Cairngorms Local Development Strategy 2014-2020

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1. Executive Summary

This Local Development Strategy for the Cairngorms National Park sets out the Cairngorms Local Action Group's ambition to make a step change toward more thriving and sustainable rural communities within this key area for Scottish natural heritage conservation and tourism. The Cairngorms Local Development Strategy 2014-2020 has been prepared in line with Scottish Government Guidance and sets out the investment priorities for Community-led Local Development in the Cairngorms National Park. The Cairngorms Local Action Group will use LEADER investment to deliver the strategy.

The total area covered by the Strategy is 4,528Km² (6% of Scotland), with an estimated population of 18,900 (0.35% of the total population of Scotland). The population density is 4.2 people per km².

The territorial analysis identifies the Cairngorms National Park as a highly designated area for natural and cultural heritage with a growing population and growing economy. People living and working in the Park enjoy a good quality of life and often choose to live in the Park because of the outstanding environmental characteristics. The natural and cultural heritage along with a strong sense of wilderness attracts over 1.4m visitors each year, making it one of the most tourism intensive areas of Scotland. However people working in the Park are often under employed due to the low wages in tourism and the land based sectors which dominate the employment landscape. Economic and personal development opportunities are limited by poor transport infrastructure, broadband connectivity and service provision. There are a high number of small businesses and people working from home and therefore the poor infrastructure has a disproportionate impact on the economic development potential of the area. Young people have limited access to Further and Higher Education opportunities within the Park and house prices are prohibitive at 130% the National Average. Coupled with this, the Park has an ageing population typical of rural Scotland.

Communities have experienced differing levels of community capacity building and support to date and more support is needed to empower communities to engage in local decision making and development activity in the context of a reducing public sector. Economic diversification will build a more sustainable economy in the Park however some areas need to diversify away from tourism and others need to better develop their tourism offer. Similarly, there are differences in the challenges facing individuals in the Park and there are small pockets of ethnic minorities whose needs may not be met due to low population figures and community members who face higher levels of disadvantage due to inconsistencies in infrastructure. There is a lack of childcare provision which impacts female employment and poor transport and service provision can cause social isolation amongst the elderly and disabled.

The Strategy has been developed to tackle the development issues highlighted in the territorial analysis. The priorities are grounded in research, consultation and focussed engagement with a wide range of stakeholders. It links directly with the National Park Partnership Plan, the Community Action Plans, the European Rural Priorities and the Scottish Government priorities for the SRDP Programme and the National Performance Framework.

The Strategy shows how Community-led Local Development activities at local project level can make a meaningful contribution to socioeconomic rural development in the National Park, Scotland and Europe whilst being mindful of diversity and the individual needs of communities, groups and sectors within the area.

The Aim of the Strategy
To promote Community Led-local Development, to support a sustainable rural economy.

Overarching Outcome
Thriving and sustainable rural communities in the Cairngorms National Park with a strong and resilient community base, supported by a diversified and competitive local economy drawing on the Cairngorms unique natural and cultural assets.

Delivery of the Strategy

This will be achieved through the development of initiatives and sharing of knowledge and experience within the Cairngorms National Park and within the network of the European LEADER Programme. Six priority themes and fifteen outcomes provide a strategic vision to guide implementation of the Strategy.

Theme	Outcome
Theme 1 Build Community Capacity to Facilitate and Support Local Development Through Partnership Working.	1: Communities and businesses are more sustainable through innovation and knowledge sharing by 2020
	2. Community members are more active in determining what happens in their communities by 2020
Theme 2 Grow the Economy of the Park by Strengthening Existing Business Sectors, Supporting Business Start-ups and Diversification, and Increasing the Number of Workers Employed in the Park	3: More training, jobs and employment opportunities for people living and/or working in the National Park by 2020
	4: A growing and more diverse economy in the Park by 2020
	5: Improvement in the basic wages in the Cairngorms National Park and less seasonality in employment by 2020
Theme 3 Attract, Support and Retain Young People in the National Park.	6: There will be a sustained increase in attracting and retaining young people living, learning and working in the Cairngorms National Park by 2020
	7: Increased access to training opportunities for residents and workers including Further and Higher Education
Theme 4 Improve Transport, Connectivity and Service Provision	8: There will be an increase in the community service provision by 2020
	9: People have access to improved affordable transport networks by 2020
	10: Communities have equality of access to next generation 24 meg plus broadband by 2020
Theme 5 Protection and Enhancement of the National Park Landscape, Wildlife and Local Heritage	11: Communities gain skills and knowledge to engage in preserving and enhancing the Park landscape, wildlife, local heritage and wider environment by 2020
	12: Reduction of the carbon emissions of the National Park by 2020
Theme 6 Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors	13: A more resilient, competitive, better quality and diverse tourism sector benefitting all communities by 2020
	14: The Cairngorms National Park recreation opportunities will improve the health and enjoyment of residents and visitors
Cross cutting themes: 1. Equality Knowledge sharing 2. Innovation 3. Partnership working 4. Sustainability	15: Improve equality of access to opportunity, support and services for all individuals and communities by 2020.

Successful implementation will require engagement of a wide spectrum of stakeholders representing people living, working, employing and participating in activity in the Cairngorms National Park. Broad engagement will be necessary to ensure that activity both meets the thematic priorities and builds capacity to engage in rural development. A set of project and programme level indicators have been developed to measure progress against the outcomes including engagement and representation of hard to reach groups.

The Cairngorms Local Action Group (CLAG) will be the body responsible for delivery of the Strategy and investment decisions. The CLAG will be a partnership of private and public stakeholders and will be supported by an Advisory Network to provide specialist technical support to deliver the Strategy.

The main investment tool for implementation of the Strategy will be an allocation of European LEADER funding. The CLAG will seek additional investment from other organisations and bodies to support strategic delivery at programme and project level. The LAG will achieve its aims and outcomes by providing support and investment

to enable the delivery of projects to deliver the Local Development Strategy. By doing so, it aims to strengthen and build capacity and networks whilst increasing and broadening engagement in rural development.

Investment will be administered through a range of mechanisms:

- Projects Commissioned by the CLAG
- Main investment programme
- Enterprise fund
- Small investment programme
- Co-operation
- Umbrella projects

The CLAG will work in partnership with individuals, local groups, public bodies, private organisations, neighbouring Local Action Groups and Local Action Groups in the United Kingdom and Europe to deliver the strategic outcomes. Engagement and communication will be central to achieve strong delivery partnerships. The CLAG will review the Strategy to ensure that it is still fit for purpose and reflects the needs of the communities in the territory.

2. Introduction

Defined by the European Commission 'Community-led Local Development is a method for involving partners at local level including the civil society and local economic stakeholders in designing and implementing local integrated strategies that help their areas make a transition to a more sustainable future' (European Union, 2013). The seven principles[1] of the LEADER approach underpin Community-led Local Development (CLLD). CLLD is seen as a fundamental approach to rural development and the implementation of the LEADER programmes is funded in Scotland as part of the Scottish Rural Development Programme. Definitions and links for key terms including CLLD and LEADER and a list of commonly used acronyms are listed in Appendix 1.

The Cairngorms Local Action Group (CLAG) first formed in 2002 to undertake the LEADER+ Programme and subsequently reformed in 2007 to deliver the LEADER 2007-2013 Programme. The Cairngorms LEADER 2007-2013 Programme delivered approximately 250 projects (including six cooperation and one transnational project) with a total project spend of over £7m from a European LEADER budget of £2.6m. When surveyed in 2013, Cairngorms applicants were positive about their experience with LEADER funding and commented that without the funding their projects would not have gone ahead. In addition, they noted that in their experience the funding responds to local community needs and over 80% said that they would consider future applications to meet community development aspirations. This provides an excellent foundation for further CLLD in the Cairngorms National Park.

The CLAG has committed to the LEADER approach as central to good community development to tackle issues associated with living in the Cairngorms National Park. It has successfully implemented a local area bottom-up approach within the Cairngorms National Park through a co-operative multi-sectoral CLAG partnership. This has promoted both innovation and networking to strengthen communities and build capacity and infrastructure to support local needs and aspirations. The Cairngorms Local Development Strategy for 2014-2020 builds on the experience and momentum of the previous two programmes by providing support and investment to initiatives which support the strategy whilst encouraging broad and representative engagement in rural development.

The Cairngorms National Park Partnership Plan 2012 (NPPP) is a five year plan setting out how the Cairngorms National Park will be managed through a partnership of the public sector, businesses, land manager and communities to achieve the four aims of the National Park. The Partnership plan, agreed by Scottish Ministers, highlights that the Cairngorms National Park can be a model of sustainable rural development, generating growth, enhancing landscapes and biodiversity, supporting thriving communities and getting the best from our land. The Partnership Plan is prepared through consultation and agreed by stakeholders, bringing together a narrative for sustainable development of the Cairngorms National Park as a coherent area with shared needs and aspirations. Progress against the plan is monitored by the Cairngorms National Park Authority; however delivery of the plan is the responsibility of the stakeholder partnership. The NPPP coordinates multi-agency activity and forms a high level strategic partnership plan under which a Local Development Strategy for Community Led-local Development may deliver actions. The programme of community empowerment set out within the NPPP is about supporting communities in planning for their future needs, tackling issues and challenges they face as well as dealing with the responsibility it brings. Communities in the National Park share the benefits and additional legislative challenges of the National Park status as well as sharing the challenges faced by remote rural communities. The NPPP identifies that a CLAG supported by LEADER and other appropriate funding represents an essential delivery and funding mechanism to realise the priorities shared between the communities in the Cairngorms National Park and support equitable sustainable community development. The Cairngorms Local Development Strategy 2014-2020 (CLDS) provides the framework for CLLD in the Cairngorms National Park within this context, building on the experience of the previous programmes.

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[1] The seven principles and the LEADER approach are explained further in section 5

The CLDS is based on the seven principles of LEADER and sets the investment priorities for CLLD based on a territorial needs assessment. It makes recommendations for actions to support outcomes associated with these priorities and identifies investment measures and delivery partners for implementation. The overall aim is to promote a Sustainable Rural Economy in the Cairngorms National Park. It also demonstrates how local actions contribute to the wider strategic frameworks at Regional, National and European Level. The CLDS will be delivered through a Business Plan detailing implementation processes and procedures.

3. Area Covered by the Strategy

'The Cairngorms National Park is one of 15 National Parks in the UK (one of two in Scotland) and is Britain's largest National Park. It is the location for some of the most spectacular landscapes in Britain and is home to an incredible diversity of wildlife and plants.' (Cairngorms National Park Authority).

The Cairngorms National Park boundary forms the operating area for the CLDS. The area was designated as a National Park in March 2003 for its outstanding national importance for natural and cultural heritage. The boundary was expanded in 2010 (see map below). Much of the area is highly designated and mountainous. The Scottish and IUCN designation as a National Park gives the area the cohesiveness and distinctiveness which continues to merit the identification of the National Park as an area appropriate to benefit from a Local Development Strategy. The Cairngorms National Park Authority (CNPA) was established in 2003 with a statutory remit to oversee planning and access in the Cairngorms National Park. The Cairngorms National Park Authority also takes a role in supporting economic and community development and monitors delivery of the Cairngorms National Park Partnership Plan.

The Minister for Environment and Climate Change sets out in his foreword to the NPPP that the National Park is one of our greatest national assets providing some of our most iconic landscapes and natural heritage sites. The Cairngorms National Park is important for its contribution to the Scottish tourism industry and wider economy, its rich environmental and cultural heritage and for the health and social benefits it brings to Scotland's citizens. The economy of the Cairngorms National Park communities is inextricably linked to its natural assets, many of which are of international significance. It was awarded Sustainable Tourism Charter Park status in 2011 partially in recognition of the private and public sector partnership for Sustainable Tourism.

The Cairngorms National Park is valued by the communities and people that live, work and find recreation and enjoyment in it. These communities are rich in history and cultural heritage and have been shaped by the interface between people and the landscape. Although there are disparities between the communities, they operate within the constraints of rural geography and the benefits of the National Park designation, which create a unique set of shared circumstances. They also share a planning and access authority. They are geographically remote rural hinterlands of more populous areas, set within a physically challenging landscape with sparse and scattered populations making it difficult for residents to access services. Alongside geographical constraints and commonalities there are many shared challenges and community development needs such as poor broadband provision, poor infrastructure and a lack of services including public transport and childcare. The long-term challenge for the area is to enhance the landscapes, habitats and species of the Cairngorms National Park while also delivering social and economic benefits for businesses, communities and visitors.

The Cairngorms Local Development Strategy is designed to mirror the geography covered by the Cairngorms National Park Partnership Plan, drawing on the cohesiveness and distinctiveness of the areas communities, landscape and economy whilst exploring how Community Led Local Development can contribute to sustainable rural development. Furthermore, the Cairngorms Local Action Group can demonstrate how to implement Community Led Local Development in this sensitive landscape and provide an example of best practice within this context. Development of the Strategy has been led by the Cairngorms Local Action Group 2007-13 and the Cairngorms Local Development Strategy Working Group who are a partnership independent of the Cairngorms National Park Authority. Implementation and monitoring of the Cairngorms Local Development Strategy will be led by the newly formed Cairngorms Local Action Group 2014-2020. The Cairngorms National Park Authority will hold 2 seats on the Cairngorms Local Action Group in order to develop synergy between the LDS and the National Park Partnership Plan and the LAG will build on its historic community partnerships and those developed around delivery of the National Park Partnership Plan. However whilst developing a partnership with CNPA, the LAG retains independence to deliver its Community Led Local Development priorities and the priorities of the LDS.

In 2010 the Boundary of the National Park was extended to take in parts of Perth and Kinross and the Local Development Strategy 2014-2020 now covers the National Park area including the extension as shown in the Map below. Due to this change, an area previously covered by Rural Tayside LAG will now be included in the Cairngorms LAG area.

Map 1: The area covered by the Cairngorms National Park showing the 2010 revised boundary.
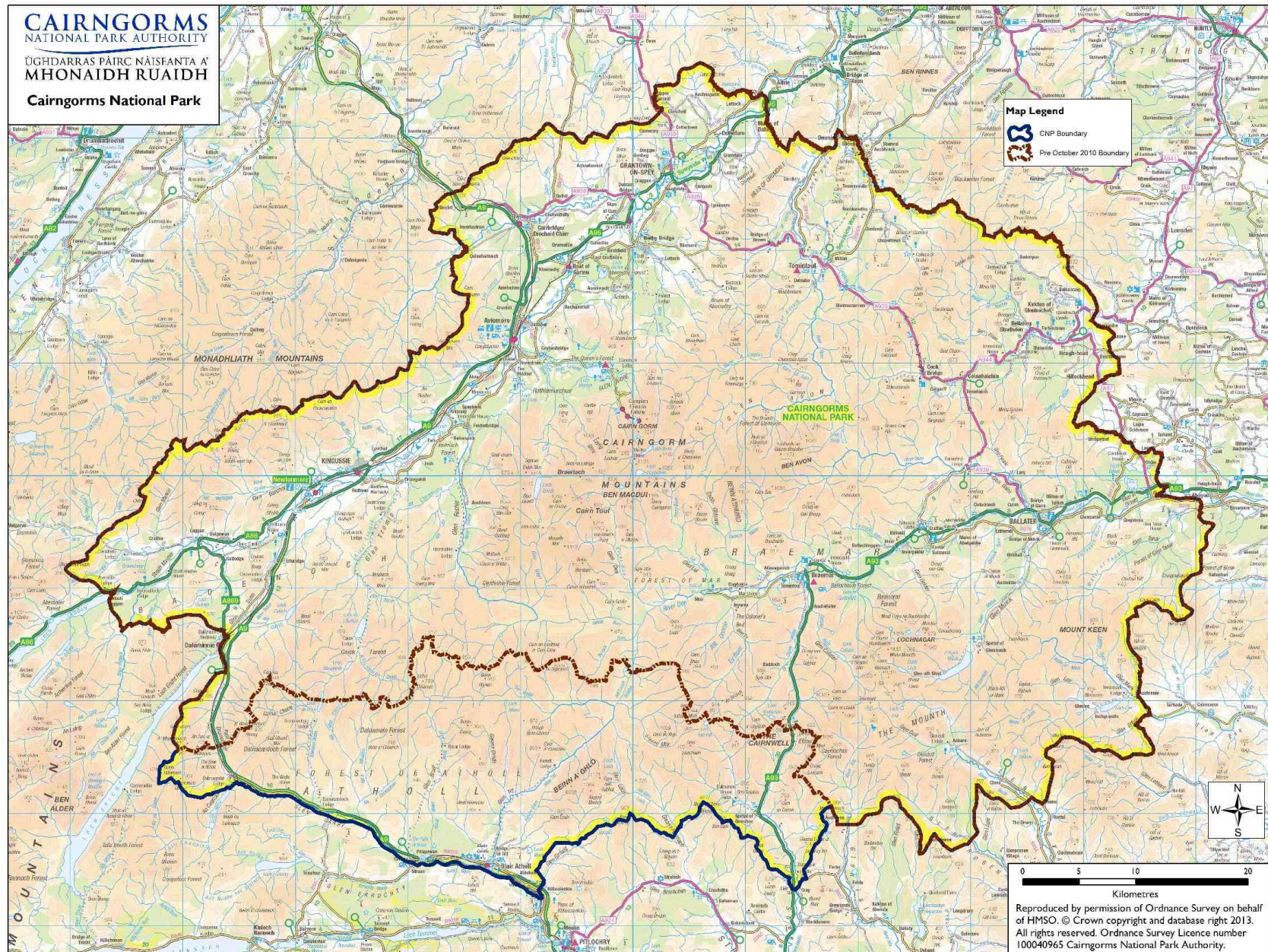
The Cairngorms National Park covers 4,528Km² (6% of the total area of Scotland), with an estimated population of approximately 18,900 (0.35% of the total population of Scotland). The Cairngorms National Park population continues to grow by approximately 125 people each year according to the 2013 Benchmark Review for the Cairngorms Economic Forum and grew by nearly 20% between 2001 and 2011; however it remains a sparsely populated area with an average of 4.2 people per Km² compared to the Scottish average of 68 people per Km².

While the area dissects across five Local Authority areas (Aberdeenshire, Angus, Highland, Moray, Perth and Kinross) the communities within the National Park identify with the National Park boundary due to their geographical nature, the shared benefits of the National Park status and the additional planning complexity due to the sensitivity of the landscape. The communities represent some of the less accessible and more remote areas of the Local Authority areas in which they fall. The strategic plans for the Local Authority Areas do not always represent the bespoke needs of these communities due to their geography and the National Park status. The population split between Local Authority areas is shown in the table below. As it is not a single local authority area the Cairngorms National Park doesn't have a single community planning partnership, rather it falls under five service level agreements.

	Area (km²)	% of CNP area	Population	% of CNP pop
Cairngorms National Park	4,530		18,891	
Highland	1,670	37		73
Aberdeenshire	1,450	32		17
Perth & Kinross	710	16		5
Moray	380	8		4
Angus	320	7		0

The National Park comprises the following Community Councils

Angus Glens	Cromdale	Kincraig
Aviemore	Dalwhinnie	Kingussie
Ballater	Dulnain Bridge	Laggan
Blair Atholl *(since 2010)*	Glenlivet	Nethy Bridge
Boat of Garten	Glenshee *(since 2010)*	Newtonmore
Braemar	Grantown on Spey	Strathdon
Carr-bridge	Killiecrankie *(since 2010)*	Tomintoul

These Community Council areas are most commonly used by the residents themselves and the CNPA when working at community level. All the communities listed have produced Community Action Plans except for Angus Glens (due to be written in 2015), Blair Atholl, Strathdon and Killiecrankie (in development in 2014). These action plans detail the aspirations of the communities across the Cairngorms National Park and have informed the development of the CLDS.

The Community Council boundaries do not directly relate to the datazones used by the census for data collection. For the purposes of territorial analysis, the datazones have been used in this strategy. Datazones have been mapped to the community council areas in order to link the strategy with the community level intelligence and action plans. A map and list of the datazones, population figures from 2011 and corresponding communities is included in Appendix 2. Where datazones are divided by the National Park boundary, a proportional split has been applied. The average population for datazones in the National Park is 827 however they range from 536 (Strathdon) to 1,626 (Aviemore North).

4. Analysis of Development Needs

This section identifies the needs of the Cairngorms Communities (i.e. people living, working and employing in the Cairngorms National Park and communities of interest and place). The analysis is based on the latest census data (2011), stakeholder consultations, literature review and desk research. This section contains a summary of the key territorial analysis findings with more comprehensive details in Appendix 3. Where relevant the findings are broken down to specific geographical areas or community groups.

The Environment

'The unique character of the area derives from the combination of wild land character of the plateaux and mountains; the mix of upland management by large sporting estates and lowland agriculture; the extensive woodland mosaic; the distinctive vernacular building traditions of the 19th Century'. (CNPA, 2006).

The area was designated as a National Park in March 2003 because of its outstanding natural and cultural features, its distinctive character and its special management needs. The Cairngorms National Park is a highly designated area for natural and cultural heritage. 49% is designated as a Natura site and 25% as Sites of Special Scientific Interest. 25% of the United Kingdom's threatened bird, animal and plant species are found in the Cairngorms National Park.

Conservation of the environment is of vital importance in the Cairngorms National Park as many of its habitats are amongst the most vulnerable to climate change in the UK. Climate change is a complicated and dynamic process and the potential impacts are not fully understood however it is expected to have a negative impact on the plants, animals and habitats of the Cairngorms National Park and consequently, their futures will depend on how people respond to climate change.

The quality and value of the natural and cultural heritage is the rationale for National Park Status. Residents cite the natural environment as a reason for living in the National Park and all the Community Action Plans mention the potential that natural and cultural heritage offer in relation to development of the area both in terms of the economy (and in particular tourism) and quality of life, health and well-being. Despite this, community engagement in active management of the natural and cultural resources in the Cairngorms National Park has been limited to date and by actively encouraging communities to make a contribution to management of the natural and cultural assets, multiple benefits can be realised.

Location and Infrastructure

Rural areas have been exposed to significant centralisation of public and voluntary sector services which has led to the loss of vital services. Coupled with the high cost and lack of availability of transport and variability in broadband provision, people find it more difficult to access services and employment opportunities.

The Cairngorms National Park is classified by Scottish Government as Remote Rural as all of the communities in the National Park have populations below 3,000 and a drive time of over 30 minutes to a settlement with a population of 10,000 or more.

In the Scottish Index of Multiple Deprivation (SIMD) 40% (12/30) of the datazones in the National Park are in the worst 5% nationally for Access to Services. Difficulty in accessing services is further exacerbated for those who do not have access to a car and are reliant on public transport and for those with mobility issues. Provision of public transport is variable across the Park with 13 datazones ranked in the 5% most deprived for Public Transport. Many residents are therefore reliant on private cars and thus sensitive to increasing fuel costs.

Broadband provision is inconsistent across the area. According to the 2013 CNPA broadband survey 47% of businesses surveyed cited limited broadband provision as a restriction to running their business effectively and a further 19% said it prevented them from expanding their business. Furthermore it was reported to reduce opportunities for people across the Cairngorms National Park to undertake online courses. Due to public sector cuts, services are increasingly being provided online and people without good broadband infrastructure or IT skills, are at risk of becoming marginalised.

The Economy

'The structure of the Cairngorms economy is highly unusual with a distinctive mix of industries – whisky production, forest products, sporting estates and agriculture as well as some of Scotland's most tourist-intensive areas and, increasingly, new creative industries' (Cogentsi, 2010).

The Cairngorms National Park has a growing economy in spite of the national downturn since 2008. Between 2010 and 2013 there has been a 4.5% increase in the number of jobs in the Park. The four major economic clusters identified in the Cairngorms Economic Development and Diversification Strategy 2014 are: Tourism; Forestry; Agriculture, Food and Drink; Energy Efficiency and Renewables.

The natural and cultural heritage along with a strong sense of wilderness attracts over 1.4m visitors each year making it one of the most tourism intensive areas of Scotland and tourism a key economic driver. Tourism accounts for 30% of the total Cairngorms National Park economy (5 times the national average) and 43% of the jobs. Visitors come primarily for outdoor activities including skiing, climbing and walking and there is a recognised need to diversify the offering and particularly to increase options for indoor or wet weather activities. Current tourism footfall and expenditure is primarily in the Badenoch and Strathspey area with the focal points of Cairngorm Mountain and Aviemore. However, many areas of the Park, including villages and hamlets, have strong visitor offerings, that need to be recognised, developed and promoted effectively.

Economic diversification is needed in all sectors including agriculture however sensitivity must be considered in growing the economy without threatening the special qualities and habitats in the Park on which the economy relies.

The Cairngorms Economic Diversification and Development Strategy (2014) identified 5 challenges to economic growth within the Park. These are:

- Limited public transport
- Infrastructure limitations (e.g. roads, rail, housing, business premises, broadband & mobile)
- A lack of Higher and Further Education opportunities
- Logistics costs and limitations
- A heavy reliance on low wage tourism sector

The Federation of Small Businesses describes how 'for tourism businesses *[in Scotland]*, high energy and utility costs and physical and digital infrastructure are more likely to be barriers to growth than for firms in other sectors'. Given the high percentage of tourism businesses in the Park, these aspects are crucial influences on economic development in the Cairngorms National Park.

The strategic priorities identified in the Economic Diversification and Development strategy are as follows:

1. Building on the Strengths of the Park (Grow key economic sectors: Tourism; Forestry, Agriculture, Food & Drink; and, Renewables & Energy Efficiency)
2. Supporting and Attracting Businesses
3. Strengthening Education and Training as an Economic Asset
4. Attracting Investment
5. Infrastructure (accommodation, transport, connectivity)
6. Planning for the Future

To support this development there is a need for consistent business support in the National Park which meets the bespoke needs of businesses in this area.

The Federation of Small Businesses describes how 'despite a wide range of public sector support, just under half of tourism businesses *[in Scotland]* used support in the past 12 months. A similar story is true of private sector business support.' This demonstrates the challenge of both provision and engagement given the high number of tourism businesses in the Cairngorms National Park.

The Labour Market

87% of businesses in the Cairngorms National Park are small businesses employing 10 people or less which is higher than the Scottish average of 81% and is typical of both the tourism and agricultural sectors (the two major employers in the Cairngorms National Park). Wages in these sectors are often low and work is often part time and seasonal. However, quality of life is considered to be good in the Park and therefore there is an opportunity to continue to grow the economy by attracting employers to move their businesses to the area. Encouraging new employers to move to the area or business start-ups requires consistent business support for the Cairngorms National Park area and improvements in the local infrastructure particularly transport and broadband access.

Unemployment across the Cairngorms National Park is low but the figures fluctuate over the year, suggesting a degree of seasonal employment (characteristic of the tourism sector). People who are working are often under employed due to the low wages in tourism and the land based sectors. Average yearly earnings are 74% of the national average and at least one fifth of households bring in less than the living wage. The figure for self-employment is nearly twice the national average and nearly one third of people in employment are working more than 49 hours per week. There is a need to strengthen the employment market to utilise available human resources and build a more sustainable economy.

The People

The Cairngorms National Park population continues to grow by approximately 125 people each year. Young people have limited access to Further and Higher Education opportunities within the Park and house prices are prohibitive at 130% the National Average. The Age profile comparison between 2001 and 2011 shows increasing numbers of older people living in the Park whilst the number of young people is generally reducing. This reflects the National trend for rural areas. However, in comparison with other rural areas in Scotland, this outflow of young people is less pronounced. Datazone analysis shows that the issue is significantly different in different communities in the Park and there is a need for both general and targeted interventions to address the problem.

There are differences in the challenges facing individuals, the needs of ethnic minorities may not be met due to their low population numbers and lack of representation in decision making forms. Other community members may face higher levels of disadvantage due to inconsistencies in infrastructure. Lack of childcare provision can impact on female employment and poor transport and service provision can cause social isolation for groups such as the elderly and disabled and those on low incomes.

All data zones in the National Park have experienced a decline in health ranking between 2009 and 2012 suggesting a need for mitigation to prevent further declines. The proposed restructuring of health and social care services in the West of the Park will have a major impact on peoples' access to services and support over the coming programme. The overall picture is one of a healthy population experiencing a good quality of life in the Cairngorms National Park but any community activities need to be proactive in monitoring development and be responsive to changes in need, particularly in light of an ageing population profile.

Community Development

Communities are increasingly being encouraged to solve their own problems and therefore community development, is essential for the future sustainability of Cairngorms Communities. The Community Action Plans all mention a desire for communities to be more empowered and able to develop their own models of sustainability. To date communities have experienced differing levels of community capacity building and support to achieve this. Many of the towns in the Cairngorms National Park have active community councils and community development trusts which have successfully driven programmes of development in their areas. Some of the more remote and smaller communities have less support in previous programming periods and as such have been less active in community-led development activity. It is therefore important to consider the specific needs of small villages and hamlets in spite of lower population figures.

Community-led Local Development relies to some extent on voluntary participation. Many of the active community volunteers are retired and there has been a lack of succession planning or involvement of other population groups. Smaller communities may have a more limited pool of volunteers to draw from and this can impact on the type and scale of community led activities.

Deprivation and Exclusion

The Scottish Index of Multiple Deprivation (SIMD) Ranking demonstrates the local variation between communities and is shown in the map below. None of the datazones fall within the most deprived 5% for multiple deprivation however the map shows that whilst some areas have improved their ranking between 2009 and 2012, other areas have dropped (notably Laggan and Kingussie, Tomintoul and Glenlivet and the Mount Blair area).

People who are particularly vulnerable to exclusion are young people due to lack of affordable housing, broadband and education facilities, carers (often women) because of childcare provision, elderly and disabled people due to reducing public service provision and greater reliance on technology for public services, people on low wages due to fuel costs and travel distances and ethnic minorities because of the small population numbers. The need for support for young people is considered of particular significance given the ageing population profile and a lack of engagement by young people in Community-led Local Development in the Cairngorms National Park.

In conclusion, this section of the CLDS has set out an overview of the current socio-economic factors and associated development needs present within the Cairngorms National Park. The following sections set out the manner in which the CLAG has gone about establishing the priority Community-led Local Development interventions required to address these factors and needs (section 5) and the resultant agreed themes and priority outcomes of the Strategy (section 6).

Map 2. Cairngorms National Park SIMD Deprivation Change

CAIRNGORMS NATIONAL PARK AUTHORITY

ÙGHDARRAS PÀIRC NÀISEANTA A' MHONAIDH RUAIDH

Cairngorms National Park SIMD - Deprivation Change

S01003772 CNP Rank: 13

S01003771 CNP Rank: 16

S01004235 CNP Rank: 25

S01003767 CNP Rank: 8

S01003760 CNP Rank: 6

S01003766 CNP Rank: 11

S01003764 CNP Rank: 24

S01003754 CNP Rank: 27

S01003759 CNP Rank: 21

S01004233 CNP Rank: 30

S01003756 CNP Rank: 17

S01003755 CNP Rank: 23

S01000384 CNP Rank: 26

S01003751 CNP Rank: 12

S01000360 CNP Rank: 19

S01000341 CNP Rank: 5

S01003748 CNP Rank: 3

S01003750 CNP Rank: 22

S01000316 CNP Rank: 14

S01003747 CNP Rank: 15

S01003749 CNP Rank: 10

S01000309 CNP Rank: 4

S01000303 CNP Rank: 9

S01000312 CNP Rank: 2

S01003743 CNP Rank: 29

S01000301 CNP Rank: 1

S01000710 CNP Rank: 28

S01005147 CNP Rank: 18

S01005146 CNP Rank: 20

S01005145 CNP Rank: 7

Tomatin
Grantown-on-Spey
Dulnain Bridge
Carr-Bridge
Boat of Garten
Nethy Bridge
Cromdale
Glenlivet
Tomintoul
Aviemore
Strathdon
Kincraig
Kingussie
Newtonmore
Dinnet   Aboyne
Ballater
Laggan
Braemar
Spittal of Glenmuick
Dalwhinnie
Spittal of Glenshee
Blair Atholl
Killiecrankie
Pitlochry

Key

CNP Boundary

Deprivation Difference 2009-2012

- -500 to -564
- -300 to -500
- -100 to -300
- 0 to -100
- 0 to 100
- 100 to 200
- 200 to 300
- 300 to 500
- 500 to 600
- 600 to 719

0   5   10   20
Kilometres

5. Developing the Strategy

The Strategy has been developed to reflect the current and future needs of the territory and prioritise development activity which can be delivered through Community-led Local Development to bring benefit to the communities within the Cairngorms National Park and the area as a whole. The territorial analysis of development needs was based on desk analysis of current data including Census data, an audit of existing strategies covering the area including the Community Action Plans, and the evaluation of previous programmes of Community-led local Development. This work was followed by stakeholder workshops and consultations to refine six strategic priorities most appropriate to the development needs of the Cairngorms National Park.

SWOT Analysis Workshops

An analysis of strengths, weaknesses, opportunities and threats (SWOT) was carried out through stakeholder workshops to develop the strategic priorities for the CLDS. Appendix 4 contains the SWOT Summary and a full list of attendees at workshops. The socio-economic analysis in the preceding section underpins the findings of the SWOT and outlines the geographical differences particular to some of the findings.

Audit of Priorities for Existing Strategies

There are multiple strategies covering the Cairngorms National Park (and areas of the Cairngorms National Park) which reflect the priority needs of the communities. The most relevant were considered to be the Cairngorms National Park Partnership Plan which reflects the development needs of the entire area and the Community Action Plans written by the Community Council Areas and are the most local level strategic documents for the area. A mapping exercise was carried out to explore the similarities between the Cairngorms National Park Partnership Plan and the Community Action Plans. The priorities identified in the Action Plans linked closely with actions identified in the NPPP.

As previously mentioned, the Cairngorms Economic Development and Diversification Strategy and the underpinning Benchmark Review of the Cairngorms National Park 2013 provide detail of the socio-economic needs of the area and the proposed economic development priorities.

The CNPA carried out an audit of the cross over between the NPPP and the Single Outcome Agreements for the Community Planning Partnerships. The table below shows the similarity in themes. These results were also considered in the development of the Strategic Priorities for this Strategy.

Highland	Perth & Kinross	Angus	Aberdeenshire	Moray
Tourism, Physical Activity, Natural Environment, Strengthening Communities	Healthy/Active Lifestyles, Sustainable Economy	Access to CNP, Tourism, Job Creation, Physical Activity, Natural Environment	Tourism, Paths & Access, Community Empowerment, Digital Infrastructure, Housing	Healthier Citizens, Economic Growth, Natural & Tourist Assets

The results from all strands of the desk research and SWOT workshops were developed into six draft priority themes to deliver the Strategic aim which were then refined by the Cairngorms Local Development Strategy Working Group (CLDSWG) for public consultation.

The Cairngorms Local Development Strategy Working Group (CLDSWG)

The CLDSWG was established from the SWOT analysis workshop attendees including members of the 2007-2013 CLAG to support the strategy development. It consisted of the stakeholders identified in the VOICE engagement strategy to represent all sectors which may be involved in CLLD. A full list of CLDSWG Members is included in Appendix 5. The CLDSWG were responsible for agreeing the themes, outcomes and illustrative actions which were circulated for public consultation. The Consultation was widely promoted to extend involvement in the development of the strategy beyond the CLDSWG to individuals and groups with an interest in CLLD in their area through presentations, consultation events and a consultation survey both online and in paper form.

Consultation

The January 2014 consultation with communities affected by the proposed LEADER Local Action Group boundary change was supported through written confirmation approving the change. Support for the change was given on the basis that the Cairngorms and Perth and Kinross Local Development Strategies would make provision to support cross-boundary projects in the new programme to take into consideration the needs of communities which are split by the National Park Boundary. This commitment to cross-boundary working relates to other communities which are split by the National Park Boundary and has been supported by the relevant neighbouring LAGs (Moray, Aberdeenshire, Highland, Angus and Perth and Kinross).

Six further consultation events provided an opportunity for local community participants to comment on the strategic proposals and also to network, listen to views from other communities and start to build multi-sectoral partnerships (A report detailing the consultation responses is included at Appendix 6).

From the consultation, a list of potential partners for delivery of the strategy was identified (Appendix 7). A project proposal database was also collated which will be used to build further partnerships during implementation of the Strategy. The themes were approved by the consultation process after minor changes. The outcomes were further revised as a result of comments and the number reduced to reduce the complexity of the strategy whilst retaining the priority areas highlighted in the consultation. Differing community's priorities were shown in the ranking of the themes but overall, theme 1 was considered to be the most important, whilst theme 5 was considered to be the least important. Communities differed in their ranking of the themes in terms of importance however due to the small sample numbers the differences between communities can only provide a snapshot and will not be used to determine investment.

The intention was to bring together people of all ages and from all sectors of the community to ensure the strategy would meet the needs of all stakeholders. However it was apparent that two groups (which had been identified as important stakeholders in the EQIA for the Consultation process) were underrepresented in the consultation responses. These were the Enterprise Sector and Youth. To address this gap targeted focus groups were conducted.

Focus Groups

One youth focus group and two enterprise focus groups were conducted. People in the enterprise sector will be essential partners in the delivery of Theme 2 and 6 and young people are inextricably linked with the delivery of Theme 3. The full reports from the focus groups can be found in Appendix 8 and 9. The overwhelming message from both stakeholder groups was that further bespoke engagement activity will be necessary in order to involve them in delivery of the CLDS. For young people, involvement in this type of activity is a new concept which requires translation and practical examples. For the Business sector to prioritise their precious time to CLLD they need to see direct benefit and support for their businesses.

Consultation Activity and Responses

	Events	Individual Responses
Survey Monkey		84
Paper survey responses		9
6 consultation Events	6	192
Presentations	17	
LAG Planning Days	3	
CLDSWG Meetings	3	35 members
Co-op Working Group Meetings	2	
Boundary Consultation	1	
Youth Focus Group	1	5
Enterprise Focus Group	2	20

Lessons Learnt

Development of the SWOT analysis provided the opportunity for stakeholders to reflect on what is needed to better support CLLD between 2014 and 2020. The following needs were identified:

- Greater capacity is needed on the ground to facilitate and support local development.
- More skills training in finance, planning and project management.
- Consistent Business Gateway support – single Business Gateway for Cairngorms National Park.
- Improved connections between private sector, communities and public sector. In particular, greater engagement of private estates and businesses in CLLD.
- A communication strategy with clarity of purpose and transparency as an integral part of the funding process.
- The programme must build on the existing structures such as the Cairngorms Planning Group.
- Enhance opportunities for peer to peer learning through networks and knowledge exchange activities.
- Incorporate an understanding of the differing and similar needs of communities within the Park including those related to geography, affluence, population density and composition.

An independent evaluation of the 2007-2013 LEADER Programme was undertaken in 2013. This evaluation highlighted a great number of strengths upon which a future LEADER Programme could build. It also highlights 10 recommendations for the development of the new programme which have been factored into the CLDS.

Recommendation 1: The future CLAG must drive the shape and direction of the new programme and ensure that its thematic or geographic priorities are delivered through the projects awarded funding.

Recommendation 2: Review CLAG membership to ensure any gaps in knowledge or experience required by the new programme are addressed and provide development days for CLAG members on forward strategy.

Recommendation 3: Continue to take a "pooled funding" approach whereby a range of different funds are distributed through the CLAG mechanism. The range of funds distributed through this route may grow to include other funding streams, such as European Social Fund, where appropriate.

Recommendation 4: We recommend that the CLAG considers the role of small projects (below £10k in value) in the new programme, and if it wishes to continue to fund projects of this value, that a new mechanism, such as a small grants fund, be considered.

Recommendation 5: Consider increasing the involvement of the private sector in the new programme, in projects, in community action planning processes, and in identifying ways to deliver strategic goals across the Cairngorms to assist economic regeneration goals to be met.

Recommendation 6: Monitoring and evaluation processes must be improved, with emphasis on putting in place high quality management information systems; encouraging and training funded organisations to self-evaluate; ensuring baseline data is available at a programme, and project level; and ensuring that improved management information gathered through these processes is used by the CLAG to inform its decision-making processes.

Recommendation 7: Responsibility for screening projects should not be the sole responsibility of the LEADER manager in future. The CLAG should have sight of a list of projects signposted elsewhere.

Recommendation 8: The CLAG must take a more pro-active role in encouraging projects to come forward which assist in the delivery of key programme outcomes.

Recommendation 9: We recommend that the CLAG enters into dialogue with the Scottish Government about ways to improve joint working between CLAG areas in future.

Recommendation 10: We recommend that the CLAG starts a dialogue with the Scottish Government about the barriers that the applications and claims processes can pose to small, vulnerable Third Sector organisations.

These requirements, recommendations and comments have been carried forward into the strategic priorities and implementation plan for the Cairngorms Local Development Strategy 2014-2020.

Through the research, analysis and consultation, six strategic priority themes were identified.

Theme 1: Build Community Capacity to Facilitate and Support Local Development Through Partnership Working

Community Action Planning has built partnerships and supported community development however there is a need to further support partnerships and further enhance gains made in communities for project development and Community-led Local Development in order to realise aspirations and promote community leadership. This theme focuses on bringing together all sectors of the community to work together. This will include a focus on awareness of and collaboration with hard to reach groups, opportunities for people with disabilities to participate and initiatives which share knowledge and experience between generations.

LEADER has a strong track record of providing support to community initiatives in the Cairngorms National Park. Communities have already engaged in Community Action Planning to a degree in all Community Council areas. Community Development Officers have worked across the National Park to build capacity and help bring projects to fruition. There is a growing population in the National Park and there is a large cohort of skilled retired incomers and existing residents who have engaged in community activity.

Increasingly communities are being encouraged to solve their problems themselves however, the complexity of the physical and political boundaries, legislation and land ownership within the Cairngorms National Park create barriers to local development. In previous programmes, many groups have only delivered small scale projects, capacity has been fragmented by a lack of community leadership, facilities and lack of volunteers. Consultation and development has involved a core of actively engaged residents but has not always fully represented the profile of the Cairngorms Communities. The population is ageing and there has been little succession planning within community groups.

The Community Empowerment Bill and Land Reform create opportunity for communities to become more active in determining and developing what happens in their areas. The increased emphasis on animation in the new Cairngorms LEADER programme, with a focus on those groups which have been hard to reach, will provide opportunity to harness the views and skills of all parts of the community. Capacity building activity and development projects already undertaken in the area can create an opportunity to share resource and experience between communities through partnership working and knowledge exchange.

Theme 2: Grow the Economy of the Park by Strengthening Existing Business Sectors, Supporting Business Start-ups and Diversification, and Increasing the Number of Workers Employed in the Park

The National Park Brand is Nationally and Internationally recognised as a tourist destination. The economy of the Cairngorms National Park economy is growing and there is low unemployment. Key businesses are based on the landscape of the area including tourism and agricultural production. However there is a heavy reliance on these low wages sectors, local supply networks do not support the demand for local produce and energy and utility costs are high. Business support is inconsistent, businesses are small and work is often part time or seasonal. Some incomes are below the living wage and lack of childcare limits employment for some.

The Economic Development Strategy for the Cairngorms National Park commissioned by the Cairngorms Economic Forum identified the need to build on the strengths of the Park economy and diversify for future sustainability. This will involve direct business support and investment, the development of a skilled workforce, job creation and improvement in basic wages. It is also noted that as the economy strengthens it is important to ensure that the benefits are shared equitably throughout the community including the removal of barriers to employment.

Theme 3: Attract, Support and Retain Young People in the National Park.

Although the population of the Cairngorms National Park is growing and has a higher retention rate of young people than many other rural areas, there is a need to ensure that the Park remains an attractive place for young people to live, train and work.

There is an ageing population in the National Park so there is a need for career opportunities, increased wages, support for access to Further and Higher Education, more recreation opportunities and affordable living in order to continue to retain and attract young people to the area. Work is often low waged and seasonal and the lack of affordable transport provision limits the mobility of young people and restricts training and education opportunities. There is also a need to ensure that opportunities are equitable and reach those with disabilities. The special qualities of the National Park offer recreation opportunities and specialist training and career paths, however there is a need to ensure that young people can access the support they need to live and work in the Park.

Theme 4: Improve Transport, Connectivity and Service Provision.

The remote rural classification and sparse population of the area makes connectivity a challenge. It also limits the viability of the providing services, transport and broadband in the area. As a result, people find it more difficult to access services (including healthcare and childcare) and employment opportunities. The population is ageing so providing access to services and transport will be vital to prevent people from becoming isolated and experiencing declining health. This is also essential for other equalities groups.

Limited public transport provision compounds the lack of service provision and causes high reliance on private vehicles (and fuel) and limits transport options for those without a private vehicle. Transport links and paths determine the movement of people, products and ideas and the geography of the mountainous geography of the area hampers these links further. Mobile and Broadband connectivity issues impact negatively on economic development and create further challenge to those who are accessing services online as a result of the retreat of physical services.

There is an increasing pressure on communities to look for innovative solutions to the connectivity challenges and the provision of services including the provision of care and companionship of the elderly as more people are growing old in their own homes. There is an opportunity to build on the economic development of the area, with the support of development trusts and community volunteers to deliver social and community outcomes. These community led initiatives would complement the statutory services and improve the quality of life of residents within the communities.

Theme 5: Protection and Enhancement of the National Park Landscape, Wildlife and Local Heritage.

Communities recognise that the cultural and natural landscape is a major asset. This theme seeks to encourage community-led engagement with, and participation in projects which protect and enhance the cultural and natural landscape including those which reduce or mitigate the impact of climate change.

The natural and cultural assets of the Cairngorms National Park are unique to the area. The National Park designation provides enhanced protection for the natural assets however the natural and cultural assets are inextricably linked. However there are low numbers of people engaging with practical volunteering to protect and enhance the natural and cultural assets on which the long term livelihood of these communities to a great extent depends. The planning complexities due to the multiple designations and additional planning restrictions

associated with National Park Status may limit practical involvement in the management of the land in particular. Cultural heritage has been supported in previous LEADER programmes however both the cultural and natural heritage are both of intrinsic and economic value for the communities of the Cairngorms National Park and could do more to support sustainable rural development.

The Community Action Plans recognise the natural and cultural landscape as a major asset both in terms of the economy and wellbeing. The Cairngorms Nature Action Plan identifies volunteering and engagement as priority actions to enhance and protect the natural landscape and the increasing retired population is a potential asset which could be mobilised to engage in project delivery. There is also an opportunity to use the natural and cultural heritage for skills development and careers for young people. However co-ordination is necessary to achieve more involvement of local communities in protection and enhancement of the resource and climate change response is needed at community level to ensure sustainability.

Theme 6: Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors.

Tourism is a key economic driver in the National Park and the National Park is an example of best practice in sustainable tourism and outdoor recreation. To promote both environmental and economic sustainability in the Park, visitor experiences need to develop in quality and opportunity. Outdoor recreation is a major element of living and visiting the Park and access to recreation opportunities benefit both residents and visitors alike.

The Cairngorms National Park is nationally and internationally renowned for tourism and recreation because of the natural assets of landscape, biodiversity, culture and heritage. Agricultural production provides quality local produce. However there is variation in the quality of the tourism offer, local produce is not readily available to the consumer as a result of a weak supply network, there is a lack of accommodation at different price points and there is a lack of wet weather options. Furthermore, to attract young people and maintain the health of the community and engage visitors, there is a need to increase the range of both indoor and outdoor recreation opportunities for people of all levels of physical fitness, ability and interest.

Development of tourism and recreation must be mindful of cost for the user and the sensitivity of the landscape, however there is an opportunity to grow the economy of the Park by strengthening the tourism sector and providing more diverse recreation opportunities for residents. In turn this will have positive benefits in terms of the health of the community. Some areas of the National Park have less well developed tourism and recreation offers than others and the quality of provision can improve through the development of new products and facilities, the offer of local produce and improvements in the service offered to visitors and residents.

6. Description and Objectives of the Strategy

Based on the findings of the territorial analysis, consultation and workshops and desk research, the Cairngorms Local Development Strategy 2014-2020 provides a framework for Community-led Local Development in the Cairngorms National Park. It compliments existing strategies and builds on lessons learnt from previous cycles of Community-led Local Development in the National Park. The seven principles of LEADER will underpin this strategy. The Strategy will be delivered by the CLAG in partnership with other organisations, groups and individuals. The CLAG will promote partnership working, knowledge sharing, innovation and address inequalities within and between communities and sectors.

The aim and outcome of the strategy will be achieved by progressing action against six strategic themes linked to the SWOT and territorial analysis, during the programme. The six strategic themes are supported by 15 Long Term strategic Outcomes to which the linked indicators will track the contribution of LAG supported activity. A list of illustrative Actions to deliver the themes is included in Appendix 10.

The LAG will achieve its aims and outcomes by providing support and investment to initiatives which deliver elements of the Local Development Strategy. By doing so, it aims to strengthen and build capacity and networks whilst increasing and broadening engagement in rural development.

Strategic Aim:

To promote Community-led Local Development to support a sustainable rural economy

Objective:

Develop thriving and sustainable rural communities in the National Park with a strong and resilient community base, supported by a diversified and competitive local economy drawing on the Cairngorms unique natural and cultural assets.

Logic model:

The logic model demonstrates the intended effects of the direct LAG inputs to delivery of the Cairngorms Local Development Strategy. The LAG will input through engagement and animation activity, project development support and investment. It will support activities which will deliver outputs against set indicators designed to track progress against the Long Term Outcomes of the Programme. The Outcomes are linked directly to the priorities identified in the themes and the cross cutting programme themes. In turn, these themes will contribute to the overall aim and objective of the Cairngorms Local Development Strategy. The LAG will not be the only contributor to delivery of the Strategy however the model below demonstrates the direct impact the LAG will make to delivery of the Cairngorms Local Development Strategy through the LEADER approach.

Cairngorms Local Development Strategy Aim and Objective (Underpinned by the 7 principles of LEADER)

Cross Cutting Themes:

1. Equality (Support for disadvantaged sectors)
2. Knowledge sharing
3. Innovation
4. Partnership working (including engaging the business community)
5. Sustainability (all projects will need to demonstrate sustainability beyond the life of the programme)

LDS Themes:

Theme 1: Build Community Capacity to Facilitate and Support Local Development Through Partnership Working.
Theme 2: Grow the Economy of the Park by Strengthening Existing Business Sectors, Supporting Business Start-ups and Diversification, and Increasing the Number of Workers Employed in the Park
Theme 3: Attract, Support and Retain Young People in the National Park.
Theme 4: Improve Transport, Connectivity and Service Provision.
Theme 5: Protection and Enhancement of the National Park Landscape, Wildlife and Local Heritage.
Theme 6: Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors.

Review

LAG Inputs
- Engagement & Animation
- Project Development Support
- LAG investment

Activities
- Community Development
- Capacity Building
- Project Delivery

Outputs against Indicators

Long Term Outcomes

LEADER investments compliment investments by some other funds or in other words may invest along side other funds. However LEADER investment will align with other forms of investment, or in other words will not overlap with other forms of funding.

Theme 1: Build Community Capacity to Facilitate and Support Local Development Through Partnership Working.

Cairngorms LEADER will invest in projects which build community skills (including leadership, project delivery and governance), support inward investment into community led projects and build the engagement of individuals in consultation, delivery and participation in community initiatives which represents the social composition of the community. Initiatives under this theme will encourage partnership working and knowledge exchange between individuals, communities and sectors within the Cairngorms National Park to promote innovation and rural development.

LEADER investment will be prioritised to activity where there is a gap in support available to communities or where investment directly progresses action against another theme in the Cairngorms Local Development Strategy. It will include activity to increase engagement with 'hard to reach' groups and capacity building. LEADER investment will align with activity supported by Big Lottery, HIE and compliment investment from the Community Land Fund, CNPA and ESF. Investment under this theme will not include the animation activity undertaken by the Cairngorms Local Action Group Administrative Team.

Indicators:	Outcome
Number of projects that have developed as a result of networking or sharing good practice	1: Communities and businesses are more sustainable through innovation and knowledge sharing by 2020
Number of individuals participating in community projects for the first time	2. Community members are more active in determining what happens in their communities by 2020
Number of hard to reach people who have begun an active role in community projects	

Main inks with other Strategies (see Appendix 11 for full list)

EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Fostering knowledge transfer, co-operation and innovation • Promoting social inclusion, poverty reduction and economic development	• Promoting social inclusion and combating poverty	• We have strong, resilient and supportive communities where people take responsibili9ty for their own actions and how they affect others.

Theme 2

Grow the Economy of the Park by Strengthening Existing Business Sectors, Supporting Business Start-ups and Diversification, and Increasing the Number of Workers Employed in the Park

Cairngorms LEADER will invest in projects which encourage diversification of individual businesses and social enterprises (including agricultural businesses) and the economy of the Park, new business and social enterprise start-ups, job creation, workforce skills development, the promotion of local produce and the removal of barriers to business activity or employment. LEADER investment will be prioritised to activity where there is a gap in support available to business through other agencies. Initiatives would need to demonstrate economic benefit to National Park. LEADER investment will align with the activity of Business Gateway and Cairngorms National Park Authority and compliment investment from HIE, Scottish Enterprise, ESF, ERDF and other strands of SRDP unless there is added value through the implementation of the LEADER approach. All investment will be made in keeping with state aid considerations.

Indicators:	Outcome
Number of career or personal development opportunities created	3: More training, jobs and employment opportunities for people living and/or working in the National Park by 2020
Number of businesses set up	4: A growing and more diverse economy in the Park by 2020
Number of new jobs created	
Number of businesses supported to become more diverse through the development of new products	
Number of jobs created with wages on or above the living wage	5: Improvement in the basic wages in the Cairngorms National Park and less seasonality in employment by 2020
Number of people who have year round employment who previously worked seasonally	

Main inks with other Strategies (see Appendix 11 for full list)

EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Promoting social inclusion, poverty	• Enhancing the competitiveness of small and medium-sized	• We live in a Scotland that is the most attractive place for doing business in

reduction and economic development	enterprises, the agricultural sector. • Promoting employment and supporting labour mobility	Europe. • We realise our full economic potential with more and better employment opportunities for people.

Theme 3
Attract, Support and Retain Young People in the National Park.

Cairngorms LEADER will invest in projects which will remove barriers to access skills development, learning, training, education and employment. Investments will be made to create apprenticeships, encourage career development and increase wages. Investments will also be made to create opportunities for recreation and mobility.

LEADER investment will be prioritised to activity linked to a need identified and supported by young people. LEADER investment will align with investments by, the National Lottery, the Cairngorms National Park Authority and the Robertson Trust and compliment investment from ESF, and other strands of SRDP unless there is a direct benefit from investment through the LEADER approach which would not be achieved through other SRDP investment.

Indicators:	Outcome
Number of new learning, recreation and job opportunities in the Cairngorms National Park for young people	6: There will be a sustained increase in attracting and retaining young people living , learning and working in the Cairngorms National Park by 2020
Number of young participants living or working in the National Park, accessing training including Further and Higher Education through the removal of barriers	7: Increased access to training opportunities for residents and workers including Further and Higher Education

Main inks with other Strategies (see Appendix 11 for full list)

EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Promoting social inclusion, poverty reduction and economic development	• Investing in education, skills and lifelong learning	• Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Theme 4
Improve Transport, Connectivity and Service Provision.

LEADER will invest in initiatives which compliment the statutory provision of services, transport and connectivity. Initiatives will include community transport initiatives, intergenerational care provision, facilitation of community led service provision, support for enterprises which fill gaps in the provision of services and transport. Initiatives must be affordable for the user and consideration must be given to removing barriers and providing equality of access. Whilst Broadband and mobile connectivity are essential for the sustainability of rural communities, broadband and mobile connectivity projects will not receive LEADER investment unless there is clear demonstration that this cannot be funded through CBS, BT, National or Local Government or SRDP. Investment will align with Cairngorms National Park Authority, NHS, The National Lottery, HIE and be complimentary with Community Broadband Scotland, SRDP andLocal Authorities.

Indicators:	Outcome
Number of local residents who have access to new or improved community-based services	8: There will be an increase in the community service provision by 2020
Number of new affordable transport options (routes, links and modes) that have been created	9: People have access to improved affordable transport networks by 2020

Number of properties provided with access to next generation 24 meg plus broadband	10: Communities have equality of access to next generation 24 meg plus broadband by 2020
Number of beneficiaries of improvements in ICT and broadband infrastructure	

Main inks with other Strategies (see Appendix 11 for full list)

EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Promoting social inclusion, poverty reduction and economic development	• Promoting sustainable transport and removing bottlenecks in key network infrastructures • Enhancing access to and use and quality of information and communication technologies	• We live in well-designed sustainable places where we are able to access the amenities and services we need • Are people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

Theme 5

Protection and Enhancement of the National Park Landscape, Wildlife and Local Heritage.

This theme includes, land, wildlife, habitats, traditions, buildings, crafts, culture and reduction and mitigation of the impact of climate change. LEADER will invest in training, skills development, engagement and participation initiatives (including voluntary and paid participation), resources to deliver initiatives and support for the acquisition of community assets including land, where support is not available through another scheme or loan fund. LEADER will not invest in land acquisition for private businesses or local energy production schemes where they are covered by support from Community Energy Scotland or another body. Align with SRDP priorities where initiative is undertaken by a group rather than an individual land owner or land manager. Align with CNPA, SNH, Heritage Lottery, Historic Scotland, Creative Scotland HIE. Compliment activity under other strands of SRDP where land owner or manager could access funding directly under another strand of SRDP. Compliment the Scottish Land Fund or Community Asset transfer scheme, the Climate Change Fund or Local Energy Challenge Fund. Compliment support from Community Energy Scotland and the CARES scheme. Compliment training supported by ESF. Compliment the SRDP Co-operative Action Fund.

Indicators:	Outcome
Number of participants in environment-focused or heritage-focused projects, events and initiatives	11: Communities gain skills and knowledge to engage in preserving and enhancing the Park landscape, wildlife, local heritage and wider environment by 2020
Number of participants who have gained skills or knowledge relating to preserving and enhancing the Cairngorms National Park landscape, wildlife, local heritage and wider environment	
Number of participants making changes to the way they live to reduce carbon emissions	12: Reduction of the carbon emissions of the National Park by 2020

Main inks with other Strategies (see Appendix 11 for full list)

EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Promoting social inclusion, poverty reduction and economic development • Promoting resource efficiency and transition to low carbon economy • Restoring, preserving and enhancing ecosystems	• Supporting he shift towards a low-carbon economy in all sectors. • Protecting the environment and promoting resource efficiency.	• We value and enjoy our built and natural environment and protect and enhance it for future generations. • We reduce the local and global environmental impact of our consumption and production.

Theme 6

Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors.

Cairngorms LEADER will invest to support sustainable tourism and recreation by developing the quality of opportunities for tourism and recreation. This will include investment in farm diversification into tourism, the development of new tourism and recreation products and opportunities by businesses and social enterprises either as start up or new product development. LEADER will invest in recreational and tourist infrastructure, launch of new facilities and opportunities, support for improved access to recreational and tourist opportunities, improvements in the quality of products and opportunities for recreation and tourism, engagement activity to involve more people with activities. Investment will align with the Visit Scotland Growth Fund, CNPA and HIE (for social enterprise) and compliment HIE and Scottish Enterprise for business and SRDP strands including food and drink. All investments will be made in line with State Aid considerations.

Indicators:	Outcome
Number of tourist opportunities which have extended their operating calendar	13: A more resilient, competitive, better quality and diverse tourism sector benefitting all communities by 2020
Number of initiatives to increase accessibility to tourist and recreation opportunities	
Number of tourism opportunities reporting higher levels of visitor satisfaction	
Number of project participants reporting improved wellbeing as a result of accessing recreation opportunities	14: The Cairngorms National Park recreation opportunities will improve the health and enjoyment of residents and visitors
Number of new recreation opportunities for local people and for visitors	

Main inks with other Strategies (see Appendix 11 for full list)

EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Promoting social inclusion, poverty reduction and economic development	• Promoting social inclusion and combating poverty • Enhancing the competitiveness of small and medium-sized enterprises, the agricultural sector • Promoting sustainable transport and removing bottlenecks in key network infrastructures	• We live longer healthier lives • We live in a Scotland that is the most attractive place for doing business in Europe

Cross cutting themes:

5. Equality (Support for disadvantaged sectors)
6. Knowledge sharing
7. Innovation
8. Partnership working (including engaging the business community)
9. Sustainability (all projects will need to demonstrate sustainability beyond the life of the programme)

All initiatives in which LEADER invests will need to demonstrate how they support the 5 cross-cutting themes.

Indicator	Outcome
	15: Improve equality of access to opportunity, support and services for all individuals and communities by 2020.

Main inks with other Strategies (see Appendix 11 for full list)

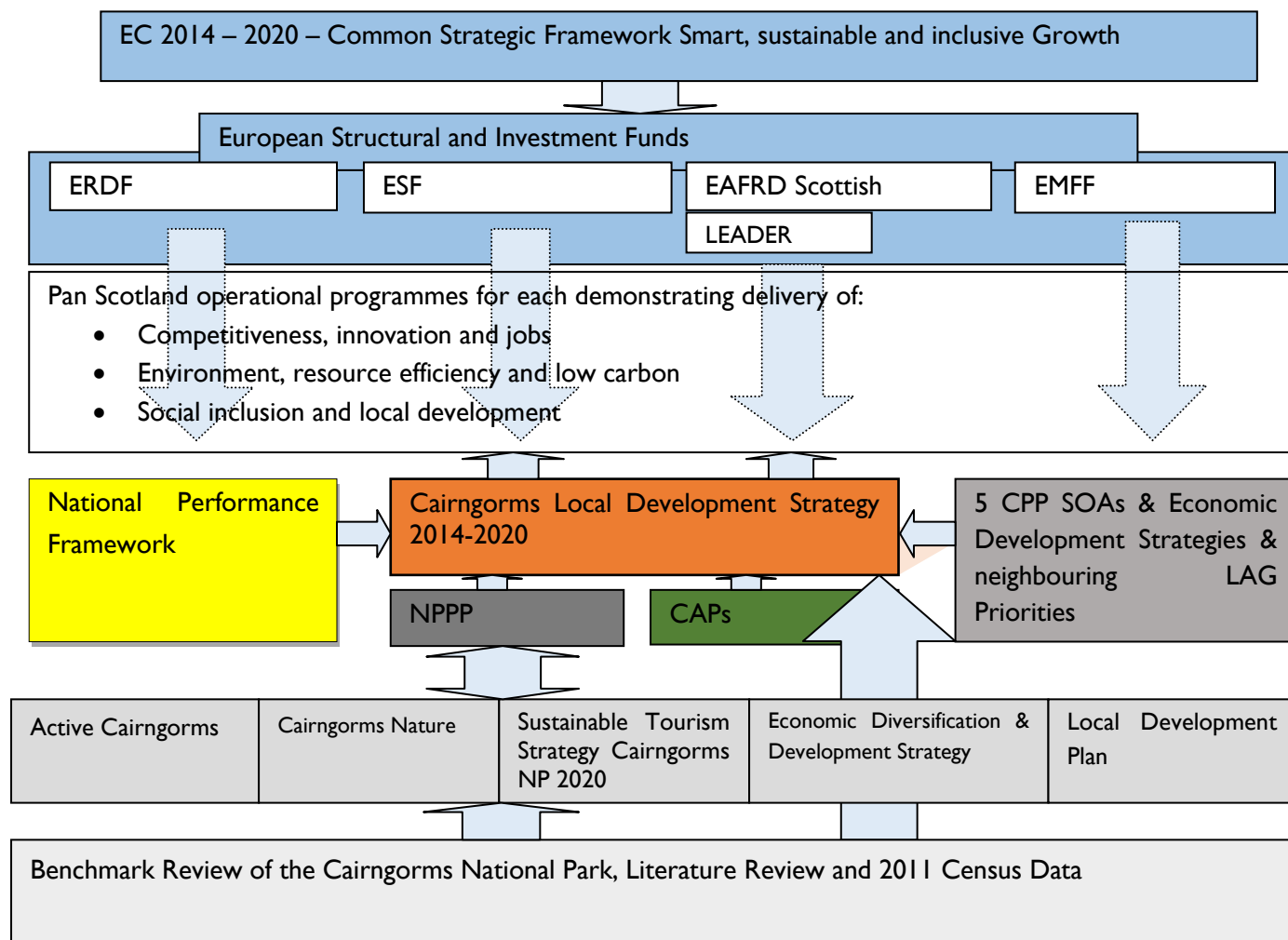| EU Rural Priorities:	Europe 2020:	National Performance Framework:
• Fostering knowledge transfer, co-operation and innovation. • Promoting social inclusion, poverty reduction and economic development	• Strengthening research, technological development and innovation. • Promoting social inclusion and combating poverty	• We have tackled the significant inequalities in Scottish society. • We take price in a strong, fair and inclusive national identity • We are better educated, more skilled and more successful, renowned for our research and innovation

The Strategic Environment

The Strategy sits within a complex strategic environment at European, National, Regional and Local Level. The following documents provide the strategic framework for the Cairngorms Local Development Strategy and have acted as references in development of the Strategy. The six Local Development Strategy Priorities all link with the existing strategies guiding development of the area at European, National and local level.

Author	Document
European Union (EU)	Europe 2020
European Union	Common Strategic Framework
European Union	Rural Priorities 2014-2020
UK Government	UK Partnership Agreement
Scottish Government	National Outcomes (National Performance Framework)
Scottish Government	Economic Strategy
Scottish Government	The new Common Agricultural Policy in Scotland
Scottish Government	National Parks (Scotland) Act 2000
Scottish Government	Tourism 2020
Local Authorities	Local Economic Strategies
Highlands and Islands European Partnership	Inter-Territorial Investment Strategy
Cairngorms National Park Authority	Cairngorms National Park Partnership Plan
Community Planning Partnership for the Local Authority areas within the Park.	Service Level Agreements and National Park Service Level Agreement
Cairngorms Economic Forum	Cairngorms Economic Diversification and Development Strategy (in development)
Cairngorms Nature	Cairngorms Nature
Cairngorms Outdoor Access Forum	Outdoor Access and Recreation Strategy
Cairngorms Sustainable Tourism Forum	Strategy and Action Plan for Sustainable Tourism Cairngorms Tourism 2020
Local Development Companies and Trusts	Our Community a Way Forwards – Community Mapping

The Cairngorms Local Development Strategy is designed to contribute to the wider strategic priorities at EU, National and Local level to leverage the greatest possible impact from initiatives and investments. The six Strategic themes in the Cairngorms Local Development Strategy support the 11 Europe 2020 priorities (European Commission, 2014), the 3 UK Partnership Agreement priorities (HM Government, 2014) and the 6 European Rural Priorities for the EAFRD Programme (European Commission, 2013), in particular priority 6 'Promoting social inclusion, poverty reduction and economic development'. The themes link with the Scottish

Priorities for the new Scottish Rural Development Programme and the Scottish Government National Performance Framework (Scottish Government, 2007).

At the local level, there are a series of strategies covering the Cairngorms National Park which link with the six themes in the CLDS including the NPPP. At the most local level, the Community Action Plans have informed development of the strategic themes and as these are updated, communities will be encouraged to consider how they can best support delivery of the CLDS. The themes in the Cairngorms Economic Development and Diversification Strategy link with the six themes in the CLDS and there is close resonance with other strategies such as Cairngorms Nature and the Action Plan for Sustainable Tourism. The following diagram gives a snapshot of the complex strategic environment:

EC 2014 – 2020 – Common Strategic Framework Smart, sustainable and inclusive Growth

European Structural and Investment Funds

ERDF | ESF | EAFRD Scottish | EMFF

LEADER

Pan Scotland operational programmes for each demonstrating delivery of:
- Competitiveness, innovation and jobs
- Environment, resource efficiency and low carbon
- Social inclusion and local development

National Performance Framework

Cairngorms Local Development Strategy 2014-2020

5 CPP SOAs & Economic Development Strategies & neighbouring LAG Priorities

NPPP | CAPs

Active Cairngorms | Cairngorms Nature | Sustainable Tourism Strategy Cairngorms NP 2020 | Economic Diversification & Development Strategy | Local Development Plan

Benchmark Review of the Cairngorms National Park, Literature Review and 2011 Census Data

The specific priorities for the new Scottish Rural Development Programme are as follows, all of the themes support the last priority 'supporting rural communities'.

Scottish Rural Development Programme Priorities 2014-2020	Cairngorms Local Development Strategic Themes 2014-2020
Enhancing the Rural Economy	Theme 2, 6
Supporting Agricultural Business	Theme 2
Protecting and Improving the Natural Environment	Theme 5
Addressing the Impact of Climate Change	Theme 5

Supporting Rural Communities	Theme 1-6

A detailed breakdown of the links with the key strategic frameworks at EU, National and National Park Level are shown in the table in Appendix 11.

A workshop was held with the 5 local authority areas covered by the Cairngorms National Park to identify links where the Local Development Strategy connects the work of Community Planning Partnerships and Local Authorities. A full analysis of the commonalities between the Single Outcome Agreements and Economic Development Strategies for the 5 areas was conducted. The needs identified across the documents demonstrated strong resonance with the needs identified by the CLAG SWOT (A workshop summary report is in Appendix 12).

Priorities identified across the LA and CPP documents and fit with the CLDS priorities

| CLDS Theme	Local Authority/CPP Priorities
Theme 1 Build community Capacity	• Being preventative • Strengthening engagement with communities in decision making • Growth in social economy and Third sector • Lifelong learning opportunities
Theme 2 Grow the Economy	• Having a viable business culture • Overcoming barriers to employability
Theme 3 Attract, Support and Retain Young People	• Overcoming barriers to employability • Improving educational opportunities • Supporting young teenagers
Theme 4 Improve Transport, Connectivity and Service Provision	• Being preventative • Improved infrastructure (broadband, roads, housing) • Addressing health and wellbeing (early years and old people)
Theme 5 Protection and Enhancement of the National Park Landscape, Wildlife and Local Heritage.	• Reduced environmental impact
Theme 6 Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors	• Having a viable business culture
Cross Cutting Themes	• Reducing Inequalities • Addressing health and wellbeing (early years and old people)

The CLDS can support delivery against these shared strategic priorities through partnerships between neighbouring Local Action Groups (including co-operation projects) and with the Community Planning Partnerships and Local Authorities covering the region. This may include partnerships with public bodies involved in the investment of other European Structural and Investment Funds such as European Regional Development Fund (ERDF), European Social Fund (ESF) and the Scottish Land Fund.

Further links exist with other public bodies including the Highlands and Islands Enterprise (HIE) investment strategy which shares priorities with the LDS. The priorities of 'strengthening communities and fragile areas' and 'creating the conditions for a competitive and low-carbon region' in particular, resonate with the LDS. It is

also likely that there will be a close fit between priorities of Scottish Natural Heritage (SNH) and theme 5 of the LDS given their role in promoting care for the natural heritage, wildlife, habitats, rocks and landscapes of Scotland and the likelihood that they will be responsible for delivery of other SRDP (Scotland Rural Development Programme) investment strands.

7. Engagement

Community-led Local Development is underpinned by the seven principles of LEADER:
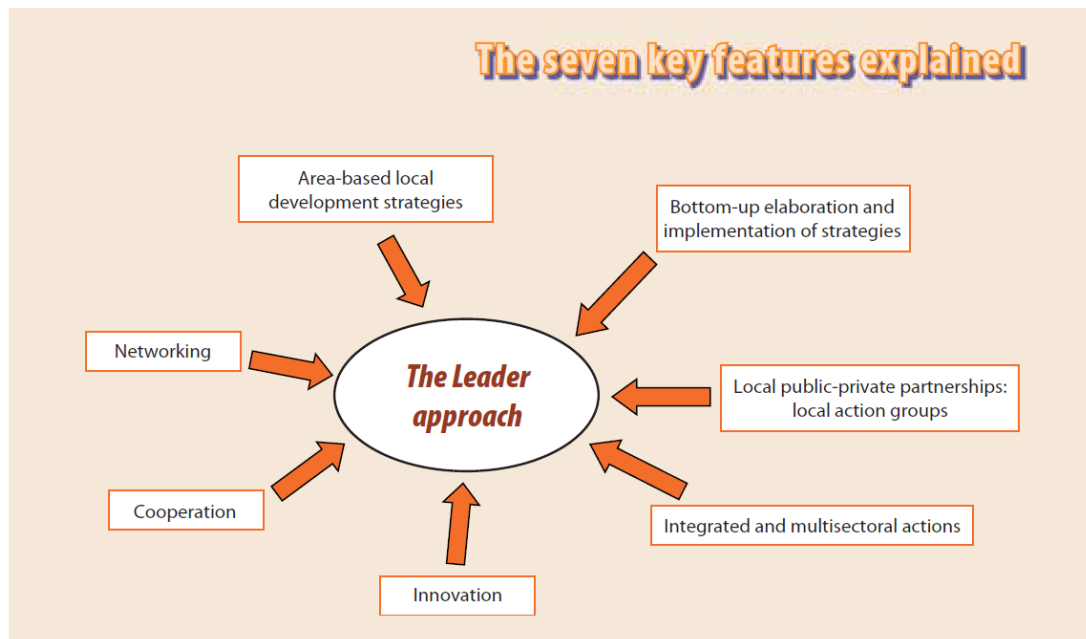
Networking is an essential element of achieving local partnerships for co-operative, integrated and multi-sectoral actions. Throughout development of the strategy stakeholders have been engaged both to identify the priorities for the strategy but also to encourage networking and the development of partnerships to take the strategy forwards. The development of the CLDS was therefore the first step in engagement for the new programme.

Priorities in the strategy were identified through engagement activity and should capture the diversity of community interests. Implementation of the strategy will require input from a wide range of stakeholders both to deliver initiatives to support the themes and to build community capacity and engagement with rural development. Investment and support offered by the Cairngorms Local Action Group can encourage individuals and groups to participate in rural development.

The VOICE engagement tool (Scottish Community Development Centre, 2010) was used to identify the engagement needs for development and implementation of the Strategy. All Engagement Activity carried out followed the National Standards for Community Engagement (Scottish Executive, 2005). An Equalities Impact Assessment (EQIA) was also completed for the consultation process with support from Inclusive Cairngorms (a National Park Forum responsible for championing equalities issues) in an attempt to engage as many of the stakeholders as possible. The themes identified in the CLDS have been shaped by the Community Consultation and as such reflect the priorities identified by those who engaged with the preparation of the strategy.

Implementing the Strategy

A summary of engagement activity required to implement the Cairngorms Local Development Strategy is included in Appendix 13. This was based on the VOICE Engagement Strategy for implementation of the CLDS. It identifies the stakeholders who will play a part in implementation of the Strategy, the roles they will take and how they will be engaged. A number of core groups and partnerships were identified along with a wider stakeholder sector. It was recognised also that there are a number of harder to engage stakeholder groups requiring bespoke engagement. These include:

- Young people
- Elderly and Disabled
- Business community
- Carers (often women)

- Communities which have had little engagement with CLLD (including small geographical communities)
- People on low wages
- Ethnic minority groups.

Representative engagement is a priority for the Cairngorms Local Action Group and work is already underway to identify routes to engagement with the 'Hard to Reach' groups that will allow the Cairngorms Local Action Group to ensure broad engagement with delivery of the strategy and benefit from investments both as applicants and project beneficiaries. Project applicants will be asked to demonstrate how a project will involve and benefit the 'Hard to Reach' groups. The Youth and Enterprise Focus Groups identified both the challenges to engagement and animation and some of the possible actions to remove barriers. In the first year of the Programme, the Cairngorms Local Action Group will direct resource to target engagement and animation to these sectors whilst researching how to best approach engagement with the other sectors identified. This may involve the development of a youth LAG in co-operation with Scottish, UK or EU partners and partnered support for engagement with the business community with the Cairngorms National Park Authority and Business Gateway.

The Cairngorms Local Action Group

On completion of the Consultation with all stakeholders, the CLDSWG were disbanded. The CLDS will be implemented by a CLAG formed according to a needs based skills matrix, to reflect the priorities identified in the Strategy. The process for formation of the CLAG is detailed in the Business Plan. The CLAG will be the core partnership driving delivery of the Strategy and will be made up of private and public body representatives appointed to reflect the diversity of stakeholders with an interest in CLLD. Members will bring expertise and knowledge required to implement the Strategy and represent target groups for strategic engagement. The CLAG will drive the Strategy but success will depend on wide engagement and participation of all stakeholders with an interest in Community-led Local Development in the National Park, both in order to deliver activity and to create strong partnerships to support future development.

The Cairngorms Advisory Network

The CLAG will be supported by an Advisory Network which will include anyone with an interest in Community-led Local Development against the six strategic themes in the National Park. Engagement activities will continue throughout the programming period to proactively engage potential delivery partners with the CLDS and ensure wide participation in community activity, which is representative of all communities (of both geography and interest). The Advisory Network will also provide specialist advice to the CLAG as required.

Networking and Partnership

Networking and Partnership working underpin the LEADER Approach. The strategic themes are closely linked and at times interdependent. Therefore partnership working between communities, groups and sectors will be required to achieve the outcomes set out in the strategy. Over the course of the previous two LEADER Programmes in the Cairngorms National Park, investment has supported community capacity building and action planning and therefore some communities are now well placed to engage with CLLD. However some geographical areas, sectors and interest groups have engaged to a lesser degree. By fostering partnerships across geographical areas, sectors and between groups, the CLAG can build on previous activities through knowledge sharing and mentoring whilst developing innovative and more ambitious actions developed through cross-sectoral and cross-community working. To further encourage networking and partnership, a requirement of partnership working will be built into selected financial investment strands within the delivery of the Programme. Existing networks will be utilised to engage stakeholders and where necessary, new networks will be established. Networks can also provide a communication channel for promotion of the Strategy and investment opportunities.

Knowledge and Information Sharing

The CLAG will use engagement activities to support networking between potential partners and will act as an information hub for groups interested in working together to deliver Community-led Local Development activities in their areas. The Cairngorms National Park Forums and the network of Community Development

Officers are channels which the CLAG can utilise to promote the CLDS and engage those interested in participating in activities to support the Strategy. The Community Development Trusts and the local Business Networks also offer communication channels to promote the strategy.

Animation and Engagement Activity

The Cairngorms Local Action Group will represent the central partnership and will actively encourage broad participation in delivery of the Cairngorms Local Action Group. The Cairngorms Advisory Network will be an informal network of stakeholders and organisations who will provide input to LAG discussion about investments and LDS delivery. Animation and engagement activity will be primarily carried out by the Administrative team and the CLAG and will continue throughout the programming period. Third parties may be commissioned to engage communities with CLDS delivery and participation. This will involve bringing together a wide range of community partners to deliver against specific priorities including individuals, groups, businesses, organisations and agencies as identified during the consultation. Animation may require the establishment of dedicated engagement officer roles or the establishment of networks to bring stakeholders together.

In year 1 of the Programme animation activity will be prioritised towards engagement an animation of 2 Hard to Reach groups (youth and business) and animation of initiatives in support of Themes 2 and 5. Economic Development of the Cairngorms National Park is a cornerstone to community development and the Natural and Cultural heritage are unique to the Cairngorms National Park and as such offer an opportunity for the area to differentiate from other areas, build the economy and build community cohesion.

2 Project Development and Support Officers within the LEADER team will carry out the majority of the animation activity for these 2 groups and for the 2 themes. Additional animation support requirements will be identified by the LAG and appropriate delivery mechanisms will be agreed.

Businesses have had little involvement in the delivery of previous LEADER strategies in the Cairngorms National Park and the enterprise and farm diversification is a new element of the National Programme. Engagement and Animation resource will therefore be needed to ensure that the programme is supported by businesses at all levels from LAG to beneficiary. Theme 2 is focused on Economic Development of the area and will be a logical entry point for applications from SMEs. Given the nature of the business community, bespoke support will be needed for SME applicants from experts within the business support sector, therefore animation for theme 2 will be carried out by the Cairngorms Administrative team in partnership with Business Gateway, the Cairngorms National Park Authority Development Manager and any other identified sources which the CLAG agrees si needed to fulfil the bespoke needs of the sector. Business Gateway involvement will vary between areas of the National Park and therefore the level of animation delivered through the Administrative Team, CNPA and Business Gateway will be bespoke to the needs of the businesses in the area.

Animation for theme 5 will be carried out in partnership with the Cairngorms Nature Strategy Group which has an interest in growing engagement with the natural and cultural heritage and developing community involvement in volunteering. The Cairngorms Local Action Group may commission specific action within this partnership.

Further engagement and animation activity will be delivered in partnership with the CNPA Communities Manager with support from the Community Development Officers from Voluntary Action Badenoch and Strathspey and Marr Area Partnership who are commissioned by the CNPA to deliver community support and Action Planning. This animation and engagement will take the form of celebrations, events, workshops and one to one support.

During the development of the new programme the Cairngorms Local Action Group will survey the support needs of potential applicants and will identify the organisations which could provide this support through their existing remits. This will provide the LEADER administrative Team with a signposting map of support organisations to use when working with potential applicants. During the life of the programme, the Cairngorms Local Action Group will work in partnership with the Cairngorms National Park Authority Communities Manager to progress this mapping activity to better understand the level of community capacity across the different communities in the Park and the level of community capacity building support available to different

communities. This will provide a benchmark for future Community Led Local Development activity to inform future investment in engagement, animation and support.

The communications plan and the monitoring and evaluation plan will ensure that communities are included in the ongoing development and review of the strategy and can provide input to the activity of the Cairngorms Local Action Group. In addition the membership of the constituted body which the LAG will form to deliver the programme will create further opportunity for communities to maintain input to the work of the LAG.

Cairngorms Co-operation

Co-operation with partners out-with the Cairngorms National Park will be required to achieve the strategic outcomes. Partnerships with neighbouring LAGs will enable the CLAG to effectively support communities which are dissected by the Cairngorms National Park boundary and other partnerships will allow the CLAG to create innovative programmes of activity, by working with others. Therefore the Cairngorms Co-operation Group has been formed to discuss opportunities for co-operation with other LAGs, Local Authority Partners and Community Planning Partnerships (A list of members can be found in Appendix 14). The CLAG will also liaise with the National Rural Network to explore inter-territorial and transnational partnerships which deliver the CLDS.

The Cairngorms Local Action Group will identify co-operation opportunities with other LAGs at different geographical scales in order to develop the skills within the LAG and administrative team, link with neighbouring priorities, explore solutions to local issues, share experience and knowledge with other similar geographical areas and maximise value from investment. Initial focus for co-operation may include the following:

Scale	Interest	Possible LAGs
Neighbouring LAGs	- Link with CPPPs - Partnership Activity for Sustainable Economic and Community Development - Knowledge Exchange and Partnership Working on Youth Engagement - Partnership in Local Transport Initiatives - Partnership in Business and Social Enterprise Support - Partnership in Tourism, Local Produce and Recreation - Cross boundary projects - Shared Promotion of the LEADER Programme	Perth & Kinross Aberdeenshire Moray Angus Highland
Scottish LAGs	- Knowledge Exchange on LAG and Administrative Team development - Knowledge Exchange on Engagement and Animation with a particular focus on 'Hard to Reach' groups. - Knowledge Exchange on Sustainable Economic Development in National Parks - Partnership on Youth Engagement	Forth Valley and Lomond LEADER
UK Partners	- Knowledge Exchange and Innovation in Sustainable Economic and Community Development - Innovation in Implementation of CLLD in a National Park - Knowledge Exchange, Innovation and Promotion of Sustainable Tourism - Lessons Learnt	Brecon Beacons National Park Snowdonia National Park The Lake District National Park Europarc
EU LAGs	Knowledge Exchange and Innovation in LAG and Administration Skills Development	Sweden

		France
	• Innovation in Youth Engagement • Innovation in Sustainable Economic Development in National Parks • Innovation and Knowledge Exchange in Tourism and Recreation Initiatives • Innovation in Connectivity and Transport • Innovation and Knowledge Exchange in Agricultural Diversification	

Communication

In order to engage stakeholders, it is important to communicate that the new programme will present a new approach. The communications strategy will need to ensure that communication is in plain English, jargon free and sets out the processes for engagement and investment clearly. This will be further detailed in the EQIA in the Business Plan. A list of acronyms associated with this strategy is included in Appendix 1 this will be added to during the course of the programme.

The CLAG have developed a draft Communications Plan for Year one of the programme to reach all stakeholders. Multiple communications channels will be utilised including web and local press to achieve a wide base of engagement with the implementation of the Strategy and ensure accessibility. The CLAG will need to be mindful of the limitations of web based communication both as a result of poor connectivity and limited IT skills amongst some stakeholders. The CLAG may wish to share examples of successful initiatives through case studies, programme evaluations and even an awards programme to both celebrate success and promote the strategy.

8. Implementation

Through evaluation and workshop feedback it is clear that the previous programmes of LEADER in the Cairngorms National Park presented challenges in terms of both engagement and process. There is an acknowledgement that the new programme will need to be simple, straightforward, effective, customer focussed and accessible.

Simple – A clear set of funding criteria and schemes
Straightforward – Processes must be easy to follow both for administrators and applicants
Effective – There must be clear connection between activities and objectives, and targeting of investment
Customer Focused – Clear guidance on expectations and process and training for applicants
Accessible – Targeted support where necessary and transparent and accessible processes and communication
Flexible – Allow for innovation and risk

The Cairngorms Local Action Group will be an incorporated body responsible for making investment decisions and overseeing delivery of the Cairngorms Local Development Strategy. The Cairngorms National Park Authority will be the Accountable Body for any LEADER funds and is a natural partner for the CLAG given the synergy between the Cairngorms Local Development Strategy and the NPPP.

The main investment channel for implementation of the CLDS will be European LEADER investment.

Investment will be broken down as follows:

Administration and Animation	25%
Co-operation	10%
Enterprise	20%
General Investment	45%

The CLAG will work with partners to source additional appropriate financial investment to progress activity in support of the Strategy. The CLAG will seek to work with stakeholders to develop and implement a separate small grants programme to operate outside of the LEADER envelope. Other investment will be sought to increase the fund however this programme will not include European Funds to allow the use of a simplified version of the administrative process through which the Cairngorms LEADER Investment will be delivered. LEADER investment will therefore be prioritised to the larger investment opportunities whilst the small grants programme will support projects requiring small investments.

Where possible, the CLAG will secure programme level match funding from partners. These may include Local Authorities, other public bodies, private organisations including Trusts and other grant giving bodies. Actions under these investment strands may either be administered directly by the CLAG or incorporated into investment strands through strands of the programme. The CLAG will also seek partnerships with potential funders at project level either for projects commissioned and delivered by the CLAG or for projects supported through the grants programme.

All investment through the CLAG in support of the CLDS will be made in the spirit of the LEADER approach and be made where this approach adds value to the activity supported. The themes detailed in the CLDS represent areas of development which will benefit from CLLD activity between 2014-2020. They are based on detailed territorial analysis and wide consultation however communities in the Cairngorms National Park differ and the weighting of priorities may be different between geographical areas, social groups and sectors. Therefore, the CLAG will be required to use discretion in deciding which activities to progress in order to achieve most effective development in the territory.

The Outcomes and Indicators framework provides a structure for evaluating activities. Programme level monitoring and evaluation will allow the CLAG to reflect on success of interventions and adjust activity to progress delivery of the Strategy. Nevertheless, over a five year programming period, circumstances are likely to change and therefore the CLAG will take a structured but flexible approach to allow for changes to the

Strategy if needed. Furthermore the CLAG will ensure that the areas of investment complement and do not duplicate other sources of support.

The LEADER approach builds engagement, strengthens organisations, creates partnerships and networks and links whilst investing in initiatives to support the LDS. It is intended that the new investment programme will not only support investment against the themes but will grow the ability of communities within the Cairngorms National Park to deliver effective initiatives to promote thriving and sustainable rural communities for the future; this is the focus for Theme 1 in the strategy. The CLAG may invest in an activity which can also be supported under an alternative strand of investment because of the additional benefit the LEADER approach will bring to the activity, for instance by broadening engagement, providing access to a network of partners, other support channels or additional investment. Furthermore investment may be appropriate because of the engagement or capacity building nature of the initiative rather than simply the contribution the initiative makes to delivery of the priority themes in the LDS. Therefore, additionality may be a result of the Investment, a result of the LEADER Approach or a combination of the two.

The maximum intervention rate for investments will be 100%. Activity supported by CLAG investment will demonstrate the following in order to maximise the impact of the investment both in terms of thematic delivery of the LDS and benefit from the LEADER approach:

- Links with the strategic themes and outcomes
- Value for money
- Additionality
- Support for cross-cutting themes:
    - Equality
    - Knowledge Sharing
    - Innovation
    - Partnership working
    - Sustainability

Delivery Mechanisms

The Business Plan will detail how calls for projects will be made over the life of the programme. Investment may be delivered through both challenge funding and specific calls.

Commissioning

The CLAG will put in place appropriate business arrangements to undertake direct commissioning and funds applications as required to deliver the Cairngorms Local Development Strategy.

Main Investment Fund

The main investment programme may include challenge funding for projects which can demonstrate how they contribute to outcomes under two or more of the six themes, where they are working in partnership. In year 1, the LAG will call for applications which support either Theme 2 or Theme 5. Each application under either of these calls will also be required to demonstrate a contribution to one of the other 5 themes in the strategy. It is hoped that in prioritising calls in this way investment will support all 6 of the strategic themes but will prioritise growing the economy and capitalising on the natural and cultural assets of the Cairngorms National Park as the primary initial focus.

Enterprise Fund

Enterprise funding will support agricultural diversification and small to medium enterprises where these activities can make a contribution to delivery of the CLDS. The Cairngorms Local Action Group will work in Partnership with Business Gateway to engage businesses with the LEADER process and animate initiatives which will support economic growth, job creation, business start ups and economic and business diversification including agricultural diversification. The Cairngorms Economic Strategy is closely aligned with Theme 2 and Theme 6 of the Cairngorms Local Development Strategy and it is likely that the Enterprise Fund will direct investment to these themes of the LDS, however SME applications will not be limited to these themes.

Small Investment Programme

A small investment programme may provide support to projects requiring a smaller investment where there is benefit from a reduced administrative burden in terms of delivery of the project. This programme can support activity under one or more of the six thematic priorities and may not require a partnership element. It will be reliant on the CLAG securing funds from outside of the LEADER and enterprise funds.

Umbrella Activity

Umbrella projects may be used to deliver elements of the Strategy. These may both reduce the administrative burden for applicants and allow programme level match funding for specific strands of investment from other investment bodies (e.g. HIE given the similarity between the CLDS priorities and the HIE Operational Plan Priorities – HIE, 2014). A Youth LAG could be administered through an umbrella initiative in order to engage young people with delivery of the Strategy.

Co-operation Activity

Cross Boundary Co-operation will support communities dissected by the National Park Boundary and support the development of initiatives between the CLAG and neighbouring LAGs where needs shared across wider geographical areas can be best met through co-operation initiatives (such as, but not exclusively, natural heritage and transport initiatives). Other strands of SRDP may be better placed to support landscape scale projects and these initiatives will be carefully considered by the CLAG to ensure additionality of CLAG investment.

The Cairngorms National Park brings together parts of five local authority areas within one boundary, therefore co-operative activity with neighbouring Local Action Groups will enable the CLAG to build effective partnerships with Local Authority Partners and Community Planning Partnerships to deliver shared outcomes. Two Co-operation meetings were held during the development of the Strategy and four strands of possible co-operative activity are currently being explored with LAG and Local Authority partners in Highland, Aberdeenshire, Moray, Perth and Kinross and Angus. These are: Youth Initiative, Community Leadership Programme, Skills Development and Training Initiative, Social Return on Investment Research Project.

Other co-operation activity with local partners will be developed during the programme. Inter-territorial and trans-national co-operation initiatives will also be developed to deliver the CLDS and link into the European LEADER network to share ideas and knowledge and to compliment local co-operation and other initiatives.

Complementarity of Investment

The UK Partnership Agreement lays out the investment strands for ESF and ERDF 2014-2020. LEADER investment will compliment these investments but will not duplicate them. The table at Appendix 15 sets out how CLAG investment may work alongside other initiatives to ensure complementary of investment. It is a working document which will be updated throughout the life of the programme to identify alternative investment channels, partners and match funders for activity in support of the CLDS. The partners listed are just some of the many organisations engaged in development activity which could support delivery of the CLDS.

Monitoring and Evaluation

The CLAG recognised that there were inherent weaknesses both in the national and local area's approach to monitoring and evaluation in the previous programme, due in part to systems that were not sufficiently robust to enable rigorous monitoring and, many of the projects funded were low capacity and struggled to undertake the level of evaluative activity required for the CLAG to properly understand the impact the projects were having. The Monitoring and Evaluation Framework will allow a flow of information between practical delivery and the six strategic priorities and enable evaluation and monitoring at programme and project level as follows:

Cairngorm Local Development Strategy Aim	
Themes 1-6 and related Outcomes	
Programme Level Framework	15 Outcomes and Indicators
Project Level Framework	Evaluation Plan based on Project Outcomes & Indicators Framework

Activity level Reporting

evaluation plan submitted with application form	Investment made on basis of agreed evaluation plan	Reports submitted incorporating financial and progress data	final report

Indicators

The Strategy indicators (amongst others required by EU and Scottish Government) will be used to measure progress against the six themes and 15 outcomes in the Strategy. The CLAG will set indicator targets on an annual basis and monitor progress at an annual review meeting. The Strategy will be subject to review as

Required, to maintain relevance to the needs of the Cairngorms National Park communities and stakeholders.

Theme	Outcome	Indicator
Theme 1 Build Community Capacity to Facilitate and Support Local Development Through Partnership Working.	1: Communities and businesses are more sustainable through innovation and knowledge sharing by 2020	Number of projects that have developed as a result of networking or sharing good practice
	2. Community members are more active in determining what happens in their communities by 2020	Number of individuals participating in community projects for the first time
		Number of hard to reach people who have begun an active role in community projects
Theme 2 Grow the Economy of the Park by Strengthening Existing Business Sectors, Supporting Business Start-ups and Diversification, and Increasing the Number of Workers Employed in the Park	3: More training, jobs and employment opportunities for people living and/or working in the National Park by 2020	Number of career or personal development opportunities created
	4: A growing and more diverse economy in the Park by 2020	Number of businesses set up
		Number of new jobs created
		Number of businesses supported to become more diverse through the development of new products
	5: Improvement in the basic wages in the Cairngorms National Park and less seasonality in employment by 2020	Number of jobs created with wages on or above the living wage
		Number of people who have year round employment who previously worked seasonally
Theme 3 Attract, Support and Retain Young People in the National Park.	6: There will be a sustained increase in attracting and retaining young people living, learning and working in the Cairngorms National Park by 2020	Number of new learning, recreation and job opportunities in the Cairngorms National Park for young people
	7: Increased access to training opportunities for residents and workers including Further and Higher Education	Number of young participants living or working in the National Park, accessing training including Further and Higher Education through the removal of barriers
Theme 4 Improve Transport, Connectivity and Service Provision	8: There will be an increase in the community service provision by 2020	Number of local residents who have access to new or improved community-based services
	9: People have access to improved affordable transport networks by 2020	Number of new affordable transport options (routes, links and modes) that have been created
	10: Communities have equality of access to next generation 24 meg plus broadband by 2020	Number of properties provided with access to next generation 24 meg plus broadband
		Number of beneficiaries of improvements in ICT and broadband infrastructure
Theme 5 Protection and Enhancement of the National Park Landscape, Wildlife and Local Heritage	11: Communities gain skills and knowledge to engage in preserving and enhancing the Park landscape, wildlife, local heritage and wider environment by 2020	Number of participants in environment-focused or heritage-focused projects, events and initiatives
		Number of participants who have gained skills or knowledge relating to preserving and enhancing the Cairngorms National Park landscape, wildlife, local heritage and wider environment
	12: Reduction of the carbon emissions of the National Park by 2020	Number of participants making changes to the way they live to reduce carbon emissions
Theme 6 Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors	13: A more resilient, competitive, better quality and diverse tourism sector benefitting all communities by 2020	Number of tourist opportunities which have extended their operating calendar
		Number of initiatives to increase accessibility to tourist and recreation opportunities
		Number of tourism opportunities reporting higher levels of visitor satisfaction
	14: The Cairngorms National Park recreation opportunities will improve the health and enjoyment of residents and visitors	Number of project participants reporting improved wellbeing as a result of accessing recreation opportunities
		Number of new recreation opportunities for local people and for visitors
Cross cutting themes: 1. Equality 2. Knowledge sharing 3. Innovation 4. Partnership working 5. Sustainability	15: Improve equality of access to opportunity, support and services for all individuals and communities by 2020.	

Equalities

Feedback from the previous programme and during the consultation highlights the complexity of the previous programme. The CLAG will aim to simplify processes and attempt to enable equality of access to investment and support. To achieve this, the CLAG will need to ensure that processes are simple, awareness reaches the hardest to engage groups and investments are flexible to allow for innovation and risk. Innovation will be assessed at community level to allow communities to share best practice across the Park. The territorial analysis identified the following potential equalities issues which will need to be monitored during the programme to ensure that access to investment is equitable.

Geography

Some of the more remote datazones and parts of the datazones have received less community development support in previous programming periods and it is therefore important to consider the needs of small villages and hamlets in spite of lower population figures. Towns and villages experience different constraints to development and therefore the programme must be flexible to the local differences. The Cairngorms Advisory Network can provide specialist advice to contextualise proposed activity and ensure that it meets the needs of stakeholders at local and regional level. Projects may be assessed for their fit with the Park wide priorities and the local context. The themes are relevant to all areas however some communities may have a greater need than others which will need to be demonstrated for projects which are not delivered park –wide.

The Small Investment Programme may provide support for projects which are so geographically focussed that the investment requirement and the outputs are on a scale which may not be considered to warrant support from the Main Programme. In this way, communities which have had less development support or have a smaller active population may be able to participate in delivery of the Strategy all be it on a small scale. This will help to address some of the development gaps identified as a result of previous programmes of LEADER investment in the Cairngorms National Park.

People

The following groups are particularly vulnerable to exclusion:

Group	Cause
Young People	Lack of affordable housing, broadband and education facilities
Carers (often women)	Lack of childcare provision
The Elderly and Disabled	Reducing public service provision and greater reliance on technology for public services,
People on low wages	Fuel costs and travel distances
Ethnic minorities	Small population numbers.

Project beneficiary forms will be used to monitor engagement and benefits achieved against these and other target groups. Specific interventions will be commissioned by the CLAG where needed to tackle issues which may be limiting benefit to these groups.

An EQIA will be completed to ensure that the Strategy is an inclusive document (this will be included in the Business Plan). Inclusive Cairngorms have been actively involved in the development of the EQIA and it will be finalised after Scottish Government approval of the Strategy. Equalities data will be monitored at project and programme level and equalities impact will be a consideration for the CLAG when making investment decisions.

Version Control

Version	Comment
0	**Draft Versions**
0.0	Draft Submission to SG 30th September 2014
0.1	Revised version for LAG meeting 20th March - AM
0.2	Revised submission for SG 26th March 2015 - AM
0.3	Revised submission for SG 26th March 2015 – AM/DC
I	**Final Version**

1.0	
2	**Revised Version**
2.0	

9. Appendices

Appendix 1: List of Terms used in the Cairngorms Local Development Strategy and Business Plan

Community-led Local Development (CLLD)

A method for involving partners at local level including the civil society and local economic stakeholders in designing and implementing local integrated strategies that help their areas make a transition to a more sustainable future. It can be a particularly powerful tool, especially in times of crisis, showing that local communities can take concrete steps towards forms of economic development which are smarter, more sustainable and more inclusive, in line with the Europe 2020 Strategy.

Further Reading:
(Common Guidance of the European Commission's Directorates-General Agri, Empl, Mare and Regio on Community-Led Local Development in European Structural and Investment Funds 29th April 2013)
http://ec.europa.eu/regional_policy/what/future/pdf/preparation/clld_guidance_2013_04_29.pdf
http://enrd.ec.europa.eu/enrd-static/app_templates/enrd_assets/pdf/clld/Policy-guidance/guidance-clld-local-actors_en.pdf

Liaison Entre Actions de Developpement l'Economie Rurale (LEADER)

LEADER stands for 'Links between actions of rural development'. It is a European Investment Programme within the European Agricultural Fund for Rural Development and is an integral part of the rural development policy of the European Union. In Scotland it forms 5% of the Scotland Rural Development Programme (SRDP). It is an area-based approach to support rural communities in the EU. It is a bottom-up approach which means that local stakeholders participate in decision-making about the strategy and in the selection of the priorities to be pursued in their local area.   LEADER is a Community-Led Local Development initiative comprising 3 common interlinked elements: the area or territory, the partnership (principally the Local Action Group) and the integrated Local Development Strategy.

Further Reading:
http://enrd.ec.europa.eu/enrd-static/leader/leader/leader-tool-kit/the-leader-approach/en/the-leader-approach_en.html
http://ec.europa.eu/regional_policy/information/guidelines/index_en.cfm#4

Local Development Strategy

A local development strategy means a coherent set of operations to meet local objectives and needs, which contributes to meeting the European Union strategy for smart, sustainable and inclusive growth and which is implemented in partnership at the appropriate level.   Local Development Strategies are designed and implemented by Local Action Groups to cover the needs of a territory defined in the Strategy.

Further Reading:
http://enrd.ec.europa.eu/leader/leader/leader-tool-kit/the-strategy-design-and-implementation/the-strategy-design/en/what-is-the-structure-of-a-local-development-strategy_en.html

Local Action Group (LAG)

A Local Action Group brings together individuals from local public, private and civil society who have been delegated powers of strategy development and delivery. Through an agreed Local Development Strategy LAGs are able to tackle important local priorities in a locally specific, innovative and participative way. The LAG

decides the direction and content of the local rural development strategy, and make decisions on the different projects to be financed to achieve the aims and objectives of the strategy.

Further Reading:
http://enrd.ec.europa.eu/enrd-static/leader/leader/leader-tool-kit/the-local-action-group/en/how-to-form-a-local-action-group_en.html

Third sector

The Third Sector is a term referring to the part of an economy comprising non-governmental and non-profit organisations or associations. The third sector includes a very diverse range of organisations including some or all of the following components:

- Voluntary organisations
- Community groups,
- Tenants and residents groups
- Faith groups
- Housing Associations
- Most co-operatives and social enterprises (provided all profits are retained for the benefit of the members or community served)
- Most sports organisations
- Grant making trusts
- Private clubs

Organisations can take a variety of forms including one or more of the following:
- Mutuals
- Community interest companies
- Industrial and provident societies
- Not for profit trade associations
- Charitable trusts
- Companies limited by guarantee
- Unincorporated groups

Further Reading:
http://www.oxforddictionaries.com/definition/english/third-sector

Visioning Outcomes in community Engagement (VOICE)

Voice is a planning and recording software that assists individuals, organisations and partnerships to design and deliver effective community engagement. It is published by Scottish Government as part of its support for implementation of the National Standards for Community Engagement.

Further Reading:
http://www.scdc.org.uk/what/voice/

Datazone

A datazone is a type of geography supported by Scottish Neighbourhood Statistics. The data zone is the key small-area statistical geography in Scotland. There are 6505 data zones in Scotland. Data zones are groups of 2001 census out-put areas and have populations of between 500 and 1,000 household residents. Where possible they have been made to respect physical boundaries and natural communities. They have regular shape and, as far as possible contain households with similar social characteristics.

Further Reading:
http://www.sns.gov.uk/Guide/UserGuide.aspx?HelpTextId=600&Tab=2

Scottish Index of Multiple Deprivation (SIMD)

The Scottish Index of Multiple Deprivation is a tool used by local authorities, the Scottish Government, the NHS and other governmental bodies in Scotland. The Scottish Government website states that "the Scottish Index of Multiple Deprivation 2006 combines 37 indicators across 7 domains, namely: current income, employment, health, education, skills and training, housing, geographic access and crime." The principle behind the index is to target government action in the areas which need it most.

Further Reading:
http://www.scotland.gov.uk/Topics/Statistics/SIMD

Social Return On Investment (SROI)

SROI is a principles-based method for measuring extra-financial value (i.e., environmental and social value not currently reflected in conventional financial accounts) relative to resources invested. It can be used by any entity to evaluate impact on stakeholders, identify ways to improve performance, and enhance the performance of investments.

Further Reading:
http://www.scotland.gov.uk/Topics/People/15300/SROI

List of Acronyms

Organisation or reference	Acronym
Cairngorms Local Action Group	CLAG
Cairngorms Local Action Trust	CLAT
Cairngorms National Park Authority	CNPA
Cairngorms National Park Partnership Plan	NPPP
Community Action Planning	CAP
Community Development Officers	CDO
Community-led Local Development	CLLD
Community Planning Partnership	CPP
Cairngorms Local Development Strategy Working Group	CLDSWG
Department of Energy & Climate Change	DECC
Energy Savings Trust	EST
Equalities Impact Assessment	EQIA
European Commission	EC
European Union	EU
Expression of Interest	EoI
Full Time Education	FE
Higher Education	HE
Higher Education Statistics Agency	HESA
Information and Communication Technology	ICT
LEADER Actions in Rural Communities System	LARCS
Liaison Entre Actions de Dévelopement de l'Economie Rurale	LEADER

Local Development Strategy	LDS
Memorandum & Articles of Association	M&A
Memorandum of Understanding	MOU
Non-Governmental Organisation	NGO
Office of National Statistics	ONS
Office of the Scottish Charity Regulator	OSCR
Rural Development Priority	RDP
Scottish Government	SG
Scottish Household Statistics	SHS
Scottish Index of Multiple Deprivation	SIMD
Scottish Neighbourhood Statistics	SNS
Scottish Rural Development Programme	SRDP
Service Level Agreement	SLA
Small and Medium Enterprises	SMEs

Appendix 2: Map and Table Datazones in the Cairngorms National Park

Population by Datazone in the Cairngorms National Park in 2011

Datazone	Local Authority	Population (after proportional split)	Community Council Area	Main Settlement
SO1000301	Aberdeenshire	554	Braemar Community Council	Braemar
SO1000303	Aberdeenshire	618	Ballater & Crathie Community Council	Ballater
SO1000312	Aberdeenshire	561	Ballater & Crathie Community Council	Ballater South
SO1000316	Aberdeenshire	870	Ballater & Crathie Community Council	Ballater North
SO1000360	Aberdeenshire	536	Donside Community Council	Strathdon
SO1003743	Highland	564	Kingussie Community Council	Kingussie
SO1003747	Highland	1090	Newtonmore Community Council	Newtonmore
SO1003748	Highland	576	Kingussie Community Council	Kingussie South
SO1003749	Highland	885	Kingussie Community Council	Kingussie North
SO1003750	Highland	774	Kincraig Community Council	Kincraig
SO1003751	Highland	1092	Aviemore Community Council	Aviemore East
SO1003754	Highland	848	Aviemore Community Council	Aviemore South
SO1003755	Highland	1583	Aviemore Community Council	Aviemore North
SO1003756	Highland	905	Nethybridge Communicty Council	Nethy Bridge
SO1003759	Highland	628	Boat of Garten Community Council	Boat of Garten
SO1003760	Highland	840	Carrbridge Community Council	Carrbridge
SO1003764	Highland	874	Grantown on Spey Community Council	Grantown-on-Spey South
SO1003766	Highland	738	Grantown on Spey Community Council	Grantown-on-Spey Central
SO1003767	Highland	800	Grantown on Spey Community Council	Grantown-on-Spey North
SO1003771	Highland	643	Cromdale & Advie Community Council	Cromdale
SO1003772	Highland	597	Dulnain Bridge & Vicinity Community Council	Dulnain Bridge
SO1004233	Moray	770	Glenlivet Community Council	Tomintoul
SO1005145*	Perth & Kinross	390	Killiecrankie & Fincastle Community Council	Killiecrankie
SO1005146*	Perth & Kinross	59	Rannoch & Tummel Community Council	Kinloch Rannoch
SO1005147*	Perth & Kinross	445	Blair Atholl & Struan & Mount Blair Community Council	Blair Atholl
SO1000710*	Angus	78	Kirriemuir Landward East Community Council	Glenlee
S01004235*	Moray	205	Glenlivet Community Council	Glenlivet
S01000309*	Aberdeenshire	206	Mid Deeside Community Council	Aboyne
S01000341*	Aberdeenshire	127	Cromar Community Council	Logie Coldstone
S01000384*	Aberdeenshire	35	Cromar Community Council	Glenkindie
Total		**18891**		

* Straddles Cairngorms National Park Boundary

Figures from ONS 2011

Map showing datazones, Community Council Boundaries, National Park Boundary and Local Authority Boundaries for the Cairngorms National Park

Appendix 3: Summary of the Socio-Economic Analysis of the Cairngorms National Park 2014

The Socio-Economic Analysis was supported by literature review, analysis of census data and other data relating to the Cairngorms National Park, study of existing strategies and analyses of the Cairngorms National Park and consultation with communities themselves both through review of the Cairngorms Community Action Plans and conversation with residents and stakeholders. The full list of references and resources underpinning the analysis is available as a supporting document along with the full territorial analysis report and the Benchmark Report for the Cairngorms National Park from which much of the Park wide data derives.

Environment

'The unique character of the area derives from the combination of wild land character of the plateaux and mountains; the mix of upland management by large sporting estates and lowland agriculture; the extensive woodland mosaic; and the distinctive vernacular building traditions of the 19th Century'. (CNPA, 2006). The Community Action Plans all noted the importance of the natural landscape to the quality of life of the National Park residents however there was little reference to initiatives which would actively engage local residents in management of the natural heritage.

The area was designated as a National Park in March 2003 because of its outstanding natural and cultural features, its distinctive character and its special management needs. This is a highly designated landscape. The mountains are renowned for glacial features (Harry, 1965), Scottish Natural Heritage cited cultural and natural features as the special qualities warranting National Park status, highlighting the juxtaposition of contrasting landscapes and the vastness of space, scale and height (Fenton, 2010). The Park includes the most extensive area of semi-natural pine forest in the UK and it is the most important area for conservation of nature in the UK due to the very high concentration of designated sites and the scale of habitats. 49% of the Park is designated as a Natura site and 25% as Sites of Special Scientific Interest. 25% of the UK's threatened bird, animal and plant species are found in the National Park (Map 1)

The Cairngorms Mountains in the centre of the National Park are the most extensive area of high ground in the UK and include 4 of the 5 highest mountains in the UK (36% of the land is over 800m and 2% is over 1,000m).

Areas of the Park are difficult to access and the mountains create a natural barrier between the surrounding communities. 'Extremes of topography have had an enduring impact on the cultural heritage, conditioning aspects of the distribution of settlements, land-use and lines of communication over the millennia' (AOC, 2006), however it is the natural and cultural heritage along with the a strong sense of wilderness that attracts over 1.4m visitors each year making it one of the most tourism intensive areas of Scotland. In 2013, visits to the National Park accounted for 7 out of every 10 visits to Scotland (Visit Scotland, 2013).

There are 6 major river valleys with associated tributary valleys (Spey, Avon, Don, Dee, Glen Garry and South Esk) (Map 2).

Map 1. Designations and Special Features
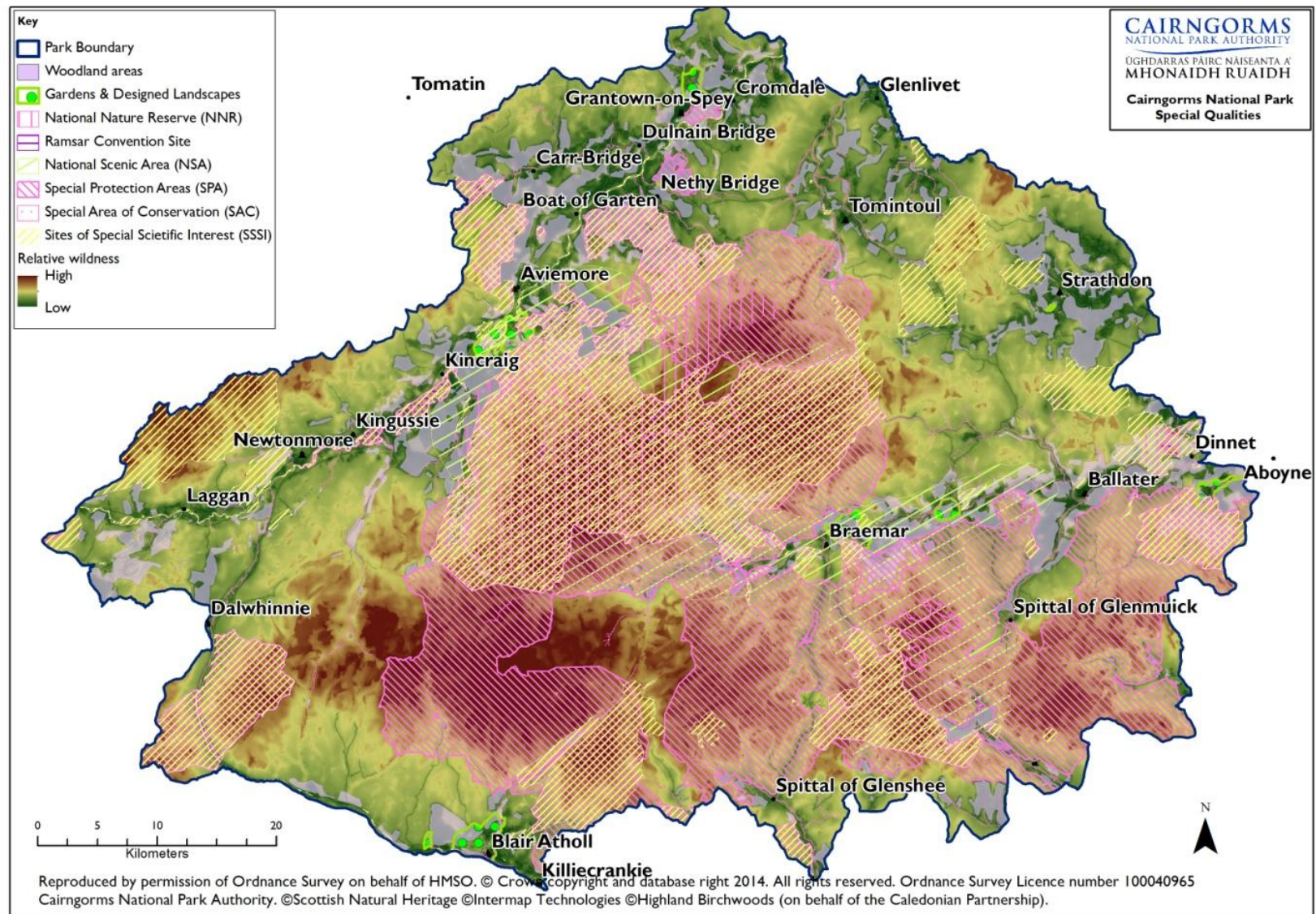
Map 2. Map of Catchments for National Park
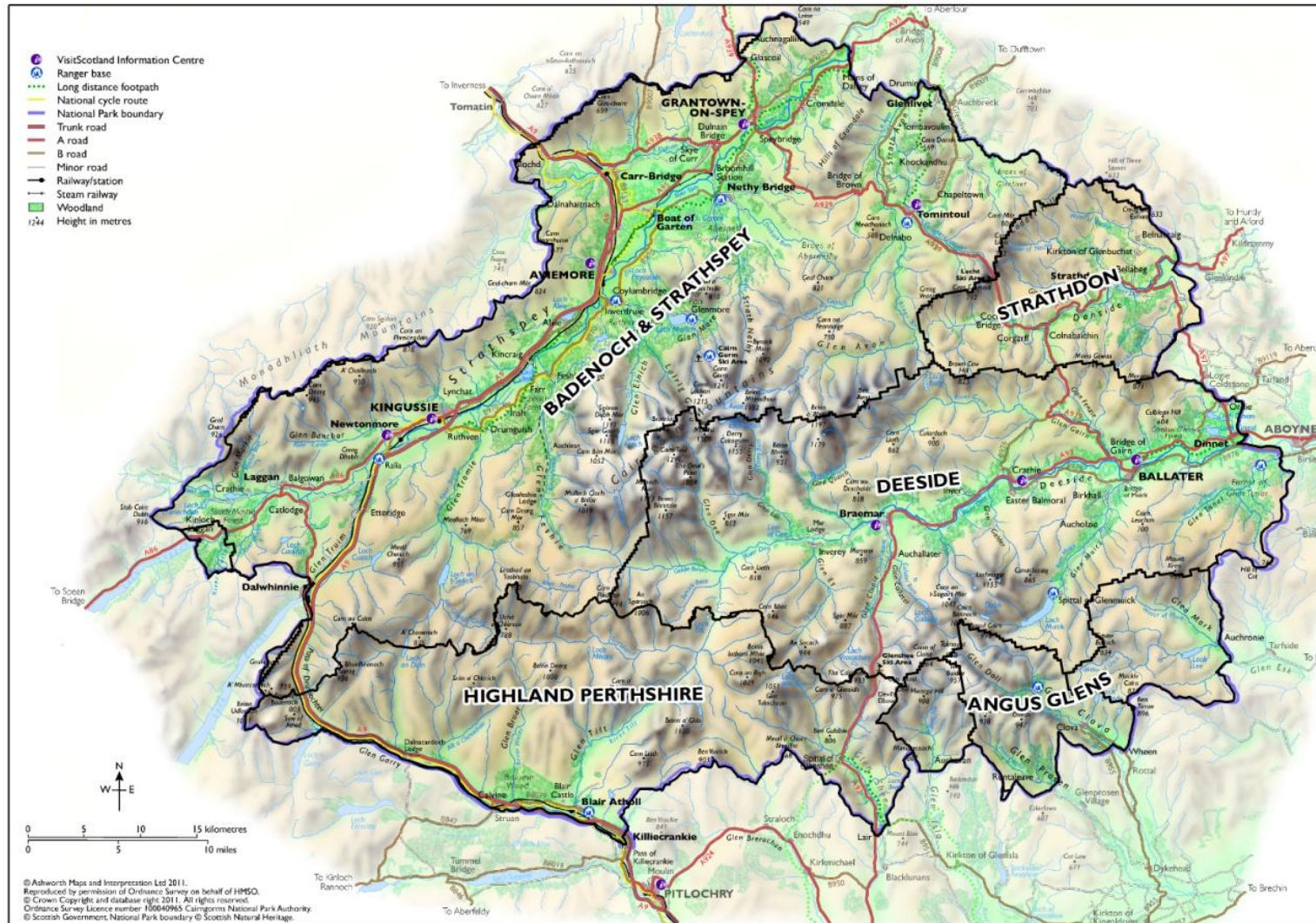
Much of the Park is moorland and woodland with areas of less productive high ground in the centre. Productive land is concentrated along the river valleys. The main land uses are Agriculture, forestry, sporting estates and tourism. 20% of the National Park is woodland, 70% of land is in agricultural use but accounts for only 1,000 of the 9,400 jobs in the National Park (Cairngorms Economic Forum, 2014). This includes employment on estates as well as farming. There are over 150 estates of over 100ha in the National Park which cover most of the entire area of the Park. The majority of these are privately owned however some of the land is owned by public bodies (Forestry Commission Scotland and Scottish Natural Heritage), The Crown Estate and Non-Government Organisations (Royal Society for the Protection of Birds, National Trust for Scotland, Woodland Trust).

Land use has shaped the landscape and culture over centuries. The National Parks (Scotland) Act 2000 (Scottish Government, 2000) defines cultural heritage to include 'structures and other remains resulting from human activity of all periods, language, traditions, ways of life and the historic, artistic and literary associations of people, places and landscapes.'

The 2007 Shea Report catalogues 4,778 RCAHMS sites, 60 scheduled monuments, 4,254 listed buildings and 4 conservation areas: Grantown, Ballater, Invery and Braemar, in the National Park. 'The historic environment of the Cairngorms National Park is a considerable asset in its own right and plays a crucial role in the local economy. (See Map 3). Some of the most popular visitor attractions in the Park are part of the historic environment.' (Historic Scotland, 2007). Many aspects of the cultural heritage remain part of National Park life including art, music and sport (e.g. Shinty in Kingussie and Newtonmore).

It is the natural and cultural assets which make the National Park an appealing place for residents and visitors however the sensitivity of the landscape can limit economic and community development opportunities due to enhanced planning restrictions. Finding sustainable development solutions is the challenge for people who live, work and holiday in the Park.

There are lower concentrations of designations around Tomintoul and Kingussie however all areas of the Park experience additional planning restrictions due to the National Park status (Map 4).

Map 3. Heritage Sites 2007 (pre 2010 boundary revision)
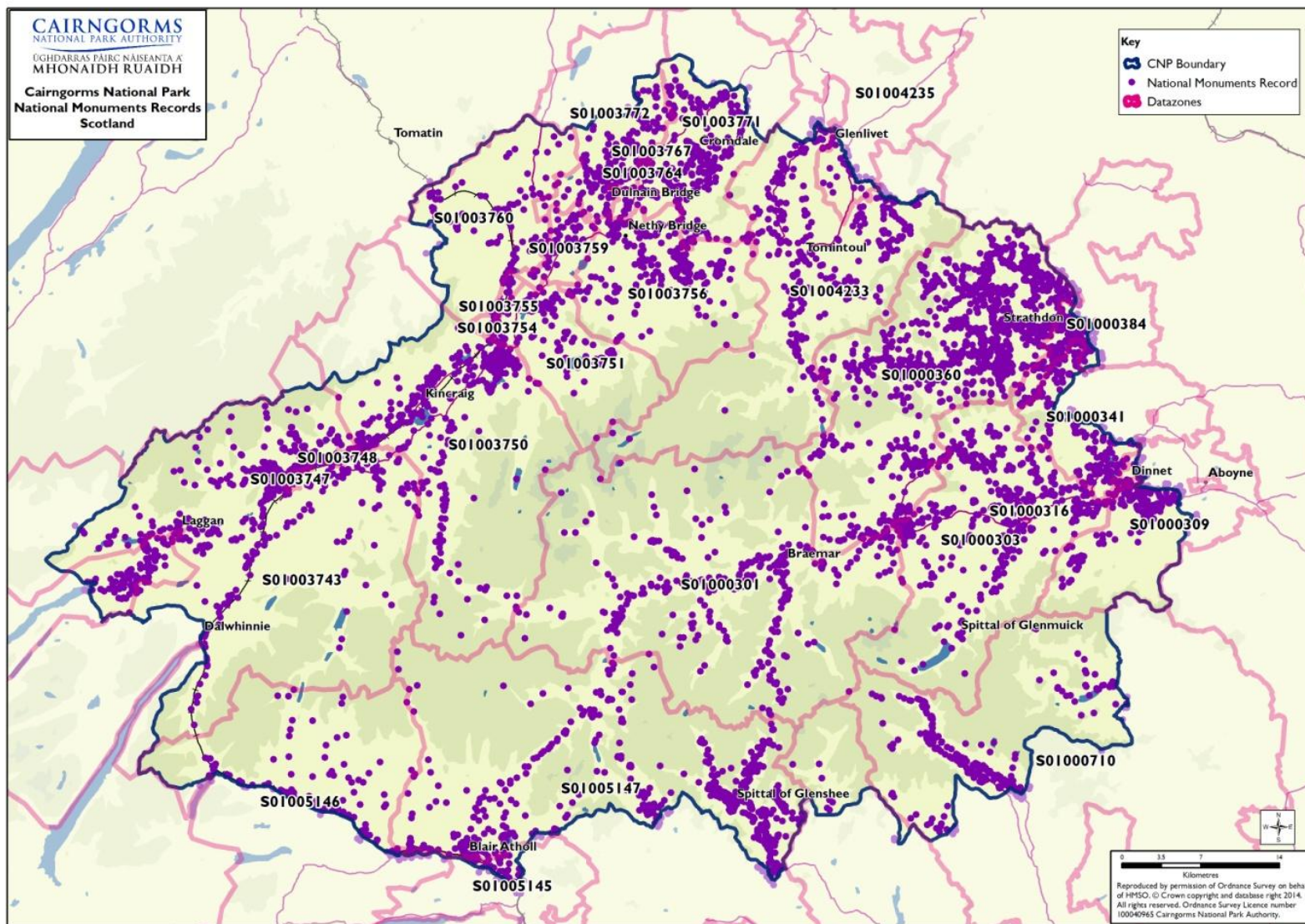
Map 4. Natural Resources and Protected Areas
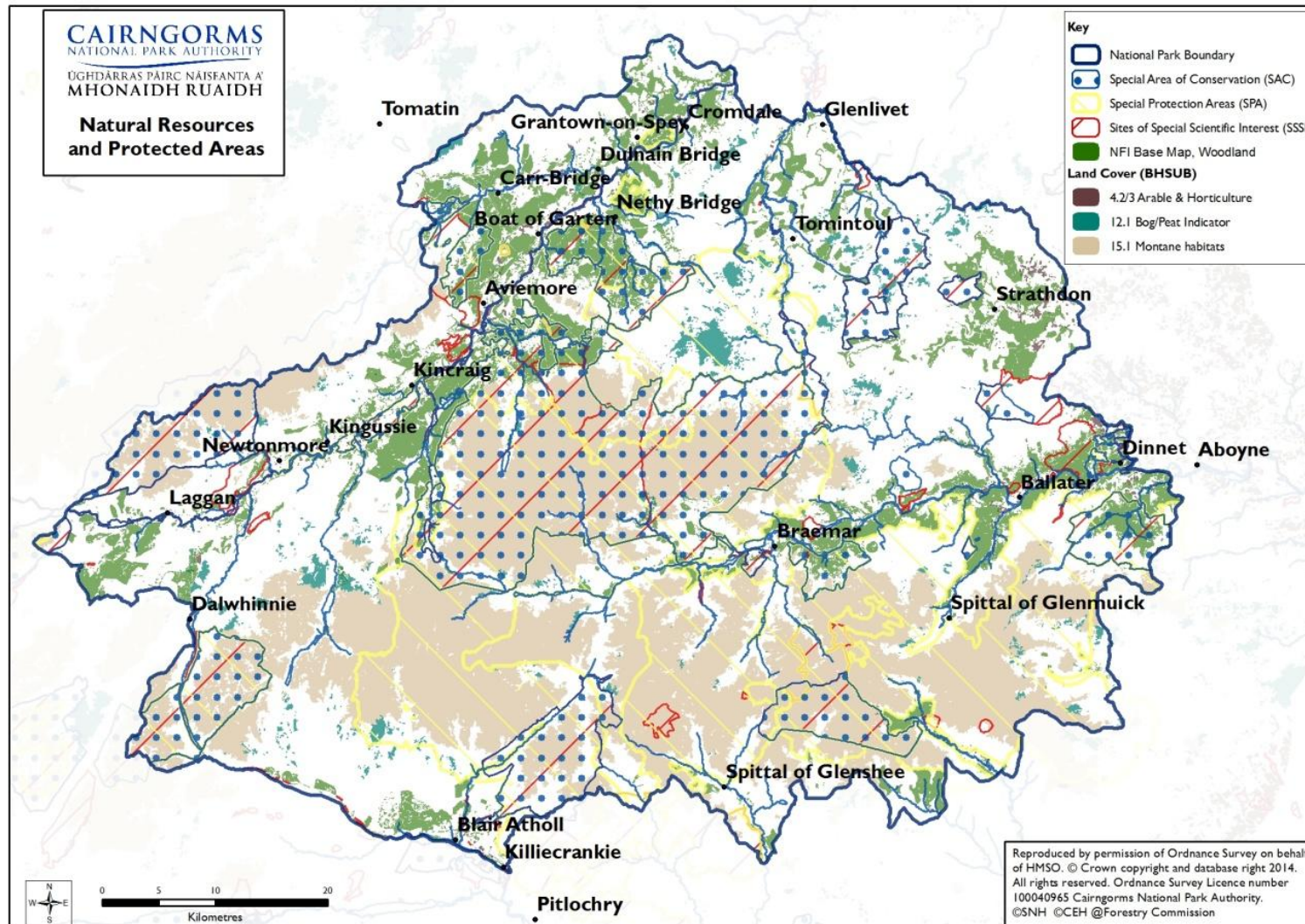
<u>Economy</u>

The Community Action Plans all identified a need to grow and diversify the local economy. The National Park has a growing economy in spite of the National downturn since 2008. Between 2010 and 2013 there has been a 4.5% increase in the number of jobs in the Park (Rocket Science, 2013). However, 87% of businesses in the National Park are small businesses employing 10 people or less (higher than the Scottish average of 81%). This is typical of both the tourism and agricultural sectors. Wages in these sectors are often low and work is often part time and seasonal. Quality of life is considered to be good in the Park and therefore there is an opportunity to continue to grow the economy of the Park by attracting employers to move their businesses to the area. Levels of crime are low in all areas of the Park apart from a spike in the Aviemore area which has the highest population density.

The 4 major economic clusters identified in the Cairngorms Economic Development and Diversification Strategy 2014 (Cairngorms Economic Forum, 2014) are: Tourism; Forestry; Agriculture, Food and Drink; Energy Efficiency and Renewables. *(Sustainable Tourism, Food and Drink and Energy (including renewables) are current growth sectors within Scotland.)*

Distribution of the major clusters varies within the Park with a high level of tourism activity in Badenoch and Strathspey and the lowest levels in Angus.

There is a peak in forest product processing in the Boat of Garten area due to a sawmill however forestry is present across the Park. The forestry sector is more significant in the National Park compared to the UK average.

There are peaks in Agriculture, Forestry and Fishing in Angus and parts of Aberdeenshire and Moray. 87% of agricultural land is rough grazing and meat production and produce is an important feature within this sector (See Map 5), as are game and game management and food retailing including farming, brewing and distilling. There are opportunities for improvement in collaboration, supply chains and marketing. There is also potential for better links between this sector and the tourist sector.

There are also pockets of other sectors: Manufacturing is highest in Tomintoul and Glenlivet and construction in Kingussie and Newtonmore.

Map 5. Land Use in the National Park
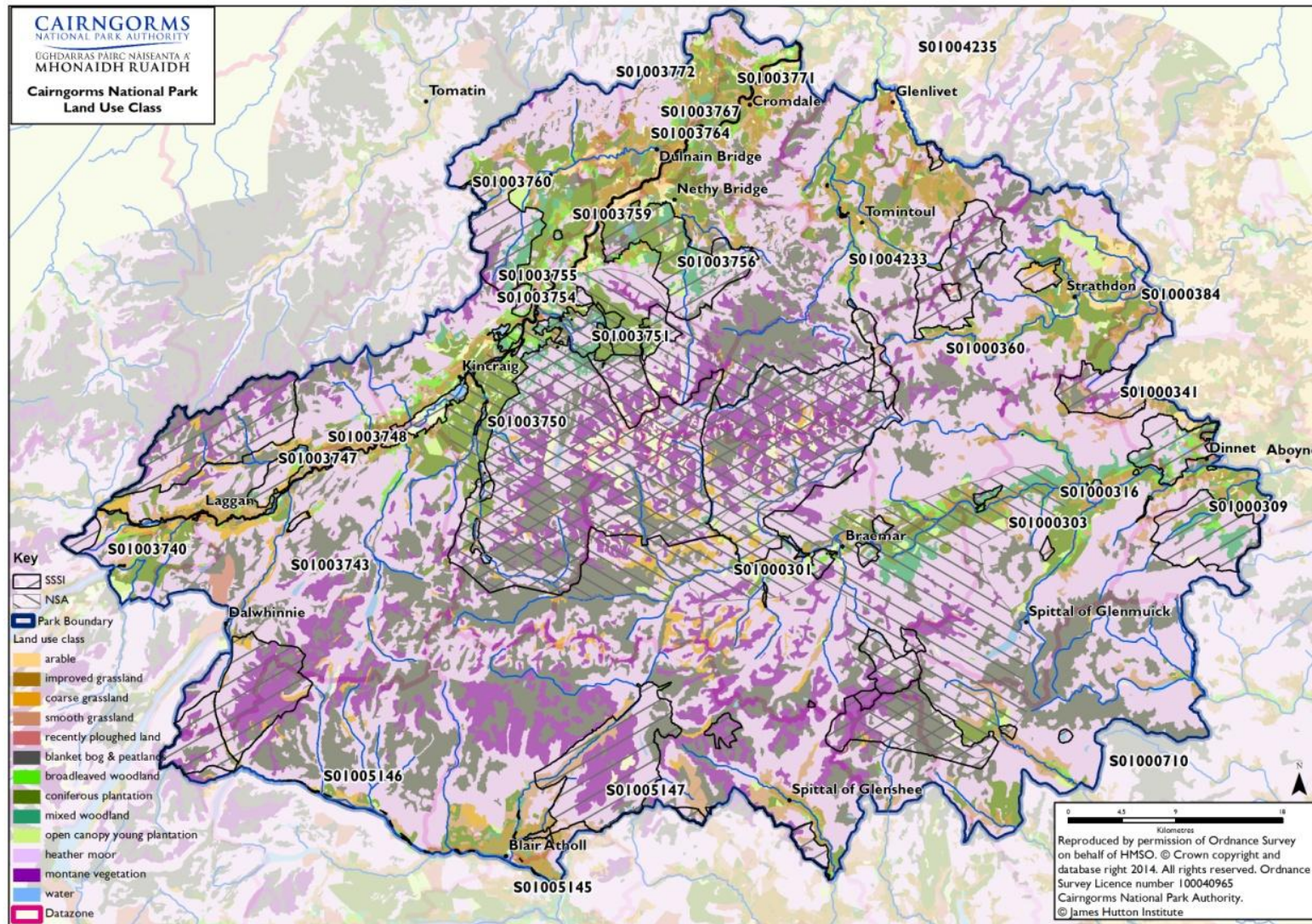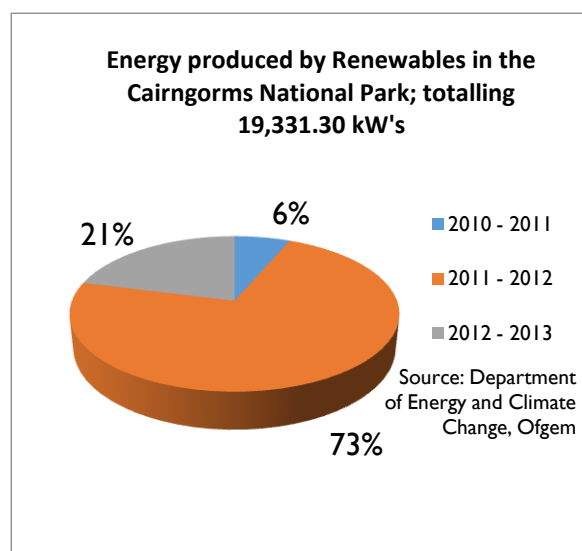
Costs to businesses and households are likely to increase due to rising fuel prices. There is an opportunity for business and residents to adapt their practices in order to become more energy efficient through both energy reduction and the generation of renewable energy.

There has been a steady increase in the accumulated capacity of Renewable Energy installations in the Cairngorms National Park including Hydro, Wind, Photovoltaic, Ground and/or Air Source Heat Pump, Solar Keymark Biomass and Solar Thermak systems with support from the Carbon Trust. (CNPA Energy Production Update 2013).

Energy produced by Renewables in the Cairngorms National Park; totalling 19,331.30 kW's

6%
21%
73%

- 2010 - 2011
- 2011 - 2012
- 2012 - 2013

Source: Department of Energy and Climate Change, Ofgem

Tourism

Tourism is a major economic driver in the National Park and its importance is highlighted in the Community Action Plans, in particular the need to meet the expectations of visitors and through doing so, provide recreation opportunities for residents also. Of the total National Park economy, tourism accounts for 30%. This is five times the national average and six times the UK average. More than 43% jobs in the National Park are in Tourism and the majority of those are in accommodation, venues, food and retail (STEAM Report 2012) and wages for this sector are often low.

Direct visitor expenditure in the National Park for 2012 totalled £112m of the £4.6bn spent in the whole of Scotland (Visit Scotland, 2013). Badenoch and Strathspey (B&S) receives the majority visitor expenditure in the Park.

Tourist Expenditure in the National Park (£ms) 2012
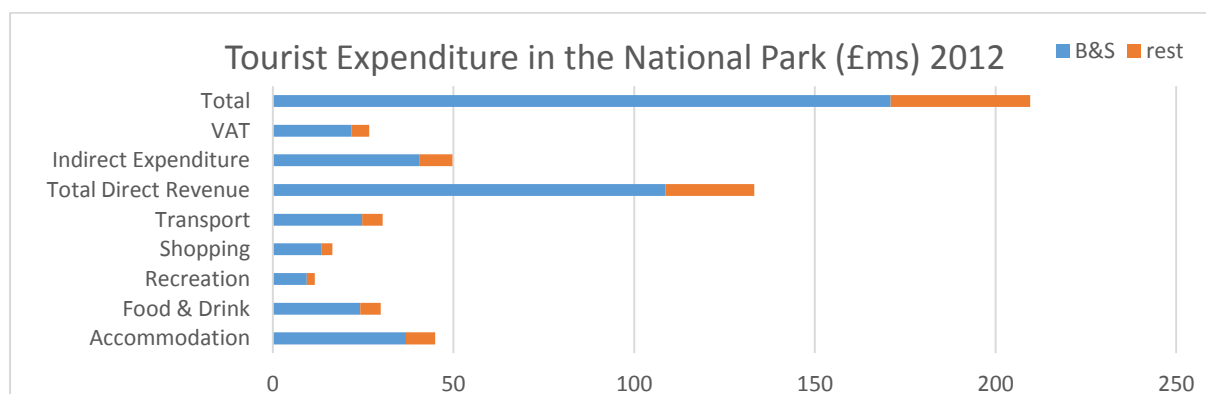
The A9 provides a direct route into the National Park and seasonal traffic volume patterns confirm this. It is therefore not surprising that Badenoch and Strathspey has the highest footfall. Cairngorm Mountain is a major draw for visitors both in summer and winter. Ski resorts in the Park account for more than 80% of the total Scottish Ski Market and 48% of total Ski Days in the three National Park ski resorts were recorded at Cairngorm Mountain (serviced by Aviemore). Success of the ski industry is linked to weather as are summer visits and the provision of wet weather options is a priority for all areas visited by tourists.

In the 2010 Cairngorms National Park Visitor Survey Report (CELLO, 2010) visitors cited sightseeing and relaxing, visitor attractions, walking and photography as the main activities making up

their visit, followed by eating out, wildlife watching and winter sports. Visitor spend and footfall is concentrated in the towns. The most visited towns in 2010 were:

Town	Region	% of visitors
Aviemore	Badenoch & Strathspey	46%
Braemar	Eastern Cairngorms	29%
Ballater	Eastern Cairngorms	25%
Grantown-on Spey	Badenoch & Strathspey	15%
Blair Atholl	Southern Cairngorms	10%
Kingussie	Badenoch & Strathspey	9%
Newtonmore	Badenoch & Strathspey	8%

This suggests that although Badenoch and Strathspey is the most visited area, this is distorted by a particularly high level of visitors to Aviemore which has a strong family and outdoor activity market, other parts of the region have lower levels of visits. Braemar and Ballater combined receive a similar number of visitors to the Badenoch and Strathspey region. Other areas of the Park, including villages and hamlets, have strong visitor offerings, however individual strengths need to be recognised, developed and promoted effectively (for example mountain biking in Laggan).

The Cairngorms Economic Diversification and Development Strategy (2014) identifies 5 challenges to economic growth within the Park. These are:

- Limited public transport
- Infrastructure limitations (e.g. roads, rail, housing, business premises, broadband & mobile)
- A lack of Higher and Further Education opportunities
- Logistics costs and limitations
- A heavy reliance on low wage tourism sector

The Federation of Small Businesses (FSB, 2014) notes 'for tourism businesses, high energy and utility costs and physical and digital infrastructure are more likely to be barriers to growth than for firms in other sectors'. Given the high percentage of tourism businesses in the Park, these aspects are crucial influences on economic development in the Cairngorms National Park.

The strategic priorities identified in the strategy are as follows:

1. Building on the Strengths of the Park (Grow key economic sectors: Tourism; Forestry, Agriculture, Food & Drink; and, Renewables & Energy Efficiency)
2. Supporting and Attracting Businesses
3. Strengthening Education and Training as an Economic Asset
4. Attracting Investment
5. Infrastructure (accommodation, transport, connectivity)
6. Planning for the Future

To support this development there is a need for consistent business support in the National Park area which meets the bespoke needs of businesses in this area.

The Federation of Small Businesses (FSB, 2014) notes 'despite a wide range of public sector support, just under half of tourism businesses used support in the past 12 months. A similar story is true of private sector business support.' This demonstrates the challenge of both provision and engagement given the high number of tourism businesses in the Cairngorms National Park.

Infrastructure

Rural areas have been exposed to significant centralisation of public and voluntary sector services which has led to the loss of vital services (EKOS, 2009). Coupled with the high cost and lack of availability of transport and variability in Broadband provision, people find it more difficult to access services and employment opportunities.

In the National Park the average house price is 130% above the national average and there is an overall lack of affordable housing. This impacts on the both the workforce and employers and can contribute to an out-migration of young people from an area. Highest house prices were recorded in Ballater, Braemar and Boat of Garten (where they continue to rise) and the lowest in Tomintoul, Kingussie, Aviemore and Grantown on Spey (where prices are falling). There is also a high percentage of second home ownership in the Park with peaks in Braemar and Ballater and parts of Aviemore and Nethy Bridge. The Community Action Plans highlight a need for local housing and development however link this with a need to ensure that settlements and build development retain and enhance the distinct sense of place and identity in the Park.

1,224 houses were built in the Highland area of the Park between 2000 and 2013 and only around 10 houses were built in the rest of the National Park during the same period. There are also a number of vacant homes. The figures suggest that there is a continued need for more housing in the National Park however the significant gap is in affordable housing particularly given the rising prices which are potentially inflated by second home ownership.

The results of the CNPA Broadband Survey 2013 (CNPA, 2013) suggested that there was variability in the provision of broadband across the Park and connection was inconsistent with regular drop outs. 47% of business cited limited broadband provision as a restriction to running their business effectively and a further 19% said it prevented them from expanding their business. Furthermore it was reported to reduce opportunities for people across the Park to undertake online courses.

Improvements are planned to the provision in Strathdon, Tomintoul and Glenlivet and a community broadband scheme has been implemented in Laggan however other areas of the Park are likely to wait some time before they see improvements to the broadband and mobile infrastructure. Poor broadband provision can have a particularly pronounced impact on small businesses, young people and people on benefits or dependent on public services (given the recent shift to more online service provision). Given the high proportion of people working and studying from home in the National Park, poor broadband provision has a disproportionate impact in this area.

12 of the 30 datazones in the National Park ranked in the top 5% for Access to Services Deprivation, these were in parts of Aberdeenshire, Moray, Grantown on Spey, Aviemore, Nethy Bridge and Blair Atholl. Essential services include: Grocery/food shops, cash machines, chemists, petrol stations, post offices, doctors, banks and outpatient departments. Difficulty in accessing services is further enhanced for those who do not have access to a car and are reliant on public transport and for those with mobility issues.

Transport routes create limited links between the communities surrounding the high ground in the centre of the Park. These links are often affected by harsh weather and road conditions are often poor. There is no direct road link between the East and West of the Southern parts of the Park which limits travel for residents and visitors. Travel times to all major population centres (Inverness, Aberdeen and Perth) from communities in the Park are over 1 hour by car (and much higher by public transport). The entire area is therefore classified as Remote Rural (Scottish Government, 2014).

Provision of public transport is variable across the Park. 13 datazones were in the top 5% deprivation ranking for Public Transport. These included Deeside, Angus, Perth and Kinross, Nethy Bridge and Tomintoul. Ballater scored well for public transport (ONS, 2011) and Aviemore has a regular train link to the Central Belt, however in most other areas the public transport was very irregular. Community Transport Schemes fill the gaps in provision in some areas but these are reliant on volunteers and are limited in capacity.

Fuel prices and availability impact on access to services. Due to poor public transport provision, residents are highly reliant on private transport. Those communities with high drive times are sensitive to fluctuations in fuel prices (fuel prices are also linked to heating costs due to the use of oil and gas fuel to heat some homes) Some communities such as Tomintoul do not have access to a local fuel station.

Villages and towns are more highly concentrated along the lowland areas of the river valleys, particularly the Spey and the Dee. (See Map 6). Population density is increasing in the areas with more dense populations around Aviemore and Grantown on Spey. The southern end of Badenoch and Strathspey conversely is experiencing lower population density and a reduction in population between 2001 and 2011. There has been an increase in population in the eastern Cairngorms however this area has a low population density. Major centres of population are Aviemore, Ballater, Braemar, Grantown-on-Spey, Kingussie, Newtonmore and Tomintoul. All settlements have populations of under 10,000 people, the largest of which is Aviemore with a total population of 2,397. Of all the major population centres, Aviemore is experiencing the greatest increase in population and population density.

As all of the towns in the National Park have populations below 3,000, they are classed as rural rather than towns under the Scottish Government Urban/Rural Classification (Scottish Government, 2014) and all areas in the National Park are classified as 'Remote Rural' (i.e. within a 60 minute drive time from the centre of a settlement with a population of 10,000 or more).

Population

The National Park has a growing population. All current indications suggest that the population will continue to rise and the estimated population for the National Park is 20,000 by 2040 (Rocket Science, 2013). The current population density is 4.2people per Km² however there are variations to this density and population change at a datazone level (shown in the map below) and within the datazones themselves. The mountainous areas in the centre of the Park are difficult to reach and mainly unpopulated. Only a few areas in Perth & Kinross, Highland and Aberdeenshire have seen a decline in population between 2001 and 2011.

See Map 7 and 8.

Map 6. Transport Infrastructure
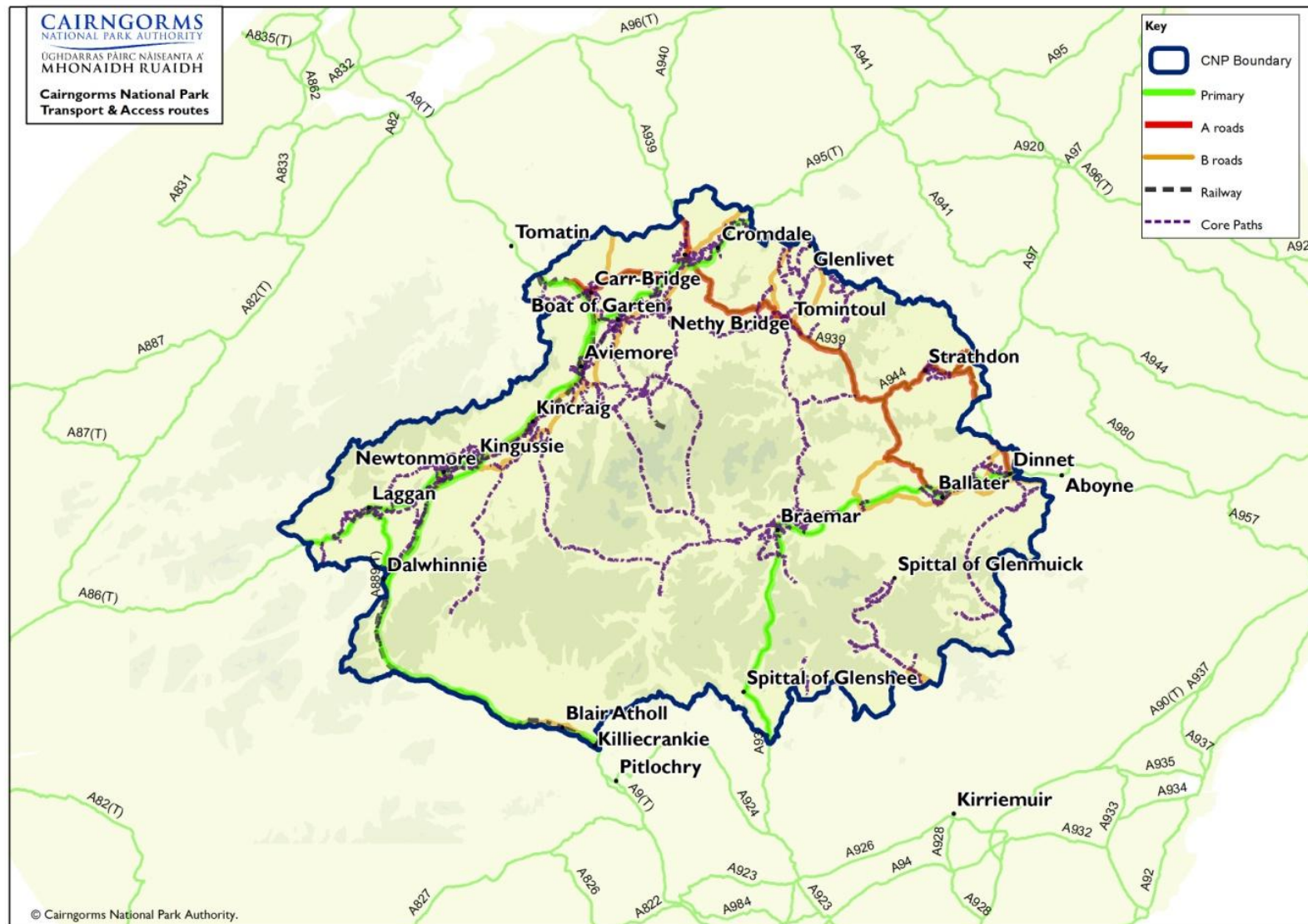
Map 7. Population Change by Datazone in the Cairngorms National Park 2001 – 2011.
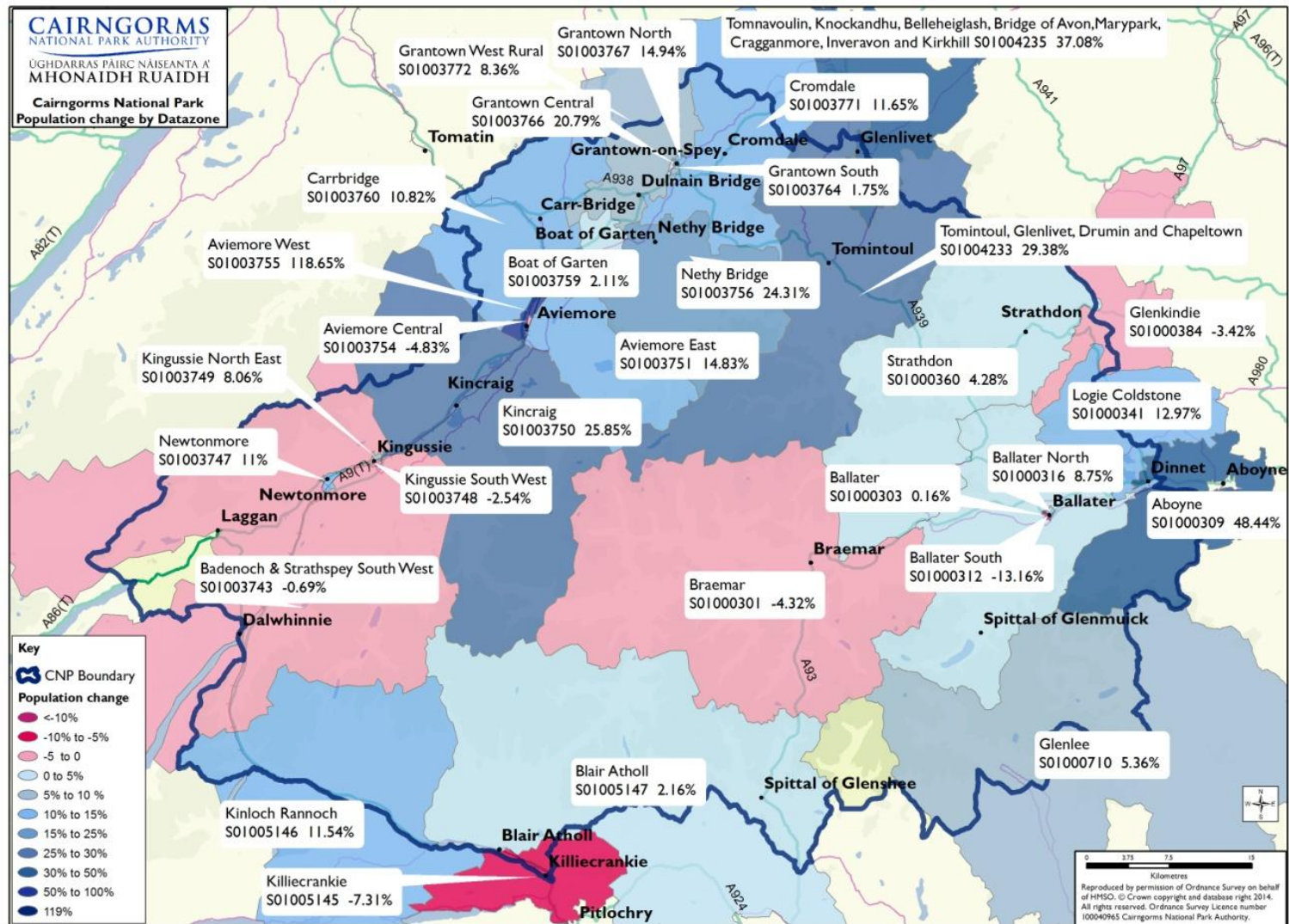
Map 8. Population Density at Datazone Level
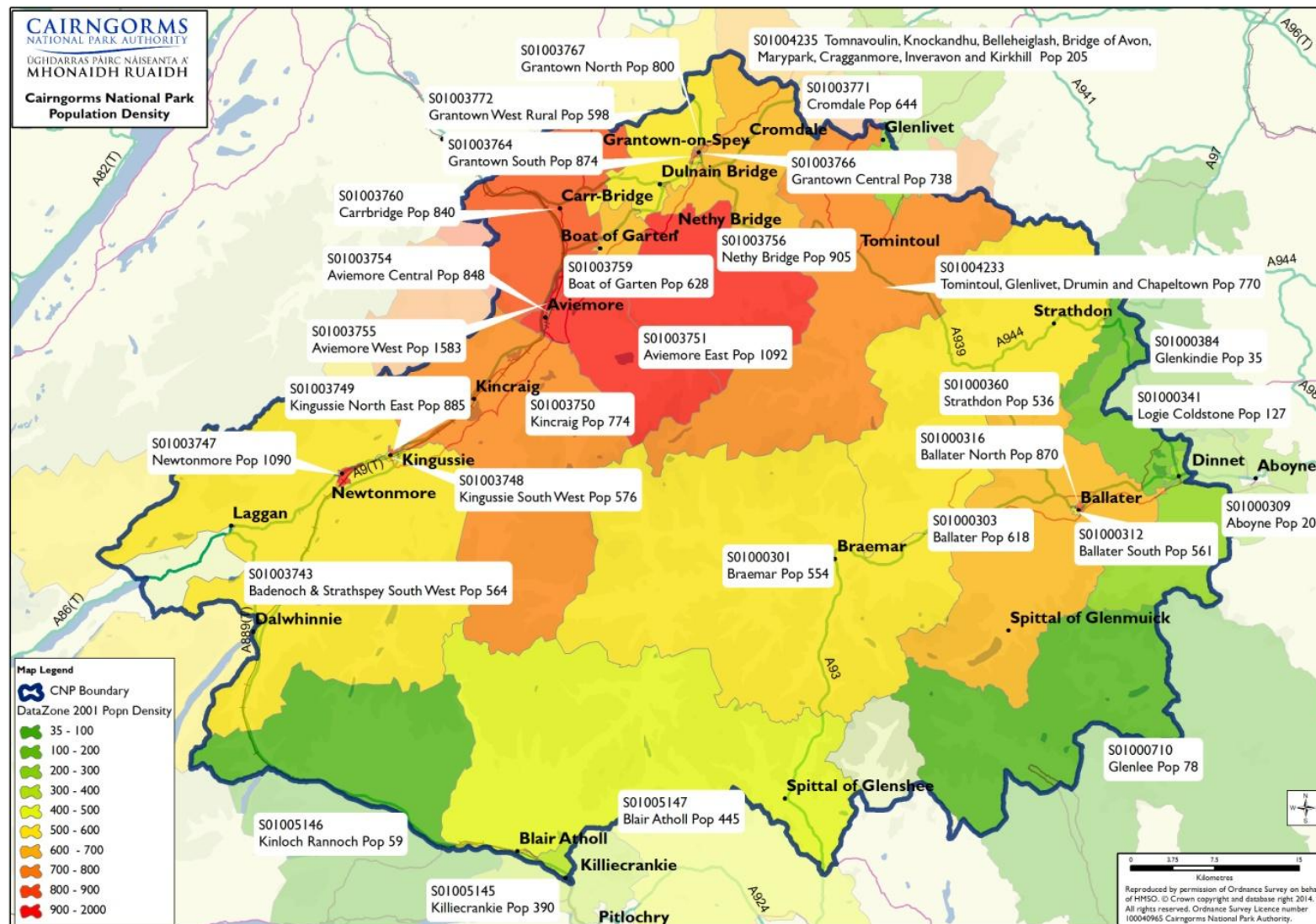
The Age profile comparison between 2001 and 2011 shows how the number of older people living in the Park is increasing whilst the number of young people is generally reducing. This reflects National trends in particular the trend for rural areas however in comparison with other rural areas, this dip is less pronounced. This may be a result of in-migration of young people coming to work in the tourism industry rather than a reflection of greater numbers of young people staying. This is suggested by the dip in people aged 30-40 which suggests that people are leaving after secondary school and not returning until after they have had a family.

Age Profile for National Park Population as % Total Population 2001 and 2011

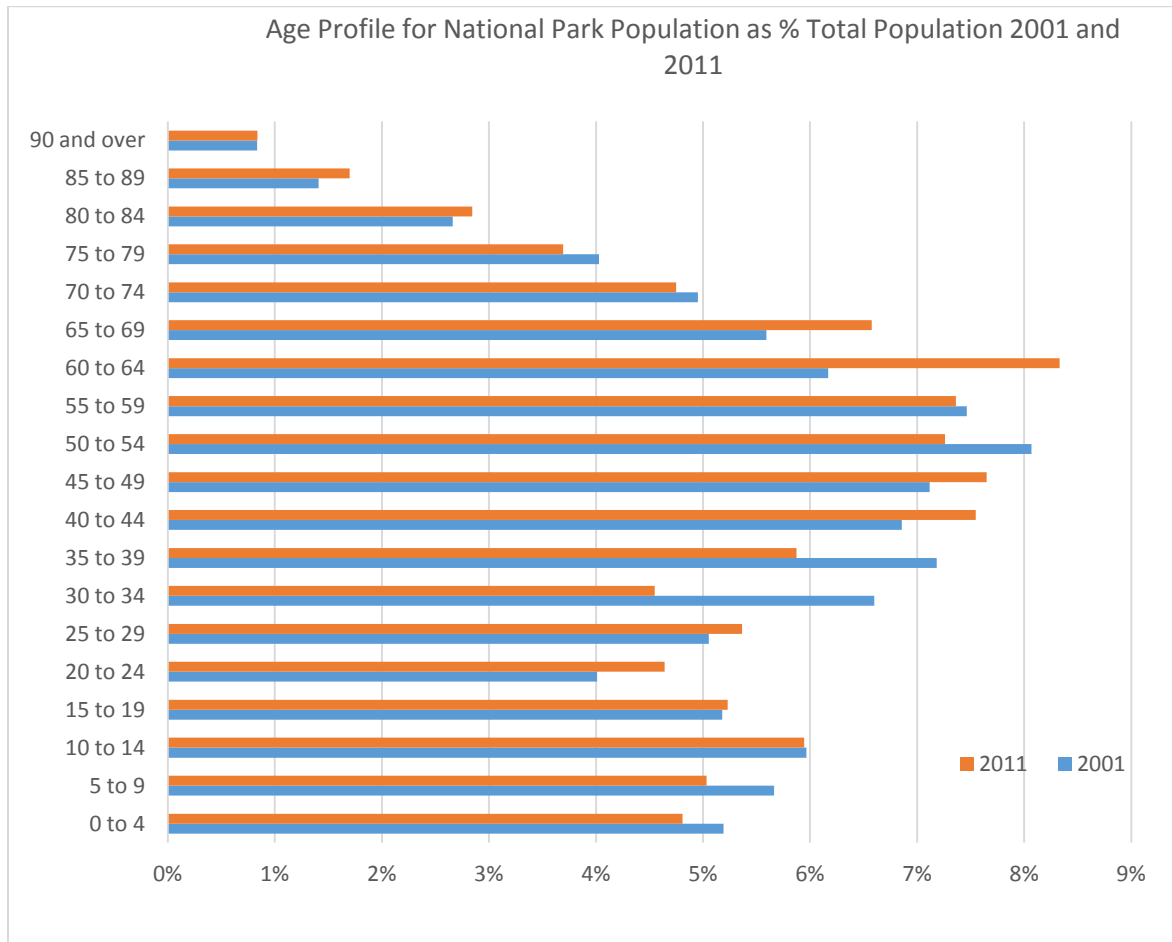Average health status shows that most residents experience very good to good health. There are very low levels of bad and very bad health. However all datazones have experienced a decline in health ranking between 2009 and 2012 suggesting a need for mitigation for declining health support to an ageing population (life expectancy is above the National average). There are further proposed hospital closures in Grantown on Spey and Kingussie and new build with increased centralisation of services. This may increase travel time but improve coordination between services by ensuring all services in one place. This could further exacerbate health rankings due to travel times and accessibility of healthcare provision.

Compared to other rural areas in Scotland the out-migration figures for young people are low however the datazone level population profiles suggest that some individual communities within the Park are more sensitive to youth out-migration than others. See Map 9. In addition, out-flow of resident young people may be masked in areas with high levels of seasonal tourism jobs where young people come in to work on a seasonal basis. It is widely recognised that some outflow of young people is an important part of their development however it is important to make provision for those who wish to stay and those who have no option but to remain. (SRUC, 2014).

Map 9. Net Migration at Datazone Level 2001 to 2011.
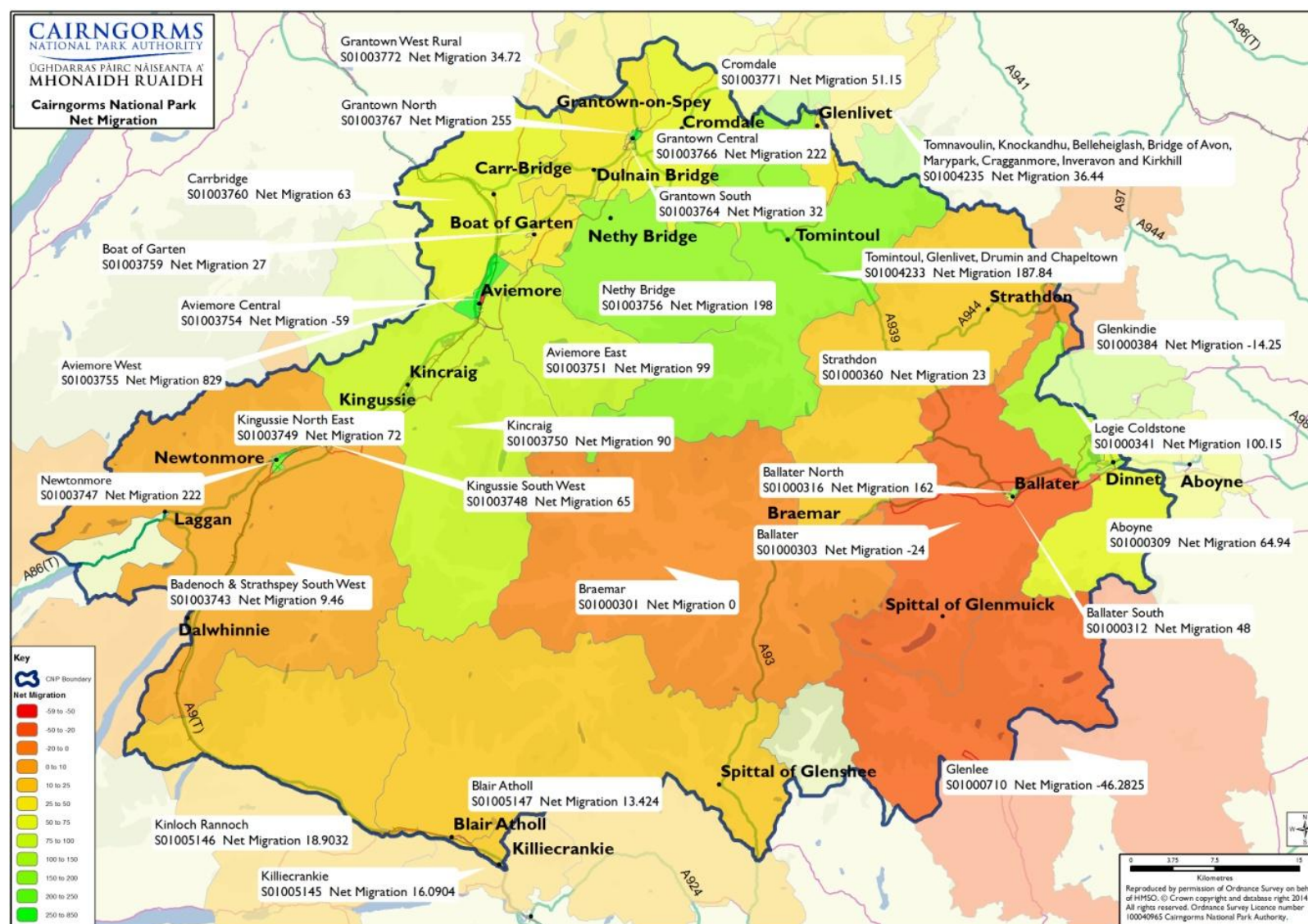
Only 4 datazones have experienced net out-migration between 2001 and 2011, but this is balanced with an inflow in adjacent areas in all datazones apart from the Angus area where population density is very low.

There is an equal male/female split in the population and there is little diversity. Most residents are White, predominantly Scottish with 21% Other British.

Only 1,247 are from other ethnic groups, made up as follows:

White: Other White	520
White: Polish	383
White: Irish	112
Mixed or multiple ethnic groups	47
Asian, Asian Scottish or Asian British: Other Asian	42
Asian, Asian Scottish or Asian British: Indian, Indian Scottish or Indian British	35
Other Ethnic groups: Arab, Arab Scottish or Arab British or Other Ethnic group	24
African: African, African Scottish or African British	23
White: Gypsy/Traveller	17
Caribbean or Black, Scottish or British	15
Asian, Asian Scottish or Asian British: Chinese, Chinese Scottish or Chinese British	12
Asian, Asian Scottish or Asian British: Pakistani, Pakistani Scottish or Pakistani British	11
Asian, Asian Scottish or Asian British: Bangladeshi, Bangladeshi Scottish or Bangladeshi British	6
	1,247

There is a population of 383 Polish people living in the Park, over 43% (167) of whom live in Aviemore datazones, with a further 22% (85) in Grantown on Spey and Dulnain Bridge datazones. There are other small pockets of diversity across the park. Although these groups make up only a small proportion of the population it is the low population figures which may in themselves represent issues for these groups. There are also low numbers of single parent families in the National Park and these families are concentrated in Aviemore. There are 330 people in the Park who are on long term sick or disability allowance.

Braemar is in the top 10% of places to live in terms of income in Scotland. Tomintoul has the worst income deprivation ranking in the National Park. This range suggests that the challenges for economic development differ between communities. Furthermore, some areas experienced a decline in income ranking between 2009 and 2012, most notably Tomintoul. Average yearly earnings for the National Park are 74% the National Average and at least one fifth of households in all datazones were bringing in less than the living wage. Unemployment across the Park is low but the figures fluctuate with the seasons suggesting a degree of seasonal employment which is characteristic of the tourism sector. Most of the economically inactive population are retired. The figure for self-employment is nearly twice the National average and nearly one third people in employment are working more than 49 hours a week. There are more women working part time or staying at home to care for home or family. The general lack of childcare provision across the Park with particular low spots in Tomintoul, Braemar and Ballater, further limits employment opportunities for women with children.

Education figures reflect an educated workforce however this is not entirely reflected in the average wage in the National Park. The majority of datazones have seen a fall in SIMD Education and Skills Deprivation ranking. Highest ranking communities are found in Aberdeenshire (5,428) and Aviemore (2,515) scores lowest.

Map 10. Education Facilities servicing Cairngorms Communities

There are two secondary schools in the National Park, these are in Grantown on Spey and Kingussie. These serve Badenoch and Strathspey however all other areas require secondary pupils to travel outside the National Park to secondary schools in Pitlochry, Kirriemuir, Aboyne, Alford and Aberlour. Of the 1,072 secondary school pupils living in the Park in 2012, 824 (77%) attended schools in the National Park and 248 (23%) attended schools out-with the Park boundary. Of the total number of secondary school age children 302 (28%) were 16 and over.

There are 15 primary schools in the National Park. Of the total 1,180 primary school pupils, in 2012 1,107 (94%) attended school within the National Park and 73 (6%) travelled outside the National Park to primary schools in places such as Logie Coldstone, Aboyne, Pitlochry, Aberlour and Kirrimuir. There are no ASN schools in the National Park and consequently the seven pupils living in the National Park who attended ASN schools, travelled outside the Park for their education and Training

Most school leavers go on to Higher and Further Education or employment. However there are no Higher and Further Education institutions in the National Park which may account for the outflow of young people from the area. Travel time to Higher and Further Education institutions are 1.5 hours by car for most of the Park. However there are over 116 organisations offering training within the National Park including apprenticeships (46% in hospitality and customer service and 28% in land management) (Mackenzie, 2012).

According to the SIMD, 2014, Tomintoul is the most deprived area in the Cairngorms National Park with a SIMD ranking of 2,875 in the National Park and the least deprived area is Braemar with a ranking of 5,438. None of the datazones in the National Park fall within the top 5% for multiple deprivation. The map below shows how some areas have improved their ranking between 2009 and 2012 and other areas have dropped, notably Laggan, Kingussie, Tomintoul, Glenlivet and the Mount Blair area. Grantown on Spey, Braemar and Ballater and Nethy Bridge have all experienced improvements in their rankings as well as parts of Aviemore.

Map 11. SIMD Rankings in the National Park
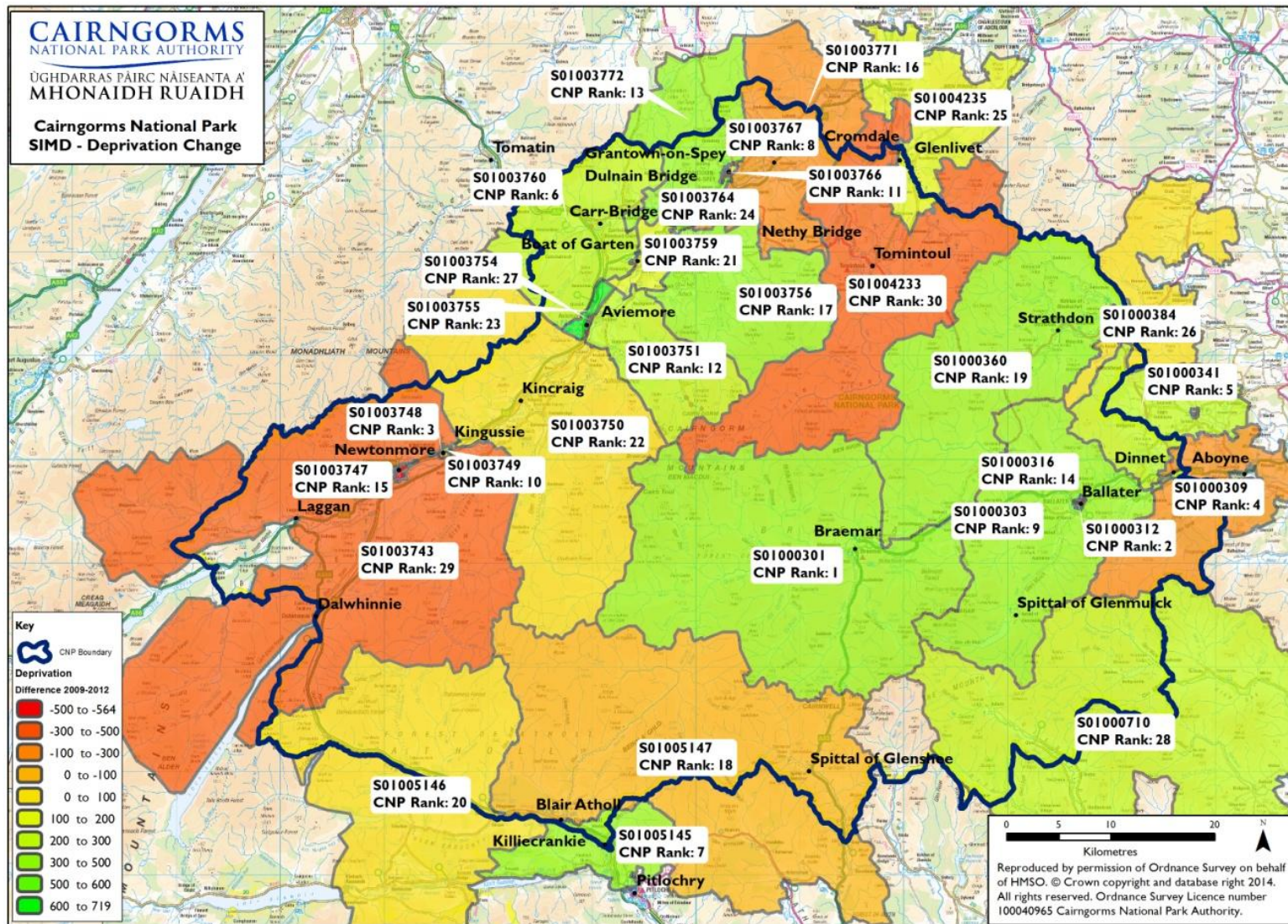
Although the overall rankings for datazones in the National Park suggest a positive scenario for the communities within the Park, research has recently suggested that the SMID is not yet an effective tool for measuring rural deprivation (SRUC, 2014) due the low population densities in rural parts of Scotland and the area specific issues which may cause deprivation but may not be apparent, for example housing, access and education which receive lower ratings in the multiple index. Furthermore it is apparent in Aberdeenshire that the datazones straddling the National Park boundary often score lower rankings than those entirely within the National Park which suggests that there are more affluent pockets of population within the boundary which are not reflected out with the Park within a localised area.

Community Involvement

The Community Action Plans all mention a desire for communities to be more empowered and able to develop their own models of sustainability. The challenges facing communities in becoming more empowered and active in determining their futures differ due to a number of factors. Those more tourist intensive areas may struggle to create strong community cohesion due to the high visitor bed numbers whereas small communities may struggle to engage in ambitious initiatives due to the small pool of volunteers to draw from.

There are currently approximately 766 people living within the NP engaging in environmental volunteering (Ruck, 2014). Volunteers tend to be either over 65 or between 16 and 25 and therefore are not representative of all age groups in the Park. In 2006 there were eight heritage groups active in the Park. Transport infrastructure limits opportunities for people to engage in volunteering. Furthermore opportunities are geographically uneven and there are no opportunities in the Perth and Kinross areas of the Park. Land ownership issues were cited in community conversation as a barrier to land based volunteering. The 2012 Centre for Mountain Studies publication explored how to strengthen working relationships between estates and communities for the benefit of land owners and communities.

Community Councils are active in all communities within the Park and the Association of Cairngorms Communities (AoCC) is a collective organisation bringing together representatives from the community councils to discuss issues at a Park wide level four times a year. The AoCC is currently under review however a recent survey highlighted an appetite of an organisation of this type to remain active in the National Park. All of the community council areas have at least one community hall which is often used as a meeting place for the community councils.

In addition to the community councils there are a number of community trusts and organisations working on behalf of individual communities to progress projects. The largest of these (by turnover) are Ballater Royal Deeside Development Trust, Voluntary Action Badenoch and Strathspey, Tomintoul and Glenlivet Development Trust, Laggan Forest Trust and Braemar Community Ltd. There are also a number of smaller active trusts. All of these trusts are run by volunteers but, a few now employ both administrative and community development staff. Some of the community development staff were funded through the 2007-2013 Cairngorms LEADER Programme. The programme also funded specific youth development projects in the East and the West of the Park.

The Environmental Volunteering Report (Ruck, 2014) also suggests links between the availability of environmental volunteering and active community volunteers in the National Park. This would suggest a lower level of overall volunteering in the Blair Atholl area. This may be due to the revision of the National Park boundary in 2010 which has meant that the Blair Atholl area of the National Park has not received the same level of community development support as other areas in the National Park. It has therefore been a priority in the last 12 months for CNPA to engage with

communities in this area to start the process of Action Planning and community development with the support of VABS (Voluntary Action Badenoch and Strathspey). The only other community council areas which have not produced community action plans are Glenshee and the Angus Glens but it is hoped that these will be completed in 2015. Some of the community action plans are now up for review and with support from the CNPA all action plans should be reviewed by the end of 2015.

Appendix 4: Strengths, Weaknesses, Opportunities Threats Analysis Summary
Strengths Weaknesses Opportunities and Threats for a Cairngorms Leader Programme 2014-2020.

Strengths (Internal)	Weaknesses (Internal)
Strong established Partnership through LAG Structure - Communities are ready to engage in CLLD. - Community mapping and community action plans. - Communities are keen to be involved. - Community Development Officers in place. - Community capacity building underway through current LEADER. **National Park Partnership Plan with significant buy-in through community and wider consultation.** - Fora established as a way to communicate and be involved in future plans. - Links between Park plan and council strategies, represented at board level in CNPA **Natural and cultural assets of landscape, environment, culture and heritage** - LAG based around the National Park geographical boundary. - National Park brand is nationally and internationally recognised and used by businesses for marketing. - Key businesses based on landscape: produce, producers, farmers. - Local produce	**Complexity of physical and political boundaries including land ownership.** **Fragmented community capacity.** - Groups only able to manage small projects. - Lack of community leaders and administrators. - Ageing volunteers and no succession plan - Lack of initiation of strategic and large scale projects. - Lack of community facilities - Sparsely populated areas - Low numbers of environmental volunteers **Heavy reliance on tourism and agriculture.** - Low wages in these sectors - Lack of young people entering these jobs **Lack of structured Further and Higher Education provision in the area.** **Lack of local transport provision.** **Difficulties accessing healthcare.** **Lack of affordable housing** **Inconsistent Broadband provision** **Lack of childcare provision** **Variations in quality of tourism offer** (including local produce & lack of accommodation) **Weak supply networks for local produce** **Planning complexities due to designations**
Opportunities (External)	Threats (External)
Highly motivated network of volunteers and groups. - Community and voluntary sector - CBP, COAT, Cairngorms Nature - Development Trust - Glenmore Lodge - Opportunities for communities to work together and share experience. **National Park Partnership Plan –** helps to deliver, integrate and inform CLLD. - Economic Development Plan - Access and Recreation Strategy - Cairngorms Nature - Community Action Plan **National Park Status** (massive potential opportunity). - Increased opportunity to align funding delivered through CLLD to deliver a 1st class National Park through big ticket projects. - Increased levels of private sector investment. - Increased levels of private sector interest in the LAG. **Opportunity to build on Economic Development to deliver social/community outcomes.** - Quality jobs to attract and retain young people. - Training, retraining and apprenticeships - Small business development and job creation. - Agricultural produce (including meat products)	**Outflow of young people** **Ageing Population** **Low wages** **Need to diversify economy** **Inconsistent business support service** **Cuts in public services** **Closure of schools** **Bureaucracy through the whole process from application through to claims and audit.** - SRDP can be difficult to understand. - LEADER rules and restrictions. - Lack of certainty about new LEADER/CLLD Programme. **Lack of understanding about LEADER.** - Many organisations, communities and people don't think LEADER applies to them. - Lack of information in the community about LEADER programme. - Communities miss out on opportunities or won't engage. **Not suitable community/umbrella groups and individuals in place to deliver.** - Groups and people need to be in place in order to deliver projects.

LAG Planning Days Attendees (14/3/13, 23/5/13 & 26/9/13)

Name	Organisation	Cairngorms LAG 2007-2013
Sandra Middleton	CNPA	
David Cameron	CNPA	Yes
Bryan Wright	Ballater Royal Deeside Ltd.	Yes
Les Allan	Aberdeenshire Council	Yes
Alan Rankin	Cairngorms Business Partnership	Yes
Pete Crane	CNPA	
Drew McFarlane Slack	Scottish Land and Estates	Yes
Cattie Anderson	Scottish Natural Heritage	Yes
Mike Powell	Marr Area Partnership	Yes
Carole Butler	Voluntary Action Badenoch and Strathspey	
Claire Ross	CNPA	
Lindsay Robertson	Tomintoul and Glenlivet Development Trust	
Will Boyd Wallis	CNPA	
Nick Mardall	Ballater Royal Desside Ltd.	
Roger Clegg	Association of Cairngorms Communities	Yes
Marina Dennis	Crofter's Commission	Yes
John Rainy Brown	Voluntary Action Badenoch and Strathspey	Yes
Alasdair Colquhoun	Association of Cairngorms Communities	Yes
Karen Derrick	Voluntary Action Badenoch and Strathspey	
Kate Adamson	Association of Cairngorms Communities	Yes
Dee Straw	Cairngorms Local Action Group Administrative Team	
Lynn Anderson	Cairngorms Local Action Group Administrative Team	
Sam Masson	Cairngorms Local Action Group Administrative Team	
Patricia Methven	Cairngorms Local Action Group Administrative Team	
Alice Mayne	Cairngorms Local Action Group Administrative Team	
Priscilla Gordon-Duff	Chair Moray Local Action Group	
Martin Ingram	Lantra	
Bob Kinnaird	Glenmore Lodge	
Liz Cowie	Highland Council	Yes

Apologies: Rachel Stewart Scottish Enterprise
                    Bob Grant CNPA
                    Gavin Miles CNPA

Appendix 5: Cairngorms Local Development Strategy Working Group (CLDSWG)

NAME	ORGANISATION
Alan Rankin	Cairngorms Business Partnership (CBP)
Alasdair Colquhoun	Association of Cairngorms Communities
Anne MacLean	Inclusive Cairngorms
Bob Kinnaird	Glenmore Lodge
Bryan Wright	Ballater (RD) Ltd
Cattie Anderson	SNH
Claudia Leith	CBP
David Cameron	CNPA
David Watson	CNPA
Dennis Malone	University of Highlands and Islands (UHI)
Drew McFarlane Slack MBE	Scottish Land and Estates
Eleanor Mackintosh	CNPA Board Member
Eric Baird – vc from Ballater	Inclusive Cairngorms
Fiona Murdoch	Moray Council
Fiona Robb	HIE
Janelle Clark	Aberdeenshire Council
John Rainy Brown	Voluntary Action Badenoch & Strathspey
Kate Adamson	Assoc of Cairngorms Communities
Kevin Patrick	Lantra
Kevin Roach	CBP
Les Allan	Aberdeenshire Council
Linda Stewart	UHI
Liz Cowie	Highland Council
Lynette Reid	Visit Scotland
Marina Dennis	Crofters Association
Mark Tate	Community Broadband Scotland
Mike Powell	Marr Area Partnership
Philippa Grant	CBP
Piers Dixon	RCAHMS
Priscilla Gordon-Duff	Moray LAG
Rachel Stewart	Scottish Enterprise
Richard Wallace	Forestry Commission Scotland
Rita Callander	Rural Tayside LAG, Angus Council
Roger Clegg	Association of Cairngorms Communities
Sandra Middleton	CNPA

Appendix 6: Cairngorms Local Development Strategy 2014-2020 Consultation

Themes and Outcomes Consultation 10th February 2014-10th March 2014 Responses

26th February 2014	Tomintoul	6th March 2014	Ballater
4th March 2014	Blair Atholl	10th March 2014	Angus Glens
5th March 2014	Kingussie	12th March 2014	Nethy Bridge

Responses were gathered at the events, online and in paper format (distributed via post and the CNPA offices in Grantown on Spey and Ballater). The Paper response from CNPA is attached at the end of this summary. The consultation and the events were promoted through newspaper advertisements for two weeks prior to the consultation period in all local papers covering the National Park and emails were circulated through the CLAG, CNPA, Local Authority and all local forum networks. Promotional presentations were also given at all National Park forums.

Total Responses 192 (including organisational, group and individual responses)

Responses were received from **16 of the 21** Community Council Areas. Additional responses were received at local authority level and Park wide level.

Summary

The themes were approved by the consultation process although minor changes were made to them. The outcomes were further revised as a result of comments and the number reduced to reduce the complexity of the strategy whilst retaining the priority areas highlighted in the consultation. There were regional priorities highlighted in the ranking of the themes. Overall theme 1 was considered to be the most important whilst theme 5 was considered to be the least important but at community level priorities varied. This reflects the datazone level analysis which identifies differences between communities however due to the small percentage of the population who responded to the consultation it would not be appropriate to restrict support for communities according to the prioritisation of themes within this consultation. A database of project ideas was collected during the consultation period which will be used to support networking and partnership building during the programming period.

Themes Used in the Consultation:

1. Build community capacity to facilitate and support local development and promote partnership working.
2. Grow the economy of the Park by strengthening existing business sectors, supporting business start-ups and diversification, and increasing the number of workers employed in the Park.
3. Attract, support and retain young people in the National Park.
4. Improve transport, connectivity and service provision.
5. Protection and enhancement of the National Park landscape, wildlife and local heritage through sustainable living.
6. Excellence in sustainable tourism and outdoor recreation to enhance enjoyment of residents and visitors.

In response to the question 'are the themes right', all but 5 respondents to this question answered 'yes'. All narrative comments regarding themes were collated and the themes were amended to reflect the comment.

Ranking of Themes by Community

	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6
Aviemore	2	4	3	3	5	1
Ballater	3	3	2	1	2	2

Blair Atholl	4	2	1	5	6	3
Boat of Garten	1	5	6	4	2	3
Braemar	1	5	5	3	4	1
Carr-Bridge	2	1	5	3	3	5
Cromdale & Advie	2	2	5	2	6	1
Dalwhinne & Laggan	6	2	3	1	5	3
Glenshee	3	1	5	4	6	2
Grantown On Spey	1	4	4	6	3	2
Killiecrankie	2	6	2	1	4	5
Kincraig	4	1	2	2	6	5
Kingussie & Kincraig	3	1	2	5	4	5
Nethy Bridge	4	2	3	4	1	4
Newtonmore	4	6	5	3	1	2
Tomintoul	4	2	5	1	6	3
Aberdeenshire	5	6	2	2	1	2
Angus	1	2	4	3	5	6
Donside	1	3	4	2	5	6
Highland	1	1	3	6	4	4
Parkwide	1	3	5	3	2	6

Responses ranked the themes with 1 being the most important and 6 being the least important.

Ranking in order of importance across all responses:

Theme 1 Most Important
Theme 2
Theme 4
Theme 6
Theme 3
Theme 5 Least Important

Outcomes Used in the Consultation
Theme 1
Outcome 1: Communities and businesses are more sustainable through innovation and knowledge sharing by 2020.
Outcome 2: Community members are more active in determining what happens in their communities by 2020.
Theme 2
Outcome 3: More jobs and employment opportunities for people living and working in the National Park by 2020.
Outcome 4: A growing and more diverse local economy by 2020.
Outcome 5: Improvement in the benchmarked average wages in the National Park by 2020.
Theme 3
Outcome 6: There will be a sustained increase in the number of young people living, learning and working in the National Park by 2020.
Outcome 7: Improved career path choices for young people and less seasonality in employment.
Outcome 8: Increased access to further and higher education opportunities.
Theme 4
Outcome 9: There will be an increase in community service provision by 2020.
Outcome 10: People will have access to affordable green transport networks which meet their needs by 2020.
Outcome 11: Communities have equality of access to next generation 24 meg plus broadband by 2020.
Theme 5
Outcome 12: Increased community support for, and engagement in enhancing the Park landscape, wildlife, local heritage and wider environment by 2020.
Outcome 13: Communities have the skills, knowledge and opportunity to engage in preserving and enhancing the Park landscape, wildlife, local heritage and wider environment by 2020.

Outcome 14: Reduction of the carbon emissions of the National Park by 2020.

Theme 6

Outcome 15: A more resilient, competitive and diverse tourism sector benefitting all communities by 2020.

Outcome 16: An increase in quality of tourism offered by 2020.

Outcome 17: The Park's recreation opportunities have improved the health and enjoyment of residents and visitors.

Overall Ranking in order of importance Outcome 3 being considered the most important and Outcome 8 the least.

Outcome 3
Outcome 15
Outcome 2
Outcome 4
Outcome 13
Outcome 16
Outcome 17
Outcome 1
Outcome 6
Outcome 11
Outcome 7
Outcome 9
Outcome 10
Outcome 12
Outcome 14
Outcome 5
Outcome 8

TOP 3 OUTCOME RANKING

Outcome 8 2%
Outcome 3 10%
Outcome 15 9%
Outcome 2 8%
Outcome 4 8%
Outcome 13 7%
Outcome 16 7%
Outcome 17 7%
Outcome 1 6%
Outcome 6 6%
Outcome 11 6%
Outcome 7 5%
Outcome 9 5%
Outcome 10 5%
Outcome 12 5%
Outcome 14 4%
Outcome 5 2%
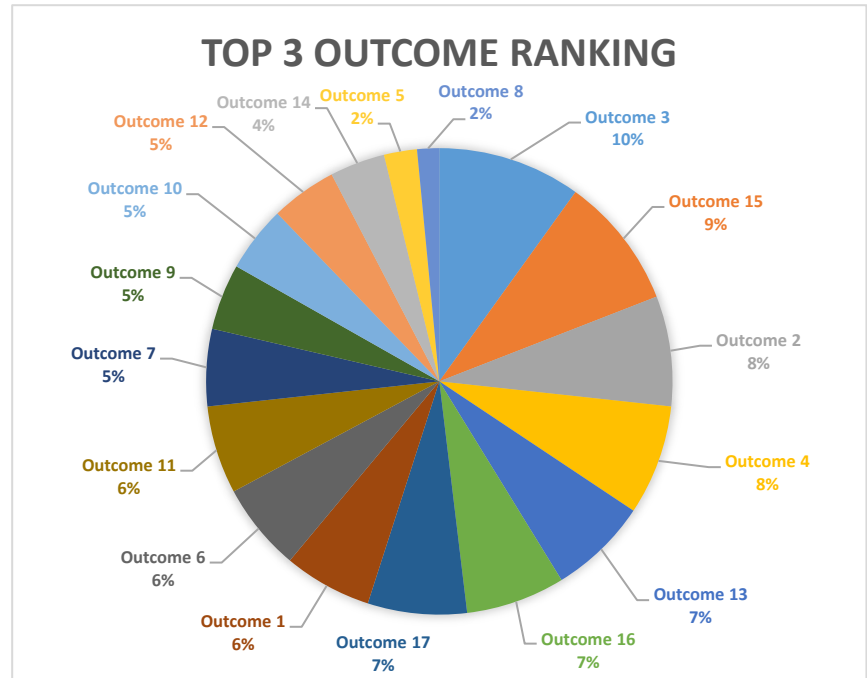
Illustrative Actions

Of the Illustrative Actions linked with the 6 themes, these are the rated responses from the Community Consultations:

Theme 1 - Build community capacity to facilitate and support local development and promote partnership working.

Action 1, Action 2, Action 3, Action 4, Action 5, Action 6, Action 7, Action 8, Action 9, Action 10, Action 11, Action 12, Action 13

Top 3 Actions

Action 3 - Support in access to funding and business planning for sustainable projects.

Action 5 - Improved community facilities.

Action 2 - Improved connections between private sector and land managers, communities and public sector. In particular, greater engagement of private estates and businesses in community led local development.

Theme 2 - Grow the economy of the Park by strengthening existing business sectors, supporting business start-ups and diversification, and increasing the number of workers employed in the Park.

Top 3

Action 1 - Innovative schemes to retain young people in all sectors including farming and forestry through apprenticeships and training.

Action 11 - Identify barriers and solutions to promote employment opportunities including training and development.

Action 2 - Creating sensitive, affordable accommodation for the workforce.

Theme 3 - Attract, support and retain young people in the National Park.
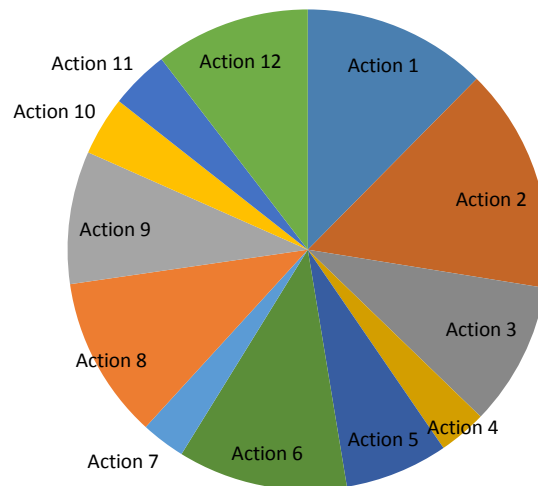
Top 3 Actions

Action 2 - Thriving businesses offering year around apprenticeships and career opportunities.

Action 1 - Support the sensitive and innovative development of affordable accommodation for young people.

Action 6 - Local skills training opportunities that support the economic development and diversification needs of the

Theme 4 - Improve transport, connectivity and service provision.
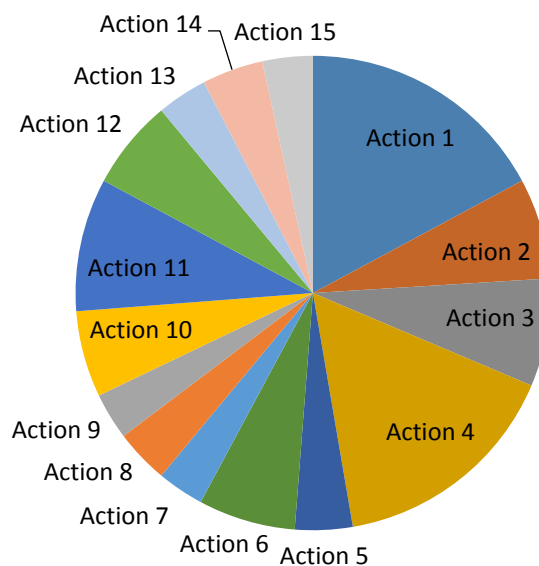
Top 3 Actions

Action 1 - Broadband access and utilisation projects.

Action 4- IT and mobile connectivity.

Action 11 - Improved links between transport and service provision.

Theme 5 - Protection and enhancement of the National Park landscape, wildlife and local heritage through sustainable living.
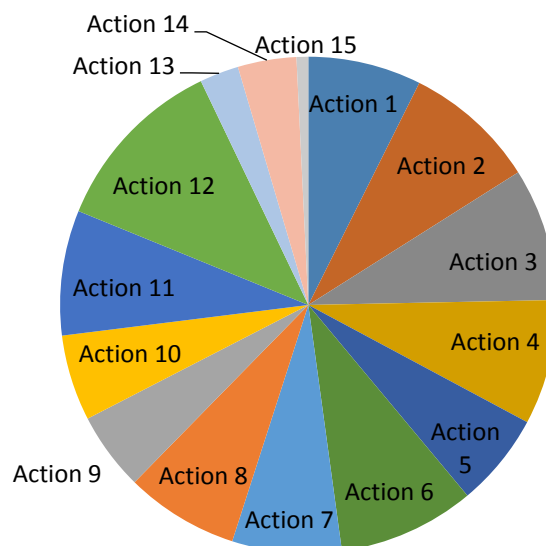
Top 3 Actions

Action 12 - Support appropriate community ownership.

Action 6 - Engaging communities in conservation and land management.

Actions 2 & 3 - Community involvement in environmental planning and strategies & Encourage appropriate economic development activity based on the special qualities of the National Park, including the low carbon agenda.

Theme 6 - Excellence in sustainable tourism and outdoor recreation to
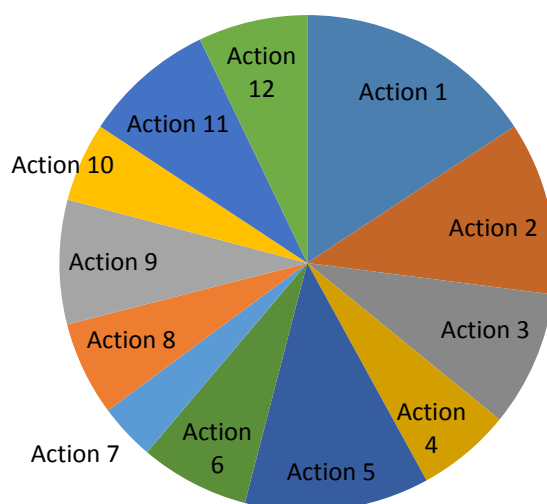
Top 3 Actions

Action 1 - Improve th equality of tourism infrastructure and visitor facilities.

Action 5 - Local and cultural heritage projects.

Action 2 - Quality in food, accommodation and customer experience.

Next Steps:

Following consultation feedback comments and recommendations were collated and then applied to the themes, outcomes and illustrative actions by making the following changes:

| Theme I	
Outcome I	Change to: communities and businesses are more sustainable through *multi-generational* innovation and knowledge sharing by 2020.
Outcome 2	
Illustrative Actions	Support for volunteer succession planning Professional support for projects to reduce reliance on volunteers Multi-generational projects for knowledge sharing Housing? More emphasis on community facilities More emphasis on old people and those with mobility issues Equality training for CC and transport providers. Equalities input to schemes and projects through action plans with targets. Improvements to community facilities

	Support for community organisations to have more robust structures to support delivery of ideas and progress on innovation Opportunities for volunteering for those who cannot work due to physical barriers or disability
General	More emphasis on engaging with hard to reach groups and parts of society. Encourage collaboration More emphasis on old people and those with mobility issues More emphasis on equalities awareness Intergenerational activities

Theme 2	
Outcome 3	
Outcome 4	
Outcome 5	
Illustrative Actions	Support for those who can't work Initiatives involving academies in employability Premises for business start ups Projects linking with industry including off-shore activity Equalities training and monitoring frameworks for employers Employment schemes for underrepresented groups
General	Unemployment is localised. Support for small businesses Affordable housing Overcoming barriers to employment (ability to work, childcare, training, etc. equality)
Other	Tax allowances for pubs in rural areas

Theme 3	
Outcome 6	
Outcome 7	
Outcome 8	
Illustrative Actions	Improved facilities for young people including indoor and outdoor recreation and learning facilities Initiatives to reduce seasonality of employment or offer alternative employment during low season Support for SMEs to take on trainees or employees Initiatives to grow the number of young people entering trades. Initiatives targeting 15-24 year olds for employability support
General	Young people with disabilities

Theme 4	
Outcome 9	
Outcome 10	Lose the word 'Green' and use the word 'accessible'
Outcome 11	

New Outcome	More residents will walk or cycle to work and more visitors will walk or cycle during their stay
Illustrative Actions	Commuter car sharing Transport initiatives to link communities with FE and HE facilities Initiatives supporting people with drug and alcohol problems Locally based care for the elderly schemes Initiatives linking transport services Community initiatives to provide local emergency services in rural areas. Supporting user access to technology Initiatives to ensure inclusivity of service provision in spite of digital shift Cross boundary projects linking the NP communities with outlying areas
General	

Theme 5	Lose – through sustainable living
Outcome 12	
Outcome 13	
Outcome 14	
Illustrative Actions	Building partnerships between communities and land owners Local heritage initiatives Culture and arts initiatives Initiatives to engage people with learning disabilities and physically and socially disadvantaged groups Projects supporting community resilience through landscape management such as natural flood defence schemes. Community action planning around cultural and natural heritage
General	

Theme 6	Indoor and outdoor recreation
Outcome 15	
Outcome 16	
Outcome 17	The Park's recreation opportunities will improve the health and enjoyment of residents and visitors
Illustrative Actions	Local and organic produce initiatives Initiatives to link tourist offer to increase stay time Provision of sports facilities
General	

Appendix 7: Possible Delivery Partners for the Cairngorms Local Development Strategy

Possible Delivery Partner	Acronym
Aberdeen City Council	
Aberdeenshire Council	
Aberdeenshire Local Action Group	
Abernethy Highland Games	
Abernethy Primary School	
Aboyne High School	
Alford High School	
Alvie Primary School	
Am Fasgadh Regeneration Company (Kingussie) Ltd	ARC
An Cala	
Angus College	
Angus Council	
Angus Local Action Group	
Association of Cairngorms Communities	AOCC
Atholl Arms Hotel	
Atholl Country Life Museum	
Atholl Estates	
Aviemore and Cambusmore Enhancement Committee	ACE
Aviemore and Vicinity Community Council	AVCC
Aviemore Business Association	
Aviemore Community Cafe	
Aviemore Primary School	
Aviemore Sports Centre ltd	
Badenoch and Strathspey Access Panel	
Badenoch and Strathspey Foodbank	
Badenoch and Strathspey Orienteering Club	
Badenoch Learning Resource Centre	BLRC
Ballater and Crathie Community Council	
Ballater Primary School	
Ballater Royal Deeside Ltd (BRD Ltd)	BRD
Barnardos	
Basecamp Bikes	
Big Lottery	
Bikefest Scotland committee	
Blair Atholl and Struan Initiative	
Blair Atholl Area Tourism Association	BAATA
Blair Atholl Chippy	
Blair Atholl Primary School	

Blair Atholl Village Hall Association	
Boat of Garten Community Council	
Boat of Garten Community Hall Committee	
Braemar Castle	
Braemar Church	
Braemar Heritage museum group	
Braemar Primary School	
Braemar Royal Highland Charity	
British Association of Ski Patrollers	BASP
British Council	
Business Associations	
Business Gateway	BG
Caberfeidh Horizons	
Cairngorm Business Partnership	CBP
Cairngorms Economic Forum	
Cairngorms Farmers Market	CFM
Cairngorms Learning Partnership	
Cairngorms Nature	
Cairngorms Outdoor Access Trust	COAT
Calman Trust	
Cape Breton musicians	
Carbon Trust	CT
Carr Bridge Community Council	
Carr-Bridge Primary School	
Castle Roy Trust	
Centre for Mountain Studies	
Chamber of Commerce	
Citizen Advice Bureau	CAB
Climate challenge Fund	
Climbing Wall Award	
Coille Alba	
Community Broadband Scotland	CBA
Community Councils (21 in the National Park)	
Community Development Trusts	CDT
Community Job Scotland	
Community music and drama groups	
Community Planning Partnerships	CPPs
Community Transport Scotland	
Corgarff Community	
Crathie Kirk	
Crathie Primary School	

Creative Scotland	
Crofter's Commission	
Cromdale and Advie Community Council	
Cromdale and Advie Development Trust	CADET
Cromdale Community Council	
Cromdale Village Hall committee	
Dalwhinnie Community Council	
Deeside Youth Group	
Deshar Primary School	
Destination Management Organisations	DMO
Development Trust Association Scotland	DTAS
Dulnain Bridge Hall Committee	
Estates and Land Managers	
EUROPARC	
European Regional Development Fund	ERDF
European Social Fund	ESF
Event Scotland	
Farmers Forum	
Federation of Small Businesses	FSB
Feis Na Gael	
Food and Drink Forum	
Forestry Commission Scotland	FCS
Gergask Primary School	
Glen Tanar Estate	
Glenbuchat Hall Community Assoc	
Glenlivet and Tomintoul Development Trust	
Glenlivet Mountain Bike Trail Centre	
Glenlivet Primary School	
Glenmore Lodge.	
Glenshee Tourist Association	
Grampian Games Association	
Grantown Business Association	
Grantown Grammar School	
Grantown Initiative	
Grantown Museum	
Grantown Primary School	
Health and Happiness	
Heritage Groups	
Heritage Lottery Fund	HLF
Highland Aspen Group	HAG
Highland Birchwoods	

Highland Council	HC
Highland Local Action Group	
Highland Small Community Housing Trust	HSCHT
Highlands and Islands Enterprise	HIE
Highlands Tennis	
Historic Scotland	HS
Home Energy Scotland	
Housing Associations	
Inclusive Cairngorms	
Inverness College	
James Hutton Institute	
Job Centre Plus	
Kincraig Development Committee	
Kingussie Community Development Company	
Kingussie High School	
Kingussie Primary School	
Kirriemuir High School	
Laggan Forest Trust	LFT
Laggan Marketing Group	
Laggan Wolftrax	
Land Managers Forum	
Land Owners	
LANTRA	
Lawn Tennis Association	LTA
Little Town of Festivals	
Local Access Forum	
Local Authorities	LAs
Local rugby and shinty clubs	
Logie Coldstone Trust	LCT
Lonach Hall Community Association	
Low Energy Scotland	
Maple Trust	
Mar Orienteering Club	MAROC
Marr Area Partnership	
Moray College	
Moray Council	
Moray Local Action Group	
Mount Blair Community Development Trust	
Mountain Bike Scotland	
National Biodiversity Network Gateway	
National Crofting Federation	NBN

	Gateway
National Farmers Union	NFU
National Health Service	NHS
National Trust Scotland	NTS
Natural Retreats	
Nethy Bridge Community Centre	
Nethy Bridge Community Centre Management	
Nethy Bridge Community Council	
Nethy Bridge Outdoor Bowling Club	
Network Rail	
Newtonmore and Vicinity Community Council	NVCC
Newtonmore Community and Woodland Development Trust	
Newtonmore Primary School	
North American Highland Games - Grandfather Mountain	
North East College	
Perth and Kinross Council	
Perth and Kinross Local Action Group	
Petal Power	
Pitlochry High School	
Plunkett Scotland	
Police	
Prince's Countryside Trust	
Pupils Council	
Quality Assurance schemes	
Renewable energy companies	
Robert Gordon University	
Robertson Trust	
Rothiemurchus Tennis Club	
Royal Caledonian Curling Club	
Royal Commission on the Ancient & Historic Monuments of Scotland	RCAHMS
Royal Deeside and Cairngorms Destination Management Organisation	RDCDMO
Royal Society for Protection of Birds	RSPB
Rural Parliament	
School of Forestry	
Scotland Food and Drink	
Scotlands Rural College	SRUC
Scotrail	
Scottish Council for Voluntary Organisations	SCVO
Scottish Cycling	
Scottish Enterprise	SE
Scottish Environment Protection Agency	SEPA

Scottish Highland Games Association	
Scottish Land and Estates	SLE
Scottish Land Fund	
Scottish National Rural Network	
Scottish Natural Heritage	SNH
Scottish Orienteering Association	SOA
Scottish Wildlife Trust	SWT
Scout Association	
Seafield Estate	
Senior Citizens Association	
Skateboard Group	
Skills Development Scotland	SDS
Soil Association	
Spey Fishery Board	SFB
Speyside High School	
Speysound Radio	
Sport Scotland	
Sports Council	
Strathdon Primary School	
Strathspey Mountain Bike Club	
Strathspey Railway Company	
Tayside Orienteering club	
Tennis Scotland	
Third Sector Interface	TSI
Tomintoul Primary School	
Tourism Associations	
Tourism Forum	
Trees for Life	
Trust for Conservation Volunteers	TCV
University of Aberdeen	
University of Highlands and Islands	UHI
Victoria and Albert Halls improvement project	
Visit Scotland	
Voluntary Action Badenoch and Strathspey	VABS
Westmorland Services Tebay	
Wilderness Scotland	
Wildthings	
Woodland Trust	
Young Farmers Association	
Young Mens Christian Association	YMCA
Young Scot	

Youth Employability Forum	
Youth Opportunities Badenoch and Strathspey	YOBS
Youth Parliament	

Appendix 8: Cairngorms Local Action Group – Enterprise Focus Groups

Report from focus groups held on 12th June 2014, Highland Folk Museum, Newtonmore, and 19th June 2014, Glen Lui Hotel, Ballater

Following an introductory presentation by Alice Mayne, Grants Manager, Cairngorms Local Action Group and participant introductions, the focus groups began with an open discussion based on the following two key questions.

Open Discussion - Lessons from the Last Programme
- What did LEADER do for business in the last programme?
- What were the hurdles faced by business in engaging with LEADER?

A representative of RSPB described their experience of LEADER in the Highland region, including projects of infrastructure development (hides, composting toilet, etc.), for both RSPB and local tourism businesses. Other activities included community engagement, field teaching work, provision of volunteering opportunities and involving partner organisations, such as estates. Whilst the RSPB employs professional fundraisers, hurdles facing the organisation included evidencing activities supported by LEADER funding. LEADER has 'considerable documentary demands', e.g. bank statements. The programme is therefore 'not rocket science' at the tendering stage, but successful applications must 'be on top of the administration'. A briefing by LEADER officers was considered useful in overcoming this hurdle. This experience was similar to that of a representative of Speyside Railway, who described it as a 'success but very hard work', especially with regard to supplying documentation, for example, personal credit card statements.

The experience of Braemar Community Limited similarly demonstrated that the 'mechanics' of the LEADER programme worked well, and the CLAG staff were very helpful in the process of identifying what funding was available. However, 'when you get the money there is a heap of paperwork' and it is 'a challenge at the end to fill in forms'. For a private business, such as Invercauld estate, they would have probably not bothered to apply for LEADER funding (instead seeking funding elsewhere), because the time spent would not have justified the income.

Other participants reflected that LEADER in the Cairngorms has not been business-orientated or 'friendly'. There was a perspective that Cairngorms LEADER did not go in the direction of funding businesses, whilst other LAGs did. Private businesses at the beginning of the previous programme were knocked back, therefore businesses stopped applying. LEADER was believed to maintain a 'very narrow definition of community'. A 'change in culture' is much needed and very welcomed. It is reported that businesses have been disadvantaged in the Cairngorms region (and therefore not 'delivering'), because 'communities of interest' applied in this area. There is a need to look at 'what worked' in other areas, for example, Moray region. It is also considered important to focus on linking with the CEDDS and other strategies, for example, the 2020 Vision for Tourism (national government policy links).

The main 'hurdle' is bureaucracy; if it cannot be made easier, then the funding amounts should be 'worth it' (i.e. reflecting an economy of scale). Previous experiences also demonstrated that the constraints to application are not clear, and applicants struggled to identify where their project corresponded with the themes.

Participants questioned whether individual businesses could apply for LEADER funding, or if it was only open to groups of businesses (this was clarified by Alice); there remains an issue of State Aid. It was agreed that groups of like-minded businesses might be 'easier' to work with than communities (especially due to challenge of identifying 'who' is the community). The issue of the composition of the LAGs is raised, with representatives of constituted community groups, who may be considered 'protective' of the pot of funds, and therefore are reluctant for it to be opened up to business. Indeed, the question is raised why businesses should be funded by LEADER. LEADER aims to provide public benefit, and benefit to business, for example, business growth. The participants sought clarification regarding the distinction between LEADER and Small Business Support; the latter is more direct and focussed on marketing, for example.

It is requested that funding is made available to outdoor education leaders within the allocation available for land-based training (another participant confirms that this funding is already available). Alice asked whether the group felt that the last programme was too exclusive in terms of the areas/groups it would support. It was agreed that this was a shared experience, and that it was challenging for business applicants, where they were able to fit in with LAG priorities. This was an issue across Scotland; the new programme should look at the 'widest context possible'.

In the Cairngorms region, business is 'very marginal' and all require support; even a small amount can make a difference, for example 'kick start funding', to support a new gamekeeper or apprenticeship. There is also a shared concern not to reinvent the wheel, given the fact that other areas have been funding businesses, including social enterprises, with benefits to the community. Nonetheless, both Moray and Aberdeenshire LAGs have also struggled to provide business support, and there are issues of State Aid.

Previously there was confusion and a lack of understanding of what it was possible to apply for and suitable projects were not known. There is a need to define what the 'vehicle' is for business support by LEADER, and questions arise regarding whether applications will be more challenging in the new programme, and whether the types of businesses or types of activity are of importance in a successful application. It is confirmed that the LDS defines the eligibility criteria, and considers how much impact a project can have.

Participants suggested that a 'central hub' or 'one-stop shop' is established, where applicants can go to the National Park and ask for help, and sign-posting, as well as to explain opportunities and provide case studies.

Carousel - Views on how LEADER can work better with Business

(1) Are the proposed Local Development Strategy (LDS) themes relevant to business (including alignment with Cairngorms Economic Diversification and Development Strategy)?

With regard to **Theme 1**, the focus groups considered this of relevance to business indirectly, if not directly. The development of 'hard infrastructure', which may be a spin-off benefit to businesses, was recognised, as was the benefit to communities provided by businesses. It was felt that in Ballater, a strong business community was already in existence, and who already supported community capacity, local development and promoted partnership working. In Braemar, the need for a local pub was recognised as an opportunity where a small business owner could fill this need, and be eligible for LEADER funding. There is a need to 'coax' partnership relationships between businesses and communities in some communities. However, others expressed reluctance towards the partnership approach as a condition for LEADER funding. A further concern was the potential displacement of businesses by community activities (funded by public money), as was believed to be the case in Laggan, and those with 'more capacity' to be involved. There was a consensus that the theme should also consider building the capacity of the 'business community' (a community of interest), for example through training or support for businesses, in order to increase relevance.

Themes 2, 3 and 4 were broadly considered relevant and focussed on business. **Theme 2** in particular is highly relevant, encompassing issues of rural employment, developing the Park's economy, and focussing on business expansion/start-ups. The definitions and criteria involved with funding within Theme 2 were highlighted as important, in particular, starting new businesses or 'upscaling', rather than funding the continuation of a business. The criteria must demand a 'change' and viability, therefore not support failing businesses. Clear criteria are therefore very important, in addition to clarification regarding businesses that are ineligible.

Theme 3 is considered similarly relevant for business due to its focus on the employees of the future, and ensuring there are skilled and highly qualified young people in the National Park. However one participant questioned the relevance to business of 'bringing college into the Park', and whether higher education would actually encourage people to leave the Park. Nonetheless, this theme supports business, and helps to overcome a key problem of recruiting young people (an example is provided of using hotel rooms for seasonal foreign employees). Apprenticeships are considered relevant and it is suggested that businesses could be in partnership with housing associations in order to provide housing for young people. A lack of housing in the Park is

considered a barrier to business development. There is also a link to Theme 1 in terms of the need for training and support for businesses, for example through providing seasonal employment [?]. It is believed that many young people don't have the skills necessary to be useful members of businesses, and that considerable training is undertaken by businesses. A link should be developed between schools and businesses, in order to discuss skills development, curriculum and time barriers.

Furthermore, **Theme 4** is 'absolutely critical' and a 'no brainer', considering broadband and mobile connectivity, as well as public transport. However, it is also believed that few businesses could apply for LEADER funding within this theme as small grants won't make sufficient change to current 'connectivity', and such projects are not critical to businesses, as well as being challenging for businesses to deliver. Community broadband is 'business relative', therefore, businesses could support this, but are unlikely to drive the project or apply for funding, due to the scale of the project. Improving transport is also considered a 'double-edged sword', because improvements may make it easier for tourists to only make day trips to the National Park.

Whilst **Theme 5** deals with the 'USP' of the National Park, and participants agree that the Cairngorms 'trades' on its natural heritage, there is, however, also the perception that the relevance of this theme for businesses is limited. The definition of 'sustainable living' is not clear (a bit 'waffley'), and therefore not considered 'business friendly' or relevant. Theme 5 is considered relevant where it does not inhibit 'reasonable' business development. Representatives of RSPB highlighted the relevance of this theme for their interests; indeed, other participants expressed a 'danger' that professional fundraisers such as the RSPG could 'hoover up' all of the funding available in this theme.

Similar definitional questions arise in **Theme 6**, where 'sustainable' is questioned and considered to incorporate not only environmental aspects, instead economic and physical infrastructure. Nonetheless, participants were glad that 'outdoor' has been removed from Theme 6, as there is a lack of indoor recreation in the Park, especially for tourists during bad weather.

Other surrounding group discussions during the carousel considered the following points:

- The need/potential for LEADER support for marketing, as well as gathering communities of interest, such as bunkhouses, golf and whisky producers. The themes must sit within the 'Tourism 2020' strategy.

- That the business community can help each other grow through working collaboratively, therefore making savings and reducing the bureaucratic burden by individual businesses. Umbrella organisations such as SLE could apply to LEADER on behalf of a number of businesses, therefore reducing individual burden. Nonetheless, businesses don't always work well together; ultimately businesses work for themselves.

- The themes have been created on the back of existing themes and policies, and all have relevance; the 'test' of relevance is to add 'business' before the word 'community'. Similarly, communities must operate as businesses. 'Building community capacity' could deter business engagement, because it is considered not the role of business. It is suggested that businesses are approached with a 'public project', which could then be driven/supported by LEADER.

- That all the themes are considered 'what communities will agree with', however it is unknown if businesses would agree. Other participants asserted that the themes also have a business perspective, including possible duplication. There is a need to identify gaps for business support, and to ensure 'well-thought out' criteria (not too wide). Participants anticipated that businesses are likely to apply to only one theme; e.g. training and skills, however questioned whether LAGs will favour projects that are relevant across more themes.

(2) What actions could the LAG take to make it easier for businesses to get involved with LEADER projects?

Groups explained that the main action that the LAG could take to encourage businesses to engage with LEADER projects was to 'get the message out that LEADER is open for business' (for businesses), through talking to groups, such as the Chamber of Commerce, business associations, land owners forums (e.g. SLE), and the NFUS.

A clear set of criteria and a support pack should be made available (downloadable from the CBP website), which is user/reader friendly, including case study examples from other areas and the previous programme (showing how LEADER and business has been successful), and a flow chart of the process. What funding is available, timescales and eligibility criteria (for projects and businesses) must be made clear upfront, as well as auditing requirements. The application process should be 'light touch', because it is a 'small pot', therefore easy to apply.

The LAG should also understand the tensions between 'business' and the 'community', and understand the particular nature of community (demographics, etc.). It is therefore requested that the LAG reflects the wider 'community', including business, and seeks to build capacity within businesses in the Park, for example, providing training regarding funding audits, support with applications and funding claims. The LAG should sell the potential benefits of the LEADER programme to business, articulating its relevance and making connections with themes and outcomes. They should also understand the immediate needs of business and demonstrate the links and opportunities, for example the removal of barriers to providing apprenticeships and training, etc. There should be links with the Park and National strategies/policies.

It is suggested that a named LEADER/LAG case/business development officer or facilitator, with business expertise, is employed, to provide a signposting function, professional business development support and to facilitate forums to engage communities and business in discussion about economic development. The CBP could also play a role in signposting and supporting business with the LEADER programme, as well as Business Gateway and HIE. Other business support teams should be informed about LEADER and the funding criteria. Workshops should be provided for businesses, as well as the identification of 'ambassadors' (those who have been through the process), to 'spread the word'. Specific calls for certain project types may also produce desired outputs.

(3) What are the best methods of engaging businesses with the new LEADER programme?

- Promote through existing business organisations, such as the CBP, FSB, NFUS, SLE, DMOs, business associations, tourism groups, farmers forums, Local Authority Economic Development, Business Gateway, etc. Visit existing business forums and 'sell' LEADER. Ensure LEADER has a clear identify (not confused with CNPA).
- Incentivise the distribution of information through business networks and ensure relevance. Get information to other business support organisations for referral, and that can be 'cut and pasted' into their magazines.
- Engage businesses through media: editorial, papers, social media, newsletters, etc., or through 'piggy-backing' on existing meetings/communication distributions. Ensure advertising is clear and consistent.
- Create a 'ready-made' pack to send to businesses (both hard copy and downloadable), encompassing everything they need to know about LEADER. Application and administration should be less complex, sign-posted and with a 'one-stop' shop for further information.
- Physically approach support networks, individual businesses, board members/directors or staff by 'knocking on doors'. Host an open day in in the Park, or run a series of workshops/road show in local venues to promote LEADER. Maintain flexibility in approaching businesses.
- Provide testimonials and case studies of businesses ('clear practical examples') who applied have successfully and received grant funding from LEADER, showing the final outcomes, and those who were unsuccessful. Provide clear recommendations from other businesses to use LEADER. Encourage businesses to collaborate at a local level for larger projects.
- If initial project ideas are unlikely to be successful in receiving funding, businesses should be informed at the outset to reduce work involved in applications. A two stage application process is suggested: first stage – 'light touch' enquiry; second stage – full application, as well as possibly a specific call for business applicants.
- Businesses should be engaged from the outset to set criteria and to enhance the local profile of businesses. The perceived divide between 'the community' and 'the businesses' should be tackled, focussing on their shared agenda, e.g. improving infrastructure may attract more tourists, therefore

increased spending in local economy and housing development. Encourage better understanding of LEADER in the wider community, in order to avoid conflict and ensure a true 'bottom up' process, e.g. highlighting potential employment opportunities for local people.

- There needs to be a 'hook' for businesses, for example asking how LEADER can help them, and whether they can find information online. There needs to be clarity on what businesses can get support for, and what the benefits are of LEADER funding rather than seeking support from 'traditional' sources. There must be a clear set of guidelines, avoiding the minefield of match-funding, and defining 'public benefit', as well as the standards required. However, for business owners, growing the business is the key consideration, and trying to fit in with criteria is secondary. LAGs must consider the business 'bottom line' ('what's in it for me?') and <u>listen</u> to businesses.

Benefits to Business of Community-led Local Development

What is the benefit of engaging with CLLD for business?

The benefits include a healthier and more successful relationship between business and communities, accomplishing more for both business and community with more people involved. Businesses can contribute to the sustainability of communities. The profile of businesses can be raised within communities, with greater public understanding and support. New business, networking and collaboration opportunities can be identified.

There is likely to be more 'joined up' thinking for the marketing communities, where businesses are provided with market research directly from customers. Communities could come forward with ideas for businesses, e.g. identifying market failure where businesses could fill the gap. Smaller contractors can get involved in community projects, as well as publicity and marketing. Procurement allows more local engagement by assessing community benefits. Underemployed skills in the community could be utilised. The quality of product standards could improve.

The access to funding support for businesses through the CLLD approach in LEADER is a key benefit, as long as it is provided in a 'user-friendly fashion', with minimal hurdles. This funding support could enable a 'step change' in a business, for example gaining an extra employee, with knock-on benefits to the community.

However, participants raised concerns regarding the level of business representation in the consultation phase of the LDS that derived the themes. Participants also questioned why businesses would prefer financial support from LEADER rather than an SAB grant, for example? Leadership by the Park is also questioned. Some participants asserted that there were very few benefits to businesses from CLLD, and without clear business benefit there would not be engagement.

Furthermore, there was a discussion around the need for businesses to be customer focussed, whilst community groups are 'special interest groups', without a similar need. For example, there is a need for staff and for housing, but community resistance for property development, due to competing interests. Equally, participants explained that they don't want businesses manipulating communities for their own benefit. There is a need for transparency and shared objectives; indeed a necessary partnership approach requires facilitation and 'just doing a job – they don't have to love each other'.

What is the benefit of business engaging with CLLD for communities?

Benefits for communities include employment opportunities and a better understanding of local businesses, and the objectives of businesses. Businesses equally gain a workforce and it is asserted that 'communities without employment are dying communities'. Participants explain that there must be reciprocal benefits for both business and community. Similar 'win-win' examples highlight the benefits of skills investment, to the local economy and area. Furthermore, CLLD encourages the triple bottom line in businesses, therefore nurturing corporate social responsibility rather than a focus only on profit.

Participants also highlighted the role of the business perspective in supporting the sustainability of community projects, for example regarding maintenance funding, as well as the rich 'learning culture' in business. This is

considered to be not recognised across the Park. The LEADER programme can also 'make money', through businesses helping to deliver National Park policy, and securing a profit. However, questions were raised as to how business can engage with communities, where business can only promote their world or 'tunnel' vision.

Nonetheless, further a key benefit is a perceived 'strengthening effect', bringing businesses and residential communities together, and the third sector, as well as overcoming community 'hostility' to businesses obtaining LEADER funding. The CLLD approach should embed business in the community, and 'add extra', e.g. goods and services to the community. Businesses can deliver community needs; communities can get 'better value' and gain from the internal circulation of finance. Closer links between business and communities and good networking opportunities can lead to greater business prospects. The participants believed that the more business and communities talk to one another, the more cohesive a community they will become, healthier and better-rounded. The approach will contribute to a better quality of life and living environment, as well as moral support for volunteers, motivated by encouragement and success.

Participant focus group evaluations
Newtonmore, 12/06/14 (total responses = 6):

How satisfied are you with today's focus group?	Participants
Very satisfied	2
Satisfied	6

To what extent did the focus group fulfil your expectations?	Participants
Large extent	4
Certain extent	2

To what extent did you feel that you had a chance to express your opinion?	Participants
Large extent	5
Certain extent	1

Is there anything we could have done better? If so, what was it?
- Time to explore some key ideas in slightly more depth.
- No. My heart sank when I saw the post-its but actually it was entertaining and informative!
- Good location and feel listened to. Enjoyed the experience. Very positive. Good for networking.

Is there anything else you would like to add?
- Room difficult to hear in – echoes badly. I have two hearing aids – it needs some cloth/material mural?

Ballater, 20/06/14 (total responses = 10):

How satisfied are you with today's focus group?	Participants
Very satisfied	2

Satisfied	7
Neutral	I

To what extent did the focus group fulfil your expectations?	Participants
Large extent	I
Certain extent	7
Not sure	I
Limited extent	I

To what extent did you feel that you had a chance to express your opinion?	Participants
Large extent	7
Certain extent	3

Is there anything we could have done better? If so, what was it?
- More/harder evidence and more specific questions (e.g. LEADER awards 2007 – 2013).
- Good event
- Prior notice about facilitation!
- As was mentioned at the end – more business people being present would have been better.
- Wider business engagement on group. Less public sector and community groups.

Is there anything else you would like to add?
- Carousel process worked well.
- It was well run and facilitated.
- Good productive event that will hopefully help to move things forward.

Appendix 9: Cairngorms Youth Focus Group Report

Session: 20th June 2014

1.30pm – 3pm, Board Room, Grantown on Spey.

5 young people attended although many more had been invited. Another session had been planned earlier in the week and no-one attended so attendance of 5 was considered to be good. Clearly there is work to be don't to try to encourage young people to attend these sessions and some of the subsequent questions provide recommendations about venues, times of day and promotional channels to use to achieve better engagement in the future.

Facilitated by: Alice Mayne (Grants Manager, Cairngorms LEADER), Dan Cottam (Youth Worker, Grantown YMCA) and Karen Derrick (CDO, VABS)

The aim of the session was to:

- Gather feedback on the best way to engage young people with CLLD in the next LEADER programming period
- Gather ideas for implementation of a youth LAG

The plan for the session was as follows:

1.	Presentation on CLLD including examples from 2007-2013 and explanation of what the LAG is.
	
	Dan to ask the following questions:
	
	   - Is this something you have heard about before
	   - Is this something you could get involved in? And if so in what way?
		5 mins	*1.30 – 1.35*

2.	Presentation of 6 themes for 2014-2020 - Alice
	
	   - Small workshops looking at each theme and discussing what young people would like to see happen against each theme. (2 groups, 3 themes per group)
	   - Group feedback session (the one activity per theme which they would most like to see happen)
		20 mins	*1.35 – 1.55*

	Break for Pizza (prepared by Lynn)	*15 mins*	*1.55 – 2.10*

3.	Carousel Exercise to answer the following 3 questions (facilitated by Dan, Alice and Karen)
	
	   - Could young people make the ideas you had under the themes happen?
	   - What could the LAG do to help young people make these things happen?
	   - Can you think of ways of getting other young people involved in making things happen?
		10 mins	*2.10 – 2.20*

4.	Presentation about the Youth LAG idea - Alice Dan to ask the following questions: - What do you think of this idea? – are there other things that would work better?	*20 mins*	*2.20 – 2.35*

	- What might make a youth LAG hard to set up? - How could we get round these problems?		
5.	Quick tea break followed by: Presentation of the two LAG options – Alice Dan ask the following: Any questions? Vote on options	*5 mins*	*2.35 – 2.40*

6.	What are the next steps?
	
	Dan ask the following
	
	   - What do we need to do to get people to sign up to the LAG or to do projects.
	   - What must we not do?
	   - What must the LAG do next and by when
	   - Set realistic expectations.
		10 mins	*2.40 – 2.50*

Community-led Local Development

A presentation about CLLD was given and then the following questions were asked:

Is this something you have heard about before?

The attendees reported that they had not heard about LEADER or this kind of funding before. They required an explanation of what we meant by projects and how funding made these projects happen before they were able to begin answering any further questions.

Is this something you could get involved in? And if so in what way?

They were not sure if this was something they could get involved in. They thought that it was a certain type of person who would usually be interested in community projects and they would be retired and interested in different things to them. They thought that it was something that young people might be interested in if they knew about it but they were not sure how they could actually get involved.

The Cairngorms Local Development Strategy 2014-2020 themes

What would young people like to see happen under the themes in the LDS?

- Project to improve broadband – 4G and Google fibre
- Improved technology
- Entertainment – more evening entertainment as the only places to go are Aviemore and Inverness which are better than Grantown but still not great.
- Improvements to the transport system into and within the NP
  - A9 upgrade
  - Train extension
  - Transport survey to find out when people want busses and change the timetable
  - Free transport for rural kids through the scotcard scheme
  - Minibus schemes
- Upgraded cinema in Aviemore and transport to get there
- Cinema in Grantown/movie nights etc.
- Subway type cafe for young people in Grantown where kids to get jobs and buy nice food
- Internet center/hub

- Gaming competition
- More opportunities to use the scot card scheme
- Camping area with wifi
- Redevelop the dump as an area for young people to hang out
- Different hub areas for kids of different ages – a space for kids over 16 to hang out without younger kids
- Training and apprenticeships in gaming/technology/new media etc.
- Job opportunities in better paid professions than those in the land based sector

What would young people not be interested in?

- Activities around training and job creation in wildlife and ranger work

Engagement & Project Animation

Could young people make the ideas you had under the themes happen?

Having thought of some project ideas under the themes, they could see that this is something that young people could get involved in and would be interested in but we would need to consider the following:

- Get support from young people who are interested in the same thing
- Young people will get involved in projects depending on how relevant they are to their age group
- Young people would be willing to help with fundraising for projects – car washes etc.
- Need incentives to do something
- Need adult support as projects could be complicated
- Will go to meetings if there is food
- Kids are busy – would need to make it worthwhile in terms of employment opportunities/apprenticeships or training
- Need people to listen to ideas from young people and make sure they feel heard. The feeling was that nobody listens to them and there are too many old people involved.
- Kids would get involved if they could get skills out of it – Apprenticeships etc.
- Involvement would depend on the job – they don't want to do digging but might be interested in other activities

What could the LAG do to help young people make these things happen?

- Tell more people about the money
- Give money to a company to make it happen
- Getting permission
- Project manage
- Make ourselves noticeable and ask people for ideas
- Encourage schools to support LAG and project through local curriculum e.g. Tues pm's
- Don't make assumptions about what young people want
- Train young people in project management skills

Can you think of ways of getting other young people involved in making things happen?

- Let them know about what's happening in their community across the board
- Advertise (Facebook / posters around in school/ approach directly and 'bully' them into coming)
- Do some convincer projects and case studies
- A big event – gaming etc
- Use it as a CV opportunity (name project)
- Showing how projects can be useful to real life
- Create an exciting environment

- Get people to tell friends, word of mouth
- Make it so people feel they can change things
- More focus groups
- Encourage – use food, explain what is happening
- Give people some of the ideas from the session – 4G for example
- Facebook, instagram and face-to-face
- Ask people what times they would come
- During school hours – missing lessons to come would work, use Tuesday afternoons
- Make sure everyone can use the projects

Youth LAG Proposal

A proposal was put forward for a youth lag which would be set up along the following lines:

- Young people living in the National Park
- Elected to the LAG
- Decide which projects receive some of the LEADER money
- Supported by the main LAG

What do you think of this idea?

- It would make projects happen and it would be good.
- Young people should decide on projects which are relevant to young people but it would be good for them to know about all projects .
- Young people could advise the main LAG on project approvals.
- Knowing about all projects would mean that they could share project ideas between the youth and main LAG and between areas.
- To get people involved in a youth LAG you would need to tell them about some of the good ideas which have come forward already in order to get them involved.
- You could use convincer projects to advertise the youth LAG and get people involved.
- It would be good to get 3 people from each area to look at projects from their area and decide on the best ones to go forward to the main LAG rather than the young people deciding out-with the main LAG

What might make it hard to set up?

- You would need to explain to people what it is all about
- People may not want to go to meetings
- People may not want to travel
- People may only want to get involved if their friends are doing it
- People may not want to commit for a long time and if meetings are too infrequent they may decide to give up
- A question was asked about what would happen if someone decided they didn't want to do it anymore – the response was that it would not matter as someone else could take their place but this could cause problems with continuity.

How could we get around these problems?

- Make it so that friend groups could be on the LAG together
- Use conference facilities or Skype to run meetings across areas
- Give people an incentive to get involved – expenses/pay
- Make it so that people are deciding about projects in their own area so that they are interested in what is being decided.
- Make sure the projects are good to give the participants an incentive to get involved.

Of the 2 following options which would be better?

A   A youth LAG in a different area for each year of the programme.

B   A youth LAG across the whole NP for the entire lifetime of the programme.

They young people attending thought that it would be better to have one LAG across the whole area for the life of the programme (B) but they thought that video conferencing or Skype could be used to link people together so they didn't need to travel. It would only be necessary to travel if a joint project between areas was identified and then there would be an incentive to make the trip to another area.

What next?

One participant suggested that we have another session in 2 weeks time.

How could you get girls involved?

Have a separate session for girls

Would any of the boys be willing to talk to their friends to try and get more people to come along?

Yes

Would any of the boys be willing to talk to a group of young people at the next session?

Yes

Would they be willing to help facilitate a session with the girls?

Yes

When should the session happen?

Soon (ideally in the next couple of weeks – although this is not possible due to summer holidays)

On a Tuesday afternoon

Early in the new term – August

The LAG would need to persuade the head teacher that it is a good experience for them to get involved in.

Feedback from the session

Gender	Age	Was it useful	Comments	Was it at the right level	Comments	Would you come to another session	Comments	Was the session too long/short	Comments	Would you be interested in receiving further information	Comments
M	16	yes		yes		yes			Neither it was just right	yes	
M	16	yes	it was very useful to see where and what is happening to the money	yes	it was fine	yes			It was ok	yes	
M	16	yes		yes		yes			The right time to get started but too long if it was every week/month	yes	It was good
M	16	yes	it was very	yes	it was	yes			ok/maybe too long	no	
M	16	yes	nice pizza	yes	nice sausage rolls	yes	very informative	long		yes	

Summary

The young people who attended the session did not know anything about Community-led Local Development and initially thought it would not be something they could get involved in. However during the session they were able to identify projects which they would like to see happen which would fit with the LDS themes. When discussing how to make these projects happen they recognised that they could be involved in developing or delivering the projects but would need help. It was clear that it is important for young people engaging with the LAG that they feel that their ideas are heard and that the ideas taken forward are relevant to them. The participants raised the thought that by getting involved in projects they could learn skills and possibly create apprenticeships or training opportunities for themselves and their peers which was an appealing to the participants. However in order to achieve this benefit of involvement in project delivery they would need support.

There was enthusiasm for the idea of a youth LAG and the participants all expressed an interest in continued involvement in this project. However in order to maintain the engagement achieved through this session another meeting would need to be held soon otherwise they might lose interest or think that we had given up on the idea. They felt that at this point the best way to get people involved is to talk to them and they would be willing to get other friends to come along to a further session and may even be willing to help facilitate it. The recommendation was for a further session to be held just with girls and another one to be held with boys on return to school in August, on a Tuesday afternoon.

Further engagement is necessary in order to get young people involved in CLLD as at the moment they don't know about it and would not consider it to be relevant to them. However on the back of this session it is apparent that when it is explained, there is an appetite for involvement. Sessions need to be short, pitched at an appropriate level and food must be provided. It is essential that sessions have some follow up in order to maintain engagement and that something tangible happens as a result of involvement – i.e. a project is completed that benefits them. Promotion can be via word of mouth, talks in school and use of social media. People are more likely to attend if their friends are going.

Appendix 10: Illustrative Actions

Please note that not all of these actions would be eligible for LEADER investment.

Theme 1

More skills training such as finance, planning and project management.
Improved connections between private sector and land managers, communities and public sector. In particular, greater engagement of private estates and businesses in Community-led Local Development.
Support in access to funding and business planning for sustainable projects.
Enhance opportunities for peer learning through networks and knowledge exchange activities.
Improved community facilities.
Create clear signposting and support for business and communities so that they can access appropriate/tailored development opportunities.
Resource sharing between sectors (e.g. sharing of capital equipment).
Promoting and monitoring inclusive practice through the CLAG.
Develop collaborative capacity within and between communities.
Develop collaborative capacity between businesses.
Cultural heritage projects to engage people of all ages and promote cohesion.
Develop and promote collaboration between communities and sectors.
Initiatives that promote equality of opportunity
Support for volunteer succession planning
Professional support for projects to reduce reliance on volunteers
Multi-generational projects for knowledge sharing
More emphasis on community facilities
More emphasis on old people and those with mobility issues
Equality training for CC and transport providers.
Equalities input to schemes and projects through action plans with targets.
Improvements to community facilities
Support for community organisations to have more robust structures to support delivery of ideas and progress on innovation
Opportunities for volunteering for those who cannot work due to physical barriers or disability
Initiatives focused on arts and culture

Volunteering opportunities for people with additional needs
Support for partnership working and identification of partnership opportunities

Theme 2

Innovative schemes to retain young people in all sectors including farming and forestry through apprenticeships and training.
Creating sensitive, affordable accommodation for the workforce.
Identify barriers to employment and opportunities.
Consistent Business Gateway support – single Business Gateway for Cairngorms National Park.
Dependent care provision (including childcare).
Promotion of the creative industries.
Diversification of traditional industry.
Supply and distribution networks – keep it local.
Encouraging and supporting businesses to aspire to quality assurance schemes.
New and diversified products adapted for climate change and demand.
Identify barriers and solutions to promote employment opportunities including training and development.
Promotion of local produce.
Support for those who can't work
Initiatives involving academies in employability
Premises for business start ups
Projects linking with industry including off-shore activity
Equalities training and monitoring frameworks for employers
Employment schemes for underrepresented groups
Encouraging engagement in community councils
Initiatives to identify and address the local skills gap

Theme 3

Support the sensitive and innovative development of affordable accommodation for young people.
Thriving businesses offering year round apprenticeships and career opportunities.
Development of community facilities.
Agricultural diversification and business starter units to retain young people.
Further education, higher education and vocational skills training opportunities.
Local skills training opportunities that support the economic development and diversification needs of the National Park.
Dependent care provision (including childcare).
Broaden the range of employment opportunities for young people through diversity of work and versatility of workforce.
Career paths and skills training for young people in key and emerging sectors and National Park industries.
Volunteering opportunities for young people.
Graduate opportunities.
Transport support for young people for education, work and recreation.
Improved facilities for young people including indoor and outdoor recreation and learning facilities
Initiatives to reduce seasonality of employment or offer alternative employment during low season
Support for SMEs to take on trainees or employees
Initiatives to grow the number of young people entering trades.
Initiatives targeting 15-24 year olds for employability support
Affordable housing
Improved transport links to enable the park communities to access HE and FE out-with the NP boundary
Linked employment opportunities to promote year round work for young people.
Local recreational and sporting facilities and activities
Apprenticeships and locally based training opportunities
Youth action planning

Theme 4

Broadband access and utilisation projects.
Accessible community and green transport initiatives.
Path networks.
IT and mobile connectivity.
Community support networks.
Supporting community groups to engage with broadband initiatives for next generation broadband.
Support for technological advancement projects and technological utilisation.
Connectivity between services.
Support for service coverage issues and gap filling.
Using emerging technology to improve services.
Improved links between transport and service provision.
Active travel initiatives such as cycling and walking.
Support for mobile technologies.
Youth led initiatives in the utilisation of technology.
Road clearance and access projects.
Commuter car sharing
Transport initiatives to link communities with FE and HE facilities
Initiatives supporting people with drug and alcohol problems
Locally based care for the elderly schemes
Initiatives linking transport services
Community initiatives to provide local emergency services in rural areas.
Supporting user access to technology
Initiatives to ensure inclusivity of service provision in spite of digital shift
Cross boundary projects linking the NP communities with outlying areas

Theme 5

Centres for excellence in environmental management, outdoor learning and heritage management.
Community involvement in environmental planning and strategies.
Encourage appropriate economic development activity based on the special qualities of the National Park, including the low carbon agenda.
Engaging communities in conservation and land management.
Volunteering opportunities.
Engaging communities in heritage management and outdoor learning.
Protection and enhancement of the natural environment.
Appropriate development.
Appropriate restoration of traditional architecture.
Improve quality and connectivity of woodlands and wetlands for biodiversity and implement priority actions for other habitats and key species.
Encourage, support and provide opportunities for people to realise the benefits from and help look after habitats and species.
Support appropriate community ownership.
Knowledge and expert support in resource efficiency and low-carbon.
Low-carbon mitigation and climate-resilient projects and initiatives.
Wildfire forums building on existing co-operations.
Building partnerships between communities and land owners
Local heritage initiatives
Culture and arts initiatives
Initiatives to engage people with learning disabilities and physically and socially disadvantaged groups
Projects supporting community resilience through landscape management such as natural flood defence schemes.
Community action planning around cultural and natural heritage
Climate change resilience projects.

Theme 6

Improve the quality of tourism infrastructure and visitor facilities.
Quality in food, accommodation and customer experience.
Recreation for visitors and residents.
Food and drink marketing and tourism – eat local.
Local and cultural heritage projects.
Support for health initiatives.
Expansion of the health walks programme.
Encouraging outdoor recreation for local residents.
Increasing choice of high quality experience for visitors and residents
Hospitality training.
Training and up-skilling in tourism, outdoor access and recreation.
All ability access.
Local and organic produce initiatives
Initiatives to link tourist offer to increase stay time
Provision of sports facilities
Activities celebrating arts and culture
Heritage projects focused on tourism or activity provision for local people
Initiatives to improve entrance points for the NP
Hospitality training and customer care
Promotion of local produce
Promotion and support for activities providing opportunities for groups out-with the NP to engage with the NP
Promote walking and cycling

Appendix 11: Links between the CLDS and other strategies at EU, National and Local Level

Local Development Strategy Outcomes	Local Development Strategy Theme	Rural Priorities	Europe 2020	UK Partnership Agreement & SRDP	SG NP Framework	NPPP Strategies and Plans
Outcome 1 Communities and businesses are more sustainable through innovation and knowledge sharing by 2020. Outcome 2 Community members are more active in determining what happens in their communities by 2020.	Theme 1 **Build Community Capacity to Facilitate and Support Local Development Through Partnership Working**	1. Fostering knowledge transfer, co-operation and innovation 6. Promoting social inclusion, poverty reduction and economic development	1. strengthening research, technological development and innovation 9. promoting social inclusion and combating poverty 11. enhancing institutional capacity and an efficient public administration	2. Addressing social exclusion and unemployment **SRDP:** Supporting rural communities	We are better educated, more skilled and more successful, renowned for our research and innovation We have tackled the significant inequalities in Scottish society We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	**Local Plan/Local Development Plan** Community involvement is a key element of the Local Development Plan process. **Capital Investment Plan** (links with all themes)
Outcome 3 More training, jobs and employment opportunities for people living and/or working in the National Park by 2020	Theme 2 **Grow the Economy of the Park by Strengthening Existing Business Sectors,**	1. Fostering knowledge transfer, co-operation and innovation 2. Enhancing competitiveness, promoting innovative technologies and sustainable management	1. strengthening research, technological development and innovation 3. enhancing the competitiveness	1. Increasing labour market participation, promoting business competitiveness and research and development investment 2. Addressing social exclusion and	We live in a Scotland that is the most attractive place for doing business in Europe We realise our full economic potential with more and better employment opportunities for our people	**Sustainable Tourism Strategy** The STS and Theme 2 link around the role of tourism in growing and strengthening the Park economy. **Cairngorms National Park 2020**

Local Development Strategy Outcomes	Local Development Strategy Theme	Rural Priorities	Europe 2020	UK Partnership Agreement & SRDP	SG NP Framework	NPPP Strategies and Plans
Outcome 4 A growing and more diverse economy in the Park by 2020. **Outcome 5** Improvement in the basic wages in the National Park and less seasonality in employment by 2020.	**Supporting Business Start-ups and Diversification and Increasing the Number of Workers Employed in the Park.**	of forests 3. Promoting food chain organisation & risk management 6. Promoting social inclusion, poverty reduction and economic development	of small and medium-sized enterprises, the agricultural sector (for the EAFRD) 8. promoting employment and supporting labour mobility;	unemployment 3. Developing an environmentally friendly and resource efficient economy **SRDP:** Supporting rural communities Enhancing the rural economy Supporting agricultural businesses	We are better educated, more skilled and more successful, renowned for our research and innovation	**Economic Development and Diversification Strategy (EDDS)** There is alignment between the EDDS and Theme 2. **Capital Investment Plan** (links with all themes)
Outcome 6 There will be a sustained increase in attracting and retaining young people living, learning and working in the National Park 2020. **Outcome 7** Increased access to training opportunities and for Park residents, including further and higher education.	Theme 3 **Attract, Support and Retain Young People in the National Park.**	1. Fostering knowledge transfer, co-operation and innovation 6. Promoting social inclusion, poverty reduction and economic development	8. promoting employment and supporting labour mobility; 9. promoting social inclusion and combating poverty; 10. investing in education, skills and lifelong learning;	1. Increasing labour market participation, promoting business competitiveness and research and development investment 2. Addressing social exclusion and unemployment **SRDP:** Supporting rural Communities	Our young people are successful learners, confident individuals, effective contributors and responsible citizens Our children have the best start in life and are ready to succeed	**Local Plan/Local Development Plan** There are links with the Local Plan and Theme 3 around the provision of affordable housing. **Economic Development and Diversification Strategy (EDDS)** **Capital Investment Plan** (links with all themes)

Local Development Strategy Outcomes	Local Development Strategy Theme	Rural Priorities	Europe 2020	UK Partnership Agreement & SRDP	SG NP Framework	NPPP Strategies and Plans
Outcome 8

There will be an increase in the community service provision by 2020.

Outcome 9

People have access to improved affordable transport networks by 2020.

Outcome 10

Communities have equality of access to next generation 24 meg plus broadband by 2020. | Theme 4

Improve Transport, Connectivity and Service Provision. | 1. Fostering knowledge transfer, co-operation and innovation

5. Promoting resource efficiency & transition to low carbon economy

6. Promoting social inclusion, poverty reduction and economic development | 2. enhancing access to, and use and quality of, information and communication technologies;

7. promoting sustainable transport and removing bottlenecks in key network infrastructures; | 1. Addressing social exclusion and unemployment
3. Developing an environmentally friendly and resource efficient economy

SRDP:

Supporting Rural Communities | Our children have the best start in life and are ready to succeed

We live longer healthier lives

We live in well-designed, sustainable places where we are able to access the amenities and services we need.

Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

Our public services are high quality, continually improving, efficient and responsive to local people's needs. | **Sustainable Tourism Strategy**

There are links with the STS and Theme 4 around sustainable transport services.

Cairngorms National Park 2020

Economic Development and Diversification Strategy (EDDS)

Capital Investment Plan

(links with all themes) |
| Outcome 11

Communities gain skills | Theme 5

Protection and | 1. Fostering knowledge transfer, co-operation and innovation | 4. supporting the shift towards a low-carbon economy in all | 3. Developing an environmentally friendly and resource efficient economy | We value and enjoy our built and natural environment and protect and enhance it for future | **Cairngorms Nature**

One of the aims of the Cairngorms Nature Action Plan |

Local Development Strategy Outcomes	Local Development Strategy Theme	Rural Priorities	Europe 2020	UK Partnership Agreement & SRDP	SG NP Framework	NPPP Strategies and Plans
and knowledge to engage in preserving and enhancing the Park landscape, wildlife, local heritage and wider environment by 2020. Outcome 12 Reduction of the carbon emissions of the National Park by 2020.	**Enhancement of the National Park Landscape, Wildlife and Local Heritage.**	4. Restoring, preserving & enhancing ecosystems 5. Promoting resource efficiency & transition to low carbon economy 6. Promoting social inclusion, poverty reduction and economic development	sectors; 5.promoting climate change adaptation, risk prevention and management; 6.protecting the environment and promoting resource efficiency;	**SRDP:** Supporting rural communities Protecting and improving the natural environment Addressing the impact of climate change	generations We reduce the local and global environmental impact of our consumption and production.	is to encourage, support, and provide opportunities for people to realise the benefits from, and help to look after, nature. Actions 4.5 and 4.6 in the Plan relate to provision of opportunities for community involvement. **Sustainable Tourism Strategy** There are links between the sustainable tourism strategy and Theme 5 around sustainable living. **Cairngorms National Park 2020** **Capital Investment Plan** (links with all themes)
Outcome 13 A more resilient, competitive, better quality and diverse tourism sector benefitting all communities by 2020. Outcome 14 The Park's recreation opportunities will	<u>Theme 6</u> **Excellence in Sustainable Tourism and Recreation to Enhance Enjoyment of Residents and Visitors.**	1. Fostering knowledge transfer, co-operation and innovation 3. Promoting food chain organisation & risk management 6. Promoting social inclusion, poverty reduction and economic development	8.promoting employment and supporting labour mobility; 9.promoting social inclusion and combating poverty;	1. Increasing labour market participation, promoting business competitiveness and research and development investment 2. Addressing social exclusion and unemployment 3. Developing an environmentally friendly and resource efficient economy	We live longer healthier lives We live in a Scotland that is the most attractive place for doing business in Europe We realise our full economic potential with more and better employment opportunities for our people	**Active Cairngorms** There is a close fit between theme 6 and the purpose of Active Cairngorms in engaging people in recreation for improved health and enjoyment for visitors and residents **Sustainable Tourism Strategy** There is direct linkage between Theme 6 and the STS. **Cairngorms Tourism 2020**

Local Development Strategy Outcomes	Local Development Strategy Theme	Rural Priorities	Europe 2020	UK Partnership Agreement & SRDP	SG NP Framework	NPPP Strategies and Plans
improve the health and enjoyment of residents and visitors.				**SRDP:** Supporting Rural Communities Enhancing the rural economy	Tourism 2020	**Economic Development and Diversification Strategy (EDDS)** **Capital Investment Plan** (links with all themes)
Outcome 15 Improve equality of access to opportunity, support and services for all individuals and communities by 2020.		6. Promoting social inclusion, poverty reduction and economic development	9. promoting social inclusion and combating poverty;	2. Addressing social exclusion and unemployment	We have tackled the significant inequalities in Scottish society We have improved the life chances for children, young people and families at risk We take pride in a strong, fair and inclusive national identity We are better educated, more skilled and more successful, renowned for our research and innovation	**Local Development Plan** **Capital Investment Plan**

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Appendix 12: Summary of Report from Co-operation Meeting January 2014
Sarah Skerratt

3 Areas for priority collaborative action:

Actions for Capacity-building:
a. There is a need to examine examples from within different LEADER and Local Authority areas, including: the Highlands and Islands Enterprise Community Account Managers with their Anchor Organisations and local development plans; in Tayside, business facilitators who form a panel from the community to help support businesses, with input from other agencies; Cairngorms Community Development Officers (CDOs), where LEADER and Local Authorities come together to support an "animateur" – this is a bottom-up process with top-down support. It has provided a clear picture of what is happening and needed across the National Park. Loch Lomond and Trossachs National Park has a Community Futures approach.

b. It was felt to be really important to identify the challenges and barriers of these different approaches. For example, how communities are selected (in the Community Account Managers' scheme) and the implications this has; selection can cause some resentment, and communities need some capacity to engage in the first place; definitions of 'optimum scale' of a community, etc.

c. Therefore, there is a need to get the people involved in these different types of community development activity around the same table, in order to identify how to generate feelings of ownership of these processes by people in the community, and to see if there is a way to identify shared targets and how to deliver them.

d. Participants felt it would be really useful to create a **forum**, initially to include only those with areas falling into CNPA boundary rather than more widely. (However, a wider professional network would also be of benefit in due course.) This would:

    i. allow for discussion of how LEADER investment from all LAGs could be best placed to deliver high-level objectives and good practice/success, and also to support those working more locally across border;

    ii. facilitate more efficient and effective transnational working. It could act as a really valuable 'safety-net' to support cross border working;

    iii. meet on an annual basis, and would then become a **learning network;** there could also be themed sub-groups to address particular issues and opportunities. This would also help reflect on success and allow for shared knowledge at a variety of levels;

    iv. show how border challenges can be negotiated, and this learning could be fed into a national forum, and into other LAGs;

    v. help in avoiding challenges of having to go out to each of the five LAGs individually to consult/engage. It could be helpful for organisations to go through this forum so they do not need to collect all this information themselves.

e. A **Youth LAG** was discussed as a really positive way to build capacity. It would need to cover the CNP and five other LAG areas. Although it is recognised that there would potentially be high turnover of young people (due to them finishing their involvement when they leave school or college, for example), lessons learnt from Sweden have shown that a Youth LAG is a very positive way to involve young people in decision-making about deploying resources for their communities' future. The Youth LAG could then connect with the main LAG plus the pan-CNP or North-East forum. If a Youth LAG is felt to be problematic, then the preference would be for a Youth Reference Group to ensure some involvement.

4.3.2. Actions for Prevention:
a. Participants identified that a lot of activities and projects are 'out there', that it is a complex landscape and some projects/activities may not be eligible for LEADER funding.

b. Therefore, a first useful project could be mapping the landscape of provision, understanding activities and which projects may be eligible for LEADER funding. Specifically this mapping could include previous projects funded via LEADER to do a gap analysis and identify opportunities.

c. This would need to be carried out in each area and then examine the scope of potential prevention projects, and how they might deliver to higher-level outcomes, including those of the SOAs, whilst also meeting the LDS targets.

4.3.3. Actions for Profile-raising:

a. A **shared resource**, i.e. a person/number of people/online resource. Someone for communication and networking, spotting synergies, cross-fertilization of ideas – a butterfly, a pollinator, e.g. a 'Northern Rural Network'? There was discussion about having people with a thematic (e.g. broadband) focus to support getting good ideas rolled out across areas. LAGs could identify, say, five themes (e.g. broadband, community transport, capacity building, etc.), one per area – and have a 'thematic champion'. This would also support partnership working. It would be important to have a joint funded post, i.e. all LAGs to contribute (necessary for buy in), possibly with some Scottish Government support.

b. Profile raising within **CPPs** – there was a suggestion that LEADER has a seat at the table. The group discussion was about LEADER already having a seat via the people ultimately responsible for it being on the CPP, so perhaps it was more about communication upwards from the LAG to CPP. Context was seen as very important here as it is different in each area. This is about the 'how' of LEADER, i.e. governance and process, rather than a specific project. Discussion included suggestions about having complementary LAG structures, e.g. working groups and advisors (not just the quarterly LAG meeting).

c. SG funds Third Sector Partnerships for generic capacity building, so LEADER needs to do *specific* capacity building activities so as not to duplicate, e.g. project management and project control. In the context of larger scale projects, do we need to fund project managers, i.e. to provide a generic confidence (to all involved – from projects to SG) in reporting, finance, audit, etc.? They could join together the requirements from each LEADER area across geographies (i.e. to overcome the finance barriers to LAGs having joint projects). This idea was explored – there was general agreement that it is a fine line because projects 'learn through doing'. So, the idea would be for those larger scale projects to have a ring-fenced amount of funding, i.e. a central resource for project management, e.g. for 'big impact' projects which might include:

> i. Housing – community solutions and an expert resource (e.g. community housing advisor);

> ii. Digital connectivity – e.g. getting people involved digitally ("it's not just about having the router, it's culture and knowledge");

> iii. Broadband (for the hinterlands).

d. **A Youth LAG**, to either sit on the LAG or to function separately. There was a view that participants would need to learn from previous attempts though (e.g. Highland had one in 2008), and take account of structures already in place (e.g. Youth Councils, Youth Parliament).

4.4. Messages to Scottish Government

The feedback from participants fell into a number of themes; these are now reported.

a. **Funding to support a learning network:** Given the value placed on this by participants, they were keen to identify how a learning network could be resourced. They pointed to the Scottish Government's technical support fund, and felt that this would be an appropriate use of funds.

b. **Knowledge exchange through 'subject specialists':** these could be individuals with professional knowledge, e.g. on community broadband projects, who could work with LAGs across the country, and would allow project proposals to be signed off from a professional points of view, and this could help inform LAGs on funding decisions. Potentially, LAGs could each fund a small element of these people, but putting them within the 'national architecture' for LEADER would make them more effective.

c. **In order for cross-boundary working to function well:** Scottish Government needs to facilitate funds-transfer between LAGs in a much more straightforward way, otherwise projects will flounder and/or LAGs will be put off from doing them solely because of the administrative complexity.

d. **Framework contracts:** need to be streamlined, with clear forms and systems.

e. **Governance training:** there needs to be clear direction and discussion regarding independent chairs, with governance training on key issues, including conflict management.

f. **Eligibility rules over the lifetime of the Programme:** Many on LAGs feel undermined when decisions which they made to fund a project are later undermined. Scottish Government should underwrite eligibility *throughout the programme* according to the eligibility rules which were set out at the beginning, and not retrospectively question eligibility of projects based on revised guidelines.

g. **National Rural Network:** Scottish Government should support learning networks across Scotland, not just information exchange. There is good Scottish Government support for transnational learning and co-operation, but not for within Scotland. This needs to change.

5. What happens next?

The final session of the day examined next steps in terms of the development of the Cairngorms Local Development Strategy (LDS), lines of effective communication, and potential co-operation on projects and LDS delivery. The agreed next steps are summarised here.

a. Shared elements of an LDS:

i. It was agreed that a shared "co-operative working" section would be drafted by the CNP LEADER project coordinator, and that this would be circulated to the neighbouring five LEADER LAGs to identify how it could be tailored for inclusion into their LDS documents. This could include sentences about the local/regional forum (for the six LAGs), and a commitment to explore cross-boundary working.

ii. There was full recognition that each LDS is progressing to a different timescale.

iii. This "co-operative working" section would be very much two-way, identifying how CNP LEADER should be working with other LAGs, as well as identifying the ways in which neighbouring LAGs could work with the CNP LEADER.

iv. This is seen as an iterative process, to be crafted through discussion.

b. Lines of effective communication, and potential co-operation on projects and LDS delivery:

i. Participants agreed that another meeting similar to this one, for example in April/May after the March 31st draft LDS submissions, would help in terms of:

☐ sharing each others' priorities and objectives;

☐ budgets and business plan/project development;

☐ identifying how to work together in practice.

ii. One-to-one meetings between the CNP LEADER project coordinator and appropriate members of the neighbouring five LAGs to keep the channels of communication active.

iii. Exploring the possibility of having meetings with the five Community Planning Partnerships (perhaps through organising a single meeting, but if that is not possible, then through one-to-one area meetings), to discuss respective priorities and any synergies and joint working possibilities to deliver shared outcomes.

iv. Examine the possibility of purchasing a joint IT system to make co-operative projects easier, if Scottish Government do not produce their own. One example is Grant Visor. This would make the admin procedure for applicants the same at application and grant claim stage. Also if all six LAGs proposed this purchase together, it may be possible to secure best value and maybe a reduced fee.

v. It would be useful to think more around specific ideas for a learning/best practice network, including possibilities for some joint working based around the shared natural and cultural heritage

Appendix 13: Cairngorms Local Development Strategy Engagement Summary
(Based on VOICE Engagement Strategy)

Category	Who	Purpose of Engagement	Message/Content	How to Engage	when
Programme Level Stakeholder Group	EU and SG Managing Authority Scottish Rural Network Accountable Body LAG	To ensure and report on compliance with EU and SG regulations Report LDS delivery and investment progress Provide input to future of programme and programme delivery Network with other LAGs to share best practice and case studies Network and feedback on rural issues Generate co-operation ideas	Monitoring and Evaluation data Good news stories Co-operation proposals Feedback on process Feedback on Rural issues	Report on progress Attend Co-ordinator Meetings Attend events and networking opportunities Write case studies	as required
Cairngorms Local Action Group (Including LAG Board/Cairngorms Trust)	CNPA Board Member CNPA Director 2 x AOCC SNH SLE 6 further members to appoint	To create a public/private partnership to deliver LDS To make investment decisions based on knowledge and skills supporting thematic priorities in LDS Encourage networking between individuals on the LAG and the wider community to promote CLLD and develop initiatives to deliver the LDS. Promote the LDS Draw on community skills to inform delivery of LDS	Chance to drive delivery of the Local Development Strategy in the Park Participate in CLLD to support the priority needs of the Cairngorms Community. Work in partnership with other stakeholders to determine investment decisions and initiate activities to support delivery of the LDS	Target recruitment according to skills matrix. Formal LAG Meetings to deliver LDS and make investment decisions Updates to CNPA Board Run networking events Promotional activities for LDS and Programme (web, email, events, publications, case studies, training sessions)	Meet every 2 months As required

Category	Who	Purpose of Engagement	Message/Content	How to Engage	when
Cairngorms LAG Advisory Network	CBP AOCC Inclusive Cairngorms Glenmore Lodge Ballater RD Ltd SNH CNPA UHI SLE Moray Council HIE Aberdeenshire Council VABS LANTRA Highland Council Visit Scotland Crofters Association Community Broadband Scotland Marr Area Partnership RCAHMS Moray LAG Scottish Enterprise Forestry Commission (FCS) Angus Council Perth & Kinross Council Rural Tayside LAG	Provide advice and support to LAG in delivery of LDS and investment decisions. Ensure complementarity between LAG and Public Agency initiatives Network to develop initiatives to deliver the LDS	Opportunity to influence decisions of the LAG through technical advice and expertise Chance to inform the LAG of potential interventions to achieve thematic priorities Opportunity to network with other agencies to develop initiatives in support of the LDS	email updates including circulation of final documents Meetings as deemed appropriate Invitation to input to technical checks Networking opportunities	Final documents to be circulated in October followed by email updates every quarter Email requests from LAG for technical input Events and meetings as required

Category	Who	Purpose of Engagement	Message/Content	How to Engage	when
	Aberdeenshire LAG Highland LAG Cairngorms LAG CDOs Tomintioul and Glenlivet Development Trust NFU				
Co-operation Working Group (LAGS, CPPPs, LAs)	Moray Council Highland Council Angus Council Perth & Kinross Council Aberdeenshire Council Moray LAG Highland LAG Perth & Kinross LAG Angus LAG Aberdeenshire LAG Cairngorms LAG CNPA Other Scottish, UK and EU LAGS	To develop partnerships between The Cairngorms National Park communities and those out-with the National Park

To develop co-operation initiatives between neighbouring LAGs

To engage with LA and CPPP to ensure complementarity of investments

To demonstrate links between delivery of LDS and SOAs. | Communities straddled by the boundary will require collaboration between LAGs to ensure equality of access to LEADER investment.

Shared narrative between LAG areas can be supported by co-operation activity which may bring additional benefits to delivery of initiatives

The Cairngorms LAG seeks to ensure complementarity between activity delivered through the LDS and other strategic delivery bodies in the area

There is a chance to build partnership initiatives which support both the delivery of the LDS and SOAs

By sharing experience we can deliver best practice and fill delivery gaps

Sharing ideas for partnership initiatives | National Rural Network

6 monthly meetings/workshops

Project meetings

Direct approaches about projects and ideas | Ongoing as required |
| Potential Programme/Project Level Match Funders | HIE SE VS SNH Event Scotland Big Lottery | To secure match funding for delivery of the LDS either at programme level or for strands of LDS activity.

To ensure LDS activity is complementary to other investment | The priorities in the LDS resonate with those for other funding bodies.

By working in partnership we can achieve best VFM across funds and avoid duplication of investment or activity | Direct approaches

Meetings

Email updates | Direct approaches before programme start and ongoing |

Category	Who	Purpose of Engagement	Message/Content	How to Engage	when
	HLF Prince's Countryside Trust Robertson Trust Historic Scotland Creative Scotland RCAHMS	programmes – working in partnership where appropriate and signposting where not. To identify match funding for LAG supported initiatives	The LAG has a track record of engagement with communities and can support the implementation of partner strategies. Through mutual signposting and partnership working (where appropriate) we can reduce the administrative burden for applicants and simplify the funding environment	Invitations to LAG meetings (invitations to Co-ordinator meetings where appropriate) Events and workshops	
Other Funders	SRDP ESF ERDF Local Authorities Community Broadband Scotland Climate Challenge Fund Forestry Commission Scottish Land Fund HIE SE	To ensure additionality of LAG investment To understand how to appropriately signpost communities to alternative funding To identify gaps in support which could benefit from LAG investment to support delivery of other funding streams	By gaining clarity over the investment priorities for other funds it will be possible to design a LAG investment programme which makes best use of all funding strands. LEADER can plug gaps between other funding programmes and support preliminary or follow on initiatives which add value to the investment of others.	Desk research of other funds followed by direct contact with funding bodies and managing authorities. Networking through the National Rural Network and other networks	Initial approaches on confirmation of SRDP and other National Schemes and Ongoing
Enterprise Group	Moray Council Highland Council Angus Council Perth & Kinross Council Aberdeenshire Council Business Gateways (x5) Visit Scotland HIE SE CNPA Economic Development Manager	To identify how the LAG can best implement the 20% Enterprise investment in the Cairngorms LEADER Business Plan. Understand the current business support and investment environment to create appropriate partnerships and division of labour in supporting SMEs and Agricultural Diversification	By mapping the current enterprise support environment the LAG will avoid duplication of effort and best support organisations already working in this area. The LAG may choose to plug gaps, support the funnelling of applicants towards existing pipelines or signpost applicants for more appropriate support. By sharing information about pipelines and	Meeting to establish areas for LEADER investment Update meetings to review synergy between interventions Email updates and direct approaches during active programme period to discuss parallel investments	October 2014 and ongoing

Category	Who	Purpose of Engagement	Message/Content	How to Engage	when
			applications we can avoid duplication of investment and potentially subcontract partners to deliver services where the LAG is lacking in expertise.		
Groups which may be harder to engage	Young people Elderly and Disabled Business community Small communities People on low wages Ethnic minority groups	To ensure that all community stakeholders engage with delivery of the Cairngorms Local Development Strategy both to ensure effective implementation of the strategy and ensure that investment is equitable and meets the needs of all communities.	LEADER is open for young people and Business Community-led Local Development provides opportunities for everyone to have their voice heard and to participate	Focus groups and meetings Specific call for projects targeting these groups (e.g. Youth LAG?) Transnational projects to see how this has worked elsewhere Specialist Development workers	Ongoing
Community Engagement	Residents Young People Employers and Employees Local Businesses Voluntary and Community Groups Voluntary Organisations Community Councils Community Development Trusts Business Partnerships Destination Management Organisations Sector Representatives (SLE, NFU etc) Chamber of Commerce Schools and Education	To spread awareness of the Cairngorms Programme of Community-led Local Development and how people can get involved Encourage broad engagement in the delivery of CLLD and the Cairngorms Local Development Strategy. To encourage applicants to the various investment strands developed to deliver the Cairngorms Local Development Strategy To encourage the development of partnerships to deliver initiatives in	Community-led Local Development is a chance for all communities to determine what happens within their communities. The Cairngorms Local Development Strategy has been written in consultation with communities in the Park to identify the investment priorities for the Cairngorms Local Action Group The Cairngorms LAG is looking to engage with all demographics and sectors and will support initiatives in an equitable way, measuring success against the delivery of the Cairngorms Local Development Strategy LEADER is open for applications in the	Communications Plan National Rural Network Forums Emails Adverts Web content Social media campaigns workshops Presentations Focus Groups Development Officers Networks Thematic Development activity 3rd party and LAG animation Publications and celebrations Calls for applications	To be developed in preparation for delivery of the programme The first steps have already been taken with through the consultation activity conducted to develop the LDS.

Category	Who	Purpose of Engagement	Message/Content	How to Engage	when
	Establishments Youth Parliament Rural Parliament All groups identified during consultation (appendix 9 of LDS)	support of implementation of the Cairngorms Local Development Strategy. To encourage networking and sharing of experience and best practice between groups, sectors and communities. To engage people from all demographics and sectors living, working and employing in the National Park to promote equality of access to investments and ensure that initiatives meet the needs of all communities	Cairngorms National Park (specific strands of investment and calls still to be determined). The LAG encourages potential applicants to consider possible partnerships which could strengthen proposed initiatives and create added value The LAG actively encourages networking, knowledge transfer and mentoring activities which will support implementation of the Cairngorms Local Development Strategy By working together across sectors and communities we can strengthen our National Park Community		

Appendix 14: Cairngorms Co-operation Group

Name	Affiliation
Martin Brebner	Aberdeenshire Council/LAG (North and South Areas)
Rita Callander	Rural Tayside/Angus LAG
David Cameron	Cairngorms LAG/Cairngorms NPA
Fiona Cameron	Highland LAG
Roger Clegg	Cairngorms LAG
Alasdair Cunningham	Aberdeenshire LAG (North and South Areas)
Priscilla Gordon-Duff	Moray LAG
Alan Macbeth	Moray Council
Alice Mayne	Cairngorms LAG
Andy McCann	Highland Council
Serge Merone	Perth & Kinross Council/Perth & Kinross LAG
Sarah Skerratt	Scotland's Rural College (SRUC) Facilitator
Ellie Brodie	Scotland's Rural College (SRUC) Facilitator

Appendix 15: Complementarity of Investment Table

Theme	Other Funding channels	Advice & Support Giving Organisations	Details for LEADER investment	Possible LEADER Match	Organisations Delivering in this Area
1. Build community capacity to facilitate and support local development through partnership working	LAG Small Investment Programme Scottish Land Fund Community Asset Transfer Funds (LA) CNPA Community Land Fund	Highlands and Islands Enterprise LA Community Support Units CNPA DTAS SCVO TSI Moray (& other TSIs) Plunkett Scotland	Where there is a gap in community support or to directly progress the priorities within the Cairngorms Local Development Strategy.	Big Lottery HIE Strengthening Communities CNPA Prince's Countryside Fund Maple Trust Private trusts	Community Development Trusts, Community Councils, Community Development Officers Community Planning Partnerships and Local Authorities Association of Cairngorms Communities Inclusive Cairngorms Marr Area Partnership Community Land Scotland
2. Grow the economy of the park by strengthening existing business sectors, supporting business start-ups and diversification, and increasing the number of workers employed in the Park.	LAG Small Investment Programme ESF – Business Support ESF – Training and Skills Development and Employability ERDF SRDP – Support for Farmers, crofters and the land based sector including food and drink	Business Gateway Federation of Small Businesses Highlands and Islands Enterprise Scottish Enterprise NFU	Investment within the constraints of State Aid regulations. Business support where there is a gap in provision under the ESF delivery Investment in skills development and training where it is not part of the provision delivered by HE and FE and not part of the ESF funded pipelines (delivered by SDS) Support for Support for food and drink initiatives where the additionality of the LEADER approach can be demonstrated	CNPA, HIE, SE	Cairngorms Business Partnership Cairngorms Food and Drink Delivery Group Scottish Land and Estates Soil Association Scotland Skills Development Scotland Federation of Small Businesses National Park Farmers Forum Crofter's Association Glenmore Lodge Lantra Community Planning Partnerships & Local Authorities

Theme	Other Funding channels	Advice & Support Giving Organisations	Details for LEADER investment	Possible LEADER Match	Organisations Delivering in this Area
3. Attract, support and retain young people in the National Park	LAG Small Investment Programme ESF – Training and Skills Development	Skills Development Scotland CNPA Housing Officer	Investment in skills development and training where it is not part of the provision delivered by HE and FE	CNPA Robertson Trust Maple Trust	Local Youth Groups Youth Parliament Young Scot Skills Development Scotland Local Housing Associations FE and HE Institutions (UHI, RGU, Aberdeen University, Moray College, Inverness College etc.) Glenmore Lodge Inclusive Cairngorms LANTRA
4. Improve transport, connectivity and service provision.	LAG Small Investment Programme ERDF Community Broadband Scotland Fund SRDP Broadband Allocation SRDP Agri-environment Climate Scheme including support for footpath developments	Community Broadband Scotland Scottish Government Digital Team Highlands and Islands Enterprise Aberdeenshire Council (and other Local Authorities) NHS	Investment in Broadband project development where it is not being delivered as part of the SG roll out.	CNPA	CNPA Digital Communications Steering Group Scottish Land and Estates Cairngorms Business Partnership Association of Cairngorms Communities Community Planning Partnerships Cairngorms Outdoor Access Trust Inclusive Cairngorms

Theme	Other Funding channels	Advice & Support Giving Organisations	Details for LEADER investment	Possible LEADER Match	Organisations Delivering in this Area
5. Protection and enhancement of the National Park landscape, wildlife and local heritage.	LAG Small Investment Programme SRDP – Support for woodland expansion and environmental management SRDP – Cooperative Action Fund and Agri-environment Climate Scheme. Scottish Land Fund – support for community land purchase Community Asset Transfer Funds Climate Challenge Fund Low Carbon Transition Fund Local Energy Challenge Fund	CNPA SNH Historic Scotland RCHAMS FCS Carbon Trust Low Energy Scotland Home Energy Scotland Plunkett Scotland	Investment where there is no duplication with activity supported under other strands of the SRDP Programme or other Public Funding other than CNPA Support for Asset transfer applications but no direct funding towards asset purchase costs	CNPA Heritage Lottery SNH CNPA Historic Scotland Creative Scotland	Cairngorms Nature Strategy Group RSPB, NTS, SWT, Local Heritage and Conservation Groups Low Carbon Co-ordination Group National Park Land Managers Forum
6. Excellence in sustainable tourism and recreation to enhance enjoyment of residents and visitors.	LAG Small Investment Programme Visit Scotland Growth Fund SRDP – Co-operative Action Fund & other access strands	Visit Scotland	Investment within the constraints of State Aid regulations	CNPA	Cairngorms Tourism Partnership Cairngorms Business Partnership Local destination organisations Cairngorms Outdoor Access Trust Sport Scotland