

**Tomintoul and Glenlivet
Regeneration Strategy & Action Plan**

Opportunities Paper

Dr Michael McCarthy
Dhu Rural LLP

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Tomintoul & Glenlivet Opportunities Paper

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Part 1 - Summary

Introduction-Transform Tomintoul

Outcomes sought from the project

The means to recovery and the framework for change-people, policy, proposals

What people want –the key findings from the Main Issues Report

What Local Service Providers think Tomintoul & Glenlivet need

The basis for recovery

1. Opportunity: Rural Hub-HIE Account Managed Community

This makes the case for Tomintoul and Glenlivet being supported by Highlands & Islands Enterprise as a *'managed community'* aided by a development officer. It has to be *selected* for this status. If successful it can provide a gateway to support, resources, expertise, and some funding. The case made here is that T&G are experiencing *'structural decline'* –*closure of hotels, loss of shops, and a degree of isolation* that affects their economic chances and eventually their social cohesion. There are a number of examples of HIE account managed communities in the North of Scotland and T&G share many of their economic characteristics. Historically Tomintoul was a service centre for the Glen but is far less so now. Glenlivet and other settlements look elsewhere for shopping, social diversion, services. Becoming an account managed community will help Tomintoul to once more become a *'Rural Hub'*

2. Opportunity: Tomintoul Telecommunity

Rural communities are increasingly reliant on home working and therefore also on high quality Broadband connectivity. For remoter settlements these can be vital. With limited employment opportunities locally working from home for an employer or starting an enterprise at home can transform the economic circumstances of households. About 20-25% of economically active people in the Glen work from home in either of these ways. Many are self employed. The home is increasingly the engine driver of the rural economy. Working in this way creates enterprise, employment, reduces carbon footprint, enables flexible family arrangements, *'connects'* people and businesses and builds community capital. There is an opportunity at T&G to create an *association* of homeworkers and to promote Tomintoul as one of the Highlands first Telecommunities. It will bring attention, resources, investment and further opportunities. And its core strength is people acting economically as a *'community'* to do business with. The proposal also fits with the increasing use of technology to meet the healthcare needs of older people – through Telecare and E Care.

3. Opportunity: The Community of Crafts

This is a simple idea that aims to encourage the growth of a craft-based *'cottage industry'* in the Glen, linking people working from home with a strategy to increase visitor numbers and encourage spending in the rural hinterland bound by the B9136 and B9008 *'loop'*. Key aims are to promote traditional and contemporary *'home crafts'* –including food and drink; promote *'authenticity'*; develop a new visitor trail; create a *'craft community'* which will promote social interaction and *devolve economic opportunity* into the areas outlying the two main settlements.

There are ideas here also for exhibitions, festivals and for acquiring or demonstrating craft skills for the first time. We hope it will in due course encourage a couple of cafes and B & Bs to spring up along the way.

4. Opportunity: Tomintoul Low Level Walking Centre

This too is very simple –it is precisely at it sounds. Tomintoul is a favourite and growing focus for ‘low level’ walking and now attracts a following. It has a spur to the Speyside Way and a plethora of excellent way marked walks close by. The village was recently awarded ‘*Walkers are Welcome*’ status and has established a 5 day Walkers Festival which provides a good base for a further growth and for diversification into other activities. It already embraces music and could contribute a spark to the village’s moribund evening economy. There is a strong Northern European trade locally and indications that Lake District walkers are arriving looking for somewhere less congested. The opportunity envisages developing and promoting Tomintoul as *the* low level centre. It will need resources and a more proactive and dedicated effort to build on what is a robust base before it is attracted by better infrastructure elsewhere. *It lacks two key assets* –a reception/visitor centre for walkers and sufficient good quality flexible accommodation, typically B & B, which enables people to move on after 2-3 nights. The challenge is to put these in place and build the ‘offer’

5. Glen Visitor & Heritage Centre

This sets out the case for a dedicated Visitor & Heritage Centre as a primary asset lacking at Tomintoul. It is intended to consolidate *not replace* the Museum & Information Centre. This does a decent job but Tomintoul needs a *step change* in its approach to attracting and holding visitors. We also set out an opportunity here for Tomintoul to collate, articulate and exploit its history and heritage - including the development of a heritage trail. It requires a new outlook that treats the village as a ‘conservation area’ *regardless* of official designation. The proposal examines how estate-based visitor centres are marketed and what other goods and services may be required to attract, retain and encourage visitors to spend money here.

6. Opportunity: Develop the Social Economy-Acquire the School

This opportunity is focused squarely on the creation of a community social enterprise company to acquire and develop the school. It examines how a social enterprise can be created and whose assistance is required. It underscores the need for the community itself to bring forward skills, champions, leadership. In particular it focuses on the designation of the school as a ‘community site’ and explores how a Tomintoul social enterprise might access Moray Council’s Community Asset Transfer Strategy. The end uses for the school are examined in Opportunity 7.

7. Opportunity: End Uses for Redundant Assets.

This opportunity focuses on potential end uses for the 2 hotels and school and weighs their merits and demerits. It concludes that the *overriding objective* of the Tomintoul community at this time must be the *reinstatement of The Gordon Hotel* as a mid range family hotel of circa 20-22 beds and crucially the reanimation of its bars, restaurant and 200 person function room. *It suggests high level intervention to resolve the future of this building* as the cornerstone of Tomintoul’s economy

and revival. For The Richmond Arms it describes a range of potential uses—including hotel –but examines ideas for treating the building as a series of small retail concessions and notably as a Centre for Genealogy. This is an indoor visitor attraction that plays to the growth of ancestral tourism, education breaks, schools etc. The school itself is explored as a *Futures Centre* providing space for a creative cluster, workspace, education and training, IT and as a showcase for the overarching theme of *Transform Tomintoul*. It is also assessed as a potential indoor leisure facility for community and visitors.

8. Opportunity: Creative Cluster

This develops the theme above in more detail and explores why creatives might wish to locate at somewhere like Tomintoul. The school is the focal point here for the development of a low cost ‘hot house campus’ intended to attract creative and knowledge based micros and SMEs. Essentially it would be a rural ‘incubator’ for young enterprises run by young designers. A by-product is to attract young people who will put Tomintoul on the map and also spark an evening buzz.

9. Opportunity: Remote Rural Learning Network

Access to education, training and IT skills are crucial to the Glen’s sustainability. Responses to the community consultations highlighted what people consider to be a limited rural Further and Higher Education service that either failed to meet their needs and aspirations or which was denied them because of their remoteness. ‘*No car, no education*’ was one notable refrain. There are calls for local training to anticipate mechanisation of traditional farm industry and for high level IT and computer based learning. This prompted us to contact Moray College UHI and to explore with them the idea of some form of network of resources, learning media and course engagement dedicated to the specific needs of remoter rural settlements. *This is work in progress.*

10. Opportunity: Glen Youthbuild

Youthbuild is a UK wide charity with projects in Scotland that put together the needs of young people with construction training, opportunities to gain qualifications and the delivery of small works projects that build community capital. It is a model well suited to Tomintoul and the Glen. We see this as a strong candidate for the creation of a social enterprise and see opportunities for a local Rural Youthbuild project to provide employment, training, inclusion and undertake a number of the small works programmes we describe in other Opportunities here –i.e. *the school, conservation and landscaping work, care and repair, building refurbishments*. Youthbuilders are mentored and led by 2-3 older skilled workers and are linked to a local college –in this case it would be Moray College UHI –for day release towards a formal qualification. There is a *Park-wide opportunity* here if the Tomintoul pilot succeeds.

11. Opportunity: Partnering and Learning with the Crown Estate

Tomintoul has a world class partner on its doorstep and the Crown Estate has a willing test bed for new enterprise in the village. There is a view in the community that the Estate’s interests and those of the village could intersect more and this needs exploring. The particular Opportunity we focus on is the role of the Estate as a mentor, enabler and a transferer of skills and expertise to

people seeking to establish new enterprise. The Estate could play a valuable role in Opportunities such as Youthbuild (providing work); Visitor & Heritage Centre (providing expertise, materials, promotion); The Walking Centre (by facilitating a camp site and caravan park). The Estate has skills in grant applications, management, governance, budgeting, PR –all resources a community social enterprise would be fortunate to draw on.

12. Opportunity: Sustainable Land Management

This examines a series of land based opportunities –some connected directly with the Crown Estate –intended to use the land responsibly but efficiently as an ‘economic driver’. The opportunities include: woodland carbon sequestration; land capability for carbon capture; farm carbon management; woodfuel and a Tomintoul bio-mass scheme; natural flood management; farm support programmes; and community representation in farm management.

13. Opportunity: Why Renewable Energy?

This opportunity explores the case for and options locally to develop renewable energy and the benefits this would bring to the local community and village economy. It looks at programmes, policies and tariffs. The opportunities it identifies include wind power, hydro power, solar power, renewable heat, development options and energy efficiency. It concludes that the natural resources and built environment of the Tomintoul and Glenlivet area may provide *significant potential for renewable energy generation and energy efficiency* measures at both a domestic and commercial scale.

14. Opportunity: Cittaslow: Slow Food & Drink

This opportunity is about food and drink and quality of life. It explores how the ‘slow food movement’ has taken hold in Scotland and how some communities are making a virtue and a visitor base out of a slower pace of life characterised by quality of food, drink, environment, air, services, hospitality. It plays to a number of Highland strengths including authenticity. A central aim is to elevate the food offer of a community and build its reputation and visitor base through high quality food outlets, restaurant and pub food and development of a local supply chain. This is complemented by an unhurried lifestyle and by opportunities and facilities for good conversation and a memorable experience. VisitScotland has remarked on the increasing number of visitors to Scotland for whom the ‘experience’ is the most important consideration.

15. Opportunities: Best of the Rest

In this final section we bring together a raft of ideas and opportunities drawn from the community, agencies, interest groups, service providers and some of our own. These are ‘scored’ for their likelihood of success. They include self build housing; rural shop support; use of the school as a centre for the arts; care farming; camping & caravanning; business tourism; a roamer bus service; festivals; archaeology tourism; golf; corporate safaris; the *development of a low carbon protocol for everything that Tomintoul does from now on*; to twinning with a Chinese town to attract visits from the growing UK Chinese tourism market.

Part 2 – Introduction & Context to Paper

Transform Tomintoul – Outcomes Sought

Outcomes Sought

A Purpose, A Brand, A Campaign, A Low Carbon Community

Engage and empower the community to....

Transform Tomintoul –make it ‘equipped for enterprise’

Make the village and the Glen an effective place to invest in and do business

Become a Telecommunity –put in place the means to expand Live Work and to exploit remote rural policies

Create a *sense of place* and *identity* that is consistent with Tomintoul’s claim to ‘Gateway’ status

Ensure that the community understands it must *compete* for attention and is equipped to do so

Identify and realise its’ economic potential beyond tourism

Establish a *brand* and *offer* that can be differentiated, identified with and actively promoted

Create a ‘Village Team’ with a ‘Youth Cabinet’ –elect ‘Champions’ for key objectives

Engage the support and mentoring skills of social enterprise training organisations

As a first stage objective secure funding for a Village Manager to coordinate people, resources, action

Develop a ‘*Transform Tomintoul*’ *Prospectus*

Enable a better educated, more skilled workforce –*equip them for changing employment and for enterprise*

Ensure that the community can live better, healthier, longer and **here**

Address inequalities and isolation – economic and social

Create an environment in which *local* entrepreneurs and enterprises can develop

Equip and enable businesses to embrace the low carbon economy

Treat Tomintoul as a Heritage & Conservation Area regardless of formal status –create a ‘livery’ for the village

Improve the appearance of amenities and facilities

As consumers engage for better and more responsive services or run them ‘in house’ through asset transfer

Work towards an inclusive community with focus on the old, young people, and deprived

Reduce the community’s impact on the environment –expand home working, reduce car travel, cut ‘footprint’

Establish an imaginative, mutually beneficial and durable partnership with The Crown Estate

A. Building up the Baseline

A.1 Scope of Opportunity: The Baseline Assessment which informs this paper was designed specifically to identify and chase out opportunities –*challenges, gaps in the market, the community’s own aspirations, investment, start-up, business expansion, job creation, diversification and service and infrastructure*. Our aim here is to identify means and ends to **community capacity building**. This Opportunities Paper aims to identify both **viable** and **exploratory** routes towards delivery of the aspirations expressed in the Community Planning Study. It derives directly from the information and analysis presented in the Baseline Assessment. We welcome and will incorporate contributions, ideas and examples and address omissions and misconceptions identified by stakeholder partners. **This is work in progress**, an **evolving response** to the regeneration needs of the Tomintoul and Glenglivet communities.

A.2 Focus & Delivery: We understand that in less accessible places, residents need sustainable employment, affordable housing and responsive local services. This is the over-riding focus of the Paper. The core emphasis is on sustainable delivery

- **What can be done**
- **Who can do it**
- **How can it be achieved**
- **When can it happen**

A.3 Investment & Empowerment: The Paper draws upon successful experiences and outcomes elsewhere. It intends to build on existing stakeholder programmes in the Glen, in the National Park and in Moray. It explores routes for new public and private funding streams and investment. It considers how the Tomintoul & Glenlivet community can be equipped and empowered to play an active role in economic capacity building including the creation of new *community* enterprise and the development of a 'community support framework' for existing local businesses. We identify where mentors can play a role in the Glen's renaissance programme.

A.4 Overcoming Geography: We also examine the impact that geography has on opportunity and economic growth here. We draw on the experience of other remote communities in building and sustaining local economies challenged by distance, topography and by lack of wider consumer awareness. In particular we explore the case for Tomintoul & Glenlivet to diversify its economic base **by using IT to boost diversification.**

A.5 Promotion & Competition: Communities like Tomintoul & Glenlivet need to compete harder and longer than those blessed with location close to major urban markets and sustained by a diverse range of consumer and business appetites. We set out at the end of this Paper a preliminary framework for a '**Tomintoul & Glenlivet Investment Prospectus**'.

A.6 Affinity: It is important to engage and enthuse agencies, businesses and local people, since this document will form the basis of the Community Engagement Event, alongside the MIR and NPP2 consultation. Our goal is to create an *affinity* between the community and the outcomes of the Regeneration Strategy and Action Plan derived directly from their participation and sense of ownership.

B. Small Places, Big Ideas, Open for Business

B1 The Main Issues Report states that as part of the implementation of the existing Local Plan⁷³ a review of the options for growth and development has commenced. **This will take 'a rounded view of the future of the village'** setting out options for the short, medium and longer term. These 'horizons' form part of the *Opportunities* described below.

Transform Tomintoul – A Project Approach to Recovery

Consolidate and sustain Tomintoul as a '**gateway**' to the National Park

Put in place a **low carbon protocol** –this should be the framework for testing all opportunities

Reposition and rebrand Tomintoul as a **Rural Hub for the Glen**

Explore with HIE how Tomintoul can become an **Account Managed Community**

Equip, develop, re-position Tomintoul as a **Telecommunity**

Build new partnerships and enterprise **with the Crown Estate**

Designate the village as a **Conservation Area** –create an improved visitor and heritage centre

Progress the **viable use of empty assets** –**establish a social enterprise** vehicle for Tomintoul

Establish a **Futures Centre** to drive enterprise in the Glen –base this at the school

Explore with UHI Moray College a pilot for a **Remote Rural Learning Network** –tackle skills and enterprise needs

Promote **new green enterprise** based on carbon capture, flood management, innovative land use

Re-evaluate a **bio-mass CHP scheme for Tomintoul** to shift energy use, reduce bills, promote 'green' living

Development of the Glen **as a natural centre for wellbeing** –air, water, food & drink, activity, relaxation

Build a cottage industry and promote economic inclusion in the Glen –**A Community of Crafts**

Introduce a '**slow food**' **ethos** -centre this on Tomintoul –the first Highland venture

Anticipate changes in health care delivery -make the Glen an **exemplar for Rural Telecare & e-Care**

Establish a **Rural Youthbuild** project - build a permanent service to the CNP

Reflate the **evening and out of season economies**

Expand *home working, Live Work* and *Smarter Working* –**make rurality a strength**

B2 The aim of this paper is to promote, equip and substantiate Tomintoul and Glenlivet *as place to do business in* –to convince investors and consumers that ***‘we are open for business’***. It can’t all be done by magic. Economic regeneration requires:

- The means to address the causes of lower capital investment, poorer access to finance and lower funding for rural economic initiatives
- A dedicated and sustained initiative to address the special challenges and opportunities in sparse rural areas building on partnership ideas proposed in the consultation and stakeholder forums
- New enterprise and service clusters to access support programmes and share best practice
- Enabling Tomintoul to sustain by expanding its supply of affordable **and** open market housing
- In turn, enabling home working and new enterprise through high level ITC provision and links to UHI Moray
- From government and stakeholders it requires leadership, investment, innovation, empowerment
- In the community it requires ‘champions’ with appropriate skills, resources, legitimacy
- It needs mentoring support from social enterprise organizations ‘who have been there, done it’
- More effective and verifiable rural proofing –documented, understood, conformed to
- Resourcing of strong sharing networks to support improvement and efficiency for rural and sub regional authorities on local economic development
- **A capacity to accept change and a willingness to adapt behavior to embrace it**

Scottish Planning Policy 15 (SPP Feb 2010) focuses on *sustainable rural development*. It emphasises the *need for a more aspirational planning vision for rural Scotland*. An overriding concern is to reverse rural depopulation. **SPP15 identifies rural regeneration and the encouragement of new rural enterprise as one means of reversing this**. It is crucial that rural communities are enabled to *diversify economically*. This planning vision speaks of rural Scotland needing to become *more confident* of what it can do and achieve and of the need to accept change and benefit from it. *‘The intention is to have vigorous and prosperous rural communities, ranging from small towns and villages to dispersed settlements. Accordingly a clear goal will be to maintain the viability of existing communities and bring new life to many places which have seen years of decline.’*

B3 Parameters for Transformation

- Focus on ‘Aspiration’- don’t portray everything as *needs* –the community must ‘self-help’
- *Sustain, grow, diversify* the community – economically and socially
- Understand that it must *compete* to succeed
- Promote social and economic inclusion; foster participation and empowerment
- Embed resilience through management and planned viability
- Connect the community –with itself, with others-
- Tomintoul needs to carry other communities with it if it wishes to be their rural hub
- Energy efficient rural housing that uses a local renewable and reduces fuel poverty
- Inclusive solutions -addressing the aspirations of disadvantaged people and those on low/fixed incomes
- Extending choice and diversity through ‘mixed income housing’ solutions
- Regard at all times of ways to engage with the low carbon economy
- New forms of land use
- Assistive technology, innovation, digital inclusion –build enterprise out of ageing
- Reverse the dearth of contemporary high quality rural design –attract settler interest
- A low cost technology platform that enables ‘live-work’
- *Lifetime* housing to meet needs of young families and older people
- Slowing depopulation of the young : Addressing *ageing in place*
- Recalibrate planning policy and delivery systems to enable change
- Promote/deliver a mixed economy of private, public and social enterprise
- Supplement rather than compete with existing businesses
- **Above all put in place an agreed, prioritised, manageable programme –then build from there**

Develop Business Opportunities around National Park Aims

Conserve and enhance the natural and cultural heritage of the area
Promote sustainable use of natural resources
Make the transition to a low carbon economy
Promote understanding and enjoyment of the special qualities of the area
Promote sustainable economic and social development of CNP communities
Deliver and maintain a source of livelihood and economic prosperity for communities
Contribute to the health and wellbeing of visitors
Enrich natural and cultural heritage

B4 What do Local People Want?- Main Issues Report

Revival of rural crafts and skills/ local classes or training available
Renewable energy - possibly wind
Expansion of home working
Re-open the hotels
Opportunities for computing
Incentives for the younger generation to stay here
Better transport links to support access to and from the community
Grow AYR tourism...reduce seasonality
More visits autumn and spring -Increase lengths of stay... linked to food/drink/accommodation/culture
More tour services from Tomintoul –consolidate it as a hub
Increase spend per head
Must have at least one hotel –The Gordon is chief preference
But convert Richmond to other uses
Support the work of local tour operators in providing and packing their ‘offers’
Strengthen the range of leading wildlife tourism experiences
Support a wider programme of events throughout the Park –facilitate new events
Help with publishing, coordinating, enquiries, resources, promotion
Make, use, sell more Cairngorms produce...or a Tomintoul produce/brand –link with the *Food for Life* project
Support local crafts
Integrate more sport into the broader tourism offer –ideally in partnership with the Crown Estate
Coordinate delivery of business advice, training & support services
Help local people gain relevant skills
Encourage improvement in a wider range & quality of accommodation and catering
Install a caravan park and camp site

B5 Feedback from Local Service Providers

More capacity for more visitors –especially spring and autumn –ideas also for winter trade
Increasing visitor traffic must be balanced by its impact on the fragile environment
The area’s scenery, tranquillity, slower pace of life and wildlife are major marketing strengths
The Speyside Way-Tomintoul Spur and the Glenlivet Estate’s network of way marked trails are crucial
More needs to be made of the (overseas especially) market for ‘authenticity’
Tomintoul area lacks a golf course –it is missing out on a significant growth market
There are no young people starting B&B...when current providers retire there is no follow on generation
The area may lose its niche and struggle to recover it -emphasised strongly
There are **still no** caravan and camping sites around Tomintoul (there is a 5 pitch caravan site at Glenlivet).
Lack of a flexible bus service is a key problem in ferrying tourists around the area
The poor mobile signal prevents some activities –tour providers can’t keep in touch
Both the above are compounded further by the lack of a fuel station
There are few dedicated all weather facilities around Tomintoul.
Village shops need support

The area could make far more of 'Ancestral Tourism' and 'Green Tourism'
More businesses open and more activity available Jan-April and Oct-Nov

Part 3 – The Opportunities

1. Opportunity: Rural Hub-HIE Account Managed Community

HIE priorities

1.1 The aim here is to (re)establish Tomintoul as a rural hub and service centre for the Glen. It has performed this function historically but this role is now in decline and at question. The essential aim would be **(1)** to ensure the retention of Tomintoul's existing services and retail base; **(2)** Find new uses for the 2 closed hotels and the former school as well as the scattering of brownfield sites in the village; **(3)** develop an active programme to manage back to health a place undergoing structural change. This includes rebuilding and expanding its economy; and **(4)** acquire status as an '**account managed community**' and enlist the funding support and expertise of HIE to enable the community to rebuild economic and social confidence.

1.2 HIE has four priorities in supporting Scotland's economic recovery and delivering sustainable growth across the region. These are:

- Supporting businesses and social enterprises to shape and realise their growth aspirations.
- Strengthening communities and fragile areas.
- Developing key sectors, particularly distinctive regional opportunities.
- Creating the conditions for a competitive and low-carbon economy

1.3 These set the basis for HIE's activities across the area, with particular significance in the **fragile areas** (largely remote island and mainland communities) and **areas of employment deficit**. The circumstances of Tomintoul and Glenlivet would in our view equate with these latter areas, described as **facing, or potentially facing, a significant shortage of employment opportunities as a result of closure and/or structural change within their most important sectors. The case here would centre on**

- (i) the closure of the two hotels and potentially a third wiping out the heart of Tomintoul's hospitality sector
- (ii) the structural decline of Tomintoul's retail fabric – food shops in particular
- (iii) the isolation of the community for a significant part of the year deterring new enterprise
- (iv) the need to extend a limited employment base and initiate new forms of enterprise

1.4 HIE announced in 2008 its intention to roll out a programme of support to over 40 communities in its most fragile rural areas. The aim was to encourage selected communities which want to develop and implement plans for local growth. Working in partnership with local authorities and other public agencies, **the community account management initiative** would create locally employed community development workers. As well as assisting with community consultation and planning they would work with local groups taking forward projects included in the overall community plans. In addition, an HIE staff member would work closely with each community to advise and support the process.

1.5 Communities themselves control and drive their development, with HIE on hand to provide the support needed. **The intended outcome is communities undertaking sustainable community action planning and delivering projects of direct benefit to them.** HIE is spending almost £1.5 million between 2009 and 2012 on this aspect of its strengthening communities remit. HIE is also utilising up to an additional £1M from the European Union's LEADER programme and local authority sources. It has created ties with hundreds of Highlands and Islands businesses and social enterprises, and the number is still growing.

1.6 In each area the community development officer, employed by a local community organisation, will work to support social, economic and cultural activities to strengthen the community. The amount of locally employed support required will be agreed **according to the needs of the particular community**, but HIE anticipates around 40 full and part time posts will be needed across the Highlands and Islands. **This is a programme which Tomintoul and Glenlivet should explore.**

Expected benefits to communities:

- increased income levels
- population retention and growth
- enhanced infrastructure
- better local services
- new income streams.

1.7 How it Works.....Recent Projects

Forres Area Community Trust

Established September 2011 to promote the regeneration of Rafford, Dunphail, Brodie, Dallas, Dyke, Findhorn, Logie, Kinloss, part of Alves, and Forres. FACT is a charitable company limited by guarantee. It aims to identify and develop projects that create social and economic benefit for the community. The aim is to ensure that the Forres area remains a place where people want to live and work, now and in the future. Thus far £175,000 of joint funding has been secured from HIE and Moray LEADER. This is ring fenced to fund the employment of two full-time equivalent development officers. The driver for the project is the Forres Area Forum .

Staffin Community Trust- Skye

HIE's Community Account Management approach has been used to recruit a local development officer to help the Staffin Community Trust on Skye to create an economic, social, and cultural plan for its future growth. Projects in the pipeline include the relaunch and development of the Sùil an-t-Solais festival of photography, plans to grow the local sheep dog trials, alternative energy and further development of the community slipway. The development officer will also work with the wider community action plan for the whole of the Staffin area.

The Eday Partnership

The project here is for a community enterprise to take ownership of a 900KW wind turbine and generate an annual income of £120,000 for community investment. This has involved securing a substantial bank loan. Eday is one of the North Isles of Orkney with a population of just 150. The Island shop has been owned by the community for over 20 years. The Eday Partnership is a social enterprise formed after the island was selected to become one of the "Initiative at the Edge" areas in 2004. It has a development worker with a co-ordinating role. The partnership approach has been highly effective in securing grants for capital developments: including a major upgrade to the hostel, conversion of the old Baptist Church to a heritage/visitor centre, and a new slipway. The shop, hostel and heritage centre each own a small wind turbine to power their premises and generate some cash.

1.8 What is Required to become an Account Managed Community?

- The businesses and social enterprises HIE supports can be large or small. The key factor is the '*client's*' level of ambition and its potential to grow or contribute to a growing sector. Business Gateway is now the first point of contact for *all* businesses looking for public support and advice.

- HIE helps them to create business and development plans and provides a member of staff as a dedicated resource to work alongside the business. HIE can also provide additional support to help the business realise its aims. This might include specialist advice, access to sectoral and market intelligence, access to business networks, leadership and development and grant assistance.
- A key role is putting businesses in touch with the right networks and markets.
- **This approach has since been extended to community groups in fragile areas and some experiencing structural change. It adapts the model used for businesses and social enterprises.** Alongside other public bodies, HIE staff work alongside the community, giving advice and support to help them create and deliver a growth plan to make the most of their assets.
- The communities are **selected** having first been **identified** by community planning partnerships

The first step here is to explore if and how Tomintoul and Glenlivet can qualify in either the fragile or restructuring category. The Baseline Assessment suggests that a case could be made for both but most likely the latter.

Examples of HIE Support

1.9 The table below is a random sample from the HIE Approvals list December 2010-August 2011 and illustrates the range of successful applications. It provides a useful pointer to what Tomintoul might apply for. The table mixes social enterprises and communities and we have selected some of the more modest bids which may resonate locally.

Purpose	Location	Applicant	£Bid Value
Strategy Workshops	HIE	Ingenious Devices	1,750
IT Business Guide Pilot	HIE	HIE Regional Competitiveness Group	15,000
Tourism Market Appraisal	Argyll & Islands Area Office	Argyll & Islands Area Team	5,000
Business Skills Training	Argyll & Islands Area Office	Oban Marina Ltd	5,250
Work to Enterprise Centre	Argyll & Islands Area Office	Argyll & Islands Area Team	98,300
New Business Premises	Lochaber/Skye/Wester Ross	Rockhopper Sea Kayaking Ltd	26,000
Business Devt Support	Lochaber/Skye/Wester Ross	Canan Ltd	15,000
New Showground	Innse Gall Area Office	Lochs Agricultural Society	25,000
Redev Highlands Museum	Inner Moray Firth	Highlanders Museum Redev Project	200,000
Genealogical Archives	Innse Gall Area Office	Northton Heritage Trust	30,000
Mountain Bike Track Upgrade	Lochaber/Skye/Wester Ross	Glencoe Mountain Experience Ltd	81,000
Marketing Strategy	Lochaber/Skye/Wester Ross	Summer Isle Foods	4,900
Social Enterprise Academy	Moray	Social Enterprise in Moray	25,000
Wi Fi Expansion	Highland	Highland Wi Fi	11,600
Hotel Upgrade	Lochaber/Skye/Wester Ross	J & J Piell	37,000
Regeneration Study	Tomintoul	CNPA	10,000
Sustainable Business Model	Moray	Moray Tourism Devt Group	131,000
Digital Research Project	BSDG	Business Sector Devt Group	30,000
IT & Communications Study	Argyll & Islands	Cumbræ	8,500
Home Work Info Sessions	C&S Area Office	Caithness & Sutherland	4,000
Start Up Grant	Lochaber/Skye/Wester Ross	Scalpay Community	2,000
Capacity Building Assistance	Innse Gall	St Kilda Development Group	5,000
Youth Engagement Project	Outer Hebrides		

Taking it Forward

1.10 We chose not approach HIE at this stage to explore the likelihood of an application until the merits and terms for such are clear. We suggest the following steps in working towards a formal submission for Account Management.

- Steering Group guidance on potential projects (based on Baseline and Opportunities Papers)
- Community and CNPA agreement on a *preferred* (initial) project
- Advice on suitable vehicle if a social enterprise
- An informal 'high level' discussion with HIE by CNPA re basis on which Tomintoul could be **selected**
- Preparation of a concise case to support an application –with guidance
- Formal approach as directed –to Business Gateway or a HIE Account Manager

In each area the community development officer, employed by a key local community organisation, will work to support social, economic and cultural activities to strengthen the community. The amount of locally employed support required will be agreed according to the needs of the particular community, but HIE anticipates around 40 full and part time posts will be needed across the Highlands and Islands.

Intervention Levels

1.11 Non-fragile areas:

Minimum grant for capital intervention in a non-fragile area - £10,000

Minimum grant for capacity intervention in a non-fragile area - none

The community **will normally be expected to make a contribution** to match HIE's, from public, private or own sources. **Communities in non fragile areas are expected to make more significant contributions** than those in fragile areas. Assets should be owned, or leased, normally for at least 20 years, by the community, they should have realisable value, and they should have the potential to earn income, as expressed in a credible growth plan. The social enterprise must be financially sustainable.

HIE, can offer advice either directly or through external sources on:

- **Strategy**-business planning, governance, management, SWOT, finance
- **Product development**- research, new products which will lead to increased sales
- **Marketing**-market research planning, strategy, materials, advertising, engaging new customers
- **Skills development**- training needs analysis, personal development plans, leadership
- **Information technology**- Improved financial or management information systems, creation of on-line sales capability, leading to increased sales

1.12 In practical terms this means that Tomintoul and Glenlivet would need to have an 'asset' to hand and the most obvious of these is the school which has been designated by CNPA as a 'community use site'. Ideally this would need to be conveyed to a new community social enterprise vehicle for a nominal sum with the requirement that the buildings/or site (if demolished) would be used for an agreed community purpose. It would need to be established whether the 'collateral' value of the site would meet HIE's 'matching' criteria. An alternative would be to seek a grant or donation from a third party 'allowable' as match funding. However these are details to explore and verify with HIE. The proposed **opportunity** here is to secure status as an Account Managed Community.

2. Opportunity: Tomintoul Telecommunity



Growing the Home Based Economy –Community Capacity Building

2.1 Developing home working, Live Work, rural workspace and *smarter working* provides an opportunity to take account of the changing spatial working patterns that advances in information and communication technologies allow. We refer here to **Home Working** as a situation in which the householder is working at home for somebody else, a third party –an employer. Working from home is the *chosen* route for employment. Frequently it is characterised by part time work to boost the household income or because the home worker has other duties around which this form of employment can be adapted eg child care.

2.2 We define **Live-Work** occurring where people make *a conscious decision* to work from home and to equip and adapt it for this purpose including installing the IT infrastructure and Broadband connectivity to enable them to do so. Typically, they establish and **run their own business from their home**. Nearly a third of rural businesses operate in this way –although the evidence we have for Tomintoul and Glenlivet suggest that these two communities have around 20 per cent working from home in either category –most of whom are self employed.

2.3 The Live Work Network refines this further by describing the *essential* ingredients of Live Work as:

- Work use monitored
- Enterprise supported
- Enabling business clustering
- Equipped with quality high speed broadband
- Achieving reduced use of transport
- Cutting costs by combining the home with employment
- Ideally there will be ‘rural workspace hub’ locally that the Live Worker can graduate to

2.4 A further and increasingly common variant of home based employment **and one which may grow significantly during the recession as employers seek to cut workplace costs and employees look to reduce costs of commuting, is ‘Smarter Working’**. This involves working for an employer who supports or favours *some* working from home to reduce overheads. A number of businesses now encourage employees to work flexibly in this way. In some instances the home worker will interact with colleagues at a strategically located hub for reportage, meetings, conferencing, networking, training etc. Each of these variants of home based employment suits a rural community like Tomintoul at some distance from a main centre, fuel stations, regular bus routes and disrupted by adverse weather. The development of home based employment here and in the Glen has been largely random and unplanned and its success and expansion depends squarely on high quality connectivity. **Home workers here would not perceive themselves as an ‘interest group’ with shared aims, needs, problems etc.**

2.5 Yet they ought to do because once they are an identifiable group –say the ‘Tomintoul Home Enterprise Association’-they can collectively exert pressure for better service, lower subscriptions, more responsive attention. The more the outside world perceives Tomintoul as having a thriving *community* of home workers the more it will

engage with them and the more likely it is that other local people will work from home or set up their own business at home. For most people IT and connectivity will be the key to home based employment, though not in every case. As a 'community' there are benefits of networking, passing on opportunities, engaging others to help out, the chance to update and upskill by asking others for help and the possibility of cheaper on-costs through combined purchasing. But the most important aspect of acting and promoting in this way is that perceptions of Tomintoul will change.

2.6 It will come to be seen as a *centre* for enterprise, a place to move to, a place to do business, a place to invest in. **Because what it identifies is that there is a body of IT skills (and others) here and the community is well defined and interconnected.** So there may always be someone else to step in during a crisis or if a contractor wishes to expand overnight and needs fast 'call on' help. This notion of *community* and *association* is as important to Tomintoul's economic future as the skills themselves. It can promote itself as **a service gateway for businesses who need to access skilled home workers.** Furthermore, the IT gateway will act as a window on other skills in the community.

This is simple, sensible, low cost community capacity building.

Ticking Boxes

2.7 So what Tomintoul needs is to *bring forward the future* and get as many people connected and working from home as possible -ideally starting their *own* enterprises however modest. By creating an association home workers will quickly establish their relative skill levels, the best equipment, who can help with what, areas where they can contribute support to and work for each other. It will be a rewarding and transforming experience for the village and for the Glen. It will promote social and economic inclusion and tick the low carbon boxes by reducing travel and gaining a dual use from a single property. In working at home people will also be more, not less, inclined to use the local cafes to meet and break up their day and to shop locally.

2.8 The central conclusion of all reports over the last 5-6 years has been that domestic enterprise in either of these forms, but especially where the home is a base for **creating new enterprise**, is of immense importance to the rural economy and ought to have much more encouragement and support from government agencies and from private and public investors/enablers. **There is ample evidence that in rural areas the home is frequently and increasingly the hub of significant economic energy and the focus for entrepreneurship and business innovation.**

2.9 We know from the community consultations and from reports that a significant number of people in Tomintoul are home workers. We do not know the precise number (the proportion is estimated locally at between 20-25% of the economically active) or the full spread of activity but the consensus is that home working is edging up slowly as people choose to establish their own businesses, seek to reduce expensive and time consuming car travel or look to supplement and diversify their income. **In each of these cases home working is a practical –and in the case of redundancy or unemployment –may be the only available response to financial uncertainty in a community with limited employment options.**

2.10 In Scotland as many as a third or more of rural businesses are now run from home. Many of them are knowledge-based. This has been achieved almost *despite* public policy which, historically, has been largely based on *separating* work from the home. Planning, taxation and investment constraints and a general local authority disinterest in home working have been the main areas of deficit and disregard. This is now changing very quickly and rural Scotland is on the cusp of a home working revolution. Recession and rurality are strong drivers in this shift.

Working from home ticks a range of boxes

<p>New start-ups Job creation Innovation Use of technology Breaks down 'distance' Efficient land and energy use (dual use of a property)</p>	<p>Lower fuel bills, more money to spend elsewhere in the rural economy Boosting local spend and procurement Helping to sustain local services and businesses Reduces the perceived cost of rurality Addresses isolation through enhanced digital inclusion</p>
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<p>More inclusive - it offers <i>alternative work solutions</i> to those who cannot attend a workplace Less car journeys, reduced carbon emissions Access to social and economic intranets</p>	<p>Access to distance and virtual learning Awareness of internet based employment opportunities Better work-life balance and well-being Conducive to flexible child care</p>
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2.11 For rural communities, the general consensus is that home working can

- Reduce traffic/congestion and carbon emissions
- Enable more and better work/life balance and improved working arrangements
- Boost productivity (because of the drive and energy of self employed people working in an environment of their choosing) enabling more people to work
- Locally it would elevate the reputation of the Glen, Moray and the National Park as digital economies – helping to promote the case for full and better digital coverage in rural areas
- Build a strong case for shifting investment into homes, services and infrastructure in to rural areas where the most significant expansion of live work has taken place
- Enable working people to stay in or return to remote areas and villages to help their local economies – a particular bonus for sparse and upland settlements

Smarter Working Pilot-HIE & Vertex

Vertex is a leading international Customer Management Outsourcing business with contact centres in Ross-shire and Moray. It is piloting a home working project with support from HIE which aims to create up to 15 jobs in the rural seaboard communities of Easter Ross. Staff numbers have doubled at its Dingwall site and Vertex wished to explore home working –*smarter working*- as a solution to further business expansion. In partnership with HIE, the Highland Employer Coalition and Job Centre Plus, Vertex has targeted home working to open up new job opportunities focusing on the Ross-shire communities. HIE is supporting the project with just over £20,000 of funding. The project will reduce car travel and offer environmental gains. It also brings distinct social benefits by specifically targeting people who may not normally be able to attend a traditional workplace for a number of reasons such as disability, home-caring responsibilities and lack of access to transport.

2.12 Home Working/Live-Work/Smarter Working

Home working remains relatively undervalued among planning and economic agencies as a growing sector of the economy. Its value should be explored by CNPA as a **‘strategic economic platform’** for the Park economy. Because of its disparate and atomistic nature it fails to command interest, investment, resources. This is a significant oversight, not least for smaller rural and isolated settlements whose short term living standards and long term sustainability may depend and thrive on it. Home working is now a key driver for enterprise, diversification and wealth creation so it is important that local authorities and local communities recognise and embrace the merits of home-working and more specifically Live Work **where people actually establish and run their own enterprises from their home.**

2.13 Both forms are well established in rural areas and are a feature and determinant of local sustainability. The Cairngorms at large, and the community of Tomintoul and Glenlivet specifically, have already developed a strong base for growth. Views expressed in the community consultation affirm that geography, travel to work distances, access to and costs of transport, and choice and availability of employment opportunities will increasingly lead people to consider working or running a business from home. **It is time to put in place a plan to promote, support and expand this form of work.**

2.14 *‘Under the Radar’ (July2005)* - described home working in the countryside as the **‘hidden engine’** of thriving rural areas. Working from home improves sustainability, concentrates money in local economies, **enables rural diversification.** The home can be the hub of significant economic energy and the focus for entrepreneurship and business innovation. Historically, the development of enterprise within the home has been achieved without active policy support. We recommend that Moray Council, CNPA and HIE develop a definitive guide/strategy for rural home-working - embracing considerations such as: getting started, equipment; access to advice and support; work-life

balance, productivity and e-commerce, energy use, digital and social inclusion, local procurement and how this method of working encourages rural diversification and builds secure and sustainable communities.

Step Ahead showed that **many start-up businesses working from home often turn into mature businesses while still working from their residential property. Many were seen as unlikely to need further space over the next 5 years.**

A fundamental question is whether local and regional agencies are doing enough to ‘connect’ home based working with economic and social sustainability.

An Opportunity for Inclusion

2.15 Much of the focus on Live-Work) has been and continues to be on professionals and those with the financial wherewithal to establish and run their *own* businesses from home. This could be described as *‘first tier’* live-work.

A *second tier* would be those described above who ‘home work’ for their employers and in many instances they may receive financial and practical assistance with equipping their home to work in this way.

But it is the *third tier* that is so often overlooked –those families on low incomes where one partner goes out to work and is the single earner while the other, typically, remains at home to look after the children. This is the area where Tomintoul could take a lead.

The home working needs of this group should be a concern of local authorities and social housing providers. It takes very little to design and equip an affordable house with a small work area with built-in shelving and fold down work surface. It is more important and cheaper still to equip each new affordable rural home with an IT facility that not only enables the person at home to ‘connect’ to part-time (home) work but which also provides a room to room (low cost –PC- connected) CCTV facility that enables the home worker to simply press a key to view the activity and safety of young children asleep or at play in other rooms.

2.16 This facility would not only assuage the concerns of home based parents that they are not taking their eye off the ball, it would also reduce their social isolation by enabling access to employment and in due course to the community intranets now emerging in many villages and in public services. And, of course, it would enable them to boost the family income and make ends meet. It fits also with wider Scottish Government and CNPA objectives to expand digital and social inclusion and to build community capital. **We recommend a small pilot scheme of such homes when Tomintoul comes to develop the new housing provided for in the Local Plan. All new dwellings (and especially those for older people –see below) should be ‘IT enabled.’** This is cheap to do and the benefits are significant.

2.17 **The opportunities for home working (for others) and home enterprise (for themselves) are limited only by imagination and stamina.** Below is a list of home based activity, services, enterprises currently undertaken in Britain’s rural communities. To these we can add a home based dimension to farm diversification, land and woodland management, environmental and wildlife enterprise.

Crucial to most is the development of accessible, efficient, fast and reliable IT connectivity.

What can be done in the Glen?-Examples of Rural Home Enterprise

Administration Services
Answering Services
Antiques Restoration
Babysitting
Beautician
Bed & Breakfast
Bicycle Repairs
Business Services
Catering/Cooking
Cake Design
Child Care
Children's Parties
Complementary Therapies
Contract Cleaning
Courier Services
Crafts & Arts
Curtains and Covers
Desk Top Publishing

Deliveries (bulk)
Direct Mail
DIY-Odd Jobbing
Domestic Cleaning
Dress Making
Driving Services
Franchising
Fund Raising
Gift Wrapping
Graphic Design
Hairdressing
Ironing Services
Interior Design
Jewellery Making
Laundry
Mail Order
Market Research

Party Planning/Selling
Personal Trainer
Pet Boarding/Walking
Photography
Picture Framing
Property Renovation
Re-Upholstery
Rural Mini Cab Service
Telephone Research
Teleworking
Tour Guide
Translation Services
Tuition
Typing/Word Processing
Window Cleaning

2.18 IT and Telecare: Expanding the 'Telecommunity'

We noted in the Baseline Assessment that an ageing community provides a looming challenge for Tomintoul, Glenlivet and outlying settlements. It also offers opportunities for investment in new services and products and in community networking. These include:

- Development of Assistive Technology and Telecare
- E-Care and Digital Rural Outreach
- Investment in IT and Connectivity for Older People
- Development of new GP and Hospital Services
- Shopping Services
- Public Information
- Silver Surfing
- The Devolving of NHS and Social Care staff back into community bases (IT based-home working)



2.19 Telecare has the advantage of transferring the 'health project' to the older persons own home. Merits are:

- Flexible and responsive to rural needs
- Replaces visits, car journeys, waiting for appointments with assistive technology

- Reduces the need for high cost residential and nursing care
- Unlocks resources for use elsewhere
- Increases choice and living independence of users
- Reduces the burden placed on carers –a notable rural issue
- Cuts acute hospital admissions and prevents accidents in the home
- Contributes to the development of a range of preventative services
- **Builds a new community based vision of social care that works well for remoter settlements**

2.20 While the supply and choice of housing for older people in rural areas is limited - particularly in the case of new build ‘micro schemes’- **in smaller rural communities utilising assistive technology such as telecare heralds a wider choice of both new and adaptive housing (and care) solutions within the settlement.** There is an opportunity *now* for innovation in rural areas (rapidly being taken up) which may well point the way for much greater invention in the planning, design, procurement and delivery of mainstream housing. ‘Localism’ agendas may help to focus rural communities on the provision they make for older residents and the part the latter play in the sustainability of social, economic and service networks. This is a significant point for Tomintoul to address. Respondents to the consultation surprisingly saw no need to devote attention or resources to housing for older people. There is an inherent and misplaced view that sheltered housing provision at Tomatin Court or retirement bungalows on Conglass Lane are sufficient in themselves to anticipate progressive needs and enable older people to stay put at Tomintoul. **This overlooks imminent changes to the delivery of health and social care and the replacement role and benefits of telecare and assistive technology.**

It is no surprise that rural healthcare and e-care are key platforms in the expansion of UHI and a central feature of the Moray Economic Strategy 2011-2015 and feature widely in Scottish Government recommendations on community health and wellbeing

2.21 The most significant feature of the ‘housing for later life’ landscape is the way in which the format and delivery of older adult social care is fast gravitating to technology in the home. For the foreseeable future, policy makers expect to align ‘independent living’ with an imperative to drive down the frequency and cost of NHS Scotland admissions and visits to GPs and to rein in the expensive options of residential and nursing care. **This will be targeted at rural areas where time, distance and access add considerably to healthcare costs.** Older people (UK) accounted for nearly 60% of the £16.1billion gross current social care spend of local authorities in 2008-09. Those aged 65+ accounted for 40% of all hospital bed days and 65% of all NHS expenditure. (*source*: provisional data National Adult Social Care Intelligence Service www.nascis.ic.nhs.uk). The type of infrastructure we will see introduced into the homes of older people include

- Home safety sensors for smoke, carbon monoxide, flood and heat alarms
- Property exit sensors, which can alert the monitoring centre if a person with dementia wanders away from their home at an inappropriate time
- Fall detectors, which automatically send an alert to the monitoring centre if a person experiences a black out and falls –a major cost to NHS Scotland and one of the primary reasons for older person hospital admissions
- Bed occupancy monitors, which spark an alert if a person has not returned to bed during the night.
- Night time sensors, to monitor the health of someone in bed
- IT links to the GP, monitoring centre and to families and carers

2.22 By ‘retooling’ the home with aids, adaptations and telecare NHS Scotland can aspire to reduce and *avoid* healthcare costs; sustain independence; empower older people; **consolidate rural employment in the home improvement sector; restore ‘balance’ to communities eroded by the export of older people to facilities available in the larger service centres; and can build rural capacity and sustainability at lower cost.** There is an opportunity to join up policy and funding further through digital inclusion and through ‘retrofit’ and care and repair programmes.

Ageing in Place in Rural Communities

2.23 This promotion of 'ageing in place' and **independent living** offers material opportunities. For government it is a socially attractive and fiscally sound approach to housing, health and care in a recessionary climate. It is expected to save money, to mark a cultural shift in later life expectations and promises better value and joined up policy at national and local level. It will gain further value by opening up the door to greater and more adventurous opportunities to partner with the private and independent sectors; and to better plan and deploy *all* of the community's assets in the delivery of housing and care.

2.24 For rural older people there is the **greater likelihood of being able to remain at home**, supported more responsively and more extensively by a raft of formal and informal health, care and independent living services. The type of uncertainty evident at Tomintoul following the recent retirement of its GP should be less troubling in the future. It is a tentative step into a brave new world but in the long run, the expectation is that **this should make older people more visible in their community, enable them to become actively engaged in shaping the services they demand, and strengthen their position as a 'consumer'**.

Opportunity & Action

By far the greater part of this housing for later life strategy lies in remedying the deficits of the existing home and supporting independent living with more flexible support arrangements that bring services directly to the elderly consumer. For older people, disadvantaged by lack of transport and excluded by their remoteness from facilities and service centres, this marks a potential breakthrough in their housing circumstances. If providers carry forward ideas for the development of 'rural hubs' -providing outreach and in-reach services for a group of villages (a hub and spoke approach) - this may consolidate further the aim of ageing in place.

Telecare is the *health dimension* of a 'Telecommunity'. Over the next 2 years NHS Scotland and regional players such as Dr Grays and UHI Moray College will accelerate initiatives to develop rural responses to rural healthcare needs through E-Care and Telecare. Almost certainly they will look for 'hubs' and 'pilots'. We suggest that discussions are held with UHI and Dr Grays to establish what part Tomintoul and the Glen can play in promoting new forms of remote rural healthcare. This would complement the aspiration to create a holistic Telecommunity. It would also boost investment, employment, interest and wellbeing.

3. Opportunity: Connecting the Glen –The ‘Community of Crafts’

Research published 2002 by the Scottish Arts Council, Scottish Enterprise and Scottish Enterprise Glasgow, confirmed the contribution of crafts businesses to Scotland’s economy and creative industries. Benefits delivered included indigenous small-firm growth, promotion of a positive image of Scotland and the area.. Crafts businesses were reported as playing a particularly vital role in rural and remote areas where they are contributors to tourism, the local economy and the fabric of the community. At this time the size of the crafts sector was estimated to be around 3,000 small businesses, with a projected turnover of between £95M -£150M. 83% operated as micro-enterprises employing one or two people. Small size was advantageous in delivering flexibility, dynamism and aggressive exploration of difficult markets. **Often eager embracers of new technologies, craft businesses can sometimes enter the stage as ‘instant internationals’, exporting within one year of founding and exploiting the potential of e-commerce.** (Source: *Crafts Strategy 2002-07-Scottish Arts Council 2002*)

3.1 The opportunity here is a relatively modest and low cost one in that it is essentially home or ‘cottage-based’. It is intended to achieve a number of objectives. The proposal is to develop a crafts and heritage based ‘loop’ for the Glen as a whole linking settlements and sites bounded by the B9008 and B9136. The social and/or community elements of many craft makers’ work impacts widely on agendas including health and wellbeing, young people and older people, and place-shaping , regeneration and identity. Among the ambitions of the Scottish Arts Council are:

3.2 Scotland’s Crafts Strategy

Help makers to establish and develop their creative practice
Ensure makers have the facilities they need to establish and develop their practice
Extend opportunities for makers to promote their work to a wide audience
Expand opportunities for makers to sell their work
Improve opportunities to experience crafts in education and lifelong learning
Promote creativity, the arts, and other cultural activity
Celebrate Scotland’s cultural heritage and its full diversity
Realise culture’s potential to contribute to education
Promoting through crafts inclusion and enhancement of quality of life
(*Crafts Strategy 2002-07 Scottish Arts Council*)

3.3 At Tomintoul it would provide the basis for the ‘*authentic people, authentic places*’ interest noted in reports/consultations. It would encourage and support the growth of a low profile ‘*cottage industry*’ based on individual homes/hamlets which can

- 1. Supplement household income
- 2. Create a basis for social interaction and wider inclusion and reduce isolation
- 3. Provide a focal point to attract newcomers to settle and develop a work-life balance
- 4. Encourage the opening up or improved access to less well known sites and artefacts
- 5. Help to establish a ‘*creative cluster*’ or ‘*community of crafts*’ thereby meeting calls in the CNPA consultation for the retention and recovery of traditional rural skills and the encouragement of contemporary arts
- 6 A multi-faceted enterprise which plays to the landscape and which does not rely on large numbers of participants or on a capital intensive arts centre.
- 7. The project **devolves** resources, enterprise, revenue **into the wider and remoter rural community**
- 8. For most participants there will be no ‘overhead’ other than a spare room in the house or a shed
- 9. The coherence of the Loop or ‘**Community**’ (our preferred term) would be strengthened by uniform signage for each venue. This would connect with the recommendation here for a definitive heritage trail.

- **10. 'The Community of Crafts'** could, *if desirable at a later stage*, have a gallery/exhibition space at Tomintoul manned by others so they can combine access to a larger footfall **and** potential sales at home

The Value of the UK Craft Sector 2011

The UK craft sector (contemporary, traditional and heritage crafts) employs 88,250 people. It makes an estimated £3Billion annual contribution to the UK economy. It represents 13% of all those employed in the UK's creative industries and contributes 12% of the creative industries sector's GVA. The *contemporary* craft sector (defined by Crafts Council) employs just under half of the craft sector -34,744 contemporary makers in Scotland, England, Wales, Northern Ireland. 2010 turnover was an estimated £1Billion. The sector's value in terms of sales doubled between 1994-2004 and is on an upward curve. A key role played by the sector is the enhancement of visitor experiences in tourism destinations. source: *Crafts Council Contemporary Crafts Sector Profile & Analysis 2011*)

- **11.** This gives the Glen and Tomintoul the opportunity to develop a diverse arts and crafts base that could in due course support an annual crafts festival.
- **12.** We believe this could develop relatively quickly provided there was a minimum *at launch* of 12-15 crafts people (venues) in the 'loop' area. The ambition should be within 5 years to get this figure to nearer 30-40.
- **13.** We would need to explore ways and means of encouraging craftspeople to participate. It would be prudent to put in place a form of '**capability threshold**' or '**quality mark**' to ensure a certain standard of craftsmanship. The award of the '**Community of Crafts**' sign would form part of this. There would need to be other means of standard and service and these could be annual awards, grants, certification etc.
- **14.** We would envisage a low level start-up grant to help each participant engage with the project. This should be explored in the first instance with the Scottish Arts Council. Health and safety and access issues would be left to the householder and would not be a corporate responsibility. A committee comprising participants, community reps and others would determine a modest framework around access, opening hours, methods of sale and consumer protection. **Participants would not share revenue** but would pay an annual member fee to help with admin and meeting costs. These would be nominal.
- **15.** Professionally executed and with the right numbers and level of quality this could give a boost to visitor traffic generally; open up new areas of interest; encourage people to take up creative arts; provide a focus for retirement; link with extra mural education; provide a web-based 'gallery'; support a mini coach tour; spark affinity enterprise such as tea rooms, cafes and events en route. It should also encourage interpretation and 'heritage' links with the Museum and local sites.
- **16.** It will also provide a foundation for another opportunities cited in this paper –notably the development of **short high value 'lifestyle' breaks (3-5 days) centred on art and craft workshops/education** and good food, drink, conversation. Subject to other proposals and funding the school is an obvious location for classes and exhibitions. **This would in turn help support the case for the retention of at least one hotel.**
- **17.** An approach should also be made at the outset to UHI Moray College which is currently restoring one of Scotland's finest art colleges. The College is expanding its art and crafts horizons - community outreach is one strand of this.
- **18.** There are significant opportunities for branding and promotion
- **19.** It would open up (albeit fast reducing) alternative funding streams in the Arts.
- **20.** It may renew interest among a younger generation in re-establishing B&B

Examples of Craft Trails and Devolved Artist Communities

Camarthen Craft Trail	Kircudbright Arts & Crafts Trail
River Nene Regional Park	Scottish Community Land Network
Arts & Crafts Orkney/ Orkney Crafts Trail	West Kilbride Craft & Design Town
West Wales Wool Trail	Craft-led regeneration of Nailsworth, Gloucs
Made in Kilkenny Crafts Trail	<i>A' the Airts</i> Sanquhar, Upper Nithsdale
Shropshire Crafts and Trails, Ludlow, Church Stretton	Dunvegan & NW Skye Crafts Group
Wirksworth Rural Arts Festival	Strathmore Arts Festival

3.4 Below are some examples of the type of arts and crafts that feature successfully elsewhere in rural Scotland. Some are already flourishing locally. The sky is the limit. What is evident from experience elsewhere is that some can graduate into quite significant 'cottage industry'. This should be the core aim of the project—*Crafting* Enterprise. We identify some of the places on and close to the road loop that could add a sight-seeing dimension to the trail.

<i>The Community of Crafts</i>	<i>The Loop Heritage Trail</i>
Soaps, cosmetics, Essential oils, natural oils, Preserves, chutneys, sauces, Embroidery, tapestry, tartans, weaving Woollens, scarves, sweaters, hats Woodcraft, small furniture Cured foods, meats, cheeses Pottery, ceramics Paintings, art work Batik Glassware Graphics Paper goods Forge, metal ware Home cooked food Confectionery/Bread Traditional woodland/farm skills Art from Recycled materials	Integrates with proposals elsewhere to establish a well defined Tomintoul Heritage Trail. village would be the starting point for the 'Loop' which embraces Drumin Castle Blairfindy Castle Bridge of Avon Knock Earth House Packhorse Bridge The Soldier Stone Kirkmichael Church Minmore House Corgarff Castle Ballindalloch Castle Tomintoul Distillery Tomintoul Peat Moss Glenlivet Distillery Chivas at Chapelton Tamnavoulin Distillery

3.5 What it Achieves

- Responds to issues raised in the Main Issues Report & Consultation
 - Addresses CNPA objectives in promoting culture, arts, traditional crafts, authentic places
 - Builds low level enterprise and promotes social and economic inclusion
 - Devolves interest and economic opportunity to the rural hinterland
 - Contributes to well being, builds confidence, sustains the community's identity
 - Connects to *Food for Life* –creates a basis for food and hospitality spin offs
 - Conserves and enhances the natural and cultural heritage of the area
 - Promotes understanding and enjoyment of special qualities of the National Park
 - Promotes sustainable economic and social development of CNP communities
 - Delivers and maintains a source of livelihood and economic prosperity for communities
- Contributes to the health and wellbeing of visitors**

4. Opportunity: Tomintoul Low Level Walking Centre

Could it Work?

4.1 Tomintoul is an acknowledged and popular centre for low level walking. It has the following merits

There is a dedicated Tomintoul Spur on the Speyside Way

Tomintoul is close to the superb network of way marked walks and trails on the Glenlivet Estate

On its doorstep there is exceptional scenery, inviting terrain, and an abundance of wildlife

There is a well appointed Estate Office & Information Centre at one end of the village

It has been awarded *Walkers are Welcome* status -1 of 3 in the country

It hosts the Tomintoul and Glenlivet Walking Festival –this has scope for significant growth but needs resourcing

It has attracted a strong walking constituency among the over 50s

Many of the German, Swedish, Dutch, French and Italian visitors to the area are committed walkers

It is beginning to attract walkers from the Lake District National Park seeking less ‘congestion’

It is accessible for day walkers from the urban centres at Aberdeen and Inverness

For longer stay visitors there is a high quality *but fast declining* pool of superior B & Bs

These are the favoured choice of overseas visitors who prefer to spend 1-3 nights and move on

High season interest is strong and the winter season still attracts a modest level of custom

It is suggested that Tomintoul could attract a separate market among younger people by providing low cost ‘bunk house’ style accommodation (possibly at the redeveloped school)

The accommodation season for the recently refurbished YHA could be extended

The development of caravan and camping facilities would add further impetus

4.2 Local Walks

Speyside Way-Tomintoul Spur

Tomintoul-Nethy Bridge

Bridge of Brown-Tomintoul

Tomintoul-Invercauld (Braemar)

Tomintoul-Cock Bridge

The Braes of Glenlivet

Tomintoul-Knockando & Elgin

Lecht Mine, Chapelton, Scalan

Braes Heritage Trail

The Livet Path

Tom Dubh Walk

Smugglers Walk

Carn Daimh Viewpoint

4.3 What Works Against It?

Tomintoul has been losing trade in recent years because of a reducing choice of accommodation

The scale of hospitality infrastructure is viewed as limiting. This means custom is diverted

Many B & Bs are family run and their proprietors are ageing –there is little sign of replacement provision

The closure of the 2 hotels has undermined Tomintoul’s hospitality offer –for rooms and for food and drink

The weather makes it difficult to access Tomintoul and the surrounding area for part of the year

Air passengers are reliant on either car hire or expensive taxi connections

The Speyside Way Spur is un-adopted and in poor condition in places. Potential improvements required

Lack of a focal point for walkers in the **centre of the village** –no dedicated ‘reception facility’

4.4 What is Needed to Develop Tomintoul as *the* Low Level Walkers Centre

- Development of a dedicated ‘**Attract & Retain Walkers**’ strategy –reception, facilities, accommodation, support, walker’s kiosk for last minute goods/replacement kit, guided tours

- Branding and active promotion of Tomintoul as a **the** centre for low level walking
- Develop a comprehensive promotion and awareness strategy targeted at clubs, rambling groups, universities, overseas tourism agencies, sports organisations, health and fitness organisations
- Establish a dedicated freephone '**Walkers Hotline**' –(conditions, events, accommodation & bookings, travel arrangements, equipment & apparel hire) get this into Yellow Pages in the main centres
- Re-establish hotel accommodation in the village –explore ideas for all inclusive walking breaks
- Encourage people to consider supplementing their income through high quality B&B
- Work with the Glenlivet Estate to develop the accommodation offer (mentoring classes)
- Consider whether there are *other* markets to tap in to and whether *other* forms of accommodation are required –particularly young people and the corporate/team building market
- Clarify with YHA the level of interest in its facility and reason for its short operating season (May-Sept)
- Explore how a 'Winter Walking' programme could be developed (including transport and food and drink)
- Explore with the organizers of the Tomintoul & Glenlivet Walking Festival the scope for enlarging the 5 day event including developing further the entertainment dimension to boost Tomintoul's evening economy
- Deliver long sought (5*) caravan park and a camp site with facilities
- Explore private (business angel) & charity sector funding for a reception centre/shop subject to detailed cost benefit analysis and growth projections

5 Opportunity: Glen Visitor & Heritage Centre-Tomintoul

5.1 Market Trends

There is a *growing short break market* with an average stay of 3.6 nights.

Business tourism is now 22% of total tourism revenues –spend per night twice that of leisure visitors

High growth in Ancestral Tourism market –50Million in Scottish diaspora -600,000 visits /£300M value

And in Green Tourism focused on well being/environment

Increasingly strong competition in each of these market segments

Modern visitors want *customised/flexible travel*

A *package* but not a 'package holiday' to a destination typically within 3 hours' travel time

They want *special interest holidays* and *special experiences*

And an *authentic experience* - the *experience* matters more than the destination

Strong visitor interest in *good health* - more demand for *activity breaks of all kinds*

Increasing use of a break as a personal reward or well-being experience

Strongly increasing demand for more spa/ pampering experiences as well as good food and drink

An increasing interest in extended education - *more demand for history and culture-related holidays*

The region has not exploited the '*cash rich-time poor*' lifestyle market

This seeks high quality destinations/facilities matched by high quality products including food & drink

Better visitor centres, more history and culture, more interpretative features

Region fails to live up to its potential -only about 8% of businesses in Moray are in tourism.

There is an *acute lack of higher quality accommodation majoring on good food*

55% of all visitors are over 45yrs – a high percentage are 55+

International visitors spend double that of Scotland visitors

5.2 Visitor Orientation

Tomintoul has a Museum & Information Point and this attracted around 12,000 visitors in 2010. But some have asserted that this is either inadequate in both size and ambition or is simply too artifact –focused to serve as a vibrant and pro-active Visitor Centre. The chief functions of a dedicated Visitor Centre would be to promote Tomintoul *beyond* the village and act as a memorable and well equipped reception for visitors. This might include incorporating a smart, contemporary café and a bookshop to create an income base. **It could be a multipurpose asset incorporating**

the walker and heritage functions described above. This would give it a wider appeal, an enlarged customer base and the critical mass to sustain a café, bookshop, kiosk facilities WC, secure storage lockers etc and to support staff.

Relocating the Estate Office

5.3 Tomintoul is also the location for the **Glenlivet Estate Office and Information Point** but this is tucked away at one end of the village. It is not where many villagers think it should be –on or close to the village green. The relocation of the Estate Office to, say, the ground floor of the Richmond Arms would be a desirable solution for some and was suggested to us. However, the costs associated with relocation and in refurbishing and occupying one part of a large building for which no other users are on the horizon is unrealistic and highly unlikely to work. **In any case this runs counter to other views expressed that the village should become less not more reliant on the Estate.** Establishing an *independent* facility would be more sensible and would have the advantage of catching visitors at both ends of the village and cross referring them according to their interests. **It should also be recognised that the Estate building is primarily an ‘Estate Office’** –an administrative and operational centre for the work of the Estate. It is better left that way. What *is* sensible is to harness the advice of the Estate in identifying a suitable building for a dedicated Tomintoul Visitor Centre with its own identity and in determining the services and materials it could provide so that they are *complementary* to those at the Estate Office.

Is there a need for a Tomintoul Visitor centre

5.4 CNPA, Moray Council, HIE and VisitScotland are determined to promote tourism and to encourage higher spend short breaks and out of season visits to the region. Tomintoul and Glenlivet need to capitalise on this so it is important to understand how the market is constituted, how it may be shifting and essentially *what consumers want for their money*. VisitScotland reports that

- There is a consensus that Scotland is ‘different and original’ –visitors are attracted by this
- **Interest in local cuisine is identified as a key factor**
- Businesses should capitalise on the high desire to return to Scotland
- There is a strong touring market that could be better served (visitor reception, facilities, activities)
- A third of visitors plan their visit within 2 weeks of departure
- High satisfaction rates for Scots -more than 20% score their holiday *better* than expected
- 99% of Scottish visitors would be likely to recommend Scotland to others
- 85% reported that there was ‘*more to Scotland*’ than they thought

5.5 What Do Scots Value

- Scenery is the main attraction for virtually all visitors
- The top five reasons for Scots choosing to visit and tour places in Scotland are
- Quality of scenery (59%)
- Number of things to see and do (54%)
- Quality of food when eating out (49%)
- The standard of accommodation (48%)
- Ease of travel/direction around the area (47%)

A Visitor Centre plays a primary role in informing people about, directing them to and facilitating use and enjoyment of the attractions above. The essential aim of this paper is to capture ideas originated by the community and to propose others, which are intended to *expand* the visitor offer and visitor traffic to Tomintoul. This makes it more likely that the village will need a dedicated Centre with its own identity. Establishing this will also provide opportunities to create a brand, develop a visitor strategy, tackle heritage and conservation ideas, expand interpretive media, promote ‘cottage industry’, create activity and buzz in the centre of the village and increase trade to retailers and service providers. It is an integral and the most visible short term component of a longer term regeneration strategy. It would be Tomintoul’s ‘flagship’ –a signature facility which makes a clear statement about its future. It will also play an important part in place making –a core objective of the village master plan.

5.6 The Heritage Dimension

Tomintoul has much to offer in its history as a planned settlement, its origins alongside an historic military route, its connections with the Duke of Gordon, its agricultural tradition, its cottage industry and so on. It has made a useful start with the Museum but if it wishes to achieve a step change in its impact on visitor numbers and local spend it must expand and better articulate its heritage offer. A heritage trail was cited by a number of residents as a worthy venture and we agree with this. This begs an examination of the points of entry to the village and a street mapping of its buildings and history. **This should have an all weather facility –the Visitor Centre.** Promoting heritage at streetscape level can elevate interest, boost civic pride and develop cohesion through development of ‘blue plaque’ signage. This would identify the village’s original grid and buildings and how they have evolved in the 230 years since.

A Visitor Centre would add value to the investment recently made in the refurbishment of the museum.

One option is to explore the demolition of the poor quality ‘bunkhouse’ adjoining The Gordon Hotel (subject to a nominal acquisition) and redevelop this space as the Visitor Centre juxtaposing it with the Museum. This would need to absorb the garden of the Museum to make the space viable..

5.7 Visitor Reception: Learning from Historic Houses & Gardens

Some of the most successful clusters of visitor attractions and enterprise are to be found at historic houses and on traditional estates in the Highland and Moray regions. Some are off the beaten track. Most make a virtue of transforming redundant and often utilitarian buildings into bustling visitor centres. Nearly all recognise that a *diverse interest* base means a strong visitor offer. Some charge an admission price for the privilege. It is true to say that visitors are attracted primarily by a core attraction such as an historic house or a notable garden or landscape so the Visitor Centre is typically the ‘gateway’ to grander things. .Yet Tomintoul is also a gateway to an even larger and more compelling attraction - the National Park. The attractions and amenities listed below serve to support the main reason for visiting but are, for many visitors, ends in themselves. This is why they perform well. So it is useful to speculate where Tomintoul could replicate this approach, effectively acting as *primer* for the main event but also as a short visit destination in its own right. Below is a list of main activities/marketing tools deployed by estate visitor centres.

Main Marketing Tools

Facilities	Events/Activities
Gift Shop	Music
Book Shop	Arts & Seasonal Themed Festivals
Cook/Kitchen Shop	Open Air Theatre
Art Galleries	Education/Creative Courses
Antique Shops	Heritage Walks
Play Areas (inc all weather)	Nature Trails
Workshops	Ranger Services
Camping & Caravan Sites	Food & Drink Events
Heritage Collections	Farmers Market
Performance Space	Branded Products
Rooms for Hire	Annual Country Fayre
Exhibition Areas/Corporate Space	Craft Workshops
Wedding Venue	Rural Skills Demonstrations
Off Road Driving Course	Local Archaeology Trails

5.8 Some of the most successful visitor centres are closely linked with food and drink –restaurants, cafes, food and drink sales. It is increasingly rare to encounter in the UK a *new* visitor centre without even the most basic café. The new Tomintoul Visitor Centre should have a very good quality café (designed so that potentially it can open on a free standing basis in the evening or for hire) and a small food shop promoting local produce. It should be a ‘showcase for the Glen’. It could also sell arts and crafts produced by **The Community of Crafts**.

Estate Visitor Exemplar: The Rothiemurcus Estate



Rothiemurcus has built a reputation as a retail and visitor centre for Highland beef, wild venison and Rainbow Trout. It has developed a successful farm shop and deli which also supplies its restaurant. Some foods are produced by the estate while others are sourced from high quality suppliers and branded as 'Rothiemurcus'. The range includes preserves, chutneys, chocolates, seasonally evolving wines, estate-produced heather honey, and a wide variety of cheeses. The centre works with a range of artisan producers including chocolatiers, cheese makers and vineyards. Beef, venison and salmon are provided from the estate. Honey is produced from bees on Rothiemurcus heather. The Old School House has been converted into The Druie Cafe Restaurant. Its USP is homemade meals to order from locally sourced, fresh, seasonal ingredients reflecting the character of the Estate.

Estate Visitor Exemplar: Logie Steading



Logie Steading has sustained its market by both *specialising* and *diversifying*. It hosts a range of businesses which are each individually owned and run by people who have 'a passion for their trade'. It attracts over 50,000 visitors annually. It promotes Scottish craftsmanship and produce. Its arts and crafts stock includes textiles, country antiques, paintings and jewellery. The Farm Shop supplies Longhorn beef raised at Logie. Wild venison, Roe, and sometimes Red deer, from Logie Estate is also available. Jams, biscuits, cakes, patés, garlic also form part of the range. Seasonal produce is supplied from the Logie Garden. *The Olive Tree Cafe* sources locally and seasonally. The Cafe has adopted the 'Slow Food' ethos and has developed a strong synergy with the Bookshop which has built up a national following. It is a very popular visitor attraction. The Steading hosts a Heritage Centre, Art Gallery and Antiques Shop. It boosts its visitor trade further through a programme of courses held in spring and autumn (the primary periods when CNPA wishes to develop an expanded visitor offer in the National Park). These are 1 - 4 day small workshops including Gardening, Basket-making, Bookbinding and Book Restoration, Photography, China Mending and Crewel Embroidery.

6. Opportunity: Develop the Social Economy –Acquire the School

Developing the Social Economy –Moray Strategy

6.1 One in ten of Moray's workforce is employed in the Third Sector in a combination of full and part time positions. One in six of the 958 social enterprises in Moray are involved in activity related to one or more of the Action Plan areas, and are particularly well represented in the Arts and Culture sector.

These sectors are considered to be broadly sustainable. They contribute to the Moray Strategy.

The potential expansion of the sector in support of Strategy objectives in rural Moray should be a priority.

The social economy is heavily under-represented on Speyside in particular.

Moray will encourage the development of social economy enterprises, particularly those which provide goods or services in the key sectors. Resourcing *a proposition to build social economy capacity in the area will be considered.*

Moray is keen to explore where and how communities can take over areas of public service

Community Benefit clauses have the potential to retain public authority contract-related expenditure locally; they are already in use; and their use will be extended

A strong and expanding social enterprise sector is a key priority for Highlands and Islands Enterprise

Local Exemplar: Boat of Garten

6.2 If Tomintoul is to access funding for community ownership of the School or even one of the hotels or in order to develop an entirely new asset/enterprise its ideal route is to establish that it is a 'fragile community' at risk from economic and social decline. As noted above this is the optimum route through which HIE can assist social enterprises and community groups with the purchase and/or the development of an asset which will produce an income. Tomintoul's representatives can also approach a number of organisations which exist to *enable* communities to establish social enterprises, help them apply for funding and in some instances provide them with interim management or attentive consultancy. Other alternatives include simply approaching an existing community based enterprise and asking them to explain how they did it and provide some mentoring. Boat of Garten, with a population smaller than that of Tomintoul and Glenlivet combined, provides one local example.

Boat of Garten has not one but two companies limited by guarantee. Boat of Garten Community Company was first on the go and is also recognised as a Scottish charity. Like most communities, Boat of Garten wishes to pursue activities, often of a commercial nature or where large sums of money are involved, that are either inappropriate or illegal for the Community Council and the Community Company exists to take such projects forward.

6.3 By way of illustration the very inclusive Principal Objects of the Boat of Garten Community Company are:

- To promote the cultural, social and economic interests of the Community
- To encourage the residents of Boat of Garten to participate in these aims
- To provide the means by which these aims may be achieved

These provide room to do most things and the company operates through sub groups which run variously a

- Drama group –'Showboaters'
- Festival group –organising 2 annual festivals
- Heritage group –currently developing a heritage trail, enhancements to Station Sq and the museum
- Marketing and PR Website –responsible for destination marketing Boat of Garten
- Friends of the Garden-people who maintain the community garden
- Business Forum –the voice of business in the village
- Youth Group –activities for young people
- The Osprey Music Society –a programme of classical music throughout the year

The Community Company also manages the community's website and has a trading arm 'Osprey Village Enterprises Ltd' deployed to market the village tartan and sell products.

Enabling Organisations

6.4 CADISPA (Conservation and Development in Sparsely Populated Areas) is an independent charity which helps local people in rural Scotland to build a sustainable community '*for themselves – by themselves*'. To achieve this, it forms a partnership with a local community and offers them support, funding and legal advice, community based research and access to a network of other groups across Scotland that have experienced self-initiated rural development over the recent past. This support is made available free of cost and for as the community group needs it. In return CADISPA asks that each group allows others around the country to seek advice from them and that The CADISPA Trust be allowed to capture and publish their story to achieving a more sustainable future. The Trust then publishes that information in a variety of forms and advises government at all levels of how ordinary people define 'sustainable development' from within their own context. The Trust asks local development groups to address environmental, social and economic factors in any project they pursue – helping them find a definition of 'sustainable development' that has meaning and resonance to them. Apart from the enablement value CADISPA draws on a network of communities who have navigated the same path likely to be followed by Tomintoul.

6.5 HISEZ - Highlands and Islands Social Enterprise Zone delivers support for new start and established Social Enterprises from across the Highlands and Islands. **HISEZ** works in partnership with the Just Enterprise consortium. It works with communities looking to establish their first social enterprise and others looking to expand. **Just Enterprise** provides business support, start-up, procurement and learning services. In particular it assists social enterprises to access grant funding from the Enterprise Growth Fund.

6.6 Social Enterprise Academy –We referred to SEA earlier. It was set up in 2004 as a social enterprise and it specialises in an area any community seeking to establish a social enterprise needs to get to grips with –leadership and management. It provides learning and development for people working in, or towards, a leadership role in the social economy. Its leadership, enterprise, and social impact programmes are directed at innovation and creativity by focussing on the participant's development as an entrepreneurial leader. The courses embrace peer support and coaching. It is one of a number of organisation like CADISPA, HISEZ and Just Enterprise which exist to provide support services in the sector.

Alliance with an existing Social Enterprise:

6.7 One way in which a Tomintoul social enterprise might (i) establish its credentials; (ii) accelerate its development and (iii) improve its access to public sector funding is to form an 'alliance' or 'joint venture' with an already established and well regarded social enterprise of sufficient scale and compatibility to work alongside it. One example might be **The Wise Group** (www.thewisegroup.co.uk) one of Scotland's largest and most successful social enterprises formed 1983. It majors on employability, regeneration and sustainability services and works closely with the public sector in Scotland. **The Calman Trust Ltd** (www.socialinvestmentscotland.com) based in Inverness and Easter Ross works specifically with young people at risk homelessness or worklessness and helps them to acquire skills to develop and sustain their independence. It is currently working with Albyn Housing to establish a 'social enterprise hotel' in Inverness. **Youthbuild UK** –cited elsewhere in this paper –is a charity which can help communities replicate *its* social enterprise model to develop construction skills and social and educational inclusion for young people.

A Food Venture

6.8 The Aberdeen Foyer Restaurant and Gallery (www.foyerrestaurant.com) is a fine exemplar of successful social enterprise in food and hospitality. The profit generated by the restaurant and gallery is used to support the Aberdeen Foyer, a local charity dedicated to preventing youth homelessness and unemployment. The Foyer has two Learning Houses at Peterhead and Fraserburgh and Outreach Centres at Huntly and Banff. Together these offer access to supported work opportunities, IT and guidance services free of charge and a meeting space for education and training. The Family Learning Project is intended to support individuals overcome barriers to entering employment, further

education and training. These programmes work through the Opportunity Gateway Partnership. The education and training programmes offered by the Foyer include *Build and Train*, *Training for Work*, *Platform to Work* and *Prince's Trust Teamwork*.

6.9 CFINE Enterprise (www.cfine.org) Community Food Initiatives North East is a social enterprise trading on a commercial basis in the supply of fruit to a large number of local companies and investing its surplus in health and community work in disadvantaged and excluded communities. It delivers fruit and veg to companies, restaurants and sandwich bars many of which have signed up to the Healthy Working Lives scheme. Through another social enterprise LarderBytes (www.larderbytes.com) CFINE provides a market place for food SMEs to sell their dairy, meat, fish, bread and fruit produce to domestic purchasers. It is described as a *catalyst* for local food producers and distributors that together form a national food network delivering produce into homes and businesses. It has a robust environmental and ethical framework. Its' key objectives are to promote local produce and healthy eating and to facilitate regeneration in disadvantaged communities. Through its *Fast Fruit* programme it supplies produce to over 100 nurseries, schools and youth organisations; and is a developer of *Community Food Outlets*. It operates in Aberdeenshire and Aberdeen city and is currently under development in Moray. A primary objective is employment creation.

6.10 Craighursts Keith -Cafe & Restaurant: This is a social enterprise and SQA training centre whose surplus is invested into The Loft Youth Project in Keith. Employment creation and training are prime objectives. Craighursts supports young people who demonstrate an aptitude and interest in working in the food and hospitality sector and has achieved accreditation as an SQA Centre enabling young people to gain qualifications during employment. It specialises in both service and practical cookery. It has teamed up with Steading Bakery and Artisan Foods which delivers bakery training from The LOFT training Kitchen. (www.thesteadingbakery.co.uk)

Moray Community Asset Transfer Strategy

6.11 Aims

- Devolve power to neighbourhoods to encourage community action.
- Contribute to the regeneration of communities.
- Act as a catalyst for social, environmental and economic regeneration (including the development of community enterprise).
- By changing ownership or management the strategy offers opportunities to extend the use of a building or the piece of land, increasing its value in relation to the number of people benefiting and the range of opportunities it offers.
- Stimulate the involvement of local people in shaping and regenerating their communities; Act as a catalyst for local volunteering and increasing community cohesion.
- The process of community asset transfer can build confidence and capacity amongst the individuals involved, and can support the creation of community leaders, and inspire others to improve their community.

6.12 Benefits to the Council and other public service providers:

The key attractions for Moray Council in transferring assets or services to communities is that it devolves cost and responsibility on the one hand while encouraging empowerment and community self determination on the other. It is instructive to read the rationale set out below in the context of the former high school which is now a 'community use site'. The terms of its disposal therefore should favour the local community.

The activities that are stimulated or safeguarded by community asset transfer almost always contribute to Council objectives. Working in partnership with VCOs can help the Council to achieve the outcomes set out in the Single Outcome Agreement

It can contribute towards efficiency savings (e.g. achieving revenue savings by releasing surplus property), and drive the diversification of public services in an era of austerity and challenging spending settlements for local government.

It can contribute to the Council's objective to rationalise its estate and facilitate more effective and efficient use of its asset base, where the focus is on better services and community outcomes as a result of strategic asset management.

It can be a stimulus for partnership working between VCOs, the Council and other partners and can improve the provision and accountability of services within communities (e.g. clustering service providers in community owned hubs).

Transferring an Asset

6.13 Main Terms: The VCO needs to be a Scottish Charity Incorporated Organisation(SCIO)or incorporated , constituted for social benefit, and wherever possible, within their legal structure, be able to demonstrate an *asset lock* to ensure that the asset is retained for community benefit. The Council will provide legal agreements to enable the VCO to manage and develop the property as an asset in the long term while ensuring that the use of the building as a community asset is retained. The terms of transfer are usually leasehold but in certain case a freehold transfer will be agreed. The VCO must demonstrate community support for its proposals, a robust business plan in support of the transfer and a high level of organisational capacity (relevant to the scale and scope of the asset and enterprise). The Council will only consider asset transfer where the VCO has demonstrated the capacity to manage the building appropriately (although it recognises that organisations *may be able to develop this capacity and will be given the opportunity to do so* if commitment and potential can be demonstrated)

6.14 Pricing/Receipts: Levels of discount of market value will be set on a case by case basis based on the nature of the property, a robust assessment of the VCOs business plan and the extent of community benefit to be derived (in some cases this could require Ministerial consent). Transfer recipients will be expected to produce a statement of community benefit on a 6 monthly or annual basis (although these will not constitute a Service Level Agreement) The Council *may provide some grant revenue subsidy that will taper off over time* to ensure a smooth transition from Council to community ownership. The Council will consider investment in an asset prior to transfer to ensure that the building is fit for purpose (although preference will be given to VCOs that can lever in external investment). The Council will also provide ongoing organisational support to the VCO post transfer (subject to resources) and recognises that the partnership extends beyond the point of transfer.

6.15 Competition: When there are a number of interested parties in an asset the Council will encourage collaboration. If this is not possible a competitive process will be used to decide the outcome and the successful organisation will become the Councils preferred partner in the transfer process. Assets transfers to VCOs will aim to create the widest public value and will be judged on the following criteria:

- How united the community are behind the transfer
- What community benefits will be realised by the transfer;
- How the interests of local people will be better served, including community involvement and capacity building of community members;
- Building the capacity of VCOs and encouraging greater organisational sustainability;
- The business plan and financial viability of the VCOs plans for the premises;
- Regeneration – social, environmental, economic (including the development of community enterprise activity)
- Improvements to, safeguarding or creating new local services/activities;
- Supporting Council efficiency gains and co-location of service providers.

6.16 What would be required from the Tomintoul Community?

Who it is, what it wants to do, how it intends to do it

Level of community support, track record, current plans,

Partnerships and people involved governance, legal structure

Project objectives

Proposed programme for delivery

Proposed impact/benefits of the project for the community

Proposals for management and operation of the asset (staff, volunteers) and the capital construction phase

Need – what local needs will the project be responding to (who will be the beneficiaries)

How many will benefit within a year (e.g. community groups, local people)

Supply – who else is delivering similar activities in the same area

Is there potential for collaboration or competition and how will you respond to this

Demand – who will purchase the services/products provided by the enterprise

Pricing – what is the rationale for pricing (for services, renting space etc)

What is the marketing strategy; What methods (online, direct to customer etc); Who are the targets

Who will undertake the marketing (in house or external)

Financial projections –cash flow year 1; budget 3-5 years

Examination of profit and loss and capital expenditure

If capital is required to redevelop the building sources secured or identified should be stated

Identification of the different risks associated with the project and a description of their implications

Evaluate risks in 2 ways –the likelihood that the risk will occur and the level of impact if the risk does occur.

Provide a description of what the organisations strategy will be to prevent the risk items from occurring, or coping with them if they do

7. Opportunity: End Uses for Redundant Assets

7.1 It is imperative in our view that The Gordon Hotel is reinstated as a very good quality mid range hotel. This should be the primary objective in the regeneration strategy –the village economy depends upon it. We see no merit therefore in dissipating this focus with alternatives other than hotel use. The scale and appointment of the building limits a realistic alternative in any case. We would counsel strongly against residential use (even in a buoyant market) as this would break up forever the prime and largest asset in the village and would compromise its worth and future. The Gordon needs to be viewed as a ‘public good’ and strategies to acquire and restore it should be pursued on this basis. This inevitably raises the question of whether a social enterprise should be established to acquire the building. This is fraught with risks and with expectations but we do recommend that a high level discussion involving CNPA, HIE and the Moray Council take place with the receivers. We agree with many we spoke to in the community that a paired sale of the two hotels should be avoided at all costs.

7.2 Provided The Gordon Hotel was reinstated as a 20+ mid range hotel with all amenity and function areas intact our view is that The Richmond Arms Hotel could contribute more value to Tomintoul as a venue for a mix of retail and/or visitor centre functions. That is unless it could be successfully redeveloped, rebranded and repositioned as a Boutique Hotel aimed at high value breaks for overseas and upscale UK visitors. The school is a logical focus for community uses and for a community enterprise vehicle to run these. It looks the most likely of the three to find a viable solution for though even it is dogged by a significant constraint – it physical state and the use of asbestos in its construction. Nevertheless it offers a striking opportunity to host a number of uses that would meet community aspirations.

The High School

Deficits	Assets
<p>The school has been closed since 1996 Use Order for 'Educational Purposes' or similar Its future 'held in abeyance' for 10 years Not maintained for nearly 3 years and has been empty and unheated for some years Constructed with asbestos The flat roof is nearing the end of its viable life The heating system is defunct Very limited developer interest Enquiries new residential scheme This would involve demolition Community use designation deters interest Significant cost in either refurbishment or in demolition given the asbestos content Unrealistic market price of £250K</p>	<p>Owned by Moray Council Chance to promote Community Asset Transfer Strategy CNPA has designated for 'community use' Challenging the designation would be v costly 826M2 gross external. It occupies a site of 0.84 acres 3 classrooms, a gym/hall, dining room, kitchen, shower rooms, offices and toilets. Plenty of hard standing External envelope generally in good condition Council will consider other uses consistent with the building and the needs of the community. The site is not going anywhere soon Other sites designated for residential development</p>

What Can Be Done

<p>Glen Futures Centre</p> <p>Showcase space for locating and integrating initiatives and people involved in Transform Tomintoul, Low carbon economy, Tomintoul Telecommunity, The Community of Crafts. Essentially it would be the forward looking 'Community Hub'</p>	<p>UHI Moray College <i>'Remote Rural Learning Network</i> Distance & Virtual Learning facility Connected Community Project Workspace/hot desks Creative Workshops Admin Office for <i>Glen Youthbuild</i> Low Carbon Information Point Transform Tomintoul Office Drop-in 'hub' for Tomintoul Telecommunity Office space for visiting Telecare health & social care staff</p>
<p>Bunkhouse</p>	<p>Cheap accommodation for young tourists/backpackers and marketed throughout Europe & UK. But would need to be assessed for cost of conversion and against the space provided by the YHA.</p>
<p>Tomintoul Leisure Centre Gymnasium/Indoor Sports</p> <p>This was urged in a number of community responses</p>	<p>The school has a decent sized sports hall which we are told is in reasonable condition. There are changing facilities and additional areas that could be re planned for leisure. This would have strong AYR multi-use by the community and could be developed as an all weather visitor attraction. The hall could also support a cinema screen and concerts.</p>
<p>Creative Holidays Centre</p>	<p>All Weather Visitor attraction based around education and environmental learning with interactive CNP media, café and film room.</p>
<p>Centre for Genealogy</p> <p>A potentially strong contender for consideration. Ancestral Tourism is a rapidly growing component of the Scottish tourism economy. In 2001 it drew 260,000 visitors spending £153M. The visitor level is now thought to be nearer 600,000. Ancestral Tourists spend 10% more and they stay 14 days</p>	<p>The nearest genealogy facility is the Highland Archives Centre at Inverness. Any venture at Tomintoul should avoid archives and storage. Leave the serious research facilities to the National Archives of Scotland and NLS. Instead this should be an 'educational attraction' providing computer terminals; ready to go software; key reference guides; and clan histories. There is</p>

<p>compared to 4 for other visitors. 50 Million people worldwide are of Scottish descent. It is a <i>very</i> significant market.</p> <p>Two of the largest genealogy webs –Findmypast.com and Genes Reunited acquired this year by DC Thomson (Dundee)</p> <p>This presses all the buttons on authenticity</p> <p>It is also a project which could draw corporate interest for naming/operational/franchising rights</p>	<p>an argument for converting the Richmond Arms to such a facility with café, study & reading rooms, childrens engagement (also to pick up schools trade), bookshop, rooms of clan history, and the building decorated in an authentic Scottish way. This is the sort of facility where expert support (graduate/postgrad students/amateur researchers) can be drafted in during the season to staff the venture. It may need staff facilities. At ground floor there could also be a traditional Scottish venue.</p>
<p style="text-align: center;"><i>Imagineer</i></p> <p style="text-align: center;">Creative Cluster</p> <p>Needs to be accompanied by a low cost housing strategy to attract young designers/engineers. Need to 'sell' the hothouse highland environment. Bringing young graduates here would also boost the evening economy.</p>	<p>This sees the school developed as a 'hot house campus' providing low cost work and studio space and social networking areas for micro-creative enterprises supported by HIE. It would be an 'incubator' unit for the type of technology, IT, creative design, music, publishing, software design, rural e-care and knowledge based businesses that Moray Council and UHI are very keen to develop.</p>
<p style="text-align: center;">Tomintoul Micro Brewery</p> <p>Skills available locally</p> <p>Water available</p> <p>Fits with <i>cittaslow</i> and <i>Food for Life</i></p> <p>Visitor attraction –could fly the Tomintoul brand</p>	<p>There is a surfeit of skills in the Highlands for brewery enterprise. Hands-on whisky distilling is reducing. This looks to an opportunity to bring young entrepreneurs together with established skills to create a modest project that takes a lead from the successes of ventures like the Black Isle Brewery.</p>

The Gordon Hotel

Deficits	Assets
<p>In receivership and no sign of a sale Price now reduced to £200K and will fall further May attract predatory purchaser and wrong use Community fears a 'paired sale' Empty for over 2 years and stripped of fittings/fixtures Currently semi derelict and insecure Large building with no parking or amenity area Fuel tanks located on a site owned by a third party Traditional construction costly to restore/re-equip Hotel demand has waned –this purpose now unlikely Limited to uses which overcome seasonality Cannot be demolished</p>	<p>Commanding location on village green The premier building in Tomintoul 29 guest rooms. All en suite Large reception area, office, lounge bar, 30 covers restaurant; function suite for 200, meeting rooms 29 Bedrooms -22 double or family size-7 singles Lots of space could be remodelled internally Not listed, no internal planning constraints Strong community support for retention as a hotel Capable of re functioning as <i>different type</i> of hotel Seen as vital to Tomintoul's economy Restaurant, bars, meeting rooms, large function room Detached 'bunkhouse' could be demolished Bunk house would be good site for Visitor Centre Opportunities for multi-use</p>

What Can be Done

<p>3* Hotel & Social Hub</p>	
<p>Village lacks a facility capable of housing 20+ visitors. This denies it traditional tourism trade but also excludes Tomintoul from corporate parties, larger social events including weddings, overseas tours and specialist demand such as cycling and walking clubs. Restoration of the Hotel to 20-22 rooms plus bars, restaurant (public) and functions/events would transform the evening economy and create a significant number of jobs and boost local procurement</p>	<p>The Gordon has the space and facilities to provide at least 20-22 family/doubles with en suite. But equally important its reinstatement would restore other opportunities such as <i>social events, corporate tourism, Ancestral Tourism conventions, seminars & conferences, weddings, indoor leisure. Its function room is vital to a range of affinity uses and revenue. This is the priority aim –a restored family hotel capable of taking large parties out of season and attracting a diverse visitor/revenue stream</i> Use off season for discounted corporate & club parties</p>
<p>Boutique Hotel</p>	
<p>Consideration should be given to meeting with the receivers and asking them to market the hotel in Germany, Sweden, Russia and in Country Life This needs a foreign investor or a business angel capable of seeing the opportunity –the price is almost irrelevant as the building will go for a song. <i>It's the market that counts</i></p>	<p>This might be a better use for The Richmond give the respective sizes of the 2 hotels and the need for one larger capacity facility</p>
<p>Travelodge style hotel</p>	
<p>We understand that enquiries were made of Travelodge and Hilton to establish their interest in either hotel but that these did not fit their formulaic model. There is no reason why (within the traditional shell) that a new operator could not at least represent some of their ethos and specification.</p>	<p>Strip back to 20 family/doubles –Travelodge style Crisp, bright, no frills no fuss. Comfortable but functional Heavily marketed into the major Scottish cities No inclusive food but trade the ground floor as a mid range 'steak house' or similar with bar and open to public and guests. Small games/TV room for children Market with a 'baby sitting service'</p>

The Richmond Arms Hotel

Deficits	Assets
<p>In receivership and no sign of a sale Price now reduced to £150K and will fall further May attract predatory purchaser and wrong use Community fears a 'paired sale' Building suffered extensive flood damage 2009 Empty for over 2 years and stripped of fittings/fixtures Currently semi derelict and insecure Large building with no parking or amenity area Traditional construction costly to restore/re-equip Hotel demand has waned –this purpose now unlikely Limited to uses which overcome seasonality Cannot be demolished</p>	<p>Central location 24 guest rooms (at least 10 flood damaged) Public bar and lounge (now stripped) dining & snug Lots of space could be remodelled internally Not listed, no internal planning constraints Strong community support for redevelopment Potentially fine building Opportunities for multi-use Community flexible on use –provided restored</p>

What Can be Done

<p>Boutique Hotel</p> <p>Consideration should be given to meeting with the receivers and asking them to market the hotel in Germany, Sweden, Russia and in Country Life</p> <p>This needs a foreign investor or a business angel capable of seeing the opportunity –the price is almost irrelevant as the building will go for a song. <i>It's the market that counts.</i></p>	<p>Replan current 24 rooms to circa 12-14 large en suite Small spa facility/hot tubs; sauna; private and public bar; Smart fast food diner & Guests Kitchen/Fridge, Reading Room, 12 seat film room. <i>Contemporary 'light' Scottish style</i> Ski hire, boot store, 4X4 hire etc Moray/CNPA very keen to support contemporary upscale projects of this type. Aim at the Northern European market and at high value domestic short breaks niche ; Could have 9-10 month season if the concept is well executed</p>
<p>Contemporary Family Hotel</p> <p>Either of the above would suit a young team with European ski resort hospitality experience Place Ads for sale and for team in the leading ski mags</p>	<p>Strip back to 16 family/doubles –Travelodge style Crisp, bright, no frills no fuss. Comfortable but functional Heavily marketed into the major Scottish cities No inclusive food but trade the ground floor as a mid range 'steak house' or similar with bar and open to public and guests. Small games/TV room for children Market with a 'baby sitting service'</p>
<p>Centre for Genealogy</p> <p>A potentially strong contender for consideration. Ancestral Tourism is a rapidly growing component of the Scottish tourism economy. In 2001 it drew 260,000 visitors spending £153M. The visitor level is now thought to be nearer 600,000. Ancestral Tourists spend 10% more and they stay 14 days compared to 4 for other visitors. 50 Million people worldwide are of Scottish descent. It is a <i>very</i> significant market. Two of the largest genealogy webs –Findmypast.com and Genes Reunited acquired this year by DC Thomson (Dundee) This presses all the buttons on authenticity It is also a project which could draw corporate interest for naming/operational/franchising rights</p>	<p>The nearest genealogy facility is the Highland Archives Centre at Inverness. Any venture at Tomintoul should avoid archives and storage. Leave the serious research facilities to the National Archives of Scotland and NLS. Instead this should be an 'educational attraction' providing computer terminals; ready to go software; key reference guides; and clan histories. There is an argument for converting Richmond Arms to such a facility with café, study & reading rooms, childrens engagement (also to pick up schools trade), bookshop, rooms of clan history, and the building decorated in an authentic Scottish way. This is the sort of facility where expert support (graduate/postgrad students/amateur researchers) can be drafted in during the season to staff the venture. It may need staff facilities. At ground floor there could also be a traditional Scottish venue.</p>
<p>Rural Department Store</p> <p>Book shop, Rural Crafts, Woollens, Clothing Store/mid range Boutique, Local Foods/Deli, Cafe</p>	<p>Subject to lay-out, break up building into 'concessions' which will help spread risk for the landlord and lessees. Promote as Highlands only 'Rural Department Store' Foods/Deli/ Bookshop on ground floor</p>

	Café, Clothing, Design, Crafts on first floor 2 nd floor for storage or single holiday lets
Bookshop Bookshops feature in the success of many visitor centres in the Highlands and are a great source of interest.	Incorporate in other uses. Many people buy books/maps on holiday. Second hand stores often fare best. Many visitors to Tomintoul are over 50, middle class walkers/short breakers – a good book market. Works best with a small coffee shop
Visitor Centre (accommodation based) Ground floor could suit a multifaceted Tomintoul Visitor Centre –café, walkers, heritage, exhibition. All weather activity rooms and let vacant space out as workspace or even walkers accommodation so that the building is a unique Accommodation based centre –similar to Swiss/Austrian ventures	Some residents favour relocation of the Estate Office to the ground floor of the hotel. This is impractical for reasons stated elsewhere. It is an Estate Office. Tomintoul needs its own <i>branded</i> Visitor centre
Bunkhouse Holiday Centre Aimed at young people a very stripped down basic bunk house accommodation but slick, modern, good quality. Shared facilities and (public) fast food outlet on ground floor with bar This was urged in community consultations	Potentially good use and attract a market that would boost image and vitality of Tomintoul and reposition it. It would boost the evening economy and this stripped down concept is the cheapest way of sustaining some form of hotel use.
Retirement Flats Highly unlikely given the state of the UK retirement housing market. A non starter	Would simply deepen the ageing image of Tomintoul when the opposite is required. Seasonality, weather and access, lack of infrastructure would all militate against
Holiday Lets Might fare slightly better if people were buying outright at discount prices or in shared equity deals.	Opportunity to buy into a second home and might suit the walkers, overseas tourism and domestic extended family market. Not to be dismissed if all else fails

8. Opportunity : Creative Cluster

8.1 The UK's Department of Trade and Industry notes that '*dividends from creative clusters can be enormous in terms of civic image, training and engagement in the economy as well as purely economic terms.*' However '*creative clusters are not the same as other clusters, and common strategies will not work*'. A cluster of creative enterprises needs much more than the standard vision of a business park next to a technology campus. A creative cluster includes non-profit enterprises, cultural institutions, gallery spaces, social meeting spaces, and individual artists' studios.

8.2 Creative clusters are places to live as well as to work, places where cultural products are consumed as well as made. They are open round the clock, for work and play. They exult diversity and change and thrive in energetic and tranquil settings; that have their own local distinctiveness; but are also connected to the world outside and deploy IT to promote what they do. Increased inter trading, joint marketing, support for arts' business spin offs and being part of a group of like minded people are all advantages of a creative cluster, while being able to break out from isolation is very important to all creative people who typically thrive in a hot house environment. Add Highland scenery, sport and clean air and the mix becomes a powerful one.

8.3 The creative sector in the Highlands has strong connections with arts, culture and heritage and these are supported by HIE to some extent operating within both a social and economic context. The region's creative sector majors in music, screen and television, software design, writing and publishing and fashion. There are film festivals at Nairn and at Moray College, Elgin which promote creative enterprise. HIE estimates that the supply chain for the

region's creative spark employs over 8,300 people in over 1000 businesses, generating a turnover of £286 Million. The sector comprises mainly sole traders and micros and lends itself well to development in rural workspace. However, the Moray Economic Strategy is more focused on creative enterprise based in or close to urban centres. The sector is also characterized by strong reinforcing networks between artists and designers and by institutional partnerships which provide a number of points of entry to funding or enablement. These include HIE itself and COSLA, Creative Scotland, Skills Development Scotland and the Scottish Funding Council among others. The challenge for Tomintoul is to demonstrate that it can provide the space, the cluster, the environment to lure a small band of creatives to a more remote place. We suggest that the school could be the location and a the social enterprise (with a nominal cost building) could be a 'Creatives Collective'

8.4 There are some parallels with an initiative in the far more remote Shetland Isles where a project to consolidate a creative cluster there (arts based) –The Hatchery –is taking shape. The former high school may not be quite as aesthetically pleasing as the impressions below but the principle are broadly the same. And a sedum roof would be a good replacement for that flat felt school roof now at the end of its viable life!

Exemplar: The Hatchery Shetland



Shetland Arts has recently purchased and is looking to establish a creative hub around Weisdale Mill. The Hatchery will house an environmentally sustainable gallery, cafe, retail space and education/community workshop area. Artists' studios and workshops for those involved in the creative industries are intended to nurture new talent and provide space for established practitioners. Incubator units will encourage local graduates to bring their skills home and develop work and enterprise opportunities. Short term rentals on workshops plus rentable artist accommodation will allow a 'trial run' to those considering and artistic life here before making a final move. This will be 'green' building utilizing sustainable materials -grass roofs, sheep's wool insulation. 24 hour access, to the studio space, Broadband and WiFi. All the rentable spaces – long and short term – will be affordable. A micro hydro system will supply electricity and the extra power produced can be sold to the national grid. Also evaluating use of an anaerobic digester, power points for electric cars, and other ecological projects.

The cluster is proposed to mix tourism, culture and business, and to be a focus for creative practice in the community. The Hatchery will grow the sector, provide a number of jobs locally, and be of benefit to Shetland economically, educationally and socially while enhancing the image of the islands. It aims to link to local, national and international networks and bring artists and creative people to work with local talent in a number of ways – residencies, teaching, workshops, collaborations and partnerships. The hub will allow for business, networking, meetings, collaboration: it will encourage cross fertilisation of ideas: makers will work alongside musicians, visiting film makers can set up a working base and use the knowledge and skills of local artists and designers – bringing stimulation and excitement to this creative zone. As the cluster develops it should become a magnet for talent. The 'hub' will be developed further to expand and sustain a broad based evening economy for users, locals, visitors alike.

Food for thought.....

9. Opportunity: Remote Rural Learning Network

9.1 The Oxford Economic report *Scotland's Land Based Colleges; Skills Requirement Forecasting May 2011* recommends the following to build the capacity of Scotland's land based sector

- Expand land-based education provision
- Consider specific physical expansion of further education land-based provision
- Expand blended / distance learning and other innovative education provision in the Highlands & Islands (not limiting access to provision to any one area)
- Carefully consider expanding provision of environmental/sustainability land-based subjects, and/or mainstreaming environmental modules across land-based provision
- In the context of overall expanded FE provision, expand provision of super classes for which provision has been declining but the related employment sector has been growing
- Maintain and strengthen employer engagement in shaping educational provision
- Continue to incorporate elements of work experience and more practical, vocational learning
- Increase the current volume of higher education land-based provision
- Greater progression of students to higher learning and certification. Expand level 3 land based provision
- Maintain flexible land-based FE provision (by mode of attendance) but where possible, seek to expand more quickly longer duration specialist courses
- Land-based colleges should build on current collaboration in a number of areas
- Continue to encourage and support progression from further to higher education

9.2 The sector is dominated by micro businesses. *Lantra Scotland Factsheet (2010-11)* reports that 86% of Scotland's land based businesses have a workforce of 10 staff or less. This compares with 79% for all business sectors. In 2008 employment in the land-based sector was dominated by land management & production (57,000 jobs), with 3,000 jobs in animal health & welfare and fewer than 1000 in relevant environmental activities – a crucial area for growth of new rural enterprise.

9.3 As we noted in the Baseline Assessment the absolute *and* relative importance of agriculture and of some characteristic rural activities is declining. **This means that other sectors and activities need to 'step up' and drive the growth of the rural economy. Oxford Economics suggest that advantages will be achieved by rural communities with a capability to specialise and carve niches for their output.** We have noted that remoter communities like Tomintoul and Glenlivet could seek ways of extracting *added value* from an already successful grouse and pheasant industry or by exploring new means of deriving employment and wealth from innovative land use, effectively turning their upland location into an *asset* rather than a constraint. Bio-Diversity is another area for focus. The table below shows where the Scottish Rural Development Programme is currently providing grants for training, innovation and skills development. **UHI Moray is currently reviewing how it intends to expand its offer in the land use sector.**

Opportunity: Grants for Skills Gaps

Biodiversity Skills to Reverse Losses in Biodiversity Conservation and Management of Water Courses Conservation and Management of Land and Woodland Increasing and Protection of Natural Habitats Management of Local Biodiversity Plans Management of Public Access Education	Safeguarding and Enhancing the Landscape Landscape Management Site Management Creation and Maintenance of Hedgerows Woodland Creation and Management Establishing/Developing Micro Enterprises Management of Grassland Habitat Management
Built & Cultural Heritage	Water & Soil

<p>Enhancement/Conservation of Significant Rural Buildings, Historic Sites and Landscapes</p> <p>Preservation and Development Skills</p> <p>Increasing Public Awareness and Appreciation of Historic Sites and Heritage</p> <p>Improving Viability of Existing Rural Buildings Stock</p> <p>Promoting Conservation Skills</p>	<p>Reduction of Risk of Pollution</p> <p>Improvement of Water Quality</p> <p>Management of River Corridors and Basins</p> <p>Development of Soils and Water Plans</p> <p>Sustainable Flood Management</p>
<p>Development & Restructuring of Agriculture</p> <p>Setting up Young Farmers</p> <p>Renewable Energy from Agriculture</p> <p>Renewable Energy from Forestry</p> <p>Short Rotation Coppicing Crops</p> <p>Management & Repair of Vernacular Buildings</p> <p>Conversion to Organic Farming</p> <p>Skills Development</p>	<p>Development & Restructuring Forestry Businesses</p> <p>Investment in Production of High Quality Timber</p> <p>Appropriate Silviculture</p> <p>Timber Marketing</p> <p>Sustainable Forest Management</p>
<p>Diversification of Rural Enterprise</p> <p>Encouragement of Rural Innovation and New Product Development</p> <p>Better Marketing and Retailing of Rural Products/Services</p> <p>Implementation & Management of Scottish Food & Drink Strategy</p> <p>Development of Better Links Between Producers and Consumers</p>	<p>Diversification of Rural Enterprise</p> <p>Shortening of Links Between Producers and Consumers</p> <p>Development of Higher Value Rural Goods and Services</p> <p>Improvement of Interpretation and Access to Visitor Facilities</p> <p>Enhancement of Rural Career Development Opportunities</p> <p>Improvement of Rural Tourism</p>

9.4 In the CNP consultation in Tomintoul UHI Moray College was perceived as not providing skills, service, or Further Education suitable to remote communities like this (**probably more a lack of awareness**). To recap from the Baseline Assessment the comments on education included:

‘Local education’ is a ‘pipe dream’

Lack of practical skills eg tractor driving

Lack of IT skills -not equipped for innovation

Self sufficiency skills could be useful here ...repair & maintenance

No car, no education

No child care support to release younger women for education

Education/training models need to anticipate impact of mechanisation

No enterprise training here

Support and mentoring are needed to help start up tourism ventures

Evening classes are centred on Aberlour -none here

Education is now a *rising cost* because of fuel, transport (**this makes it a 'barrier to entry' for new enterprise**)

The Crown Estate does little to help on the education front

Moray College UHI-Rural Delivery

9.5 A number of these comments and perceptions seemed misplaced from what we know of provision made by Moray College in rural areas. We asked the Principal of Moray College UHI to set out areas in which the College already provides education options with a ‘rural context’ and where, in future, new packages and channels for learners in rural and remote communities might be developed

9.6 He advises that the geographical barriers which militate against many people accessing learning opportunities can be overcome to a considerable extent **and that Moray College UHI intends to be at the forefront of further**

engagement and delivery for rural needs. UHI already recognises that the use of educational technology can make packages of learning and classes viable by creating economic cohorts that would never be possible to achieve if students were always required to attend the university in person.

9.7 Even if the learner *can* easily access the premises of one of the University’s partners such as Moray College (whether that be the main campus or one of the College’s Learning Centres), **many learners are now seeking courses that allow them to study at a time and a place of their choosing (often at home) because of their circumstances or simply because that is where they prefer to learn.**

9.8 The list of professional, graduate and postgraduate courses below is indicative of a significant shift away from the traditional paradigm of people having to attend in person or be denied the opportunity for educational advancement. This is not an exhaustive list of UHI’s current online opportunities and **Moray College UHI has indicated to us that it is very keen to explore with the community at Tomintoul/Glenlivet (and others) where there are learning, training and support needs and how the College can address these.**

Rural & Environmental	Cultural Studies
BSc (Hons) Rural Development MSc Developing Low-Carbon Communities MSc Managing Sustainable Mountain Development MSc Managing Sustainable Rural Development MSc Sustainable Energy Solutions	BA (Hons) Literature MLitt History of the Highlands and Islands
Rural Healthcare	Enterprise & Business
BA Childhood Practice BA (Hons) Health Studies with Rural Health or Health and Welfare BA (Hons) Child and Youth Studies BSc (Hons) Psychology MSc Infection Control MA Health and Wellbeing PGCert Restorative Practice PGCert Socio-Legal Issues of Childhood.	MSc Leadership and Management MA Professional Development PGCert Enterprise and e-Marketing

9.9 Mike Devenney adds that although, to some, online courses might appear to be isolating this is not how they are set up to be. In fact they are intended to help learners *break out of ‘silos’*. The University’s Postgraduate Prospectus for 2011 states that:

Even if you are studying online, you won’t be studying in isolation. We are experts in providing support to off-campus students, thanks to our distributed structure and innovative use of technologies, including: video conference, a virtual learning environment, online discussion groups, audio conference and Skype.

Even so Moray College UHI recognises that this mode of learning requires students to be highly motivated and self-directed and that it is more limited in the impact that it can have on learners who may wish to study further education courses but struggle to access relevant opportunities. However, such opportunities do not end here. In the context of engaging the learning and training needs of communities like Tomintoul and Glenlivet the College provides courses for a wide range of further education learners capable of coping with online learning (in particular mature students and those who are studying at level 6 of the Scottish credit and Qualifications Framework, i.e, at the level of the SQA ‘Higher’ award).

9.10 Moray College and Inverness College have been working to develop on line and distance learning and a wide range of Highers are now available online. However, Mike Devenney told us that more needs to be done to make other aspects of the further education curriculum more accessible to rural and remote learners and that Moray College UHI was ready to explore how it could enable this. One way forward we suggest is to articulate and promote what the University offers and intends to offer to rural communities and learners by establishing a *Remote Rural Learning Network* that speaks directly to those in remoter communities and which identifies in one place –a brochure, prospectus, website or intranet –all the courses, opportunities, resources and learning media available. One outcome of this paper is that we will arrange an opportunity for Moray College UHI to speak directly to the local community.

10. Opportunity: Glen Youthbuild

Youthbuild UK promotes projects that empower socially excluded young people to undertake vocational training and build better communities, environments, enterprises, homes and facilities for those in need (including themselves).

10.1 The outflow of young people from rural areas means that the demographic and social sustainability of communities is compromised. Retaining, including and skilling young people is fundamental to investment and to the development of economic activity. Investors are reluctant to commit resources to communities where young people and young families are leaving or thin on the ground. They are a key source of labour, energy and spend. **A central tenet of sustainability is putting resources and measures in place to secure the future of the next generation.** Rural areas are struggling to cope in three primary areas on which this sustainability depends – **housing, employment, inclusion for young people.** We focus here on one solution which can meet youth and wider employment/social needs in remote rural communities –**Youthbuild.**



10.2 Youthbuild UK is a charity that exists to promote engagement with young people and to combat social exclusion. One of the main ways it does this is to work with organizations (typically social enterprises) and employers to encourage them to offer work opportunities to young people. This includes setting up and participating in construction projects, skills training and other employment schemes to combat social exclusion. **An overarching aim is to equip and empower young people to develop their employability and to become involved citizens.** It meets its objectives by:

Engaging with organisations and employers to encourage them to offer work opportunities to young people to combat social exclusion

Supporting and advising organisations and employers to set up projects, skills training and employment schemes to combat social exclusion

Disseminating and sharing best practice throughout the UK. Promoting policies, at national, regional and local levels, that will assist in the growth of 'Youthbuilding' projects

10.3 Youthbuild works across the public, private and not for profit sectors to provide training, qualifications and employment in construction. Some Youthbuild projects involve young people constructing or refurbishing accommodation they will live in. Others involve building repairs, landscaping projects, community renewal, housing refurbishment, retrofits and charity and commercial projects. They are trained and mentored on site developing their practical skills and bolster these by attending college a day a week to achieve a relevant qualification. Over the last 10 years YBUK has been involved in over 150 projects ranging from self build housing schemes to refurbishments and ongoing maintenance. Many of the 5000 plus young people involved have gained a range of industry recognised qualifications as well as practical experience and generic job skills.

Moray's Tourism Strategy calls for a programme of small scale infrastructure improvements developed to assist continued maintenance and repair of existing infrastructure and visitor amenity.

10.4 Small scale projects suitable for community renewal and domestic care & repair have the merits of

- tackling disadvantage and lack of employment opportunities in a very practical way
- reducing social exclusion, building confidence
- retaining young people in rural areas and slowing migration
- retaining and expanding the rural skills base; creating a platform for graduation to self employment
- promoting education, training and qualifications
- keeping small scale construction ticking over –building projects are *tangible* to the community
- bringing redundant buildings back in to meaningful use -
- promoting engagement and citizenship
- Skills transfer - older workers train and mentor the next generation

10.5 Youthbuild is a growing area of interest to housing associations and charities and **lends itself to community – based social enterprise**. But its incidence in rural areas is intermittent –partly because of the nature of 'problem definition' which usually emphasises numbers and therefore concentrates on urban need and partly because most housing association and construction 'partners' are predominantly urban-based and focused. **Yet there is a strong case for taking this model forward in rural areas like Tomintoul and the wider Glen.** In addition to engaging young people in new build housing, refurbishment projects and local small works there is an opportunity to involve them in the low carbon retrofit programme likely to develop in the National Park over the next ten years. **The development of Youthbuild projects is also one way of re-building interest in apprenticeship –an aim of the Scottish Government -** and of helping in a small way to replenish the annual outflow of construction workers.

10.6 Youthbuild has already established roots in Scotland and a next stage appraisal of its suitability locally would be to

- consult with existing Youthbuild projects to gain their experience and to shorten the learning curve at Tomintoul
- ask the Scottish Regeneration Centre what it can do to help –*it has 'sponsored' other projects*

- establish with The Moray Council how it could support the project (funding, help in establishing the social enterprise, training support)
- clarify and map out with Moray College UHI the access to day release, NVQ, certification
- engage Business Gateway with the idea – it meets youth enterprise objectives and is a model capable of replication
- promote the concept with CNPA –**a Rural Youthbuild enterprise based at Tomintoul could be ‘rolled out’ across the National Park** and would be a significant and inclusive way of promoting the worth of young people and engaging them directly in the ‘care’ of the Park’s built (and natural) environment. **It would do much to help realize the concept of Tomintoul as a ‘service hub’ playing its full part in the Park**

Youthbuild Sponsors and Initiatives in Scotland

Action for Children	Glasgow, Clydebank, Irvine, East Ayrshire
Advance Construction	Glasgow
ARDC	GlasgowBar
Barnardos Works	Dundee, Highlands & Islands, Renfrewshire
Cruden Building & Renewals	Glasgow
DNA Tiling	Glasgow
James Frew	Inverclyde
T Graham	Dumfriesshire
Malcolm Construction Services	Glasgow
MJD	Ayrshire
Morris & Spottiswood	Glasgow
RJ McLeod	Glasgow
Scottish Gas Networks	Glasgow
Scottish & Southern Energy	Perth
Sleigh Landscapes	Inverness

Partners, Sponsors, Facilitators

10.7 A number of Youthbuild projects in urban areas in Scotland have secured support from the **Scottish Centre for Regeneration** which is now part of the Scottish Government. Along with Youthbuild UK, and perhaps Barnardos Work Highland & Islands, this should be an early port of call for further assessment of if and how a sustainable Rural Youthbuild enterprise could be established at Tomintoul. This would have an initial aim of contributing to ‘renaissance projects’ in the village (eg involvement in the redevelopment of the High School) and a long term role in providing a small rural works service within the Glen at large.

10.8 The Centre’s role is to achieve the *Scottish Government’s Purpose, Targets and National Outcomes* **through supporting its public, private and voluntary sector delivery partners to become more effective by creating and managing mixed and sustainable communities; delivering community regeneration and tackling poverty; developing more successful town centres and high streets;** and acting as a national hub to identify what works and share best practice and contacts.

10.9 Other interests and organizations with a potentially influential part to play in enabling the establishment and providing support to the initiative include the Glenlivet Estate, UHI Moray College, The Moray Council, HIE, Prince’s Scottish Youth Business Trust, Scottish Executive Rural Affairs and Communities Scotland. In some areas (Paisley, Harrogate) the local authority acquires rundown empty properties in need of refurbishment. The Youthbuild sponsor (typically an RSL, charity) provides guidance/expertise; the local college runs an induction course for the Youthbuild trainees in basic construction skills. It also provides a ‘certificate’ to trainees. Most trainees go on to apprenticeships. Where the programme delivers new build properties these are offered at a social rent to fulfil the Youthbuild philosophy.

The partnership philosophy is based on *'changing people's lives through a physical process'*. This embraces....**education, training and skills development, citizenship, confidence building and providing young people with a meaningful income.**

10.10 It is critical to have a 'learning mentor' in place to oversee a Youthbuild programme –this could be an existing rural social enterprise, a new Tomintoul community vehicle (ideally with a couple of local skilled trades people involved – involved –typically a bricklayer/general builder, plumber, electrician), Business Gateway, UHI Moray College or a significant local interest such as the Glenlivet Estate which might also be interested in commissioning work from the project. This will help to tailor the initiative to its particular environment, needs, resources, objectives. This consideration of 'environment' is important to the planning and success of the project.

10.11 A rural project is most likely to succeed where there are identifiable 'issues' such as rural migration, youth unemployment, limited affordable housing supply and/or 'opportunities' such as redundant buildings and community projects to tackle. Tomintoul and the Glen fit this requirement. It is fundamental to link the rural project with a local college capable of meeting the recruitment, training and mentoring needs. UHI Moray College is equipped to meet the mentoring, training and certification required.

Greening Tomintoul A Low Carbon Housing Project for Glen Youthbuild

This would tackle dereliction, care & repair, recover empty properties, increase housing supply and raise environmental standards. **It could have a key role to play in bidding for funding for and implementing Retrofit programmes** –important in rural communities which rely on expensive energy and which typically have poor insulation qualities.

Less than 1% of British homes meet the industry energy efficiency standard a quarter of UK carbon emissions are from domestic properties. According to the **Energy Saving Trust** 70% of the UK's current housing stock will still be around in 2050. We can expect that the proportion of rural housing stock still available then will be higher because of the age/character of properties; sense of place; new development constraints; less opportunity for clearance and renewal of any scale. Retention of this housing fabric is fundamental to the Cairngorms National Park –but it is also a significant challenge to the national, sub-regional and CNPA objective of establishing a low carbon economy. Energy efficiency in homes is an essential part of the 'green stimulus' to the Scottish economy. 'Greening Tomintoul' would be a rural exemplar. It would create employment, engage and qualify young people, build skills and labour supply in the National Park, reduce household bills, take people out of fuel poverty and cut carbon emissions quickly. It also synchronises with the *zeitgeist* as new value frameworks emerge based on recycling, conservation and self-sufficiency.

10.12 A greening project would have some significant challenges to address:

- The 'offer' to householders would need to be clear and convincing and would need PR support
- Physical disruption to homes –badly installed equipment and appliances can be very expensive
- It may require a consumer 'behaviour strategy' to embrace *green* housing
- Establish definitively what the consumer gains from energy saving measures
- Is there sufficient and reliable local data on household energy consumption
- Who will monitor and assess this after the '*greening*' –the local energy provider/a research team?
- Media has marginalized green housing – key advocates must show that low carbon homes *are not expensive* and are *the future*
- Part of the process should be enabling the public to understand 'carbon footprint'
- Capability, capacity and accreditation of the *builder* – (particularly small rural builders who we need to boost)
- Does the industry have the skill sets – house building and installation is fragmented
- The construction/house building industry fails to deliver in remote rural locations
- A local Youthbuild service would overcome 'costs of rurality' but would need to 'joint venture' with an experienced building contractor for a 'showcase' project of this type.

- But this type of opportunity is precisely why the Glen should have a Rural Youthbuild enterprise

Legacy

10.13 Experience to date affirms that a rural model could be attractive and effective – this includes *implementing decent homes strategies in rural areas; recovering empty rural properties for affordable housing; tackling rural retrofit; care and repair (later life housing programmes in particular); rural heritage works and place-making; rural job creation initiatives*. The ‘legacy’ would be – **human** (employment, confidence, skills); **spatial/aesthetic** (rural place making/conservation); **social/sustainable** (homes, workspace, public works, infrastructure); **economic** (investment, added value, business).

10.14 Youthbuild UK is ‘constantly seeking new initiatives to empower socially excluded young people to develop their employability skills and to become involved citizens. We recommend

- Establishment of a *Tomintoul Youthbuild* social enterprise with support outlined above
- Creation of a project around
 - (i) the recovery of the school
 - (ii) a continuing programme of small works in Tomintoul and the Glen
 - (iii) minor projects brought forward by the community/businesses/Estate and
 - (iv) local rural projects identified by CNPA and The Moray Council. Explore with Youthbuild UK, Scottish Centre for Regeneration and Business Gateway.

11 .Opportunity : Partnering and Learning with the Crown Estate

11.1 We noted in the Baseline Assessment that a number of consultation responses indicated that the relationship between the Estate and the local community could be placed on a stronger footing. We also described Tomintoul as having a world class potential partner on its door step. **There is no doubt in our view that regeneration will come sooner and be more effective in partnership with the Crown Estate.** However, it is important that the community is not placed in a supplicant position and that any partnering is and seen to be co-equal. It is clear that the Estate both locally and nationally has much to offer. Apart from its role as a custodian of a large part of the National Park the Estate is a significant advocate for and investor in visitor facilities and activity programmes in the area. It presides over a significant Estate-based economy that reaches in and is inextricable with the village economy of Tomintoul. We can take its expertise, experience and commitment as ‘read’.

11.2 What concerns us here are three other areas where the Estate can play an instrumental part in preparing the community for and acting as a guide during the regeneration process. These are:

Mentoring

Transferring Skills

Enabling

11.3 The Estate supports social enterprise, reaches long-term strategic agreements and provides grants, in-kind donations and use of its facilities. Its employees also give their time. **It aims to work in partnership with other organisations in delivering community projects.** Its overarching aim is to promote positive community relations and community investment in three areas:

- **Education** - supporting appropriate educational initiatives
- **Enterprise development** - helping to create lasting jobs
- **Estate access and experience** - enhancing the experience of visiting, living and working on our estate

The first two are of interest to Tomintoul. The approach to communities is guided by a '*sustaining communities*' champions group. It would be useful to explore with the Estate how this might translate at Tomintoul. Its internal community investment guide sets out a protocol for

- Identifying and selecting projects – based on community needs and the business case
- Identifying and working with partners and others on the projects
- Internal approval and project management processes
- Measuring the success of the projects

11.4 First and foremost the community needs to hear and understand –from the Estate itself –where the Estate can and cannot assist it and where it would wish and not wish to do so. Our impression is that many people not only believe that the Estate *does have* a role to play locally but that it has a '*responsibility*' or '*duty*' to do so. This may not be the view or the purpose of the Estate. The parameters of active interest and support need to be clearly defined. This will help to place expectations in their proper context.

11.5 Notwithstanding that we suggest below –clarity permitting -**where the Crown Estate might be asked to *support* and *enable* the regeneration of Tomintoul and Glenlivet.**

- The Estate has strong customer facing skills. It could hold workshops and mentoring for village enterprises and for home workers. Over 95 per cent of employees have participated in customer standards workshop.
- It spent £2 million on improving its rural estate in Scotland, including repairing and replacing weather damaged farm buildings. Could it help to establish a winter repair and snow clearance enterprise locally in the same way that it has facilitated forestry enterprise on the Estate? Is it empowered to act in this way?
- It has strong supply chain management skills and holds regular internal best practice forums - could these be 'transferred' to local businesses?
- Could it assist local businesses by deploying its expertise in the Environmental Performance Index process?
- Making its staff available to help local enterprises identify and apply for small grants funding
- Its employee 'champion groups' could be a valuable resource for the local community to draw on in developing its own sustainability policies, mapping projects, measuring performance
- Could the community explore if and how the Crown Estate could support local social enterprise through low cost provision of buildings, financial support and nominating local social enterprises into its supply chain
- Determine with the Estate where it can apply locally criteria from its community investment guide
- Unlock opportunities through the Crown Estate's criteria for Enterprise Development
- If the opportunity still exists, contribute to the implementation of a Tomintoul project as one of three public realm initiatives by 31 March 2012

12. Opportunity: Sustainable Land Management -Glenlivet Estate -

12.1 The Crown Estate presents a valuable opportunity to become an exemplar in demonstrating a practical application of an ecosystem approach. This would enshrine the Principles for Sustainable Land Use as set out in the Land Use Strategy set before the Scottish parliament in March this year.

An extract from the Strategy is shown below and highlights the key principles that could be delivered by the Crown Estate at Glenlivet;

- *Opportunities for land use to deliver multiple benefits should be encouraged.*
- *Where land is highly suitable for a primary use (for example food production, flood management, water catchment management and carbon storage) this value should be recognised in decision-making.*

- *Land-use decisions should be informed by an understanding of the opportunities and threats brought about by the changing climate. Greenhouse gas emissions associated with land use should be reduced and land should continue to contribute to delivering climate change adaptation and mitigation objectives.*
- *Outdoor recreation opportunities and public access to land should be encouraged, along with the provision of accessible green space close to where people live, given their importance for health and well-being.*
- *People should have opportunities to contribute to debates and decisions about land use and management decisions, which affect their lives and their future.*
- *Opportunities to broaden our understanding of the links between land use and daily living should be encouraged.*

(Ref: *Getting the best from our land: A guide to Scotland's first Land Use Strategy*, The Scottish Government, 2011)

12.2 The main outcomes that the Government wants from the implementation of the Strategy are; delivering multiple benefits for society, partnerships with nature and linking people with the land. This is a goal that the Crown Estate has long recognised the potential for doing and has taken many steps so far in order to realise those opportunities. We understand that these same objectives and vision for integrated management and a low carbon economy are being developed in the new National Park Plan. There seems to be a strong synergy with the desire to develop a more integrated approach to the management of the Glenlivet Estate and the publication of the Government's Land Use Strategy. We believe that the timing is right for a step change in the pace to which those opportunities can be realised and demonstrated as part of the Government's Action Plan for delivering the strategy.

12.3 We feel that the Crown Estate has the opportunity to contribute to the following outcomes that the Scottish Government are committed to delivering as part of the Land Use Strategy;

- Align land-use regulations and incentives with Land Use Strategy Objectives.
- Further encourage land-based businesses to take actions that reduce land-based greenhouse gas emissions
- Identify more closely which types of land are best for tree planting in the context of other land-based objectives, and promote good practice and local processes in relation to tree planting so as to secure multiple benefits.
- Demonstrate how the ecosystem approach could be taken into account in relevant decisions made by public bodies to deliver wider benefits, and provide practical guidance.
- Develop a methodology to take account of changes in soil carbon for carbon accounting purposes; improve understanding of potential benefits from conservation and management of carbon-rich soils; and deliver measures to help secure long-term management of all land-based carbon stores.
- Investigate the relationship between land management changes and ecosystem processes to identify adaptation priorities.
- Identify and publicise effective ways for communities to contribute to land-use debates and decision-making.
- That enable adaptation to climate change threats and opportunities.

In particular the Crown Estate is in a strong position to deliver against the following outcome :

- "Use demonstration projects to determine the best means by which land use and land management practice can contribute to climate change objectives."

(*Getting the best from our land: A guide to Scotland's first Land Use Strategy*, The Scottish Government, 2011)

Some of the key opportunities at the Crown Estate are set out below

12.4 Key Opportunities at GlenlivetEstate

1. Woodland Carbon Sequestration-
Opportunities
<ul style="list-style-type: none"> • Develop a programme to certify all existing Crown Estate woodlands through the Woodland Carbon Code • Identify suitable areas of land for new woodland planting in line with best practice, research and developing guidance. • Release land from tenancy agreement to allow establishment of farm woodland
Potential Benefits
<ul style="list-style-type: none"> • Verification of carbon capture to validate any trading either externally or internally • Opportunity to create internal carbon offset schemes within Crown Estate properties UK wide • Opportunities for tenant farmers to manage woodland as part of their tenancy and benefit from both the grants available to support woodland establishment and the resulting opportunities for carbon trading or offset within the tenancy • Opportunity for farmers to offset farm based carbon emissions
Potential Risks
<ul style="list-style-type: none"> • Lack of suitable land for new woodlands • Lack of desire from farm tenants to convert pasture to woodland

2. Land Capability for Carbon Capture (LC3)
Opportunities
<p>Take forward initial ideas developed by CNPA and The James Hutton Institute on designing a system for defining, identifying and measuring the capacity of the land for carbon capture. Professor Bill Slee of The James Hutton Institute headed up the work and maintains a strong interest in taking forward this work to practical demonstration level. The LC3 project would also address the issue of peatland erosion and carbon loss and seek to recommend measures for peatland restoration and soil carbon management.</p>
Potential Benefits
<ul style="list-style-type: none"> • A system that would deliver against the Government targets for the Land Use Strategy could be designed and tested as an exemplar for future roll out to other parts of Scotland • The Crown Estate and the National Park would be playing a significant role in developing a practical land based system for identifying land capability for carbon capture
Potential Risks
<ul style="list-style-type: none"> • That sufficient research time to support this work cannot be resourced • That this work duplicates other work commission by the Government elsewhere

3. Farm Carbon Management Opportunities
Opportunities
<p>The UK and Scottish governments have set ambitious and legally-binding targets to reduce greenhouse gas emissions with an interim 42 per cent reduction target for 2020, and an 80 per cent reduction target for 2050. Although there is much debate and disagreement about the level to which agriculture contributes to the total GHG emissions it will no doubt have to have to play its part in the overall reduction and this may well be linked to future Government support systems such as the future Scottish Rural Development Programme.</p> <p>As a result It is likely that at some point in the near future farmers will be required to measure and audit the Greenhouse Gas emissions from their farming practices and then take steps to minimise the emissions. The tenant farmers in the Crown Estate could be supported to carry out carbon audits of their farming operations and so</p>

minimise the disruption to farm business.

The Glenlivet Estate was the subject of a research project called the 'Cairngorms Low Carbon Estates - A Pilot Study' undertaken by Jan Dick, Ron Smith and Drew Culter on behalf of the CNPA but the farm based emissions were not included in that due to the inability of the Estate to access the relevant farm based detail and data. This work could now be taken forward in co-operation with the tenant farmers and the new SAC Carbon Management Centre.

Potential Benefits

- Demonstration of practical auditing of farm operations and tangible ways of reducing those whilst not adversely affecting the farm business
- Support for farmers to engage with this process in a way that helps their business

Potential Risks

- A lack of interest by the farming community to engage in this process
- A lack of funding and other support for farm auditing and carbon reductions plans

4. Woodfuel

Opportunities

There are a number of areas where there is potential and opportunities for development in both the supply and demand side of woodfuel.

Supply side;

- Explore the potential for the Crown Estate Forestry operations to supply trackside and/or air dried loads of saw logs to local woodfuel suppliers and new woodfuel supply businesses
- Support farms in developing woodchip supply services using existing farm machinery and storage sheds and help to create a machinery ring for firewood processors, haulage and delivery equipment, etc.
- Encourage planting of farm woodlands for future woodfuel supply markets

Demand Side

- **The village of Tomintoul is ideally suited for a grid-based District Heating system supplying heat as saleable units to individual households.** This could be an attractive investment opportunity for a private sector operator which could secure heat sales and also a possible return through the Renewable Heat Initiative.
- For this to happen **it is recommended that a review of the previous feasibility study on the potential of installing a biomass fuelled CHP unit and district-heating scheme takes place.** The reasons cited for not undertaking the project previously were primarily concerns over influencing the local wood-supply market resulting in increased prices and concerns over the increase in road traffic due the large volume of biomass (circa 200,000 tonnes) required to power the system and the need to upgrade some of the roads to accommodate the fuel delivery vehicles.

Access

- There would be a need to upgrade roads to accommodate wood fuel haulage and this could prove to be a benefit as we understand that access is a limitation to a lot of opportunities locally. In our view this adds weight to the case for improved access.
- Improved access is in any case likely to be a prerequisite of any renewable energy generation project and therefore the costs and benefits can be shared.
- If access is improved, this also raises the possibility of routing the district heating system pipe network under some of the key roads, which would assist in keeping roads clear during the winter, as already readily adopted in the Netherlands. There are also new solar thermal storage options available to keep runways clear of snow which could be examined at a future time. While this technology is in its infancy and is accordingly still very expensive, it may be possible that Tomintoul could be attractive as a modest pilot scheme. Keeping the roads passable could have significant benefits for winter tourism

Potential Benefits
<ul style="list-style-type: none"> • Diversification of farm income streams • Creation of new jobs in the woodfuel sector • Direct delivery against Climate Change targets • Opportunity to address fuel poverty through a district heating scheme that could provide subsidised heating to vulnerable households • A Tomintoul and Estate based supply of biomass for a District Heating systems that would keep money within the local economy and reduce 'wood miles' and so address concerns over haulage and traffic issues
Potential Risks
<ul style="list-style-type: none"> • The farming community not responding to this opportunity • Embedded resistance to a District Heating scheme in the Tomintoul community • Insufficient 'pump priming' support in the market for a new woodfuel supply chain

5.Natural Flood Management
Opportunities
<p>The Flood Risk Management (Scotland) Act 2009 was enacted on June 16, 2009 and “.. will introduce a more sustainable and modern approach to flood risk management, suited to the needs of the 21st century and to the impact of climate change”</p> <p>The Act requires the production of Flood Risk Management Plans across Scotland and the establishment of local advisory groups. It places great emphasis on ensuring that the most sustainable actions are identified within the Flood Risk Management Plans and that these should consider “a full range of actions, paying particular attention to those that restore a catchments ability to slow or store flood water”.</p> <p>Ref: Flood Risk Management (Scotland) Act 2009, The Scottish Government</p> <p>The Scottish Government has encouraged the research into natural flood management (NFM) measures and supports them as an important part of sustainable flood management and “that opportunities to use these measures should be explored from the start of any flood risk management project.”</p> <p>To this end, the Scottish Government has set up the Natural Flood Management Group, with representation from a wide range of stakeholders, to advise on developing a NFM strategy.</p> <p>The Glenlivet Estate contains Glenlivet and Strathavon which are part of the upper catchment of the Spey. There is an opportunity for implementing Natural Flood Management techniques to demonstrate this approach so improve the potential of the higher ground to 'buffer' possible future flood events. Such a demonstration would also deliver of actions in both the Flood Risk Management Act and the Land Use Strategy through an Ecosystems approach and</p>
Potential Benefits
<ul style="list-style-type: none"> • Land in lower catchment is protected from Flood Risk • Natural Flood Management techniques such as tree planting and woodland creation are carried out. • The Crown Estate could link with the Government's Natural Flood Management group to develop the area as a demonstration project and potentially securing research work to further its implementation • The Natural Flood Management techniques are highly compatible with other forms of Sustainable Land Management identified above and with an Ecosystems Approach.
Potential Risks
<ul style="list-style-type: none"> • Lack of co-ordination with the Flood Advisory Groups and engagement by the Local Authority • Land Management/tenant resistance to tree planting or to change in land use from permanent pasture to woodland

6. Farm Support Programme
Opportunities
Some of the opportunities that present themselves in land management may be outwith the current skill set of existing tenant farmers. Therefore a programme of targeted grant and training support could help increase the skill level and support farmers in making a shift away from traditional income streams on the farms to new activities such as woodfuel, carbon management, Natural Flood Management etc. This is more likely to create a sustainable future for tenants and increase their robustness in responding to a changing economic and subsidy climate
Potential Benefits
<ul style="list-style-type: none"> • Investment in the community skill pool • Increased cohesion between public sector, The Crown Estate and the farming community • Greater adaptability and built in resilience to shifts in the market. • Potential of creation of new jobs
Potential Risks
<ul style="list-style-type: none"> • That the farming community may want to do this • That there are not sufficient resources to support this

7. Community Representation in Land Management
Opportunities
The Crown Estate has the opportunity to open up the management of its land and Estate to <i>'local democratisation'</i> which can bring vitality and local accountability to land management. The Crown Estate could look at local management structures and give a voice to the local community, this could be by offering places that are either directly elected or allocated for members of the Community council or perhaps a new Community or Development Trust.
Such a shift in decision-making may open up more interest for community ownership of land and a forum for debate around opportunities that might be able to be realised when a tenancy becomes vacant – such as a land tenure shift towards smaller 'lifestyle' units of land.
Potential Benefits
<ul style="list-style-type: none"> • By giving the community have a direct say in the future management decisions of the land at Glenlivet, this would deliver a key aspect of the Land Use Strategy in enabling the community to <i>"have opportunities to contribute to debates and decisions about land use and management decisions, which affect their lives and their future."</i>
The Crown Estate are accountable to the community but the community also have responsibility for decisions over the land thereby anchoring an accountability with the community as well as with the Crown Estate
Potential Risks
<ul style="list-style-type: none"> • That this may not lie within the management parameters for the Crown Estate • That the community are not sufficiently motivated to want to do this

13. Opportunity: Why Renewable Energy?

The Policy Context

13.1 The 2009 Renewable Energy Directive (RED) set a binding target of 20 % of the EU's energy consumption coming from renewable sources by 2020. The UK share of this target commits us to consuming 15 % of our energy from renewable sources by 2020. The Scottish Government has subsequently set even more ambitious targets (i.e. 100 %

electricity and 12% heat from renewable sources by 2020). In order to meet these targets the UK Government is offering financial incentives for renewable energy generation projects via the introduction of a **Feed in Tariff** (for renewable electricity generation) and the **Renewable Heat Incentive** (for renewable heat generation). Further to this, large scale (>5MW) renewable electricity schemes are incentivised through Renewable Obligation Certificates.

The Financial Incentives

The Feed in Tariff (FIT)

13.2 The Feed in Tariff (FIT) is paid at various rates depending both on the type of technology, the installed capacity, and the end use of the power. FIT Payment rates are guaranteed for 20 years for most technologies (25 for solar) and increased annually with indexation. Under the FIT, you will receive a payment for every kilowatt of renewable electricity you generate (regardless of who uses this power) and an additional payment for any electricity that you export to the National Grid. It is possible to use the power that you generate, making the associated energy bills savings, and export surplus power back to the grid. There are numerous eligibility criteria to receive the FIT payments. One which is of particular note to domestic scale installations is the Micro generation Certification Scheme (MSC). This is a quality standard and both the product and installer must be MCS accredited in order to receive FIT for renewable energy generation schemes under 50 kW.

FIT Review: The FIT is subject to 5 yearly periodic reviews, the first of which will be effective from April 2012. It is understood that the current payment rates will be honoured for any schemes commissioned before the date of the next review.

Renewable Heat Incentive (RHI)

13.3 The introduction of this long awaited scheme finally came in July 2011, but at a much more reduced scale than was originally proposed. Currently the RHI is only available to commercial scale installations. The Renewable Heat Incentive (RHI) is paid at various tariff rates depending on the technology and size of the installation. RHI payment rates are guaranteed for 20 years and increased annually with indexation. The RHI is due for review in 2012.

Rates and taxes

13.4 Where the renewable energy generation is primarily consumed locally/domestically it is largely exempt from income based tax and business rates. Where all generated energy is exported income will have to be declared and tax paid according to profit. Business rates may also apply. The summary is provided is indicative only and independent financial advice should be sought in this regard.

Summary

13.5 Policy is driving a new market for renewable energy, and this, coupled with the financial incentive being offered by the UK Government, makes these schemes a more viable investment proposition. This policy and funding window provides a good opportunity for landowners, tenants, crofters and Communities. **In principle the Tomintoul and Glenlivet area should harbour great potential to maximise this opportunity.**

13.6 Renewable Electricity Generation -potential in principle

The Tomintoul and Glenlivet areas and joining hinterland have a rich array of natural resources, which provide potential opportunities for renewable energy generation (electricity and heat); energy efficiency improvements and positive environmental management. In addition to the environmental benefits, these opportunities would provide economic benefit to individuals, local businesses and to the community as a whole and also provide social benefits including amenity provisions, green tourism, training and employment opportunities. **However, the intrinsic environmental and cultural value of this area also makes it sensitive to development pressure and therefore careful design and implementation will be critical to the success of any opportunities.**

Potential opportunities are outlined below, with a summary of key benefits and constraints.

Wind Power

13.7 Wind power projects present the potential to provide medium term (i.e. 25 year) sustainable income source; reduce carbon emissions; and promote moorland management plans, habitat restoration and environmental monitoring. Wind power projects can range from domestic scale installations suitable to power a single dwelling, to commercial wind farms which can power whole communities. The investment required for these developments range from approximately £5,000 per kilowatt for a domestic scheme (i.e. up to 15 kW) to £1.5-2M per megawatt for a commercial scheme. The payback period for wind schemes typically varies from 5-10 years depending on the scale, site potential, construction feasibility and the cost of grid connection.

13.8 The key requirements for a good wind turbine site are:

- Average annual wind speed >5m/s.
- An elevated site exposed to the predominant prevailing wind direction
- Good access (or ability to create good access)
- Close proximity to 3 phase grid
- No onerous site sensitivities or constraints

13.9 The greatest constraints to wind turbine developments are:

- **Constraints to planning**
 - National Air Traffic Systems (NATS) disturbance
 - Radar interference
 - Environmental impact, including in particular nature conservation designation areas, European Protected Species and ornithological interests
 - Landscape and visual impact
 - Impacts on Historical and Archaeology designations
 - Noise impact and flicker effect on properties and public roads
- **Construction feasibility**
 - Site accessibility, including public road networks
 - Terrain and topography
 - Remoteness (i.e. mobilisation of contractors)
 - Grid connection (costs and timescales involved)

Hydro Power

13.10 Hydro power projects present the potential to provide sustainable long term (c. 50 year) income source; reduce carbon emissions; and provide an incentive to implement flood management, riparian habitat restoration/enhancement, and river monitoring. Hydro power developments can either be small run of river schemes or large, reservoir based industrial scale projects. There are few natural sites remaining where large scale hydro is practical or affordable and therefore it is likely that any scheme would be small run of river. **That said the two main rivers (River Avon and River Livet) and associated catchments within the general project area are major water courses and could have potential for significant scale run of river schemes.**

13.11 The investment required ranges from approximately £5,000 - £12,000 per kilowatt depending on the scale, site potential, construction feasibility and the cost of grid connection. The payback period for hydro schemes is usually longer than for wind and typically varies from 8-12 years depending on the

The key requirements for a good hydro power site which are:

- High mean annual water flow (i.e. >100l/s (litres per second))
- Large catchment (minimum 5km², preferably >10km²)

- Slope ratio (i.e. head/distance) of >0.1 (preferably)
- Good access (or ability to create good access)
- Close proximity to 3 phase grid
- No onerous constraints or sensitivities

The greatest constraints to wind turbine developments are:

- **Constraints to planning**
 - Environmental impact, including in particular nature conservation designation areas, European Protected Species, including migratory fish, fresh water pearl mussel, otter and water vole in particular.
 - Landscape and visual impact
 - Impacts on Historical and Archaeology designations
 - Noise impact on noise sensitive premises (i.e. residential)
 - Impact to other abstractions (i.e. Distilleries, fisheries etc)
 - Impact to other water users (i.e. fishers or canoeists)
- **Construction feasibility**
 - Site accessibility, including public road networks
 - Terrain and topography
 - Remoteness (i.e. mobilisation of contractors)
 - Grid connection (costs and timescales involved)
- **Funding**
 - Few banks currently offer project finance for hydro schemes (i.e. without other security against lending)

Solar Power (Photovoltaic)

13.12 Solar power project present the potential to provide sustainable income source and reduce carbon emissions. Of all the renewable technologies, this is perhaps one of the quickest to install on a domestic level since planning consent may not be required.

Solar energy technologies now include both solar thermal and solar power production. Solar power panels, known as photovoltaic panels can be installed in numerous different configurations and be either roof mounted or free standing. The primary driving factor in the size of solar power developments is currently the FIT rates. Commercial scale solar FIT rates were significantly reduced in August 2010 rendering commercial scale developments financially unviable. It is also anticipated that solar FIT rates may be subject to further cuts at the pending schedule FIT review in April. Therefore any solar PV proposal needs to be installed and commissioned before 31st March 2011 in order to guarantee the current FIT rate. Further to this the viability of potential projects can be reassessed once the revised FIT rates are known.

The key requirements for a good solar site (PV or thermal panels) are:

- South facing location without shadow
- Mounting platform at 45° angle from the horizontal

NOTE: Domestic scale installations (i.e. <4 kW) are typically allowed under Permitted Development Rights and therefore would not require planning permission.

The greatest constraints to solar (PV or thermal panels) developments are:

- **Constraints to planning**
 - Glinting affect on neighbouring property (likely planning constraint)
 - Visual impact, in particular on any Historical or Archaeological designations including Listed Buildings and Ancient Monuments in particular.
 - A building warrant may be required, even where planning permission is not.

- Construction feasibility
 - Access for scaffolding
 - Structural weight load capability of the building on which panels are to be fitted where roof mounted (i.e. each 235 watt PV panel weight approximately 27 kg = approx half a ton for a typical 4 kW domestic installation).
 - Grid connection (costs and timescales)

NOTE: The installation of roof mounted systems is noisy and will cause disturbance.

Development Options

13.13 Renewable electricity projects can be developed in a number of ways, typically including;-

- **Lease:** whereby a Developer is invited to undertake the development. This option requires no capital investment from the landowner¹ and is the lowest risk option, but also provides the lowest income potential (i.e. rental +/- royalties only) and is not tax efficient as it is not considered trading income. Furthermore the landowner has relatively little control over proceeding under this option.
- **Self Development:** whereby the landowner (or tenant, crofter, or community) develop the scheme themselves. This option requires the greatest capital investment, is the highest risk option, but also provides the best income potential and has tax advantages (income tax, inheritance tax and capital gains tax) as it is considered a trading activity. This option provides the landowner with control.
- **Joint Venture:** whereby the Developer and landowner (or tenant, crofter, or community) enter into an agreement to develop the project together. This option requires some capital investment from the landowner (although this can be quite limited) and bears the equivalent degree of risk, but it does provide a greater income potential than the Lease option and is more tax efficient. This option is preferable where the landowner has some appetite for risk in return for greater reward but neither has the time nor financial backing to self develop.

The way in which any project is developed and the entity which is involved (i.e. Landowner, Tenant, Crofter, Community Trust) needs to be carefully considered and planned.

Renewable Heat generation potential in principle

Solar Heat (Thermal)

13.14 Solar thermal panels capture solar energy to heat water, which can be used either directly as hot water or for use within a wet heating system. Typically thermal solar provides pre-heating and an alternative heat source will still be required (i.e. oil) to guarantee 24 hours/day, year round heat supply. Solar thermal is both a more established and efficient technology than its PV counterpart. Opportunities for both domestic and commercial scale solar thermal should be investigated. Solar thermal is not eligible for the FIT, but it is likely to be eligible for RHI at a commercial scale.

Energy Efficiency Measures IN PRINCIPLE

13.15 Further to opportunities for renewable energy generation, increasing the energy efficiency of the built environment is also critical to meeting climate change policy targets. Furthermore, increased energy efficiency also provides a significant benefit to;

- sustaining the fabric of the buildings involved;
- raising the quality of accommodation available within Tomintoul and Glenlivet and subsequently raising their value; and

- increasing the affordability of living within these properties via reduced energy bills, be these properties privately owned or leased.

13.16 While these measures could have a positive outcome for the existing residents, it could also have a positive impact on the property market within both communities, particularly with the introduction of the Energy Performance Certificate (EPC) in April 2010. The EPC rates properties according to their energy efficiency and is intended to impact the market and therefore incentivise both sellers and landlords to improve the rating and therefore increase energy efficiency of their property in order to achieve market value. **To this end, it is recommended that a co-ordinated package of energy efficiency measures could be offered to owner-occupiers, landlords and tenants throughout Tomnitoul and Glenlivet.** This package could include technical advice on the measures appropriate for particular properties and provide guidance on the funding opportunities available to support the introduction of these measures.

13.17 The following list, which is by no means exhaustive, demonstrates the kind of support currently available for energy efficiency measures:

The Energy Assistance Package provided by the Scottish Government and implemented via Energy Savings Scotland, which includes;

- a free home energy check and **energy advice** via the Energy Savings Trust – this is available for both domestic properties and small businesses;
- a benefit and tax credit check, to identify your entitlement to access to the **lowest-cost energy rates** – this may be available to anyone depending on circumstances;
- free or subsidised (depending on your circumstances) **insulation** from an energy supplier to make your home more energy efficient – this is available to home owners and private sector tenants;
- Government funded energy efficiency measures
- Small business loans for energy efficiency measures

Summary

The natural resources and built environment of the Tomintoul and Glenlivet area may provide significant potential for renewable energy generation and energy efficiency measures at both a domestic and commercial scale. In order to assess this potential it is recommended that consultants are appointed to specifically investigate the potential within the Strategy and Action Plan defined area. This should include investigation of wind, hydro, solar and biomass technologies and consider both private and community based projects. This initial study to identify potential should also provide recommendation on the further progression of these proposals, including some ranking in order to focus and optimise further project development.

14. Opportunity: Cittaslow -Slow Food & Drink

14.1 ‘Cittaslow’ more commonly known here as the campaign for ‘slow food’ and a less hurried way of life originated in 1986 and in the Italian town of Bra. Slow Food International organises events and workshops that bring together food producers, chefs and consumers from all over the world. Slow Food UK was launched in 2005 and is administered from Ludlow. In Scotland the movement has embraced a sub region Perth and Kinross. Members interact through local *convivia* or associations, which visit places of interest, enjoy tastings, attend dinners and meet with local quality food producers. They are pledged to actively promote and facilitate good food and the attraction to visitors of a slower paced lifestyle. **The idea chimes closely with the strengths of the Glen and the CNP and with the Cairngorms Food for Life Programme. It also synchronises with Scottish Government and Moray regional strategies for healthy living, good food and wellbeing. It resonates with the findings and recommendations of the Moray Food and Health**

Project reported in the Baseline Assessment. The concept also attracts attention because it has become a by word for communities raising their food & drink and hospitality game and therefore is seen as a draw to higher value products and higher spending visitors. The concept will be very familiar to visitors from Germany, Italy, France and Holland.

The mission of Slow Food is to make it a pleasure to learn about taste and how food is produced. Consumers need to become co-producers. People need to work with and understand food producers and the value of good, traditional food - and what sets it apart from cheap food grown, processed and sold by industrialised methods."

14.2 The philosophy and practice of 'Slow Food' chimes well with an area rich in food and drink like Moray and the CNP and is a proven means for promoting food tourism and good restaurants and hotels. In Tomintoul the aim would be different and two-fold:

(1) improve the food and drink offer of *existing* providers

(2) promote the philosophy to get small food enterprises to take root in the village and the Glen.

The 'slow food movement' is becoming a *leitmotif* for communities which wish to elevate *quality of life, well-being, sustainability and an independent approach to business* as their core principles

14.3 Cittaslow towns include Perth, Linlithgow, Ludlow, Diss, Mold, Aylsham, Berwick, Cockermouth and Sturminster Newton. Aylsham's status was assisted with financial support from the East of England Development Agency, while Perth has been assisted by Scottish Enterprise. Typically they have a strong food and drink or agricultural component to their status. Perth places food and drink at the centre of its Cittaslow philosophy. Ludlow draws on its agricultural hinterland in The Marches and provides perhaps the best UK example of a place which has promoted and capitalised on its local food and drink assets. **It has enjoyed notable success and exposure in expanding its day visit and short break tourism by encouraging high quality restaurants and small 'boutique' hotels.**

14.4 Cittaslow UK status is secured via a £500 membership levy and by meeting 60 criteria *continuously*. **These provide a framework and discipline to make things happen and relate essentially to local quality of life. They embrace support for independent local businesses, the sustaining of local (often food-based) traditions, protection of the environment, the welcoming of visitors and the fostering of active communities.** Perth now hosts a monthly Slow Food Dinner, moving between restaurants to promote high quality food produce, fine cuisine, local hospitality and to raise standards. This builds local and visitor interest in food and drink. It also has a monthly programme enabling people to get together with local food producers. **Supported by a £300,000 grant from Scottish Enterprise it has created *Highland Perthshire Limited* to increase inward investment to boost tourism.**

'Travel around Perthshire and you'll soon notice that it is a favoured place...And the proof of all of this is in the sheer variety of quality food stuffs that originate here...Perthshire chefs make the most of this bounty –which is why you will find plenty of opportunities to sample local produce in the hotels, restaurants and bistros that thrive here....Perthshire shows enterprise by providing a platform for small producers who focus on quality.' (Taste of Perthshire: All the Right Ingredients)

14.5 It is not difficult see parallels in the opportunities created or seized by well known larger 'food-rich' centres for linking local produce with fine cuisine and first class hospitality skills and building this into a definitive tourism offer. In Europe areas like Parma, Piedmont, Dijon, Lyons, Normandy, Catalunya, Murcia, San Sebastian, Budapest, Krakow and Cork each provide excellent exemplars for using food and cookery as drivers for tourism and inward investment. In England towns/regions like Ludlow, Whitstable (Oyster Festival), Dorset (Feast of Dorset), Abergavenny (Food Festival) Stow on the Wold (cheese festival) have *deployed* their food offer to raise their economic profile and grow their tourism infrastructure.

14.6 So too have a number of communities in Scotland –some definitively rural and in some cases ‘remote’. They embrace initiatives like the Isle of Arran Taste Trail; Scottish Seafood Trail; the Outer Hebrides Food Trail; Dumfries and Galloway Food Trail; Taste of Grampian; the Shetland Food Festival; and locally the Speyside Whisky Festival and the Scotch Whisky Trail both of which embrace Tomintoul and Glenlivet. The challenge however is to make far more of these ‘external’ initiatives by growing an offer based on Tomintoul and Glenlivet and the Glen at large. **The first step would be to establish precisely what the area has to offer, how and where it could be marketed and who is doing what already so that further development is grouped around an existing nucleus.** A successful slow food initiative not only draws visitors, spend, investment during the peak months it also creates opportunities for one off events and festivals. Further, high quality food and drink draws in other enterprises which wish to be associated with a high value niche.

14.7 In the last 5 years, for example, villages and small towns in rural Norfolk have been particularly successful – without spoiling the area or compromising precious wildlife and coastal environments –in building a significantly expanded and higher spend visitor and tourism economy in larger communities like Holt and Wells next the Sea and smaller settlements like Burnham Market, Blakeney and North Walsham. In Moray there has been evident investment in the smaller settlements around the Moray Firth and in larger centres like Forres, Nairn and Elgin. Much of this promotes the message of Moray as a ‘larder’ with world class meat and seafood, good pubs and restaurants, excellent whisky and local ales and pristine air and water quality. **It is now the most prominent feature of Moray’s tourism strategy and also feeds into its small enterprise investment programmes.**

The Scottish Tourism report *The Next Decade: A Tourism Framework for Change* identified a number of key trends in the tourism market shaping how Scotland’s ‘offer’ would need to present in 2015. A growing level of discernment and sophistication in visitors; an interest in local culture; a superior level of service and facilities; *and a high quality memorable experience embracing good food* were among the main findings.

14.8 Transition Town Forres: Some recent developments –each still in their early stages of development -are worth noting in the context of local food exposition and tourism. The first is the development of Forres as a ‘Transition Town’ – a movement which shares some aims with ‘Cittaslow’. Originating in Devon in 2006 the Transition Towns Network aims to help towns and communities to become more resilient and sustainable. It focuses on our use, depletion and conservation of resources such as food, energy, housing, water, oil. *Transition Town Forres* initially secured grant funding to assemble a Food Guide promoting local food. It is now a charity and a company limited by guarantee and is currently funded by the Climate Challenge Fund to lower the carbon emissions in Forres. It has developed a Community Garden to grow produce and also hosts a Forres Farmers Market at least once a month.

Its’ aim is to encourage local people and visitors to buy and eat more locally produced food. The Food Guide features local farmers, food producers, restaurants, cafes, shops and farmers markets as a means of promoting awareness, procurement and consumption of local food produce.

It lists enterprises based in Moray and Nairnshire and promotes those who source at least half of their products locally and who use predominantly organic ingredients.

14.9 Moray Food Festival: Last year a recommendation was accepted by Moray Council’s Economic Development and Infrastructure Committee to invest £10,000 of match funding in the promotion of a ‘Moray Food Festival’. The recommendation was *‘based on the terms of the Council’s Administrative Scheme to provide assistance to business and the promotion of food tourism related functions’*. The idea of the Festival has been developed with industry representatives, HIE Moray and UHI Moray College. It comprises a series of events over a two week period in each September scheduled to coincide with Scottish Food & Drink Fortnight . The aim is to promote a better public

awareness of Moray's food industry both at home and abroad and improve understanding of the health, environmental and economic benefits of locally sourced and seasonal produce.

Action for Tomintoul

Assemble a list of all food and drink producers and purveyors in the area (to be defined)

Determine how this can exploit the Cairngorms *Food for Life* Development Programme

Develop a Cittaslow strategy for Tomintoul and the Glen

Establish what interventions are required to retain/improve existing food enterprises

Make the views expressed in the CNP consultations central to this

Develop a strategy to increase local food production and its use and consumption in the Glen

Notwithstanding the constraints of climate establish where there may be opportunities 'new foods

Identify a site and create a community allotment in Tomintoul

Establish '**Glen FM**' -a weekly 'Farmers & Food Market' in Tomintoul –fresh produce, keeping spend local

Attract settlers to the area keen to develop 'food-based lifestyles'

Establish an annual Food & Drink Festival with a symposium for corporate visitors/investors

In addition to seeking public grants approach one of the large food & drink processors (Walkers, Baxters, Diageo) to support the project or the festival through their CSR budgets.

15. Opportunity : The Best of the Rest

The ideas/initiatives below are additional *opportunities* and *aspirations* expressed by local residents in the community consultation and in follow-up representations; ideas put to us in our contact with local people; proposals put forward by the Crown Estate over a period of time in reports and statements; issues and opportunities for CNPA Programme Managers set out in the National Park Plan Review 2010/11. And a number are our own. The inventory captures most of the main ideas in circulation but is by no means exhaustive. The 'Viability' column is our rudimentary assessment of the likelihood of a particular idea actually taking off. This is a rather unscientific combination of presumptions about *support, resources, facilities, management, desirability, quality of impact*. Some do have 'legs' and are proven elsewhere and some are inescapable requirements of small scale rural regeneration. They are in no particular order.

Opportunity/Idea	Deliverability	Viability
Establish a Low Carbon Protocol		
Formulate a Protocol & leaflet for homes and businesses in the area setting out how, where and who they need to reduce carbon footprint in everything they do. Create a local low carbon directory. Reduce Carbon footprint...housing, businesses, travel, recycling, food waste Cut food miles, use local produce Support development/use renewable sources Initiate Carbon Capture projects including.... Bio Mass/ Fuel Efficiency/ Housing –Retrofits New Housing –Lifetime Standards-alternative energy Tie villages in with the Cairngorms low carbon strategy A home programme to cut bills/reduce fuel poverty See www.lowcarboncairngorms.org	Interest from communities in securing their own local supplies of firewood is growing throughout the Cairngorms National Park and beyond. Establish links with Community Woodlands Association and Community Woodlands Enterprises Check out the Highland Birchwoods 'toolkit' Mentors/Potential Partners might include Forestry Commission Crown Estate/Glenlivet Estate Laggan Forest Trust Caledonian Forest Services Greenheat Initiative (grant applications) Learn from local Transition Towns	
Annual Environmental Symposium		
Ludlow has created a significant niche for itself by proclaiming its green credentials and developing a few initiatives such as 'eco conferences'; a few green buildings; a crop to shop organic food department store; campaign to use locally produced food & drink in its restaurants and bars. See Perth also -	We suggest development of a 'cittaslow' strategy in the Glen. To really put Tomintoul on the map however it needs to assemble an annual small conference/symposium programme around (i) slow lifestyle/wellbeing (ii) upland communities (iii) low carbon economy (iv) rural research. At this stage it lacks the track record (Estate excepted) and a venue for staging such events. One for the back burner.	
Development of the Tomintoul Walking Festival		
Walkers are Welcome status awarded to Tomintoul – further opportunities from this award should be exploited. http://www.walkersarewelcome.org.uk/towns.html Tomintoul and Glenlivet Walking Festival – further opportunities from this event? http://www.tgwf.co.uk/	Festival is a week of walking and social events including Munros with expert guides, a festival ceilidh, whisky tasting/lecture, distillery visit and other social events Investment is low level at £6240 in 2011 and should be grant funded to test enlargement. Has a key part to play in developing Tomintoul as a Low Level Walkers Centre.	
Feasibility for Bio Mass Study		
Aim is for a Tomintoul CHP scheme Serving all homes, businesses, social venues A significant low carbon initiative which will attract attention and showcase efforts and create a base for wider carbon capture and use of renewables. Need to revisit and update the study engaged a few years ago.	LEADER funding may be available Plentiful woodland source locally Significantly improves energy efficiency Would reduce/eliminate fuel poverty No other foreseeable domestic energy solution Lay out/density of Tomintoul is conducive to a CHP scheme	
Rural Shop Support Scheme		
Village shops need support – Moray Council, CNPA and HIE should evaluate schemes	The scheme which is operated by Aberdeenshire Council offers shopkeepers, and similar, a comprehensive	

<p>like the <i>Rural Shop Support Scheme</i> in Aberdeenshire Under this scheme grant assistance up to £7,500 may be available to help the development and diversification of rural retail outlets, which provide small communities with general stores and / or Post Office facilities. Consideration is given in certain circumstances to areas with two outlets where a clear need exists. The scheme is open to individuals intending to open a new shop in an area where no such facility exists. Mobile shops are also eligible for assistance where a substantial part of the business is in rural areas and where they are not in direct competition with another shop.</p>	<p>package of support including:</p> <ul style="list-style-type: none"> • business counselling • specialist consultancy • training advice • grants to a maximum of £7,500 • loans <p>Assistance is focused in most cases, on those shops stocking 'everyday' products where the shop provides, or will provide, the sole permanent source of these products in a rural community. The facility does exist to assist with the provision of other products and services (such as a Post Office) where this is considered either socially necessary or which helps the overall viability of the shop. The future of the Post Office/Shop in Tomintoul is a focus for community concern.</p>	
<p>Food & Drink Strategy</p>		
<p>Make, use, sell more Cairngorms produce...or Tomintoul produce brand Needs exploring with the Cairngorm <i>Food for Life</i> project and with Moray initiatives -inc Moray Tourism Development Ltd which has a funding pot. Also contact Transition Forres to learn how they put their food strategy together including a Food Directory and a Farmers Market</p>	<p>Community would be starting from a low base but this makes development of a strategy easier. It can start with a simple audit/inventory of who produces and sells what locally and producing a leaflet therefrom –a volunteer exercise in the first instance to build a picture and a case for developing a ‘sales and keep it local strategy’</p>	
<p>Alternative Project Funding Sources</p>		
<p>The Baseline Assessment emphasised that Tomintoul and Glenlivet would have to compete with other communities for funding and resources. This paper has highlighted the main public sector agencies which enable and fund. SRDP should be a primary target. It is important however to explore independent funding sources via their grant application processes.</p>	<p>Examples Esmee Fairbairn Foundation People’s Postcode Lottery Tudor Trust CSR routes via Walkers, Diageo, Tesco, Coop Scottish private venture philanthropy Business ‘Angels’</p>	
<p>Energy Saving Campaign</p>		
<p>Captured elsewhere in the low carbon protocol</p>		
<p>New & Self Build Housing for Tomintoul</p>		
<p>New Housing Ideas/Issues put forward include Affordable Choice of Tenure Fit for Purpose Energy Efficient Using in fill sites first Consider Housing and Workspace ‘dowries’ for self starters Shoul the Glen actively attract ‘Greens’ and green enterprises with cheap workspace and low cost housing they could restore as the quid pro quo Self Build Options should be considered Housing sought for rent, shared ownership and outright purchase –the latter aimed at people with a reasonable and secure level of income. Shared ownership is suited to those on lower incomes and self builders typically purchase a 50% equity stake, although exceptionally this can be minimised to 25%. Costs are kept low by the free labour that the self-builders invest in the project. Few are formally trained or skilled builders. Could link with <i>Youthbuild</i> The attractions are that this model may not require</p>	<p>Community Self Build involves typically a group of local people in housing need combining their efforts to build their own homes. Most projects are collective but the community build movement is also seeing more individual self-builders emerge driven by need, by environmental commitment and by work-life balance factors. The Community Self Build Agency is a pioneer and pledged to enabling people on low incomes, or who are unemployed, to become involved in community self build. The primary vehicle is to create a self-build housing association or a housing co-operative. Some projects –like the Youthbuild model –enable participants to achieve lasting skills and to attain formal qualifications eg SVQ. There are a number of self build agencies –notably the (UK) <i>Community Self Build Agency, Self Build Forum</i> in <i>Scotland, Scottish Self Build Centre</i> –that communities can learn from to assess whether this community-led model can be supported and developed on a larger scale - although direct financial support may compromise some of the founding principles. It offers an interesting and largely ‘off radar’ route for small scale development</p>	

public subsidy; it is community-led; it creates new skills in the community; and it is aimed at people on the lowest incomes. It promotes inclusion in a very practical way and builds cohesion.	and could work in smaller rural settlements. It may also offer a solution to the re-use of redundant buildings in sparse and uplands areas.	
Investment & Partnerships Symposia	The Glen Prospectus	
<ul style="list-style-type: none"> • Transform Tomintoul • Food & Drink • Home Enterprise • Land Use • Getting a Social Enterprise Started • Business Mentoring • The Resources in Our Community • Funding Opportunities 	We recommend that following completion of the Regeneration & Master Planning exercise 3-4 specific symposia/workshops are held in Tomintoul Involving community nominees, all key agencies, potential partners, Crown Estate, business 'angels', CSR chairs and 3-4 leading charitable trusts to explore and develop the <i>Transform Tomintoul</i> Programme and key themes cited here	
Care Farming		
<p>Care Farms undertake health, well-being, therapeutic, education, training, rehabilitation and social welfare projects for people –often quite vulnerable –with a range of needs. Here we see it addressing physical rehabilitation only.</p> <p>The concept works well in remote locations and this 'isolation' may be a desirable and critical factor in its success.</p> <p>Care Farming offers farmers an opportunity to re-use redundant buildings and to diversify land use through training, therapy, rehabilitation.</p> <p>It offers a sustainable solution for some farms It connects with CNPA objectives for a 'living and working countryside'.</p>	<p>The concept can also be developed to embrace the less health driven needs of those who simply wish to get away from it all, take a break, create space and time for reflection – a form of 'secular retreat'. This is the route we would see in the Glen.</p> <p>It can save NHS Scotland and businesses money by offering support to people in a non-medical environment. The relief of work place stress is an example which could also be considered –this can link in with art & craft programmes.</p> <p>The communal nature of the concept can be valuable in promoting inclusion and people skills It fits –but has not yet been explored adequately – with the shift in the NHS to practice-based commissioning</p>	
Corporate Safaris		
<p>Suggested as a form of corporate team building and 'reward' and 'away days'. There is a significant growth in business tourism and not everyone shoots or fishes so this is a good way of seeing the landscape in a fast moving all consuming way.</p> <p>Another variant is 'rough terrain driving schools' but this would require a site where the impact was acceptable.</p>	<p>There is a basis locally in the Wild Land Rover Safaris and the terrain lends itself. It is a high value market but a downside is that it needs the support of a good quality hotel with a minimum 20 bedrooms to work.</p> <p>Land Rover have pioneered this in the Lake District, Yorkshire and Worcs but the real aim is to sell 4X4s Possibly one for the future when the future of the hotels is resolved</p>	
Relocate Estate Office & Information Centre		
<p>A number of people have floated the suggestion that the village would have more vitality and visits if the Estate Office was relocated to the village centre Incorporation in one of the hotels is one idea</p>	This is covered elsewhere in the paper and we have rejected this as inappropriate and impractical	
Develop B&B Sector		
<p>Get young people involved No follow on generation Risk of permanent loss of market</p>	<p>Addressed partly in the Community of Crafts option Need for the community to attract young settlers This is an issue which must be addressed and we suggest a community meeting to identify who may be able to respond and how to enable them to do so.</p>	
Caravan Site		
<p>5 pitches at Glenlivet Provision at Tomintoul is <i>still</i> under discussion after 20 years. The nearest sites otherwise are at Aberlour and Craigellachie. The Crown Estate <i>'is keen to see the development of a campsite in the Tomintoul area'</i>.</p>	<p>Suggestions currently are the field adjacent to the Highland Games site –or could they <i>share</i> HG site- thereby developing facilities which would benefit both? The caravans would not be admitted during the Games week. Fields rear of council yard at Conglass Lane looking north to B9008</p>	
Camp Site		
<p>The current site at Tomintoul has no facilities There are potential sites in and at edge of village Requires partnering with Crown Estate Relatively modest investment –showers/WC/safe store</p>	<p>Attract young people Families seeking low cost holidays Walkers/Backpackers/Mountain Bikers Would provide infrastructure for club, school, scouts</p>	

Generates trade, vitality, buzz –new markets Ties in with Tomintoul as a Walking Centre There is a live enquiry for a camping field on the north side of the entrance to the village (T1) from the north. It is proposed that they take access to the site through TCE industrial units and use one of the units as a toilet wash/house block.	trips Also basis for growth of Festivals	
Fuel Service		
In 2009, a report commissioned by Highland Council suggested about half of the rural filling stations in the north of Scotland and the islands could close within 10 years. The survey said as many as 114 of the area's current network of 231 petrol stations could shut across the Highlands, Islands, Moray and Argyll The only solution at Tomintoul is a combination garage/shop/fuel station/Café . Any project would need to be multifaceted	Nearest petrol services are at Grantown (14m) Ballindalloch (18m) Ballater (22m) and a 24 hr station at Aviemore (26m) In 2007, unmanned 24-hour self-service fuel pumps were suggested by council officers as one way of halting the decline of small rural filling stations in the Highlands. Applecross, in Wester Ross, started using two automatic pumps last year after residents secured funding to keep their station open. The move ended drivers having to make a 36-mile round trip to the nearest petrol station.	
Roamer Bus Service		
Tomintoul & Glenlivet isolated-no connection to Grantown. Lack of regular scheduled service amounts to 'relative deprivation'. Affects economic, social and environmental opportunity	Could a 16 seater mini-coach service integrate Airport link (Inverness) Grantown services and shopping Hospitals/GPs Tourism Hire Taxi for social hire Work Bus	
Royal School of Foundry Arts		
Royal School of Foundry Arts to teach traditional iron making skills through the manufacture of traditional fencing and ornamental ironworks Establish training links with Moray College and supply chain links with Glenlivet Estate	No evidence base Limited visitor and retail market Why here and where Travel, access, student catchment all problematical Better to establish a modest forge/metal ware 'garden enterprise' as part of The Community of Crafts	
School of Culinary Arts		
School of Scottish Culinary Arts with food sourced locally i.e. Glenlivet Estate. Encourage development of a partnership with a supermarket chain to provide other foodstuffs, etc. such as Sainsbury's, which is eager to get into the marketplace in Northern Scotland.	No evidence base/foundation to build on Tomintoul not a recognised for food skills Buildings not suitable –village not accessible enough to sustain a project of this scale and cost HIE funded a <i>Moray Food Academy</i> study 2010 which did make the case for something similar but close to Forres. Moray College is exploring this...but elsewhere. Requires significant capital & wide range of markets to sustain. Successful chefs develop on <i>accessible</i> rural locations or within/close to urban centres	
Royal Art Collection		
Creation of a Royal Art Collection, a museum with restaurant with a school of Scottish Culinary Arts and Royal School of Foundry Arts offering apprenticeships, internships and employment through destination tourism, boarding education, specialised teaching and manufacturing through redevelopment/reuse of the school site or other buildings in the village.	No evidence base for this How would it fund, secure, insure, police High capital requirement to establish specification Unlikely to sustain AYR Travel and access issues Who would be the market? Why here.? Far more suitable locations and buildings Funding for projects has simply faded away and if it was available such a project would be based at a significant centre with all facilities –seasonality would also undermine the case at Tomintoul	
Festivals		
Expand Walking Festiva Ancestral Tourism Green/Low Carbon Food & Drink	We recommend that Tomintoul & Glenlivet establish a Festival Group and explore what would be desirable/likely to work best. The Walking Festival and Tea in the Park give encouragement for success	

Traditional Music Winter Lights		
New Shops		
Baker/Patisserie/Confectioner Deli and Local Fine Foods Mid-range clothes shop Modern Italian style coffee house Café on the Village Green Post Office/Shop has lots of potential Book Shop	Mixed community views on choice, quality, freshness of current food offer Evident support for new food outlets Issues of loyalty Fear that Post Office/Shop is 'running down' New shops may reduce out-shopping at Elgin Arguments in Local Deposit Plan for redrawing of settlement boundary to allow for additional tourism and business development	
Archaeology		
There is a plethora of literature on ancient sites and settlements/topography. We haven't seen one specifically dedicated to archaeology. This is a sound area for further 'educational tourism' and likely to spark interest	Integrate with the Visitor/Heritage Centre Invite a local academic from UHI to assemble a leaflet and work with the Estate to identify 'archaeology walks'. Incorporate media and mapping/info in the proposed Visitor Centre Identify organisation which help fund or support this type of work	
Business Tourism		
Business tourism comprises visitors in Scotland whose trip is related to conferences, meetings and incentive travel, as well as general business matters. Groups are rarely large and facilities capable of accommodating 8-20 guests and meeting high end comfort, hospitality, business and transportation criteria can find this form of tourism a profitable diversion off season	This is a valuable and growing market for Scotland, accounting in 2009 for 16% of the total trips made by both UK and international visitors. It is also potentially an all year round market and is of particular interest to estates able to combine seasonal pursuits, heritage, activity based corporate training, good food and drink and bonhomie with up to date IT and seminar/small conferencing facilities. Good for Tomintoul but requires suitable accommodation. Needs a hotel!	
The Golf Market		
The nearest facilities are at Grantown, Dufftown, Ballindalloch Castle and Deeside. This would draw people to the village	See Baseline Assessment Significant scale project requiring land (Crown) and funding and services. Unlikely in foreseeable future	
Winter Clearance & Repair		
Crown Estate spent £2 million on improving its rural estate in Scotland, including repairing and replacing weather damaged farm buildings. Is there a possible winter clearance enterprise at T&G.	This would provide additional work for the Youthbuild social enterprise	
Tomintoul Shared Space for Tradespeople		
A simple idea which recognises the need for single and small groups of trades people in remote rural areas to have access to affordable lock up premises which eases their storage, procurement, insurance and security worries but which also might incorporate a small office facility equipped with computer, phone, fax, filing systems etc managed by a P/T receptionist/secretary shared and funded collectively.	This can also act as a drop in reception for customers and deliveries when they are out at work. It meets a need for those who may find it difficult to accommodate their business a home and it has the advantage of pooling costs for business support that they are unlikely to be able to meet individually. It is a sound option for farm conversion sites and redundant small factory buildings.	
Weekly Farmers & Craft Market		
Raised by the CSW in the Summer issue of The Toulter	Simply needs the will and products. See Cittaslow section above	
Twin with a Chinese Community		
Not as far -fetched as it sounds Chinese are the fastest growing new overseas tourist market 90,000 visitors to UK last yr –and they have now discovered Scotland. They are adventurous and they spend 2.5 times more per week than a domestic visitor (£1335 per visitor per week) Many towns (not villages yet) have twinned with Chinese counterparts. China has a looming rural challenge and is keen to learn how to address it	China represents one of the fastest growing tourist markets for Scotland with research suggesting that potential tourists often associated products with Scotland (Scottish Government, 2007). Whisky was the Scottish product most commonly cited among potential Chinese tourists. Whisky was more likely to be cited among those with university education and those with higher incomes	

The Heseltine Option		
This is predicated on the initiative in which Michael Heseltine press ganged major business leader to get on a bus to Liverpool in 1983 after the Toxteth riots. The first hand visit opened eyes and cheque books and brought lasting PR and some investment. Here we propose a similar event but with a small number of wealthy rural movers and shakers who have succeeded elsewhere and who just might bring a spark of ignition.	Sir Anthony Bamford –Daylesford Jim Walker-Walkers Shortbread CSR Director -Diageo MD of Glenlivet Distillery Chief Exec- Crown Estate Mark Strudwick –Chief Exec -PSYBT Dodie Weir –works with rural entrepreneurs Others.....	
Transform Tomintoul Prospectus	Themes for future Workshop Development	
Framework Vision Identity History Location Attributes/Deficits Glen Economy Business Structure Skills and Labour force Demography Champions & Leadership	Partners Social Assets Workspace Quality of life Supply chain Markets Policy framework Proposition	

Next Steps.....?



Dr Michael McCarthy
Dhu Rural LLP
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