



Cairngorms National Park Economic Strategy 2015-2018

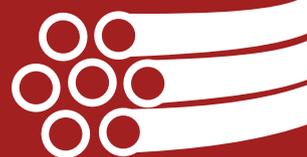


A **successful** sustainable
economy supporting thriving
businesses and communities



↑ Challenges

Opportunities →



Foreword

As someone who works and lives within the National Park, I am pleased to provide this foreword.

The economy of the Cairngorms National Park is strong. The area is attracting more young people, business confidence is growing and employment is on the rise. There are a range of businesses and their needs must be observed.

This Strategy, developed after a very wide consultation, sets out to build on those firm foundations, whilst tackling some of the identified challenges and diversifying the economy to build resilience.

There is already a clear commitment to significant investment which will tackle some of the challenges head on. Over 70% of respondents to the consultation identified connectivity as a high priority and Government investment in initiatives such as the dualling of the A9 and the delivery of superfast broadband infrastructure, have the potential to transform the economy of the Park. It is important that this Strategy leverages that investment.

Our pledge to dual the A9 by 2025 will, I hope, become a cross-party consensual approach. The rail improvements for the Inverness to Perth line will increase access and sustainable transport.

We are delighted to see the private sector, represented by the Cairngorms Business Partnership, at the heart of, and leading this Strategy and working in partnership with key stakeholders on the Cairngorms Economic Forum.

The Cairngorms Economic Forum was established as part of the Cairngorms National Park Partnership

Plan 2012-2017. The three long-term outputs outlined in that Plan are to achieve:

- a sustainable economy supporting thriving businesses and communities
- a special place for nature with natural and cultural heritage enhanced
- people enjoying the Park through outstanding visitor and learning experiences

The fourth aim of the National Park calls for sustainable economic and social development of the area's communities. To achieve that it is, of course, essential that we see the building of new housing necessary to provide homes for those who want, not only to work here, but to build their lives here, bring up their families here, care for the Park and make this their home. For all of them, we wish to see An Camas Mòr proceed.

Tourism remains hugely significant to the Cairngorms economy and we welcome people to come and enjoy the magnificent landscape and unparalleled range of sporting pursuits within the National Park.

I warmly welcome the commitments in the Strategy to grow businesses and support small business. I want to see particular emphasis on helping local young people realise their potential. And I am sure that the Forum's continuing work in partnership with local bodies, public and private, will assist in achievement of that aim.

The Cairngorms National Park is an internationally recognised destination. It is an aspirational place for people to visit, live, work, learn and invest in. This Strategy sets out to harness that aspiration and fulfil the potential of our National Park.

Fergus Ewing
MSP Inverness and Nairn



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The Cairngorms National Park in context

The Cairngorms National Park was designated in September 2003 with four aims.

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

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

A small part of five different Local Authority areas fall within the National Park.

Aberdeenshire	Moray
Angus	Perth & Kinross
Highland	

For the most part, these areas are rural, remote from the main centres of population, and at the boundaries of each Local Authority area.



The Cairngorms Economy

Facts and Figures

Challenges



Infrastructure limitations

Roads, rail, local public transport, housing, business premises, broadband and mobile

Heavy reliance on low waged tourism sector



Increased logistics costs



Gaps in business support



Lack of Higher and Further Education facilities



↑ Increase of young people living in the Park



↑ 4.5% increase since 2010



of businesses employ less than 10 people



Small Businesses



House Prices



Yearly Earnings



than the Scottish average

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

Opportunities



An attractive place to live, work and visit



A unique natural environment



Increased digital connectivity (fibre broadband)



Academic research opportunities



Distinctive economic sectors with potential for diversification



Increasing number of young people



Links to other parts of Scotland (dualling of A9)

Employment by Sector

Source: CNP Economic Benchmark Review 2013



The Strategy

Strategic Context

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

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

The Cairngorms National Park Partnership Plan provides the strategic context for this Strategy.

Relationship to other Plans and Strategies

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

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

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

Developing the Strategy

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

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

Key steps in developing the Strategy:

A review of existing plans and strategies

A review of the economic baseline data

Workshops with the Cairngorms Economic Forum

Discussion with key business sector groups and forums

Strategic Environmental Assessment of the Draft Strategy

Equalities Impact Assessment

Consultation on the Draft Strategy and associated Environmental Report

Review of consultation findings by Cairngorms Economic Forum and finalisation of Strategy

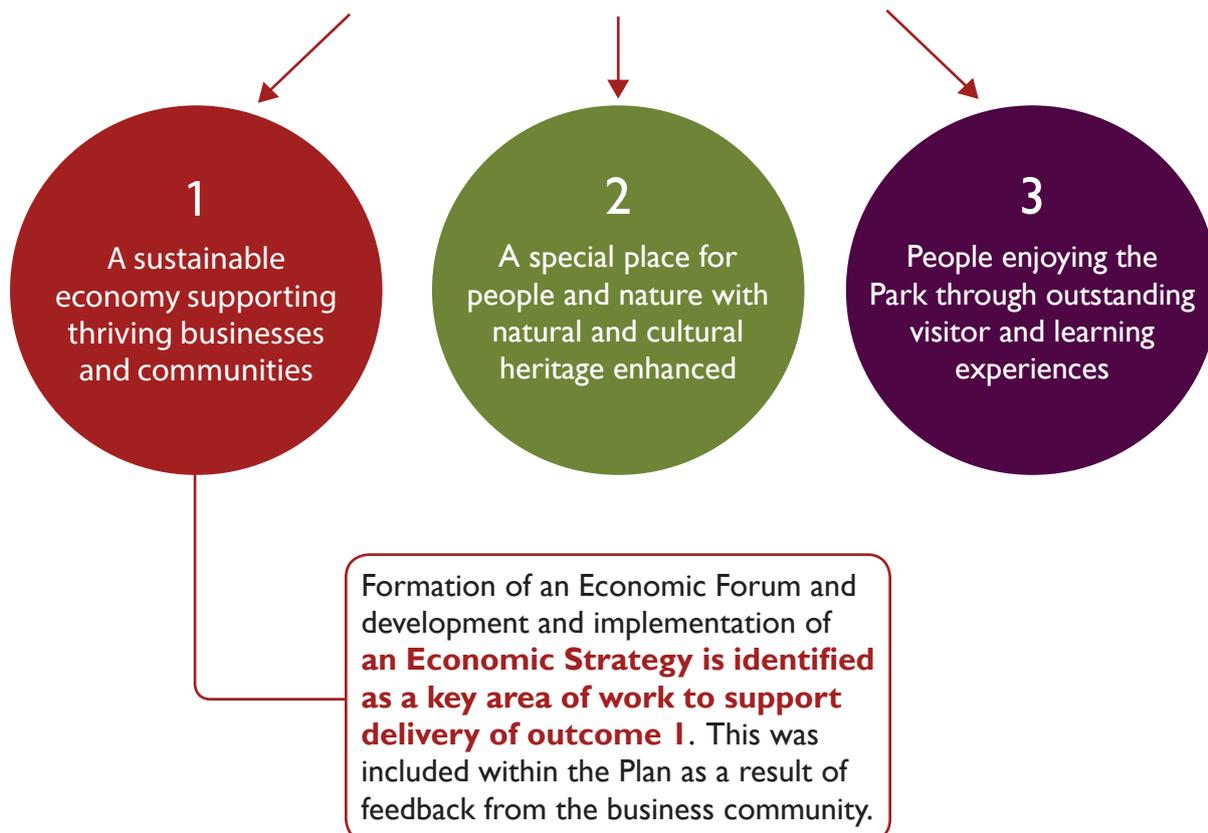
Reports relating to each of these steps and who engaged them can be found online at: www.cairngorms.co.uk

Vision

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

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

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



Aim

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

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



Tourism is the main employer in the National Park accounting for **43%** of employment in the area.

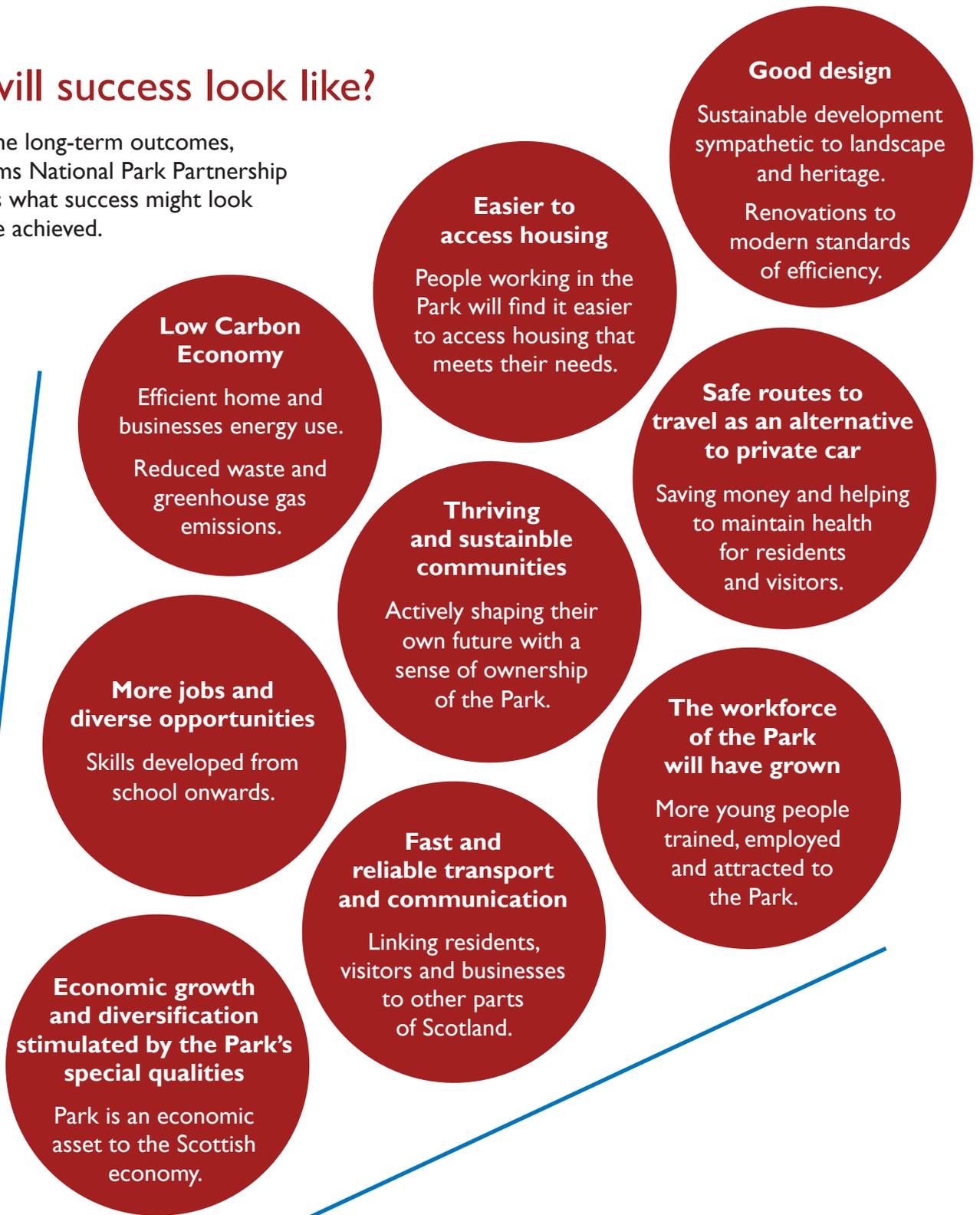
These jobs are often associated with low wages and are susceptible to seasonal and global trends.



This Strategy aims not only to strengthen the tourism sector but also to strengthen and diversify other sectors to reduce our reliance on tourism.

What will success look like?

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



Outcome **I**

A successful sustainable economy supporting thriving businesses and communities



Natural Capital

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

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



Natural Capital of the Cairngorms National Park

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

- Headwaters of five of Scotland's major river systems flow out from the Park.
- We hold 25% of Scotland's native woodland resource.
- Extensive peatland carbon stores.
- A landscape valued as an international tourism destination.

Key habitats include:

- enclosed farmlands
- woodlands
- open water
- semi-natural grasslands
- moorland
- mountains
- urban

Scotland's Natural Capital

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

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

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

*Scotland's Natural Capital Asset (NCA) Index
Scottish Natural Heritage (SNH)*

Strategic Environmental Assessment

The development of this Strategy has been informed by a Strategic Environmental Assessment (SEA).

This process has enabled us to alter and improve the proposals in the Strategy to ensure that they do not have a negative impact on the environment and where possible ensure they have a positive impact.

An Environmental Report was produced to accompany the Draft Strategy for consultation. This report assessed the priority themes and

outcomes (what we want to achieve). The assessment found that the Cairngorms Economic Strategy will have either neutral or slightly positive environmental impacts. The Environmental Report can be found online at www.cairngorms.co.uk

The vision, outcomes, and aim of this Strategy are taken directly from the National Park Partnership Plan which was also subject to a Strategic Environmental Assessment.

Priority Themes

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

- 1 Building on the strengths of the Park
- 2 Supporting and attracting businesses
- 3 Strengthening education and training as an economic asset
- 4 Attracting investment
- 5 Infrastructure (accommodation, transport, connectivity)
- 6 Planning for the future

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

Land Management

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

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

Priority Theme 1 Building on the strengths of the Park



Key economic sectors are stronger

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

Four key sectors have been identified within this Strategy as priorities for growth.

- Tourism
- Forestry
- Agriculture, Food and Drink
- Energy Efficiency and Renewables



Tourism Sector

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

Tourism accounts for 43% of jobs within the Cairngorms National Park but is traditionally a low wage sector. The Aviemore area is the most tourism intensive in Scotland with a strong family and outdoor activity market. Other areas of the Park also have strong offerings more suited to other visitor markets.

These individual strengths need to be identified, developed, and promoted effectively by a strong partnership of public and private sector partners.



Forestry Sector

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

Scottish Government has set targets for woodland expansion which must be achieved alongside a steady increase in the timber harvest over the next 10 years.

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



Agriculture, Food & Drink Sector

A growing food and drink sector, locally and with new markets

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



Energy Efficiency & Renewables Sector

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

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

There are opportunities for businesses and households to adapt well and even to profit from changes. Work to deliver this includes the ambition to move towards a low carbon economy. Being more efficient in using energy and generating renewable energy can both save money and generate income.

Priority Theme 2 Supporting and attracting business



The business sector has grown with increasing employment

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

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

Priority Theme 3 Strengthening education as an economic asset



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

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

Priority Theme 4 Attracting investment



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

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

Priority Theme 5 Infrastructure



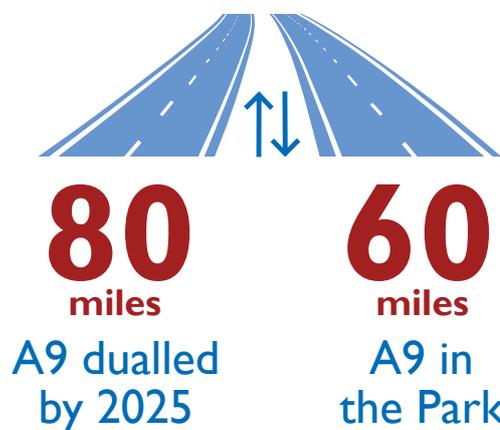
Improved infrastructure in the Park supports a growing economy

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

over **70%** of respondents to the consultation

saw improvement in connectivity as a very high priority

more than double the response to any other identified opportunity



Priority Theme 6 Planning for the future



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

There has never been any sense of a planned and coordinated approach to the economy of the Cairngorms National Park. Inevitably we don't have good information about what is happening currently and/or what might happen in the future. This theme can help us to think long-term about how our local economy can deal with change and future opportunities. Horizon scanning is used as an overall term for analysing the future; considering the potential impacts of emerging trends and developments. Analysing this can help to inform future policy making, e.g. in planning and development, economic growth etc.

Delivering the Strategy

Governance

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

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

Prioritisation and Resources

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

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

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

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

Delivery Groups

Where there are existing groups and forums these will be utilised to prioritise and facilitate delivery of key actions and activities.

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

An overview of the delivery groups can be viewed in Appendix 2 (see page 21).

Monitoring and Reporting

Delivery groups will provide progress reports to the Cairngorms Economic Forum on a regular basis. The Cairngorms Business Partnership will coordinate this reporting on behalf of the Forum.

Performance Indicators

The success of this Strategy will be measured using the indicators laid out within the Cairngorms National Park Partnership Plan (see page 5).

Communication

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

Action Plan

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

Priority Theme 1

Building on the strengths of the Park



Actions	Lead Group
Tourism Sector	
<p>1.1 Building our capabilities</p> <ul style="list-style-type: none">• Establish a strong public and private sector tourism delivery partnership to ensure collaborative delivery, support, and growth in the sector• Collaborative destination branding, brand development and marketing linking tourism operators, groups, CNPA, and VisitScotland campaigns• Business support, networking, and skills development• Customer feedback and 'Make it Yours' programme• Support businesses and visitors to improve environmental performance and reduce their impact	
<p>1.2 Turning our assets into experiences</p> <ul style="list-style-type: none">• Develop and package experiences around existing assets, accommodation, food & drink, travel, activities & attractions<ul style="list-style-type: none">> Cycling> Long Distance Routes (Deeside Way and Speyside Way)> Cultural Tourism> Business Tourism> Wildlife & Adventure Tourism (including outdoor activities)> Events & Festivals	 <p>Cairngorms Tourism Partnership will prioritise and oversee delivery</p>
<p>1.3 Improving the customer journey</p> <ul style="list-style-type: none">• Provide high quality, inspiring visitor information online, in publications and at key sites• Improve booking and promotion for public transport and provision of active travel opportunities• Improve the quality and range of visitor accommodation• Improve the promotion and availability of local produce• Improve digital and mobile connectivity and support businesses to embrace new technologies and opportunities• Area specific plans to ensure a collaborative approach to improving visitor experience in key areas and visitor information and provision	



Actions	Lead Group
<p>Forestry Sector</p> <p>1.4 Expansion of the forest resource and diversification of woodland type and products</p> <ul style="list-style-type: none"> • Identify and promote opportunities for appropriate woodland expansion and re-stocking and target SRDP Investment and other funding • Explore market opportunities associated with growing and maintaining the Natural Capital of the Park to encourage increased woodland cover • Skills development through the Land Management Training Scheme and others to support woodland expansion targets • Encourage and support innovation, skills development, and marketing to increase demand for timber products – particularly in relation to manufacturing and the construction industry 	<p>CEF to prioritise and liaise with existing Cairngorms Nature Strategy Group</p>
<p>Agriculture, Food and Drink Sector</p> <p>1.5 Collaboration between producers to improve marketing, product availability, facilities, distribution, and more resilient local supply and processing chains</p> <ul style="list-style-type: none"> • Facilitate supply chain networking events and promote knowledge transfer and links between businesses including transport and facilities • Investigate and promote marketing opportunities related to National Park status, environmental benefit in promoting product, and wider area marketing initiatives as a marketing tool for food & drink producers <p>1.6 Training/skills development needs</p> <ul style="list-style-type: none"> • Identify skills gaps, requirements and opportunities for food and drink businesses including work experience and mentoring opportunities 	<p>CEF to prioritise and establish short term 'task and finish' group as appropriate</p>
<p>Energy Efficiency and Renewables Sector</p> <p>1.7 Decrease energy usage and emissions to secure cost savings</p> <ul style="list-style-type: none"> • Training and practical support for businesses to help reduce energy usage and emissions • Promote high standards of sustainable design and efficient use of energy and materials in construction of business premises <p>1.8 Increase small-scale renewable energy generation</p> <ul style="list-style-type: none"> • Build awareness with businesses and residents of benefits, opportunities for support, and interventions available • Attract investment and enable links between potential investors and local business 	<p>CEF to prioritise and establish short term 'task and finish' group as appropriate</p>

Priority Theme 2

Supporting and attracting business



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

Priority Theme 3

Strengthening education as an economic asset



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

Priority Theme 4 Attracting investment



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

Priority Theme 5 Infrastructure



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

Priority Theme 6 Planning for the future



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

Appendix I – Cairngorms Economic Forum

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

Role of the Forum

The purpose of the Cairngorms Economic Forum is to:

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

Members

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

Private Sector Businesses invited to attend

- Atholl Estates
- Balmoral Estate
- BSW Timber
- Cairngorm Brewery
- Cairngorm Hotel
- Cairngorm Mountain
- Caledonia Estate Agency
- Frontier Science (Scotland) Ltd
- Glenlivet Distillery
- Quarch Technology Ltd
- Rothiemurchus
- Saxa Vord Properties LLP
- Strathspey Railway
- Upland Developments
- Wilderness Scotland

Groups & Organisations

- Cairngorms Business Partnership
- Cairngorms Local Action Group
- Federation of Small Businesses (FSB)
- Highland Opportunity Ltd
- SCDI (Scottish Council for Development & Industry) Highlands & Islands Office
- Scottish Enterprise
- Scottish Land and Estates
- Association of Cairngorms Communities

Public Sector Partners

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

Appendix 2 – Delivery Groups

Group/Forum	Remit	Make-up
Business Support Group	Working group to map Business Support Services in the Park, current and future delivery	CNPA, Business Gateway, Skills Development Scotland, Federation of Small Businesses, Highlands & Islands Enterprise and Cairngorms Business Partnership
Cairngorms Local Action Group	Responsible for running the LEADER funding programme in the Cairngorms National Park	Comprising representatives from the community, business, youth, and women's groups in the area, along with representatives from the main public sector bodies
Cairngorms Nature Strategy Group	To provide guidance to, and collectively oversee the implementation of, the Cairngorms Nature Action Plan and the wider Cairngorms Nature Partnership	Professionals from a range of organisations with an active role in the delivery of biodiversity gain in the Cairngorms National Park.
Cairngorms Tourism Partnership	To oversee the development and implementation of an Area Tourism Action Plan, ensure alignment with National Strategy and ensure collaboration	Comprising public agencies involved in tourism, key Destination/Business Organisations and key tourism operators as appropriate
Digital Communications Steering Group	Stakeholder group to coordinate and support current and future tele-communications provision in the Cairngorms National Park	CNPA, Community Broadband Scotland, Scottish Government Digital Team, Scottish Land & Estates, Highlands & Islands Enterprise, Cairngorms Business Partnership, Aberdeenshire Council, Association of Cairngorms Communities
National Park Partnership Plan (NPPP) Strategic Delivery Group	To provide strategic overview and coordination of delivery of the NPPP	Senior representation from organisations (public/private/voluntary)