

## Cairngorms National Park Authority DRAFT Economic Action Plan, 2019-2022

Comments from the Rothiemurchus Team.

Question 1; Other trends, challenges, data to be taken into account.

Question 2; Actions

Question 3; Delivery and Monitoring

Question	Paragraph	Subject	Comment
1	Challenge	Social development aims omitted.	The fourth aim of the Park is to promote sustainable economic and social development of the area's communities: so the social development of the area's communities should be planned together with economic development; this is critical to local communities and underpins the delivery of all the aims of the Cairngorms National Park (CNP). <b>To achieve aspirations of economic sustainability for a National Park and to deliver all four aims together in a co-ordinated way it is critical that team members can live in or close to sustainable, balanced, confident, strong, resilient and supportive communities.</b>
1	Challenge	How to ensure that the action plan is based on reality.	We trust that these comments will help reinforce the connection between the those making policy and plans and the reality experienced by those looking after the land, nature and people.
1	Trend and challenge	<p>Tourism growth 42% over 14 years. Community growth only 7% over ten years. How does that work? What % of the 7% are residents who are able to work?</p> <p><b>A skilled working community of a size that is in proportion to the number of visits is essential for both the customer experience and the protection of our natural heritage</b></p>	<p>From answers given at the CNPA led meeting on 12th September at Braemar it was clear to participants that greater consideration could be given by CNPA to this issue in this context. How can we help?</p> <p>There needs to be a proportionate relationship between visitor numbers and the capacity of the local communities to look after them and deliver their expectations of a National Park. As international travel grows visitors are becoming more discerning; their expectations are not just about their welcome and experience; they also mind about the care of a National Park and they are becoming more interested in the well being of people living and working in the CNP; for our customers meeting people is an increasingly important part of their experience. The growth of Adventure Travel provides independent evidence for that.</p> <p>Referring to the consultation paper page 10, CNPA records an increase in numbers of visits to the Park from 1.3 million to 1.85 million (42% over 14 years) between 2003 and 2017. That should have required a proportionate growth in communities to look after the growth in visitors in addition to planning for diversification of the economy into higher paid work.</p> <p>However, on page 10 the plan states that the plan has the potential to accommodate an increase in population of only 7% over the period 2020 to 2030; a rate that is does not enable the working population to catch up with the growth in visits over the last 14 years and is well below the rate required to keep pace with servicing visitor needs over the next 10 years. Furthermore 7% over 10 years goes no way to enabling diversification of the local economy, nor does it make allowance for the predicted lower proportion of working age people.</p> <p><b>There is a desperate shortage of suitable homes for people in or coming to local full time jobs to rent and buy in a place where they can bring up a family, enjoy the CNP they live in and develop their skills. It was difficult to find homes before the establishment of the National Park; we are now creaking at the seams.</b></p> <p>This is a critical issue for the Rothiemurchus team which includes over 60 people on the payroll and probably 100 including those working with partner businesses. The team is responsible for over 350,000 visits from people who come to enjoy the CNP of which 240,000 are made to the forest: the forest includes nearly 2,000 Ha of woodland habitat which is in favourable and improving condition and together with Upper Rothiemurchus (FLS), contains the population of Capercaillie that over the last ten years has been the most productive in the UK.</p> <p>Whilst the CNPA has opened up new places to enable people to enjoy the countryside, the fact remains that half the visits to the forests and mountains of the CNP are to Rothiemurchus, Glenmore and Cairngorm. We have the responsibility to help them enjoy the outdoors sustainably; to do that a skilled working community of a size that is in proportion to the number of visits is essential for both the customer experience and the protection of our natural heritage.</p>
1.	Challenge	Economic Diversification suitable for a National Park	Park Partnership Plan (page 69) There is potential for diversification towards higher value sectors such as life science and specialist technology, which would also help to increase average wages within the Park. This requires a long-term approach and HIE advice and leadership should be sought.

1.	Challenge	The Aviemore and Vicinity Community Council area needs to break out of its tradition of crisis driven short-term ad hoc development.	<p>The Aviemore, Rothiemurchus Glenmore and Cairngorm area is the most visited part of the CNP because it is renowned for its exceptional and accessible countryside. Together with Edinburgh and Loch Ness, becoming a National Park has made the Aviemore area a 'must visit' for increasing numbers of visitors to Scotland.</p> <p>Nearly 50% of all the visits to the forests and mountains of the CNP are hosted in the Aviemore and it's vicinity. It touches the summits of three of the five over four thousand-foot mountains in Scotland. It includes two of the best examples of native woodland at Kinveachy and Glenmore and the best example of naturally regenerated woodland of its size at Rothiemurchus.</p> <p>80% of the Aviemore and its vicinity is designated for its natural heritage</p>
1	Challenge	Together we are creating the conditions in which strong communities grow by developing well-designed, sustainable places for the long term which match the outstanding surrounding environment.	<p>Sustainable Communities:</p> <ul style="list-style-type: none"> <li>To deliver the Park aims, Government and Public Agencies must create the right environment for investment by supporting the growth of sustainable well-designed communities where people take responsibility for their own actions and how they affect others.</li> <li>Due recognition needs to be given to Aviemore and its vicinity so that its economy can become more economically and socially resilient and become less dependent on a single industry – tourism, by providing opportunities for economic diversification for the long term.</li> <li>An Camas Mòr plans are the result of a community (Aviemore) initiative; elected representatives supported by others in the community, have spent over 30 years preparing the plans and it is now ready to be delivered by Government, the Public Agencies, the community and business working together to provide this.</li> <li>An Camas Mòr will remove excessive pressure on surrounding villages so that they too can grow in a way that is sustainable for them; keeping their schools open and justifying public transport and other aspirations.</li> </ul>
1	Data	Collective Achievement	<p>How is the success of collective working with bodies on whom the Action Plan depends monitored? Where is that reported?</p> <p>E.g. when questioned do participants in partnership working feel they are "done to" or "enabled" and "work with"?</p> <p>To what extent is there micro control with unintended consequences?</p> <p>How is learning facilitated together with different departments/ bodies?</p>
1	Data	Allow for the expected growth in population.	<p>HNDA is limited in that it does not collect data from those who do not apply for the housing list; this is a huge hidden need.</p> <p>In addition to be included should be the population needed to service increasing tourism demand trend PLUS those required to enable the economy to diversify.</p>
1	Data	Diversification	The % of diversified (non-tourism dependent) employment by sector.
1	Data	Deprivation	Numbers using food banks.
1	Data	House prices	<p>House prices by travel to work area and house type (excluding detached homes).</p> <p>House rents by travel to work area, by house type expressed as a % of the average for Scotland and/ or the Council area if available.</p> <p>Number and frequency of homes advertised to rent as long term, permanent homes.</p> <p>Proportion of allocation of affordable homes that provide a fair opportunity for people in local jobs to rent or buy a home.</p> <p>Number of suitable open market homes to rent and buy that are lived in by people in local jobs where they don't need a car to travel to work.</p> <p>Note that it is only where the total number of homes is limited by planning and or public services constraints that the proportion of homes in holiday use constrains the supply for people in local jobs.</p>
1	Data	Business and utility measures, expressed as trends with relevant comparisons e.g. Scotland.	<p>Build rate trend</p> <p>Business premises availability and rents.</p> <p>Countryside Infrastructure provision and use, including toilets, parking and overnight by Community Council area or similar.</p> <p>Traffic numbers at key locations and public transport use.</p> <p>Water supply and wastewater treatment, daily, expressed as the estimated number of people on that day.</p> <p>Time taken to fill an advertised job</p> <p>Permanent / seasonal employment and average length of employment.</p> <p>Skills audit</p> <p>Time taken to connect to utilities.</p>
1	Data	Natural Resources	Data for the outcomes achieved from support for Forestry, Farming and Heritage land use and the levels of public support where applicable is required.

2	<b>ACTION THEME 1 Building on economic strengths.</b>	Inspire and enthuse by giving recognition to personal values and individual identity, including excellence in sport for which the area is nationally significant.	The plan should inspire and enthuse by respecting the individual values, identity and aspirations of people living locally as well as public bodies, visitors and business. Cultural values including language, music, agriculture, woodland, field sports and wildlife interests are central to personal identity for many. Even more significantly snow sports and the centre of excellence for mountain training at Glenmore Lodge have led to a culture of professional training, instruction and sporting excellence that is unrivalled elsewhere in the UK. This is an excellent fit with the National Park brand and supports all five of Scotland's strategic objectives.
2	<b>ACTION, THEME</b>	Collective achievement	Promote the understanding of the need for all to engage in the collective achievement of the National Park Aims in a coordinated way and work towards everyone believing it is to their benefit to do so.
2	ACTION THEME 1	Use the local culture of sport to engender personal responsibility, and enthusiasm.	Take forward the local culture of excellence in sport to a belief in personal development, training, developing skills and continuous improvement.
2	ACTION THEME 1 Building on economic strengths.	Smooth the path towards helping business keep up to date with innovation and planning.	Because of the significance of the heritage, moving forward can be slow and costly; CNPA should be the organisation that levels the playing field by helping business, easing the way to collective achievement of the aims. This is especially important for those businesses that have responsibility for delivering non-market public benefits such as the services and facilities required to provide for the right of access to the outdoors with responsibility and the designated natural and cultural heritage.
2	ACTION THEME 1 Building on economic strengths.	Vision; ensure that we work together.	<p>Whilst CNPA influences the shape of local communities by planning control how does it support and promote sustainable development? What are its aims in that respect and how are they monitored? How does it connect with people living locally? What resources are allocated to that? How does CNPA engage with and inspire its partners to prioritise its objectives?</p> <p>Ensure delivery of sustainable communities where people have a fair opportunity to: rent or buy a home that is affordable, sustainable and suitable for their needs in a place they can make their living, near to family and friends, with facilities for learning, indoor and outdoor recreation and sport, entertainment, health services, broadband and transport connections without the need to use a car.</p> <p>Encourage business with start-up and growth opportunities that fit with the ethos of the Park, including local tradition such as food, timber, sport, learning, heritage, health, music and dance and / or diversify the economy and enhance income.</p>
2	ACTION THEME 1 Building on economic strengths.	Vision; ensure that we work together; break the bubbles.	The CNPA should be the facilitator that helps us get out of our "bubbles"; meetings should develop understanding by including expertise and stakeholders across all the aims and promote both private and public sector outcomes that deliver across all four aims.
2	ACTION THEME 1 Building on economic strengths.	Coordinate the application of policy to ensure the collective achievement of the aims.	Engage with Scottish Government especially including SEPA, SNH, SERPID, Historic Environment Scotland, Trunk Roads, Homes, Local Government, Housing and Planning, Affordable Housing Infrastructure, The Highland Council and its Housing, Education and Roads Authorities, Visit Scotland the utilities together with the private sector, both locally based and national organisations with a significant local presence such as RSPB and Scotrail. Promote an understanding that the Cairngorms is a very special area that justifies special adjustments to their normal policy to ensure collective achievement of the aims.
2	<b>ACTION THEME 1 Building on economic strengths.</b>	<b>Migration, a policy in the Park Partnership Plan. Copied from page 21 Ditto 3.1 f)</b>	<b>Slowing outward migration of young people to encourage their return; and the inward migration of workers to the Park to meet business and community needs (and heritage needs). [to enable higher paid employment and a more balanced economy.]</b>
2	ACTION THEME 1 Building on economic strengths	Traditional activities that are essential for supporting the special qualities of the Park.	Refer to supporting farm, forest, fishing, stalking and shooting policies, including habitat and soil improvement and other produce with support for climate change policies and flood prevention policy.

2	ACTION THEMES 2 and 5	Plan for communities to accommodate the needs of their areas including developing an entrepreneurial culture and young people.	<p>The CNP boundary encompasses the communities that care for its heritage and look to the Cairngorms Forests and Mountains to make a living. To provide the levels of service required for managing the resource and expected by visitors, the CNP requires communities that are balanced, sustainable resilient and confident.</p> <p>Ensure delivery of public infrastructure that is fit for purpose to sustain the special qualities of the CNP and provide for its visitors, ensuring that the villages and their vicinities are sustainable, viable and resilient.</p> <p>To be sustainable, communities require planned capacity to provide for current and future expectations, space for public buildings and work, outdoor recreation close by as well as homes that are fit for purpose and affordable for people in and coming to local jobs; and retirement.</p>
2	ACTION THEME?	Sustainable Use of Natural Resources	<p>The current Economic Action Plan has policies for Forestry and Farming; should they be changed with the climate emergency and potential Brexit? What is CNPA doing to ensure the special qualities are maintained in respect of the introduction of new national policy? What about Heritage Land Use, including countryside activities and the cultural heritage?</p>
3	ACTION THEME 3 Education, training and skills development	<p>Economic Base, a policy in the Park Partnership Plan.</p> <p>Copied from page 21. CNP Partnership Plan, 3.1 d)</p>	<p>Broadening the economic base of the Park into sectors such as creative industries, renewable energy, and making stronger links with higher and further education.</p>
4	ACTION THEME 4, Infrastructure and capital investment.	<p>CNPA to ensure collective achievement of the delivery of An Camas Mòr. Suggest to the Minister to mention An Camas Mòr as a priority in the foreword to the Action Plan as in the current Economic Strategy.</p>	<p>The Aviemore and Vicinity Community Council vision is for a new well-designed exemplar sustainable community at An Camas Mòr that also provides solutions for Aviemore. The Minister's foreword to the 2015-18 CNP Economic Action Plan states "...we wish to see An Camas Mòr proceed". Since then, it has been with Scottish Government for consideration of the public infrastructure proposals with help from the developer from January 2015 till November 2016, with CNPA from February 2017 till April 2019 and again with Scottish Government from April 2019. Prior to that it was under consideration by CNPA from 2009 to 2014. In total the developer's responsibility for nearly 2 years, Scottish Government 2 years and CNPA 7 years; we look forward to a greater sense of urgency from all so that the community is started in 2021.</p>
4	ACTION THEME 4 Infrastructure and capital investment.	<p>Motor homes and camper vans overnight parking arrangements and associated waste policy.</p>	<p>Roads policy: to include support for commercial provision of day and night-time parking and toilets. Encourage and enable police and support services to prevent overnight stays on public land when there are commercial and licensed services provided nearby.</p>
4	ACTION THEME4 Infrastructure and capital investment.	<p>Plan to meet the needs of past and continuing visitor number growth at 23% over ten years.</p>	<p>It is noted that visitor numbers have increased by 23% over the last ten years (Page 10) and that employment is strongly skewed towards those supporting tourism; servicing the increasing expectations of growing numbers of visitors is only sustainable if there is significant growth of a resident working population who either have the skills or can gain the skills necessary to deliver customer expectations.</p> <p>Community capacity is also required to enable diversification of the local economy.</p>
4	ACTION THEME 4 Infrastructure and capital investment.	<p>Commission housing need and tenure surveys where information is missing.</p> <p>HNDA only estimates part of the need for homes. There is a hidden demand, that is an especially high proportion in areas of high visitor growth and where there is a policy to diversify employment such as the CNP.</p>	<p>The need for infrastructure and capital investment is underestimated by over reliance on HNDA.</p> <p>HNDA predictions do not make allowance for people moving into an area who are not resident at the last census and or have not put their names on the housing list. These additional needs can be assessed by taking into account surveys such as The Highlands Small Communities Housing Trust detailed report for An Camas Mòr LLP investigating provision of homes for people that live and work locally, including tenure and bedroom number preferences, 2017. Where such surveys are not conducted, they should be commissioned.</p> <p>Inadequacies of HNDA; for Aviemore it misses out those people who do not put their names on the list; there are many because they believe they have no chance of being allocated a home before their children have grown up and many of the more ambitious, the people needed to lead a business, move to where they can own their own home. See The Highlands Small Communities Housing Trust detailed report for An Camas Mòr LLP investigating provision of homes for people that live and work locally, including tenure and bedroom number preferences, 2017.</p>

5	<b>ACTION THEME 5 Community and enterprise</b>	<b>Bubble pricking, the promotion of cross sectoral understanding by facilitation.</b>	<b>Since CNPA was established electronic communication has strengthened relationships within sectors and weakened them between sectors. The role for CNPA to help the different sectors to come together for greater understanding and collective achievement is now the key area in which it can add value.</b>
	<b>ACTION THEME 5 Community and enterprise</b>	<b>Promoting an entrepreneurial culture</b>	<b>Entrepreneurial culture events should engage all public officers operating within CNPA on how best to prioritise the collective achievement of the aims by assisting projects through the obstacle course of regulations.</b>
6	<b>DELIVERY</b>	<b>CNPA ROLE Enhance resources on ensuring the aims are collectively achieved in a coordinated way.</b>	<b>We request that some of the £5m per year budget should be reallocated to support communities and businesses to deliver the Economic Action Plan. This could include closer working with and support for policy of the enterprise agencies and other organisations within the CNP.</b>  At the Braemar CNPA CBP consultation meeting 12 <sup>th</sup> September it was made clear to participants that CNPA does not have the staff or resources for assisting the delivery of the Economic Action Plan within its £5m per year budget.  The CNP is a fragile and remote economy where focusing effort on constraint as against achievement would be a barrier to the sustainable development required to safeguard the special qualities of the Park.
6	DELIVERY	Monitoring results and actions.	<b>Monitoring results should be made public and circulated to participating bodies and their members.</b>
6	Monitoring	Relationships	<b>Survey, measure, monitor and report the success of CNPA working relationships with other public bodies, organisations and businesses on whom the delivery of the Action Plan depends. E.g. investment achieved and where, time taken to agree and deliver actions, trust in ability to deliver plans.</b>
6	Monitoring	Population	<b>Be realistic. Include in the assessment HNDA and also make allowances for the hidden need from those who do not apply for the housing list, plus the additional population needed to service the additional visits as well as adding more to enable diversification. Number, type and tenure of homes occupied by people working in the area.</b>
6	Monitoring	Diversification	<b>The % of diversified (non-tourism dependent) employment by sector.</b>
6	Monitoring	House prices	<b>House prices by travel to work area and house type (for fair assessment of affordability excluding holiday homes and homes outside the speed limits). House rents by travel to work area, by house type expressed as a % of the average for Scotland and/ or the Council area if available. Number of homes advertised to rent by Community Council area. Numbers using food banks. Proportion of allocation of affordable homes that provide a fair opportunity for people in local jobs to rent or buy a home. Number (not proportion) of suitable open market homes to rent and buy that are occupied by people working locally.</b>
6	Monitoring	Business and public use measures	<b>Business premises availability and rents. Countryside access infrastructure provision and use, including toilets, parking and overnight and a measure of adherence to the Scottish Outdoor Access Code by Community Council Area. Traffic numbers at key locations and public transport use. Water supply use and wastewater treatment, daily, expressed as the estimated number of people on that day. Time taken to fill an advertised job paying the living wage or more by sector.</b>

ENDS