

Agenda Item	10
Report No	NC/19/25

The Highland Council

Committee: Nairnshire

Date: 25 August 2025

Report Title: Nairn Common Good Fund Update - Quarter 4 2024/25 and Quarter 1 2025/26 Financial Monitoring

Report By: Assistant Chief Executive – Place

1 Purpose/Executive Summary

1.1 This report provides information on income and expenditure in relation to the Nairn Common Good Fund (NCGF) as of 30 June 2025 and provides an update on current NCGF matters. This includes an update on the Nairn Common Good Engagement Group and revised terms of reference.

2 Recommendations

2.1 Members are asked to:-

- i. **Scrutinise and note** the position of the NCGF as shown in the Quarter 1 Revenue Monitoring Statement against the Budget for 25/26;
- ii. **Note** the progress of the Nairn Common Good Engagement Group; and
- iii. **Agree** the terms of reference for the Nairn Common Good Engagement Group for the next 12 months with immediate effect.

3 Implications

3.1 **Resource** – Financial implications are outlined in this report, as noted previously to this Committee, ongoing work is required to develop an approach to income generation and development of the NCGF asset portfolio to ensure a source of sustainable revenue is further developed.

3.2 **Legal** - The application of funds will fall within the competency guidelines set out both in statute and in common law in relation to Common Good Funds.

3.3 **Risk** - To mitigate the risk to the Common Good Fund, consideration continues to be given to the potential for income generation from Nairn Common Good assets to support ongoing maintenance and sustainability of other projects coming forward.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - all project work directly undertaken on Common Good Fund property will be subject to full compliance with all Health and Safety requirements.

3.5 **Gaelic** - There are no specific implications associated with this report.

4 **Impacts**

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is a monitoring and update report and therefore an impact assessment is not required.

5 **Quarter 4 2024/25 Monitoring Statement**

5.1 A monitoring statement showing transactions to the end of March 2025 against budget and the estimated year end position is attached within **Appendix 1**. Members are asked to note that these are near final figures, pending the completion of the audit of the Highland Council accounts.

5.2 **Income**

5.2.1 Rents – £140,843 collected from tenants occupying Common Good properties. This reflects ongoing lease agreements and consistent occupancy across the estate.

5.2.2 Lettings – £21,324 received, primarily from the Nairn Highland Games. This includes income from the Traders' Village and showground lets, with additional bookings under the approved letting framework.

5.2.3 Invitation to pay parking - £32,861 generated from the Links car park scheme. This income supports maintenance of the area, including the Team Hamish Splashpad.

5.2.4 Miscellaneous Income – £200,567 received, mainly from a one-off payment by Barratt Homes for servitude rights at Sandown land.

5.2.5 Investment Income - £14,963 earned from financial holdings, including dividends and capital gains. This reflects market performance.

5.2.6 Interest and investment income - £24,127 generated from reserve balances held in the Loans Fund.

5.3 **Expenditure**

5.3.1 Property Maintenance – £71,822 spent on upkeep of Common Good assets, including grounds, buildings, and infrastructure. £48,241, accounts for the majority of this cost as it relates to the ground's maintenance recharging from the amenities service. The splashpad management cost £7,823. Other cost relates to the painting of the Nairn Bandstand and day to day maintenance of our assets.

- 5.3.2 Investment Management Costs – £2,580 incurred for professional services managing the investment portfolio.
- 5.3.3 Electricity – £4,077 spent on utilities for Common Good properties such as the Riverside Changing Rooms and Cricket Pavilion. This cost has reported an overspend of £2,077.
- 5.3.4 Water Charges – £855 paid for water services across Common Good sites. This has incurred slightly higher cost than budgeted for of £155.
- 5.3.5 Rents, Rates and Insurance – £6,068 spent, including rates now applicable to recreation areas following legislative changes. This figure is higher than forecast due to an increase in rates payments specifically a credit being added from 2023/24 to the account of £2,256. The fishing rights are also included which are £2,160.
- 5.3.6 Staff Costs – £23,213 charged for the Common Good Officer post, covering salary, NI, pension and apprenticeship levy.
- 5.3.7 Special Grants – £45,063 awarded to support community events and initiatives, including the Nairn Highland Games.
- 5.3.8 Central Support – £25,920 allocated for internal service recharges and administrative support. This breaks down as £15,879 as other service costs not including the legal CG officer time.
- 5.3.9 Car Parking Costs – £5,875 spent on maintenance and operational costs for the Links car park.
- 5.2.10 Events and Festivals – £14,052 spent to support local cultural activities and public events. This figure shows overspend due to supply of toilets, bins and other items to support the Nairn Highland Games. £8,500 was awarded to the Nairn Highland Games, the Nairn Book and Art festival and the Christmas lights switch on. There was an increase in costs due to having to go external for bin provider due to planned strikes in August 2024 with our refuse team.

5.4 **Projects**

Links Development – spend on these totals £20,576. These costs are around initial project development of the links toilets and other upgrade/maintenance works to improve the links area.

Sandown Feasibility Study – consultants fees totalled £16,275 to carry out study for the viability of using one of the fields at Sandown as a food growing area. This work is now complete.

5.5 **Surplus/Deficit**

The Nairn Common Good Fund has recorded a healthy surplus of £198,409 for the financial year ending March 2025. This positive outcome is primarily attributed to three key factors:-

- Investment Income: £14,963 was earned from financial holdings, reflecting strong market performance and effective fund management.

- Interest on Reserve Balances: £24,127 was generated from cash reserves held in the Loans Fund.
- Servitude Payment: A one-off payment of £200,000 was received from Barratt Homes for access rights at Sandown land, significantly boosting income.

These income sources, combined with increased returns from rents, lettings, and parking have reversed the initial forecast of a deficit of £64,364, which was based on the approved budget.

However, it is important to note that without these one-off and investment-related gains, the fund would have faced a shortfall. This highlights the importance of continued efforts to improve income streams and manage expenditure prudently to ensure long-term sustainability.

6 Quarter 1 Revenue Monitoring Report

6.1 A monitoring statement showing transactions against budget for the period 30 June 2025 is detailed within **Appendix 2**.

6.2 Members will note the (Unaudited) Balance of usable reserves on 31 March 2025 was £1.095m.

6.3 **Income** – Income received during the period has been generated from four key sources: property rents; lettings; invitation to pay parking and miscellaneous income.

Rents - totalling £63,539 have been collected from tenants occupying Common Good properties. This reflects ongoing lease agreements with a range of local tenants.

Lettings - have contributed £21,227 to date, with most of this income arising from the Nairn Highland Games. This includes revenue from the Traders' Village and showground lets. Additional income has been secured through bookings made under the approved letting framework, which continues to be developed to support future income growth and improve financial outcomes.

Invitation to pay parking – the scheme has generated £7,341 during the period. This income supports the ongoing maintenance of the Links area, including the cleaning and upkeep of the Team Hamish Splashpad, helping to ensure the area remains safe and welcoming for public use.

Miscellaneous Income - £177 has been received, primarily from a memorial plaque request and a wayleave agreement. While modest, this income will continue to be monitored throughout the year.

6.4 **Expenditure** - Expenditure from the NCGF covers a range of agreed budget lines, including property maintenance, utilities, rates, staffing, central support, car parking, and events. All allocations were approved at the February Area Committee as part of the budget setting process.

Property Maintenance - The budget supports grounds maintenance, splashpad upkeep and cleaning via High Life Highland. To date £900 has been charged for maintenance at Sandown, with further wider area costs expected in the next report. Officers continue to prioritise asset maintenance in line with Council policy and will seek external funding where available.

Recent works include:-

- repairs to the Toorie;
- refurbishment of the Crazy Golf;
- improvements at Coronation Park; and
- path extension at Team Hamish Phase 2 (linking seating area to Marine Road cottages)

Pending confirmation of funding, maintenance of the West Links shelters and Poet's Well will be scheduled.

Utilities - Costs relate to the Riverside Changing Rooms and the Nairn Links Cricket Pavilion.

Rents, Rates & Insurance - £2,241 was spent this period on costs associated with Common Good properties including the Maggot, Riverside Park and the Putting Green at West Links. These areas were previously exempt from valuation but following the Barclay Review which was a review of the Scottish nondomestic rating system, the Scottish Government introduced legislation to remove the exemption for public parks. Consequently, rates are now payable on recreation areas/parks etc.

Staff Costs - £6,103 was charged for the Nairnshire Common Good Officer post (excluding legal support). This includes basic pay, national insurance, pension (superannuation) and the Apprenticeship Levy, which is a mandatory employer contribution.

Miscellaneous - Toilet provision for the Nairn Highland Games was funded to support public access in the Traders' Village area. This will allow the Council owned public toilets to be closed due to capacity constraints and restrict any vandalism.

Events and Festivals – this budget line supports community events through the Nairn Common Good Fund (NCGF). For this financial year £12,000 was allocated as a grant to the Nairn Highland Games to cover set-up costs. This is the first year that the Council has not provided logistical support for the Games, as noted at the May Area Committee. Although officers are still working with the Games Committee through this transition period.

This additional cost was incurred under the Events and Festivals budget line that was not included in the original budget. This will affect the year-end financial position of the NCGF and may reduce any surplus that would otherwise have been generated.

Future grant payments from this budget line are expected to support the Nairn Book and Arts Festival and the Christmas Lights Switch-On event.

6.5 **Projects** – project expenditure was agreed at Area Committee as part of the budget setting.

During this reporting period works associated with Team Hamish Phase 2 were completed within the West Links area. Although no financial contribution was made from the NCGF, the asset must be reported in the Common Good accounts for financial regulations purposes.

This accounting record ensures that all capital improvements to NCGF assets, regardless of funding source, are visible in the ledger and included in the year-end asset register. This supports accurate valuation, compliance with accounting standards, and transparency in asset management.

Other project lines are as follows:-

Project Cost – Links Development – The budget supports improvement works across the Links area. To date £1,760 has been spent on upgrades to the Crazy Golf facility. These works focused on resurfacing and refurbishing worn obstacles to ensure the area is safe, functional, and attractive for public use.

This investment compliments recent enhancements in the area, including the Team Hamish seating area and contributes to the overall improvement of the West Links environment.

Nairn Coastal Erosion – this is budget which was agreed at previous committee around if works are required on the west links area. The condition of the west links path area will be continued to be monitored. It is not anticipated that the allocated funds will be used.

6.6 **Annual Surplus** – the approved budget currently projects a year-end surplus of £8,090, which would be added to the NCGF reserves.

However, this figure may change due to additional funding allocated to the Nairn Highland Games and any unforeseen costs that may arise during the remainder of the year. Every effort will be made to manage expenditure carefully and maintain a positive year-end balance.

7 **Nairn Common Good Investments**

7.1 The Council has delegated power to manage investments by NCGF to the Investment Advisory Sub-Committee, which reports to the Pensions Committee. The Nairn Area Committee has power to administer the Revenue income of the NCGF and Projects.

Officers can confirm that the value of the fund increased by 2.6% over the quarter ending 30.06.25, in comparison to a benchmark fall over the quarter of 3.9%. The value of the investments at end of June 2025 was £0.638m. The value of the investments is subject to constant change based on the market conditions.

8 **Nairn Common Good Engagement Group**

8.1 **Overview** - The Nairn Common Good Engagement Group was extended for another 12 months by the Area Committee. In June officers held the 5th meeting with 3 more planned for this financial year. At year-end a review of progress is planned to be reported to this Committee with the intention to seek approval for the group's continuation based on feedback at that time.

The group's purpose is to:-

- strengthen community input on how the NCGF is used;
- support Highland Council's duties under the Community Empowerment Act 2015; and
- align with national best practice from the Scottish Land Commission.

The June meeting agenda was:-

- Updates on previous actions;
- Revised Terms of Reference;
- Links Toilet development;
- Proposed Riverside Development Plan;
- Viewfield House update; and
- Links Heritage works proposals

Officers are working to ensure meetings are meaningful, informative, and focused on managing and improving NCGF assets and financial management. Good progress has been made, and we remain committed to ensuring these assets benefit both current and future generations.

Future committee reports will include a summary of the Group's views on relevant topics to help inform decision-making.

8.2 **Meeting Summary** - The Group recognised its purpose to strengthen community input into the management of the NCGF, support the Council's duties under the Community Empowerment Act, and align with national good practice. The outcomes off a meeting are detailed in **Appendix 4** together with the Terms of Reference attached to this report.

8.3 **Terms of Reference** - This document has now been updated after review and discussion through the Group. The original document outlines the purpose, structure, and remit of the Group, established to strengthen community involvement in the management of Common Good assets.

Operating on a 24-month pilot basis, the Group is non-decision-making and aims to support the Highland Council's duties under the Community Empowerment Act 2015, guided by Scottish Land Commission best practices. Its remit includes discussing estate and lettings matters, advising on consultation methods, raising awareness of statutory consultations and improving public understanding of the fund. Membership includes local councillors, community councils, youth and business representatives and third-sector organisations, with flexibility for specialist input based on agenda topics. Meetings are held quarterly with outcomes reported to the Nairnshire Area Committee.

8.4 **Key Changes** - Based on the feedback received and officers review of the terms, the key change from the original document is out lined below. The full document is attached at **Appendix 5**.

Purpose – this now includes support for delivery the Local Place Plan and explicit reference to the Scottish Land Commission's Good Practice Guidance.

Remit – More structured remit with key areas defined. This is broken down into three areas:-

- consider and engage on the current use and management of assets;
- Consider and review if disposals or changes of use will deliver public good; and
- consideration on an annual basis of strategy, projects and budget using the management framework.

Agenda – A call for agenda items will be placed in the public domain through the Council’s Corporate Communications Department 2 months prior to the relevant scheduled meeting. Items must align with the remit and be time-bound for discussion. The Chair, Community Development Manager, decides inclusion based on relevance.

Membership Structure - Each member organisation will provide one main contact for administration purposes but can send any suitable representative to meetings.

The Group is made up of two parts - the Core Group which includes key representatives such as community councils, youth, local businesses, and NICE, who will be invited to every meeting; and the Ancillary Group, which includes other organisations and individuals who will be invited when their input is relevant to specific agenda items. Third-sector groups must be properly constituted and actively involved in the Nairn and Nairnshire area to take part.

Chairing – The chair of the Group for this new period is now the Community Development Manager.

Additional sections – two sections have been added which is Conduct and Fairness, and Confidentiality.

Conduct and fairness outlines that the meeting promotes respectful, concise contributions and a positive tone.

Confidentiality section outlines a requirement for confidentiality and any unendorsed public statements are considered a breach.

Designation: Assistant Chief Executive – Place

Date: 25 July 2025

Author: Mark Greig – Community Development Manager

Background Papers: None

Appendices: Appendix 1 – Q4 2024/25 Monitoring Statement
Appendix 2 – Q1 2025/26 Monitoring Statement
Appendix 3 – Nairn Common Good Fund Reserves
Appendix 4 - CGEG Meeting Summary
Appendix 5 – NCGEG Terms of Reference

**Nairn Common Good
Period to March 25**

	Actual £	Annual Budget £	Variance £
INCOME			
Rents	140,843	135,079	5,764
Lettings	21,324	18,000	3,324
Invitation to pay parking	32,861	25,000	7,861
Miscellaneous Income	200,567	125	200,442
Investment Income	14,963	-	14,963
Interest and investment income	24,127	-	24,127
TOTAL INCOME	434,684	178,204	217,390
EXPENDITURE			
Property maintenance	71,822	75,000	(3,178)
Investment management costs	2,580	-	2,580
Electricity	4,077	2,000	2,077
Water charges	855	700	155
Rents, Rates and Insurance	6,068	3,600	2,468
Staff costs	23,213	24,000	(787)
Special Grants	45,063	50,000	(4,937)
Central support	25,920	10,000	15,920
Car parking costs	5,875	3,000	2,875
Advertising	-	250	(250)
Events and festivals	14,052	10,000	4,052
Legal Expenses	(99)	1,000	(1,099)
TOTAL EXPENDITURE	199,424	179,550	19,874
Surplus/(deficit) before projects	235,260	(1,346)	197,516
PROJECTS			
	-		
EXPENDITURE			
Project Costs - Links Development	20,576	25,000	(4,424)
Nairn Coastal Erosion	-	20,000	(20,000)
Sandown feasibility study	16,275	18,000	(1,725)
	36,851	63,000	(26,149)
Surplus/(deficit) after projects	198,409	(64,346)	223,665
Check	-		
Usable Reserves 2023/24	896,548		
Budget surplus/(deficit) for 24/25	198,409		
Estimated Usable Reserves 2024/25	1,094,957		

Appendix 2

Nairn Common Good
Period to June 25

	Actual £	Annual Budget £	Estimate d Outturn	Variance £
INCOME				
Rents	63,539	140,000	141,170	1,170
Lettings	21,227	20,000	22,000	2,000
Invitation to pay parking	7,341	25,000	25,000	-
Miscellaneous Income	177	125	125	-
Investment Income	-	10,000	10,000	-
TOTAL INCOME	<u>92,285</u>	<u>195,125</u>	<u>198,295</u>	<u>3,170</u>
EXPENDITURE				
Property maintenance	900	75,000	75,000	-
Investment management costs	-	-	-	-
Electricity	52	2,100	2,100	-
Water charges	85	735	735	-
Rents, Rates and Insurance	2,241	5,900	5,900	-
Staff costs	6,103	24,720	24,720	-
Special Grants	-	-	-	-
Central support	-	20,000	20,000	-
Miscellaneous Costs	2,947	-	-	-
Car parking costs	-	3,500	3,500	-
Advertising	-	250	250	-
Events and festivals	12,000	10,000	12,000	2,000
Legal Expenses	-	1,000	1,000	-
TOTAL EXPENDITURE	<u>24,328</u>	<u>143,205</u>	<u>145,205</u>	<u>2,000</u>
Surplus/(deficit) before projects	<u>67,956</u>	<u>51,920</u>	<u>53,090</u>	<u>1,170</u>
PROJECTS				
INCOME				
Team Hamish - Fundraising	-	158,500	158,500	-
Team Hamish - HC Paths Contribution	-	20,000	20,000	-
Team Hamish - PBIP	-	34,200	34,200	-
Team Hamish - CRF	-	65,800	65,800	-
Team Hamish - Haventus grant	-	5,000	5,000	-
	-	<u>283,500</u>	<u>283,500</u>	-
EXPENDITURE				
Team Hamish	-	283,500	283,500	-
Project Costs - Links Development	1,760	25,000	25,000	-
Nairn Coastal Erosion	-	20,000	20,000	-
	<u>1,760</u>	<u>328,500</u>	<u>328,500</u>	-
			(45,000)	
Surplus/(deficit) after projects	<u>66,196</u>	<u>6,920</u>	<u>8,090</u>	<u>1,170</u>

Appendix 3

**MONITORING STATEMENT 2025/26
NAIRN COMMON GOOD FUND RESERVES
FOR PERIOD ENDING JUNE 2025**

APPENDIX 2

	£000
Value of investment portfolio at 31.03.2025	622
Change in value of investment portfolio	<u>16</u>
Value of investment portfolio at 30.06.2025	638
Loans Fund balance (cash reserves) as at 31.03.2025	538
Net creditors at 31.03.25	3
Total reserves balance as at 30.06.25	<u>1,179</u>
Anticipated use of reserves during 2025/26:	
To be added to reserves/(fund core budget spend) (from Appendix 1)	53
To fund project spend (from Appendix 2)	<u>(45)</u>
	8
Movement in net creditors in year	
Proceeds from sale of property to capital receipts reserve	<u>8</u>
	<u>8</u>
Anticipated usable reserves as at 31.3.2026	<u>1,187</u>

Stakeholder Engagement Group Summary

The Group welcomed the continuation of the Group and acknowledged the progress made over the past year, particularly in supporting open dialogue and improving transparency.

Key updates included an update of the NCGF accounts and a commitment to improving the clarity of financial reporting. The Group raised concerns about the complexity of internal service recharging and the difficulty in understanding income and expenditure patterns. Officers confirmed that a review of the recharging process is in early stages of development which may address these issues. While the accounts remain in good health, the group stressed the importance of clearer communication to build trust and ensure community confidence in how funds are managed.

The revised Terms of Reference were broadly welcomed for providing greater structure and focus. However, concerns were raised about the Group's limited influence on decision-making and the lack of clarity around membership and agenda-setting. Some of the Group felt the group risked becoming a consultative body rather than a space for shaping plans. Officers acknowledged these concerns and committed to refining the group's remit while maintaining its non-decision-making status. There was also a call for more inclusive engagement with third-sector organisations and clearer boundaries between community representation and lobbying.

Project updates were generally well received, with strong support for the Changing Places toilet and wider accessibility improvements. Group members emphasised the need to balance short-term priorities with long-term planning, including environmental considerations and futureproofing.

The meeting concluded with a shared commitment to continue collaborative working, ensuring that Nairn's Common Good assets are managed.

Terms of Reference - This document has now been updated after review and discussion through the Group. The original document outlines the purpose, structure, and remit of the Group, established to strengthen community involvement in the management of Common Good assets.

Operating on a 24-month pilot basis, the Group is non-decision-making and aims to support the Highland Council's duties under the Community Empowerment Act 2015, guided by Scottish Land Commission best practices. Its remit includes discussing estate and lettings matters, advising on consultation methods, raising awareness of statutory consultations, and improving public understanding of the fund. Membership includes local councillors, community councils, youth and business representatives, and third-sector organisations, with flexibility for specialist input based on agenda topics. Meetings are held quarterly, with outcomes reported to the Nairnshire Area Committee.

Key Changes - Based on the feedback received and officers review of the terms, the key change from the original document is outlined below. The full document is attached at **Appendix 5**.

Appendix 5 – Terms of Reference

Terms of Reference

Nairn Common Good Fund Engagement Group

Purpose

To meet the community aspiration to have a stronger role in the Nairn Common Good Fund (NCGF), focusing on engagement without compromising the requirement for Common Good decisions to be taken at Area Committee.

Strengthen how the Highland Council delivers on duties under the Community Empowerment Act 2015 taking account of Scottish Land Commission Good Practice Guidance.

Support community aspiration to deliver positive change through the Local Place Plan.

2025/26

The Common Good Fund Engagement Group will continue in Nairn for a period of 12 months on a test & learn basis following which time the outcomes from this second phase will be reported to the Nairnshire Area Committee for further consideration. The Engagement Group is not a decision-making body but, as key stakeholders, the members input is valued and can help shape outcomes in respect of Member NCGF decisions.

Feedback

The remit of the group has been amended to reflect the feedback of the initial year of activity and aims to improve upon the aims of the group. To facilitate the new Terms of Reference a decision was taken to define the remit very clearly in respect of its links to the Scottish Land Commission's Good Practice Guidance and clarify the scope of business for the group.

Reference should be made to the 'Specific Expectations' section of this guidance.

Remit

1	<i>Consider and engage on the current use and management of assets.</i> Proposing and discussing priorities for funding for new projects and management of current assets
2	<i>Consider and review if disposals or changes of use will deliver public good.</i> Making representation to the decision-making committee.
3	<i>Consideration on an annual basis of strategy, projects and budget using the management framework.</i> Making representation to the decision-making committee.

Agenda

A call for agenda items will be placed in the public domain through Highland Council's Corporate Communications Department two months prior to the scheduled meeting.

Members of the group will be able to submit items for inclusion in the agenda where the business is within the Remit of the Terms of Reference. The member will need to state how much time they need to present and allow for discussion.

The Chair will decide on what items are to be included on the agenda based on alignment with the remit, specifically how it delivers on the Local Place Plan and reflects the Good Practice Guidance of the Scottish Land Commission.

All agenda items will be given a specific time slot for presentation and discussion to ensure the meeting does not overrun and all items receive equitable attention.

Meeting Frequency

Core group to meet quarterly in advance of scheduled Nairnshire Area Committee meetings, the outcomes and actions from the NCGF Engagement Group will be reported to Area Committee.

The NCGF Engagement Group Chair will have the ability to convene specialist focus groups drawn from Engagement Group membership as agenda items require.

Membership

All member organisations will provide a single contact for the groups administration but may send a representative of their choice.

Core Group

Highland Council Officers	Community Development Manager – CHAIR Nairn Common Good Officer – ADVISOR Service Officer representatives - as agenda headings require
Nairn Community Councils	1 representative from each
Nairn Academy Stakeholder Group	1 representative
Highland Youth Parliament	1 representative
Nairn Business Community	BID Manager
Economic Development	Nairn Improvement Enterprise (NICE) representative

Ancillary Group

Statutory Partners	Community subject matter experts from statutory partners as required, i.e., Highland Council Services/Police /Health /Fire/ Highlife Highland etc
3rd Sector & Community Groups *	1 representative per organisation where an item for the agenda affects them
Community Planning Partnership	1 representative identified by chair plus 1 partnership group representative where an agenda item affects them
Common Good Tenants	1 representative where an item for the agenda affects them

Conduct & Fairness

The Group aims to be a positive, forward-looking partnership where trust is built through transparency and respect for the opinions of others.

All members are expected to be concise in their submissions to allow the meeting to flow and to allow others the time and opportunity to express their opinions.

Confidentiality

To facilitate openness on proposals and developing ideas, there is a requirement for confidentiality in respect of matters discussed. Any press or social media releases that are not endorsed by the chair will be considered a breach of that confidentiality.

* 3rd Sector & Community Groups must be properly constituted and able to demonstrate active and current participation in community interests within the Nairnshire area.