

**Highlands and Islands Enterprise
Cairngorm Advisory Group
Terms of Reference**

1. Purpose of the advisory group

1.1 The purpose of the group is to help inform Highlands and Islands Enterprise (HIE) on its strategy for managing the publicly-owned Cairngorm Mountain estate and its assets so as to maximise the benefit to: the area economy; the local community and the mountain sports community (principally in Scotland and the United Kingdom) and to sustain and protect the mountain environment.

2. Remit and agenda

2.1 The group provides advice to HIE, drawing on members' knowledge and experience to support effective strategic and tactical decision-making by the enterprise agency that benefits Cairngorm and its many stakeholders.

2.2 Advice from the group will be used by HIE to optimise performance across the complementary roles that the agency currently performs in relation to Cairngorm – as public landowner and custodian; parent of the present operating company, and regional development agency.

2.3 The agenda is principally concerned with helping to shape HIE's overall strategy for managing the estate and making strategic investments. It will do so through open discussion that draws on the experience and views of a range of stakeholders.

2.4 The agenda will also include operating policies where these have a strategic impact on the interface between the estate and the key stakeholder groups, for example in regard to vehicle access and parking on the wider estate.

2.5 The group recognises that day-to-day operations of the mountain resort, winter sports infrastructure and funicular railway are managed by the resort operator (currently Cairngorm Mountain (Scotland) Limited, a subsidiary of HIE).

2.6 As owner and custodian of the estate and a non-departmental public body (NDPB) HIE seeks for the estate to make an appropriate contribution to the Highlands and Islands' and Scotland's transition to net-zero carbon emissions; low-carbon economic recovery from the impact of the COVID-19 pandemic, and be managed by a company that is committed to the principles of Fair Work.

2.7 Meetings will be conducted and any reports issued around the group's purpose and remit. The substantive issues likely to be covered include:

- Maximising the Estate's positive contribution to the local economy, underpinning regional tourism and the attractiveness of the Cairngorms as a key Scottish Tourist destination

- Reporting on key issues pertaining to the management of the estate and its infrastructure
- The Cairngorm Mountain Masterplan, its implementation and investment plans
- The estate’s environmental management policy and wider access policy
- Visitor management and the Section 50 agreement
- Trends in recreational mountain visits and use, locally and internationally

3. Membership and Chair

3.1 The group’s membership is intended to invite representatives from a broad range of stakeholders to make an advisory contribution to HIE’s management of Cairngorm Estate. Membership will be kept under review and will aim to be as inclusive as possible. HIE has identified the following constituencies of stakeholder interest and the corresponding organisations:

Stakeholder group	Organisations
Local community	Aviemore and Vicinity Community Council Aviemore and Glenmore Community Trust
Local third-sector community organisations	Voluntary Action Badenoch & Strathspey
Business community of Badenoch & Strathspey and local DMO	Cairngorms Business Partnership
Winter and mountain sports and activities groups	Cairngorm Mountain Trust Scottish Ski Club Mountaineering Scotland Disability Snowsports UK Developing Mountain Biking in Scotland
Neighbouring landowners	Rothiemurchus Estate Forestry and Land Scotland Mar Lodge Estate (NTS) Abernethy Forest Estate (RSPB)
Public bodies concerned with sports and outdoor activities	Sport Scotland (Glenmore Lodge, Scottish Avalanche Information Service) Snowsport Scotland
Other public bodies	The Highland Council Cairngorms National Park Authority NatureScot VisitScotland
The resort operator	Cairngorm Mountain (Scotland) Limited

3.2 Each organisation listed is invited to send one nominated representative and to have an agreed named substitute in the event that the nominated individual is unable to attend.

3.3 Four HIE teams will be represented that have direct involvement in the Estate or its interface with local stakeholders and the local and wider economy, including close liaison with the operating company. These are listed below:

HIE team	Function/responsibilities
Cairngorm project team	Accountable to the HIE Board for the estate and responsible for the production of the business case and communications with the relevant departments of the Scottish Government.
Property and Infrastructure team	Overseeing the management of the estate and overseeing the investment programme including the works to reinstate the funicular and the production and delivery of the masterplan.
Communications team	Managing HIE's communications in respect of all matters regarding the estate.
Inner Moray Firth area team	Responsible for working with stakeholders and local businesses to assist in realising the benefits to the local community and economy.

3.4 Meetings shall be jointly chaired by the Chair of HIE (and when not available by the Chief Executive or nominated director) and a nominated member of the Highland Council.

4. Meetings and publication strategy

4.1 Initially, during this critical phase of reinstating the funicular and introducing the masterplan in 2021-22, it is proposed that the group meet quarterly for the first 18 months and thereafter at a frequency to be agreed and decided. Meetings should last no more than 2 hours.

4.2 During the current restrictions in place to halt the pandemic, meetings will be conducted by Microsoft Teams. Once restrictions are lifted, in order to limit the carbon footprint from the activity, no more than two meetings per year or 50% of them, whichever is the lower, will be face-to-face in or near Aviemore, with the others being conducted virtually through Microsoft Teams.

4.3 The agenda, meeting notes, accompanying papers and correspondence surrounding the group and its meetings will be published on HIE's website, where the Cairngorm Advisory Group will have a section, within ten working days following the group's approval.