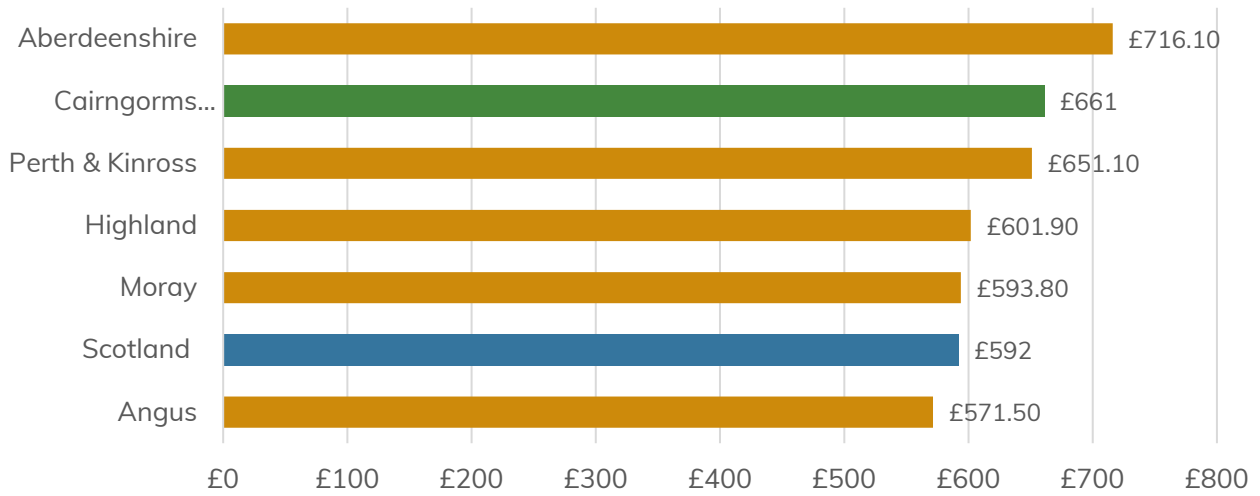


Figure 51 Gross Median weekly household income estimates. Centre for Housing Market Analysis²⁵, 2018 (CNPA1389).

²⁵ Based on Local Level Household Income Estimates, weekly (£), banded income for 2018. The Local Level Household Income Estimates are synthetic income modelling research for the year 2018 & exclude housing costs and adjustments for taxation (Data from Heriot Watt University In association with David Simmonds Consultancy)

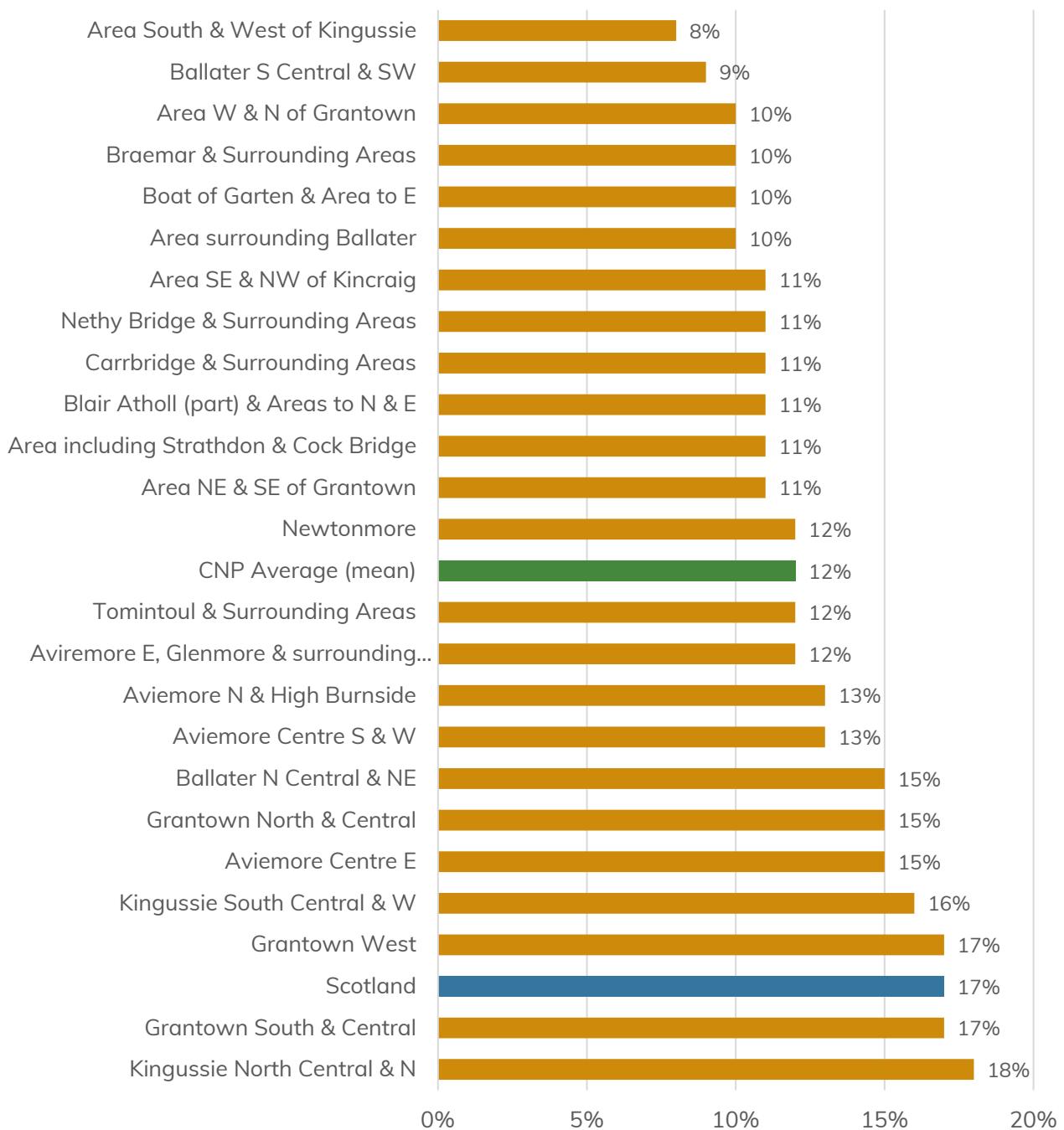


Figure 52: Proportion of households under 60% of the median income. Centre for Housing Market Analysis²⁶, 2018 (CNPA1389).

²⁶ Based on Local Level Household Income Estimates, weekly (£), banded income for 2018. The Local Level Household Income Estimates are synthetic income modelling research for the year 2018 and exclude housing costs and adjustments for taxation. Note these estimates are for use in housing affordability analyses. They are research only and they do not represent Official Statistics or National Statistics.



Inequality

Established in 2019, the Poverty and Inequality commission (CNPA996) is a nondepartmental advisory public body organisation that informs the Scottish Government regarding inequality and poverty in the Country.

Poverty in Scotland is a key driver of inequality and affects a large proportion of society. Across Scotland. The Poverty and Inequality Commission report (2020 – 2023) (CNPA996) that 24% of children, 21% of working age adults and 15% of pensioners are currently living in poverty. They further report that 60% of the working age adults and 70% of the children in poverty come from homes where at least one adult is in employment (2020 – 2023). Therefore, while equivalent statistics do not exist for the Cairngorms National Park's geography, it should be noted that the relatively low levels of unemployment recorded here do not therefore preclude the existence of poverty in the area.

Poverty disproportionately affects those living with a disabled person, as 24% of those with a disabled member in the household live in poverty (2020 – 2023) (CNPA996).

The implications of financial inequality are broad and far reaching; for example, it has been reported that a child in a family in the highest 20% of earners will be approximately 13 months ahead in their vocabulary, when starting school, compared with children in families in the bottom 20% of earners (Cooper and Stewart, 2017 (CNPA1320)). Therefore, the long term impacts of inequality on life opportunities are outcomes are a key driver in the Scottish Government's emphasis on inclusive growth, while the government also hosts the Scottish Centre for Regional Inclusive Growth.

There is limited data available to comprehensively analyse inequality within the Cairngorms National Park, although the limited data presented in this report indicates that the National Park as a whole has relatively healthy wealth and the socio-economic attributes (Figure 53). However, due to its scale this data may obscure the presence of localised deprivation and inequality. For example, there are over 1,200 people receiving income related benefits (Figure 53) within the National Park, indicating that, based on receipt of income related benefits, at least 10.6% could be considered to be on low incomes.

Taking this into account alongside other data presented in this report regarding income and deprivation it is evident that inequality exists within the Cairngorms National Park.

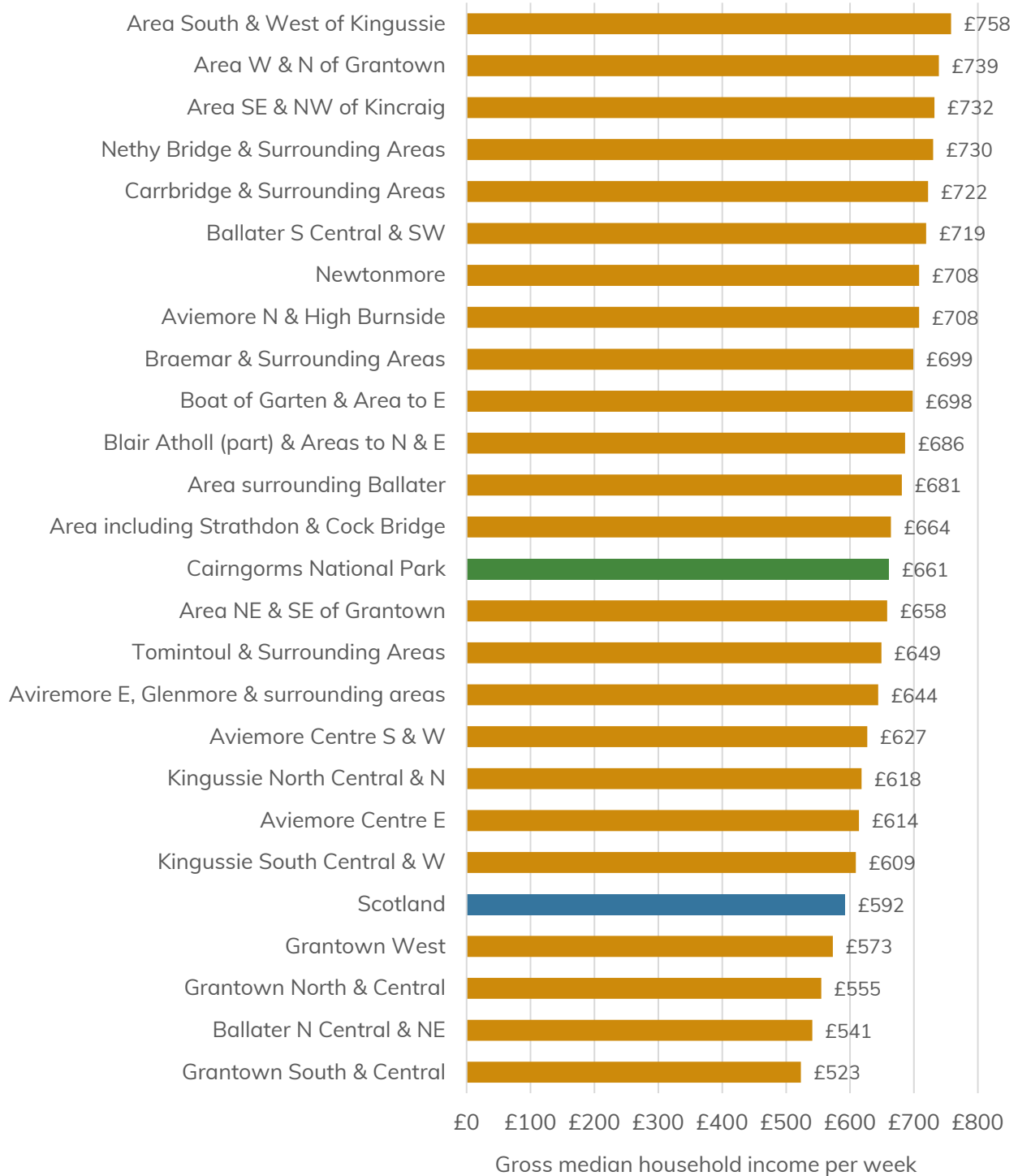


Figure 53 Gross median household weekly income estimates, with Cairngorms National Park and Scottish averages. Centre for Housing Market Analysis, 2018: Gross Household Income Estimates for National Park data zones sorted by Median Household income (CNPA1389).



Gender based inequality

In 2022, the Census (CNPA439) recorded the population of the Cairngorms National Park at 17,531 people (2022 Census, table UV02b). This was comprised of 50.8% female (8,909 people) and 49.2% male (8,623), a more balanced distribution when compared to national figures for Scotland of 51.4% female and 48.6% male (2022 Census, table UV102a).

Census data for 2022, was not available at the time of writing which gives the breakdown of occupation of social grade between men and women for the Cairngorms National Park. When this data is made available it will be taken into account, at present the best available data remains the Census 2011 data.

Differences in social grade between men and woman is useful in assessing potential inequalities between men and woman in the Cairngorms National Park. According to the Census data (2011) more women (5,773) were employed in the National Park than men (5,628). Table 4 shows that more women occupied both Higher and intermediate managerial / administrative / professional positions and Supervisory, clerical, junior managerial / administrative / professional positions. There are a higher number of men in skilled manual worker positions, but far lower in the lowest pay grade / or unemployed positions.

Table 4 Gender based Social Grade Employment in the Cairngorms National Park. 2011 Census (CNPA439).

	Higher and intermediate managerial/ administrative/ and professional	Supervisory, clerical, junior managerial/ administrative/ professional	Skilled manual workers	Semi skilled and unskilled manual workers; on state benefit, unemployed, lowest grade workers	Total
Male	1057	1437	1977	1157	5628
Female	1082	1663	1722	1306	5773

Information on the gender pay gap is available by a Travel to Work Area, however only one of these, Aviemore and Grantown-on-Spey, is more or less contiguous with the National Park boundary and is of a scale useful for the purposes of measuring inequality within the National Park. According to the Office of National Statistics (CNPA717) the median gender pay gap for this area in 2022 was 7.6%. The statistical robustness of



this estimate is considered 'acceptable' and is higher than the gap for Scotland as a whole, which is 3.7%.

Further Information on equality In the Cairngorms National Park is available in the latest Equality and Fairer Scotland Impact Assessment report (CNPA997).

Cairngorms National Park – Resident and worker survey 2024 – 2025

The Cairngorms National Park Authority commissioned M·E·L Research to conduct a survey (CNPA538) with those living and working in the National Park in 2024 – 2025. This survey is intended to establish a baseline, to be repeated every two years to report on local sentiment and experience among those living and working in the National Park. This report displays the results to this survey.

The research was conducted by M·E·L Research's using an online interviewing approach. The survey was set up using M·E·L Research's online survey platform. Links to the survey were distributed by the Cairngorms National Park Authority via its website, social media, local newspapers, posters in local towns and villages, and in communications such as Cairn magazine (the Park Authority newsletter).

In total, 1,294 responses were received from residents living within the National Park (either as their primary residence, or one of two or more residences, excluding holiday homes), and 63 were received from those who live outside of the National Park. Responses among residents were weighted by age, using three age bands: 16 to 34 years, 36 to 64 years, and 65 years and over, against the age profile of the National Park, using data from the 2022 Census (CNPA439).

Of those who completed the survey, over half (57%) both live and work in the National Park. Meanwhile 37% were resident in the National Park but didn't work within it, and 2% worked in the National Park but didn't live within it. Approaching six in ten (59%) of all respondents work in the National Park. This includes those who work at a location in the National Park, and residents who work from home in the National Park at least some of the time.

Of those who completed the survey, the majority (95%) of employed residents work within the National Park. Six in ten (61%) work at a location in the National Park all year round, while 26% work from home in the National Park, either solely, or in combination with working at a location outside of the National Park. 5% of those who live primarily in the National Park work in a hybrid set up, where they split their time between working at a location in the National Park and working from home. With residents of the



National Park tending to also work within it, the economic role that the National Park plays as a job provider is also therefore key to residents' lives. Among all of those who work in the National Park – regardless of whether they also live there – 62% work on location within the National Park, and 5% work in the National Park seasonally.

Perceptions of respondents to finding work in the National Park

The same proportions of surveyed employees (CNPA538) in the National Park found it hard (55%) or easy (45%) to find a job as the proportion of residents who stated this. Residents who were more likely to state that it was hard for them to find a suitable job in the National Park area include:

- Residents who work from home in the National Park (73%).
- Those employed in the Education sector (72%).
- Those aged 16 to 34 years (64%) or 35 to 44 years (63%).
- Those who do not receive the Real Living wage (65%).

Of the residents surveyed who have tried to find work in the National Park, 61% have faced barriers when doing so, with jobs not being well paid enough the most commonly barrier faced (30%). Among residents, this rises to 68% of those who have lived in the National Park for less than 5 years, 73% of those aged 16 to 34 years, 71% of those aged 35 to 44 years and 71% of those aged 45 to 54 years, highlighting the greater barriers to accessing work that are faced by younger residents and those newer to living in the National Park.

The survey found that those aged 35 to 44 years and 45 to 54 years are more likely to face challenges in relation to there not being enough jobs suiting their required working patterns (17% and 16% respectively) and poor availability of affordable childcare (20% and 14% respectively).

It was reported that residents living in Aviemore are more likely to say that jobs are not well paid enough (28%), while those in Royal Deeside are more likely to say they can't get to locations where jobs are available (10%).

Four in ten (40%) residents, who responded, who are employed, in training or unemployed would benefit from support in their career development. Most commonly this is through training opportunities to attend training outside of work in the evening / weekend (20%), online training opportunities (18%) or training through work (17%). Support in career development is particularly desired by those who work in person at a location in the National Park (43%), with a particular interest in attending training



through their existing work in normal working hours (21%) and in their local area in the evenings and weekend (22%).

Eight in ten (79%) residents and employees who responded reported receiving the real living wage. The responding residents who work part time (19%) or are self employed (33%) are most likely to not receive the real living wage, as are those who work in retail (31%), or who have lived in the National Park for 21 to 30 years (18%) or for 30 years and over (19%). The report drew the conclusion that while newer residents face greater difficulty finding a job in the first place – longer term residents are more likely to face challenges with the financial remuneration of the job that they hold.

The majority of residents are getting by at least 'alright' financially (80%); however, 14% report that they are concerned, having financial difficulties, or are not managing well. The proportion who are not managing well is higher than in the latest national data in the Scottish Household Survey (14% cf. 9%); however, it should be noted that this data was collected in 2023, so may not be reflective of the current national picture, given the increase in the cost of living in Scotland in 2024.

Of the residents who have moved to the National Park in the last five years (18%) or have lived in the National Park their whole lives (20%), those who work in person at a location in the National Park (19%), are self employed (23%), are aged 16 to 34 years (25%) or 35 to 44 years (28%), or are not earning the Real Living Wage (34%) are most likely to feel that their household is not managing well.

Evidence gaps

No outstanding evidence gaps have been identified.

Summary of stakeholder engagement

Early map based engagement concerning economic development emerged as a recurring theme, often discussed alongside tourism and housing. Participants emphasised the importance of balancing local job creation with sustainable development that supports the long term resilience of communities within the National Park (CNPA026).

Engagement with Gypsy and Traveller Communities highlighted the value of investment in land based economies, heritage crafts, and community wealth building initiatives. These were viewed as opportunities to strengthen local livelihoods while maintaining



traditional skills and cultural practices closely connected to the landscape (CNPA028).

Kingussie Community Roadshow participants were invited to comment on land suitable or unsuitable for economic development, with a focus on the next 10 year plan (CNPA599).

The Aviemore and Cairngorms 2030 Planning Power events revealed that economic diversity was highlighted as a reoccurring theme amongst participants. Players repeatedly cited the outmigration of youth and lack of employment as a serious issue, stating that job creation and diversification of the current jobs available within the National Park was key to attracting working age persons and retaining skilled youth as they start their careers (CNPA1105 and CNPA1104).

Proposals included encouraging microbusinesses, crafts, sustainable farming, and green energy enterprises. There was support for 'live work' setups and repurposing buildings to support local entrepreneurship. In some cases, this goal was also linked to community wealth building, fair wages, and social infrastructure.

Engagement with children and young people identified employment opportunities primarily within hospitality, as well as through apprenticeships and volunteering. The discussions reflected an interest in developing practical pathways into local careers outside of hospitality that enable young people to remain living and working within the National Park. (CNPA027, CNPA833, CNPA834, CNPA835 and CNPA681).

Public engagement on this schedule (See CNPA1361 for engagement version) was carried out from 4 June –11 July 2025. Seven completed responses were received (CNPA1340).

Summary of implications for Proposed Plan

Based on the available evidence and engagement with key agencies and other interested parties, the Park Authority consider this schedule to provide a sufficient evidence base on which to prepare the Proposed Plan.

The Proposed Plan needs to be prepared in accordance with:

- The four aims of the National Park as set out in The National Parks (Scotland) Act 2000 (CNPA004), in particular the fourth aim 'to promote sustainable economic, social and cultural development of the area's communities'.



- Section 9(6) of the 2000 Act, which states that while the aims are to be pursued collectively, if there is conflict between the first aim and any of the others, greater weight is given to the first aim.
- The spatial strategy and principles of National Planning Framework 4 (CNPA008).

In its preparation the Proposed Plan should seek to:

- Give due consideration to supporting improvements in the digital infrastructure to support it²⁷.
- Acknowledge the demographic challenges of an ageing population which is more pronounced in the Cairngorms National Park compared to national averages. The proportion of people at pensionable age is predicted to increase, with the proportion of working age people (16 to 64 years) predicted to decrease from now till 2043.
- Support the delivery of housing to support the working population²⁸. In the long term (2025 – 2032), it is forecasted that approximately 2,500 people will be required to fulfil the total requirement of occupations in the Cairngorms National Park (Oxford Economics, 2022).
- Support development that addresses the increasing need for the health and care sector to support the ageing population²⁹.
- Reflect the changing role town centres play in allowing the 20 minute neighbourhood principle³⁰ to be implemented with regards to local employment. This can include town centre regeneration³¹ through the refurbishment of derelict buildings for employment uses and / or allocation of vacant land³².
- Consider the need for support for higher education sites in the National Park. There are currently no higher education providers present in the National Park, however given the unique characteristics of the area, it is possible a satellite campus could be developed and further engagement with the education providers should be explored to establish if there is a potential need for land to be allocated.
- Identify and safeguard the locations of important community assets; reflect the community wealth building priorities for the Proposed Plan area set out in the local authorities' community wealth building strategies and plans; and focus on retaining wealth locally, supporting a just transition, addressing economic and health disadvantages and inequality, and providing added social value.

²⁷ See Schedule 20: Digital infrastructure for more details.

²⁸ See Schedule 13: Housing for information on housing need and demand.

²⁹ See Schedule 18: Health and safety for further information on the health of the National Park's population and the implications arising from this.

³⁰ See Schedule 12: Living locally and 20 minute neighbourhoods.

³¹ See Schedule 22: Town centres and retail.

³² See Schedule 8: Land use, soil and resources for further information on vacant and derelict land.



- Reflect a people-centred approach by supporting the priorities set out in the Community Action Plans to provide benefits to local communities that address community wealth building.
- Identify and allocate land for economic development, giving consideration to the location of any new economic allocations in relation to communities, access to services and all forms of travel and transport services³³.
- Recognise the role that biodiversity plays in regenerating and underpinning a healthy and thriving economy and society.

Statements of agreement

The following people / organisations agree that the information presented is sufficient to inform the preparation of the Proposed Plan:

- Historic Environment Scotland (C002)
- NatureScot (C004)
- Scottish Enterprise (C009)
- House of Bruar (C042)

Highlands and Islands Enterprise (C001)

Highlands and Islands Enterprise suggests the following additions and amendments:

- Include reference to Highlands and Islands Enterprise's Strategy 2023 – 2028.
- Include reference to Highlands and Islands Enterprise's Annual Operating Plan.
- Update reference to the Highlands and Islands Regional Economic Partnership Strategy, which was formally published at the end of March 2025.
- Cross reference with Schedule 23: Tourism for intelligence on visitor trends (domestic and international) drawing on input from VisitScotland.
- Rather than linking to the community wealth building consultation paper, which is eighteen months old, reference the consultation analysis and link to the new Bill on the main community wealth building consultation page, which may be a more helpful source.
- Information on the business and community support landscape, to identify collaboration opportunities.
- Information from the Skills Development Scotland led initiative, Workforce North.

They also write that the evidence presented in relation to community wealth building does set out community asset ownership, but there is no wider data used, beyond this

³³ See Schedule 11: Sustainable transport for consideration of matters relating to the transport infrastructure and provision.



asset ownership, on community economic development, which is an important component of the area. However, they appreciated this would rely on Cairngorms National Park Authority data being held, as it is not readily accessible.

Highlands and Islands Enterprise considers the implications to be 'well articulated'.

Park authority response

The schedule has been amended to reflect Highlands and Islands Enterprise's comments, with the exception of adding further information on the business and community support landscape and community wealth building, as this is not considered proportionate with respect for the scope of the Evidence Report or local development plan. Highlands and Islands Enterprise has confirmed that they are content with this approach (CNPA014).

Scottish Enterprise (C009)

Scottish Enterprise is of the view that the evidence presented is sufficient to meet the requirements set out in respect to National Planning Framework 4's Policy 26 Business and Industry (CNPA1417). There are accordingly no outstanding issues of disagreement. Scottish Enterprise is a member of the Cairngorms Economic Steering Group and through that group will input to and contribute to the delivery of the Local Development Plan and specifically support the National Park economy.

NatureScot (C004)

NatureScot agrees that the evidence correctly identifies the characteristics of the National Park, that it is sufficient to prepare the Proposed Plan and that the correct implications have been identified. However, they also suggest the following additions and amendments:

- Include links to the Scottish Biodiversity Strategy to 2045, where there is recognition of the importance of biodiversity and nature to help underpin a healthy and sustainable economy.
- Include links to the Scottish Government Climate Change Plan Update, as, along with biodiversity loss, tackling the climate crisis is important for a healthy economy.
- Add cross reference to Schedule 5: Natural heritage.
- Add an implication that focuses on the conservation and enhancement of the natural environment to help achieve sustainable economic growth.

Park Authority response

The schedule has been amended to reflect NatureScot's comments.



Scottish Environment Protection Agency (C010)

Scottish Environment Protection Agency has no specific comments to make on this topic, as it only peripherally relates to their interests (CNPA1416).

Campaign for Real Aires (C036)

The Campaign for Real Aires suggests that the plan should seek to create dedicated Aires for self contained motorhomes, which 'would help to manage an opportunity for revenue creation without harming the very thing that attracts people to the area in the first place'.

Park Authority response

The Cairngorms Sustainable Tourism Infrastructure Development Plan 2023 – 2028 (CNPA180) supports the need for further motorhome stopping sites and waste management facilities. This is covered in Schedule 23: Tourism, which identifies the need for the Proposed Plan to support the delivery of the Tourism Infrastructure Development Plan.

House of Bruar (C042)

The House of Bruar agrees that the evidence correctly identifies the characteristics of the National Park, that it is sufficient to prepare the Proposed Plan and that the correct implications have been identified. However, they also suggest the following additions and amendments:

- To note that the shortage of affordable housing has a negative impact on recruitment.
- The impact of the A9 dualling will have on the National Park in terms of traffic flows, logistics and associated refuelling of light and heavy goods vehicles and the potential for strategic, multi modal mobility hubs.

Park Authority response

The matters are covered in Schedule 11: Sustainable transport and Schedule 13: Housing. Cross references to these schedules in relation to the points raised have been added to this schedule.



Statements of dispute

House of Bruar (C042)

The House of Bruar agrees that the evidence correctly identifies the characteristics of the National Park, that it is sufficient to prepare the Proposed Plan and that the correct implications have been identified. However, they also suggest adding an implication on 'how objectives for national flood risk policy can be aligned with the delivery of commercial development to ensure that projects which deliver on the wider economic objectives for the Park Authority are not prevented where robust flood mitigation solutions are proposed'.

Park Authority response

The local development plan cannot be used to amend National Planning Framework 4's policy requirements. Therefore, no such provision can be made. Specific matters relating to flood risk are covered in Schedule 19: Flood Risk and water management.