

# Glenlivet Estate 2050

## Land Use Strategy

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Prepared by

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# Executive Summary

This Glenlivet Estate 2050 Land Use Strategy has been co-created with key stakeholders, including tenants, Crown Estate Scotland (CES) staff members, local partners, including the Cairngorms National Park Authority (CNPA), Moray Council, Highlands and Islands Enterprise (HIE), Tomintoul & Glenlivet Development Trust (TGDT), Kirkmichael and Tomintoul Community Association (KaTCa) Glenlivet & Inveravon Community Association (GICA), and the local community. We would like to thank everyone for their input.

## Vision

The collective aspiration is for Glenlivet to be an 'exemplar' estate. Glenlivet Estate 2050 will be a diversified estate with a vibrant community, where people of all ages can and want to live, work, and spend their leisure time. The Estate will be consciously managed in a sustainable manner to support use of the land and buildings which balances the needs of businesses, communities, visitors, and the environment; and there is a measurable reduction in net carbon emissions. These aims are a collective aspiration and will be realised by the joint endeavours of our local partners and agencies and the support of our tenants, local community, and wider stakeholders.

## Priorities

Priorities for the Estate were identified through a process of stakeholder engagement, including three stakeholder Working Groups:

- Farming Working Group
- Forestry and Moorland (including Sporting) Working Group
- Community and Wider Economy Working Group

**For farming, the identified priorities are: improving farm business viability and continuing to provide opportunities for new entrants.**

The farming sector is facing a period of significant change. Adopting best practice in sustainable agriculture, encouraging a circular economy, and collaborative problem-solving will be key. There is also an aim to investigate making provision for retiring farmers.

**For forestry, the identified priorities are: landscape scale planning, creation of new**

**woodlands and trees, restructuring and adapting existing commercial forestry stands, and managing the regeneration of non-native species.**

**For moorland and sporting, the new sporting tenancy is a priority for 2024.** The future of Glenlivet Estate's moorlands will need to be informed by a 'baseline' and integrated land use planning and research, in order to manage the moorlands in a sustainable way, including deer management, peatland restoration, stock grazing and habitat restoration and species recovery.

**For the community and wider economy there are opportunities for Crown Estate Scotland to identify sites for new housing and commercial space to support entrepreneurship, and potential to convert existing buildings, such as the Glenlivet Estate Office and the Strathavon Shooting Lodge.** Crown Estate Scotland can also play a supporting role in enabling infrastructure (water, infrastructure for 'active lifestyles,' telecommunications/broadband, green energy infrastructure), through providing sites & wayleaves and collaboration with partners.

**The community also highlighted the importance of entrepreneurship, branding, rural skills training and apprenticeships.** Glenlivet Estate could aspire to be an 'exemplar' in sustainable tourism, providing a destination where visitors can stay to explore the outdoors (on foot or by bike), where local businesses provide a choice of activities and accommodation options and a high-quality experience.

## Planning Principles

Planning Principles for Glenlivet Estate have been identified based on the national, regional and local planning policy context and informed by Crown Estate Scotland's vision for the Estate. These Planning Principles guide the Land Use Strategy for the Glenlivet Estate and ensure that the strategy supports planning policy at a national, regional and local level. The principles are:

1. Align with the national goal to achieve a net zero, sustainable Scotland by 2045.
2. Conserve and enhance the biodiversity of the estate.
3. Create a successful and well-designed estate.
4. Support fair and inclusive growth in the estate.
5. Conserve and enhance the heritage of the estate.

6. Support the infrastructure necessary for a quality way of life and a vibrant community.
7. Support the provision of housing that meets the needs of the local community.

## Recommendations

The overarching recommendations for CES and its partners are:

1. Collaborative working and partnerships are key to deliver the Plan. This is not a CES plan, but a Glenlivet Estate plan – there is only so much that CES can do on its own.
2. There is a need for early-stage planning to put in place the stepping stones for achieving the Vision of becoming an 'exemplar estate'.
3. An overarching priority is to establish an overall 'baseline' for the estate, including a Carbon baseline and Biodiversity baseline, as part of a broader Natural Capital baseline, building on the Natural Capital Protocol work undertaken in 2017/18.
4. Once the baselines have been established, specific goals need to be set, at least in line with national/international targets, including to be 'net zero' by 2045 (see examples of indicators in Section 15). A plan will need to be drawn up and agreed how these targets are going to be achieved over time and incorporated into the Action Plan.
5. Farming underpins the local community and stewardship of the landscape is key. Farmers (in particular the older generation) are facing a challenging period of transition and will need support to do this successfully or exit farming in a planned way. As a leading land manager CES has a role to play in supporting this transition. CES is uniquely placed to inform and work with government on policy and scheme design.
6. Opportunities for new entrants should continue to be encouraged to get younger farmers and their families living and working on the estate, as outlined in Section 7.2 supported by the Action Plan.
7. A Long-Term Forest Plan and a Deer Management Plan would support the restructuring and diversification of woodlands.
8. The new sporting lease should soon be agreed, and this will end a period of uncertainty.
9. There is a need for an Integrated Land Use Plan, including the moorland, which will need to be negotiated and agreed with the Estate's tenants and stakeholders.
10. Providing input into the Local Development Plans is of critical importance to realise some of these opportunities, and this should happen within the next 6 months.
11. There are opportunities within this Land Use Strategy that were insufficiently explored by the Working Groups. This is in particular the case for managing water resources, and water resilience (in the light of climate change). Water is vital, and water supply and quality are impacted by how we manage land and water resources. Managing water infrastructure, the role of the distilleries, and opportunities for nature-based solutions are key to future water security. This deserves further exploration and should be based on data and climate resilience modelling.
12. Budget allocations within organisations (including CES' Corporate Plan) will need to align with the Action Plan to 2030
13. The Action Plan will need to be agreed and finalised, with relevant partners leading and supporting the actions identified in the Action Plan. Relevant leads within partner organisations will need to be agreed to take the tasks forward.
14. On-going communication and engagement with stakeholders and the wider community is essential to maintain and gain commitment to the deliver the Action Plan.
15. Once agreed by partners, the Action Plan could be reviewed and updated annually.

## Sources of funding

The Action Plan to deliver Glenlivet Estate 2050 will require resourcing. There are a range of funding sources (becoming) available, some of which are outlined in this document. These include funding schemes related to sustainable farming, carbon audits, enhancing biodiversity, planting trees, renewable energy, and affordable housing. Schemes are constantly evolving, and partner organisations will need to review the range of resources available on an on-going basis and contribute to delivery of Glenlivet Estate 2050.

## Next steps

The next steps are to approve the Vision, Land Use Strategy and Action Plan, and start planning out the next stages of work. The working arrangements for the partnerships and working groups for the delivery of the Glenlivet Estate 2050 need to be clarified.

# Part 1 – Our starting point

## 1. Introduction

This Land Use Strategy identifies how the Glenlivet Estate can best adapt for the future in a way that:

- supports local jobs and investment
- attracts the next generation
- improves the environment
- helps to address the challenges of the climate emergency and nature crisis

This work has been sponsored by the following partners:

- Crown Estate Scotland (CES)
- Moray Council
- Cairngorms National Park Authority (CNPA)
- Highlands and Islands Enterprise (HIE)

Ongoing stakeholder engagement has taken place to inform this Land Use Strategy. Stage 1 engagement (in 2022) identified issues and opportunities. Three working groups were formed to discuss strategic priorities during Stage 2 (Autumn/Winter 2023/24):

- Farming Working Group
- Forestry and Moorland (including Sporting) Working Group
- Community and Wider Economy Working Group

This Land Use Strategy will be delivered by the joint endeavours of Crown Estate Scotland and its local partners and agencies and the support of our tenants, local community, and wider stakeholders.

The Land Use Strategy includes a Vision and Options with an associated Action Plan. Appendix 2 – Planning Principles and Priorities provides a summary of the planning context and identifies a series of planning principles that underpin the Land Use Strategy and Action Plan.

The Land Use Strategy establishes a shared vision for the Glenlivet Estate. Taking into account the views of the local community and stakeholders, it is designed to shape future Crown Estate Scotland decision-making and investment to deliver an exemplary estate that aligns with the shared vision, goals and opportunities outlined in Glenlivet Estate 2050.

While it does not hold statutory planning status, meaning it is not a material consideration in the planning process, Glenlivet Estate 2050 has been carefully developed to complement the existing national, regional, and local planning policy context.

## 2. Scope and approach

Crown Estate Scotland's core purpose is "to invest in property, natural resources and people to generate lasting value for Scotland."

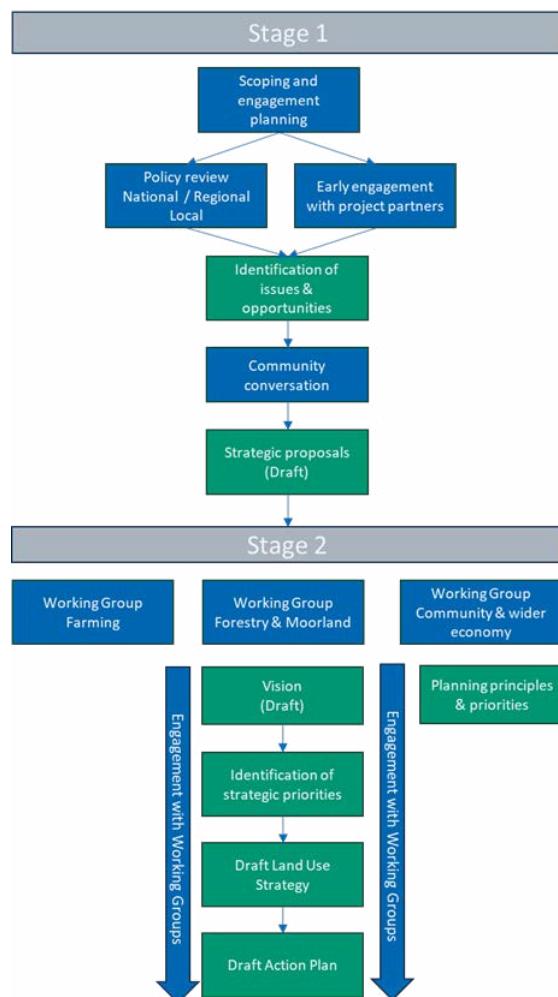
The Glenlivet Estate provides significant opportunities to deliver on core policy priorities relating to climate change, sustainable food production and a healthy environment, and taking a place-based approach to support inclusive growth.

Glenlivet Estate 2050 supports Crown Estate Scotland to deliver on its strategic objectives, as listed in the current corporate plan:

- Invest in buildings and help create great places
- Promote new sustainable ways of using natural resources to produce food, energy, and other products
- Involve people in how land is managed
- Use our skills and knowledge to deliver financial success and help businesses and communities to thrive

It is recognised that the area's economy and communities are fragile, but there is significant potential to enhance the Estate's natural capital and socio-economic potential.

**Figure 2-1: Approach and deliverables**



### 3. Summary of the Estate today

Glenlivet Estate is a mixed upland estate with a range of enterprises including crop and livestock production, forestry, whisky distilling, water bottling, tourism, shooting and fishing.

#### Estate overview

Glenlivet Estate is owned by the Crown and managed by Crown Estate Scotland. It comprises approximately 23,350 hectares (57,700 acres) located in and around Tomintoul, Moray at the Northern fringe of the Cairngorms.

Glenlivet is a mixed upland estate. It includes large areas of moorland and rough grazing, together with in-bye land which is predominantly permanent pasture, with smaller areas of arable land and temporary grass. There are extensive conifer plantations and broadleaved woodland at lower level. There is a range of let and in-hand enterprises on the Estate, as set out in Table 1.

Crown Estate Scotland aims to manage the estate as an outstanding example of a sustainable highly integrated multiple-use upland estate, which provides a commercial return. The aims are to provide opportunities for sustained employment in agriculture, forestry, sporting and tourism while giving high priority to the long-term development of the Estate's community, and its recreational, educational and other resources.

This is balanced with the need to protect, conserve and enhance the rich natural and cultural heritage of the estate. In the future, it is anticipated that there will be continued diversification of the Estate.

**Table 1: Estate enterprises**

31 let farms, ranging in size from 60-1,100 ha, with predominantly breeding suckler cow and sheep enterprises
3,500 ha of in-hand commercial forestry plantations
Let sporting rights – grouse, pheasant, deer and fishing
Let water rights for water bottling, whisky distilling and business/residential use
Let residential and commercial properties
Tourism, recreation and education activities
Let commercial leisure & tourism enterprises (e.g. mountain bike centre, ski centre, wigwams, glamping etc.)

## 4. Strengths and weaknesses of the Estate

Before looking to the future (see Part 2), it is important to recognise the many strengths, but also some weaknesses, of the Estate and the local area today.

### Strengths

Glenlivet Estate is a very large estate in an exceptionally beautiful part of the country. It has a diverse landscape and abundant 'natural capital'. Its natural resources include productive farmland, commercial forests and extensive moorland, together with an extensive network of farm woodland, hedges, rivers and streams.

The estate is rich in biodiversity, with a variety of important upland and other habitats, a wide range of species, and many sites of conservation importance. The estate also has a rich cultural heritage and is recognised internationally for its dark skies.

These natural and cultural assets support a range of land-based and other businesses including: farms rearing cattle and sheep to a very high standard and operating an increasing number of diversified enterprises; forestry contractors; sporting enterprises ranging from grouse shooting to salmon fishing; and a large number of recreation and tourism businesses in the local economy.

The estate benefits from strong communities and families (many stretching back several generations) as well as new residents and visitors, especially during the summer months. Public ownership of the estate is a further strength, providing continuity, investment and staffing over many decades.

### Weaknesses

The local economy has limited diversity being traditionally based on land-based enterprises and tourism. It is not easy for young people or others to enter into farming and employment in tourism is mainly low-wage and seasonal. Young people are leaving for educational and job opportunities elsewhere.

For those remaining, recent rises in costs of energy, transport, food, and materials are affecting living standards, and housing is not affordable for local people on local wages. A combination of these and other factors, including the seasonality of visitor numbers, is leading to a decline in businesses and business activity in Tomintoul (although this applies equally to other rural areas in the country); there is a sense that the situation is reaching a tipping point. In addition, habitats and wild species diversity, and deer populations, need further investigation to understand existing and potential risks to the environment.

**This Land Use Strategy seeks to build on the Estate's strengths and address its weaknesses, whilst also focusing on the opportunities and threats ahead.**

**Very significant challenges for the Estate include the agricultural transition (and related changes in scheme payments) as well as the twin crises of climate change and biodiversity loss. Navigating a way forward will involve balancing competing priorities and, inevitably, some trade-offs.**

## Part 2 – Looking to the future

### 5. Vision

**The vision is for the Glenlivet Estate to be an 'exemplar estate,' a place where effective collaboration allows the needs of people, business, and the environment to be consciously managed in a sustainable manner to support:**

- **a diversified estate with a vibrant community, where people of all ages can and want to live, work, and spend their leisure time**
- **use of the land and buildings which balances the needs of businesses, communities, visitors, and the environment and**
- **a reduction in carbon emissions measured against a baseline to help tackle the climate emergency**
- **the creation and improvement of natural habitats measured against a baseline to address the biodiversity crisis**

In practice this means the Estate makes a positive contribution to a sustainable local economy and community (wellbeing economy), by hosting a diverse range of thriving enterprises which share a sense of 'stewardship,' and by supporting a variety of community and recreational activities. Steps to reducing greenhouse gas emissions and sustainability are engrained, and nature is thriving.

Being 'exemplar' is a collective aspiration and will be realised by the joint endeavours of our local partners and agencies and the support of our tenants, local community, and wider stakeholders.

A two-page vision statement is enclosed in Appendix 1, which explains what an 'exemplar estate' means in practical terms.

#### Overarching themes guiding the vision

This vision aligns with overarching themes of addressing the dual challenges of the climate change and biodiversity crises, promoting well-designed and successful places and reducing inequality and promoting sustainable economic growth.

Whilst these are high-level overarching themes, they are key considerations for all development proposals including those at the Glenlivet Estate and have guided the work and conclusions of the Glenlivet Estate 2050 Land Use Strategy and Action Plan. These overarching themes are interdependent elements integral to a holistic approach for shaping a sustainable, resilient, and equitable future at Glenlivet.

Section 11 sets out the key planning priorities, including further details on the development of the key overarching themes, that guide Glenlivet Estate 2050 and facilitate the implementation of the Action Plan.

## 6. Priorities identified

The vision identifies key areas where Glenlivet Estate can be an 'exemplar'.

A more diversified estate requires appropriate housing, buildings and infrastructure for people to live and work on the estate, where sustainable tenant farming businesses and other enterprises can thrive. The farmland, moorland, forestry and water resources are sustainably managed and visitors and local people can enjoy the natural and historic environment. There is a measurable reduction in net carbon emissions. These aims are a collective aspiration and will be realised by the joint endeavours of tenants, our local partners and agencies and the support of our local community, and wider stakeholders.

The vision was informed by extensive engagement with stakeholders. Stage 1 of the engagement delivered a set of strategic proposals, which were further discussed during Stage 2 with three Working Groups:

- Farming Working Group
- Forestry and moorland (inc. sporting) Working Group
- Community and wider economy Working Group

The three Working Groups informed the strategic priorities for the Glenlivet Estate described in the following sections of this document:

- Section 7 Farming
- Section 8 Forestry
- Section 9 Moorland and sporting
- Section 10 Community and wider economy

Each section outlines the priorities, and explains what it is, why it is important, and how this opportunity could be made into a reality. Where relevant, we consider different options and outline the key planning principles for developing this opportunity in further detail.

Climate change and biodiversity are top priorities from a policy and planning perspective and need to be incorporated across all these priorities.

There are opportunities which link or overlap, for example, affordable housing is relevant for all who live and work in the area, including those who work in the farming sector. Tourism enterprises depend on a beautiful landscape with footpaths and cycling trails, looked after by those who work on the land, including the farmers and rangers of Crown Estate Scotland.

## 7. Farming

The Farming Working Group identified six priorities for farming where Crown Estate Scotland and its partners could make an important contribution:

1. Improving farm business viability
2. Providing opportunities for new entrants
3. Improving provision for retiring farmers
4. Encouraging a circular economy
5. Adopting best practice in sustainable agriculture
6. Collaborative problem-solving

### 7.1 Improving farm business viability

#### What?

There is an opportunity to improve the resilience and long-term viability of let farms on the Estate.

#### Why?

The farming industry is likely to see big structural change over the medium and long term, with the grazing livestock sector facing some of the biggest challenges. The Estate's farming tenants will need support to adapt to, and overcome, these challenges.

#### How?

This could be achieved through the following actions:

- Exploring ways to support new and existing farm tenants, investments or projects that deliver value for money, improve resilience and competitiveness, or help to address the climate and biodiversity crises.
- Providing tenants with the necessary guarantees and consents to enter Agri-environment climate schemes where the scheme requires long-term commitments that may go beyond the term of their tenancy.
- Discussions with tenants about future plans should be opened at least three years in advance of their tenancy expiry date, to help provide certainty at an early stage. Special effort should be made to communicate to tenants the decision-making process and procedural requirements around re-lettings.
- Feeding back tenants' comments on the impact of policy, regulatory and support mechanisms to government to help inform and optimise the design of those mechanisms.
- Supporting tenants with the adoption and

deployment of technology and innovation, and encouraging continued skills development through workshops, knowledge-exchange etc, including helping them to prepare for Basic Payment Scheme transition.

- Recognising, building on, and communicating the reputation that the Estate's tenants have for producing high-health, high-quality breeding livestock.
- Promoting a Glenlivet brand.

### 7.2 Providing opportunities for new entrants

#### What?

There is an opportunity to improve access for new entrants to farming on the Estate, building on ongoing work with options including starter farms, grant funding for new and existing tenants, matching service / joint ventures, apprenticeships, and advice surgeries / workshops.

#### Why?

New entrants to farming face considerable challenges, with access to finance, land, advice, training, and skills all being potential barriers, but attracting the next generation to farming on the Estate is crucial to the ongoing vitality, resilience and competitiveness of the industry here.

#### How?

Improving access for entrants to farming could be achieved through the following actions:

- When a farm unit or agricultural land lease ends, particular regard should continue to be paid to the suitability of the holding for new entrants when making decisions about re-letting.
- The fact that a farm unit may not be economically viable as a stand-alone unit should not automatically preclude its re-letting to new entrants. The challenges that new entrants face in capitalising a large unit should be recognised, and it should be acknowledged that some new entrants will welcome the opportunity to take on smaller units alongside off-farm employment while building and developing their business.
- Exploring ways to support new and existing farm tenants in relation to investments or projects that

deliver value for money, improve resilience and competitiveness, or help to address the climate and biodiversity crises.

- Existing tenants could be encouraged to consider the potential benefits of joint ventures and the possibility of matching those seeking or offering joint ventures through the Scottish Land Matching Service.
- Existing tenants could be encouraged and facilitated to work with Skills Development Scotland and take on farming apprentices as a means of harnessing new talent.
- Regular workshops, advice surgeries and other activities intended to aid potential and aspiring new entrants into the agricultural industry could be established, with support from the Farm Advisory Service New Entrants to Farming Programme.
- Decision-making around re-lettings suitable for new entrants should continue to involve the CES Tenant Working Group (CESTWG) and the Scottish Government's Farm Opportunities for New Entrants (FONE) Group.

### 7.3 Improving provisions for retiring farmers

#### What?

There is an opportunity to improve the options for farming tenants who want to exit the industry in a planned way.

#### Why?

The decision to retire or exit the industry can be extremely difficult for farm tenants and their families and is frequently postponed. If farming tenants who want to retire can be helped to do so in a planned way, with the means of making meaningful choices about their future, then it will free up land for new entrants to farming and those who want to expand their businesses. Retiring farmers could also be a valuable source of knowledge and experience for younger generations to draw upon.

#### How?

Improving provisions for retiring farmers could be achieved through the following actions:

- Older farming tenants without obvious successors could be encouraged to engage with the Scottish Land Matching Service (Scottish Land Matching Service | Opportunities in Scottish Farming (slms.scot) and to consider joint ventures as part of their

exit / retirement strategy.

- A policy document / framework / protocol could be developed, setting out the options for those farming tenants who wish to take a step back from farming, just as there is a framework for the reletting of agricultural land. There could be more proactive / explicit planning to meet the housing needs of retiring tenant farmers, and options that could be considered include: reserving a secondary dwelling out of a unit where the incomer to the tenancy takes up residency in the main farmhouse; residential conversion of redundant farm buildings; or investigating options for new housing on the land or other land nearby.
- Retirement planning could be integrated into CES's re-letting framework, so that regard is paid to the suitability of holdings for retirees when making decisions about re-letting: just as small starter farms provide opportunities for new entrants, smaller 'retirement' holdings could support farmers wishing to take a gradual step back from farming, while retaining their skills, knowledge and expertise.
- Regular workshops and advice surgeries could be organised around succession and retirement planning for farm tenants.

### 7.4 Encouraging a circular economy

#### What?

There is an opportunity to develop more of a circular economy on the Estate, with production systems that re-use, recycle or regenerate resources between businesses.

#### Why?

Developing more of a circular economy on the Estate offers multiple benefits in terms of resource efficiency, cost-savings, and a reduction in total greenhouse gas emissions.

#### How?

This could be achieved through the following actions:

- Joint investments between landlord and tenant in on-farm renewables projects.
- Making every effort to procure services from within the community.
- Exploring the viability of re-opening a small-scale quarry on the Estate to provide material for roads, tracks, and construction projects, rather than bringing in material from elsewhere.

- Knowledge sharing around renewable technologies, including pros and cons, for consideration by tenants.
- Structuring forestry contracts to give tenants access to forestry by-products, such as woodchip for biomass boilers.

development work being undertaken by scientists and academics in Scottish institutions.

- Explore ways to support the adoption and deployment of technology and innovation.

## 7.5 Adopting best practice in sustainable agriculture

### What?

There is an opportunity for tenant farmers on the Estate to lead the change towards low carbon, sustainable and regenerative agriculture.

### Why?

Addressing the twin crises of climate change and biodiversity loss will require a potentially significant shift in farm practices on the Estate, and future support will be conditional on farmers delivering targeted outcomes for biodiversity gain and low emissions production.

### How?

This could be achieved through the following actions:

- Engaging with programmes to support land-based and rural skills development, particularly with a view to identifying and developing the skills needed for regenerative and sustainable farming.
- Support for tenants to undertake carbon audits and soil testing / and feed into an estate-wide GHG (Green House Gas) emissions reduction policy / plan to inform practice change
- Developing an agreed approach as to who owns the rights to carbon offsets and other ecosystem services.
- Refining and finalising the 'Tenant Led Tree Planting' policy so this provides a fair share of benefits and responsibilities between Crown Estate Scotland, tenants, and community, particularly in respect of carbon credits.
- Estate-wide biodiversity audits, to help tenants monitor and deliver biodiversity gains.
- Scoping and assessing potentially suitable sites for habitat restoration and creation at a strategic, estate-wide level, to be delivered at an individual farm level.
- Encouraging tenants to engage with programmes such as Farming for a Better Climate, the monitor farm programme, and other research and

## 7.6 Collaborative problem-solving

### What?

There is scope to develop a culture of collaborative problem-solving and co-operative approaches which can help drive positive change across the Estate.

### Why?

There is a unique opportunity to apply the collective knowledge, skills and experience of tenants and other stakeholders to deliver improvements at a landscape-scale for the benefit of all on the Estate.

### How?

This could be achieved through the following actions:

- Developing an integrated land use plan, bringing together the objectives of sporting and farming tenants, forestry operations, tourism enterprises, Crown Estate Scotland, and other stakeholders, reconciling the many competing demands on land use and setting out practical examples of how to achieve 'win-wins.'
- Encouraging peer-to-peer support and knowledge exchange, so that farming tenants can learn from and apply practice and experience from others.
- Research and development projects which take an evidence-based, holistic, whole-estate approach to tackling challenges such as erosion, biodiversity loss, deer control, parasites, pests, and disease.
- Encouraging co-operative approaches to improve the dissemination / adoption of new technologies and skills.

## 8. Forestry

The Forestry and Moorland (including Sporting) Working Group identified four priorities for forestry where Crown Estate Scotland and its partners could make an important contribution:

1. Landscape scale planning
2. Creation of new woodlands and trees
3. Restructuring and adapting existing commercial forestry stands
4. Managing regeneration of non-native species

### 8.1 Landscape scale planning

#### What?

Existing forestry, woodland, and trees - and potential opportunities for enhancement, regeneration, planting, and connectivity - are assessed and mapped across the Glenlivet Estate.

#### Why?

A holistic approach to managing and enhancing forestry, woodland and trees across the Estate is important to help deliver 'the right trees in the right places'.

#### How?

Landscape scale planning could be achieved through the following actions:

- Finalise the Long-Term Forest Plan for the in-hand forestry and woodland on the Estate.
- Build on this to map existing farm and amenity woodland. This could be extended to map existing hedgerow, hedgerow trees and individual trees.
- Use the above information and relevant software to identify opportunities for enhancing existing blocks, creating new woodland (including shelterbelts and other woodland on farms), and improving connectivity.
- Have the baseline and opportunity map as a resource to be shared and discussed with farming and sporting tenants, community groups and others.
- Building on the above, produce an estate-wide plan setting out proposals, possibilities, and resources.

### 8.2 Creation of new woodlands and trees

#### What?

There is an opportunity to create new woodlands and plant new trees and hedges on the Glenlivet Estate in collaboration with farming and sporting tenants, community groups and others.

Options could include:

- Hedgerows
- Shelterbelts
- Riparian planting
- Other small, strategically placed woodlands on farms

#### Why?

It is important to acknowledge there is already a significant area of woodland and trees on Glenlivet Estate, delivering a wide range of benefits. However, there is an opportunity to do more to reduce net carbon emissions to help tackle the climate emergency and create new and varied habitats to help address the biodiversity crisis.

Woodlands and hedges deliver multiple ecosystem service benefits, such as timber resources, carbon sequestration, biodiversity benefits, recreational, leisure and tourism opportunities, sporting benefits, and benefits to livestock management.

#### How?

It is critical to work together with farming and sporting tenants and provide the right framework, policies and resources to enable tenants to assess whether new planting is right for the individual and the holding, and if so, what this could entail, where it could be located and how it could be achieved. Creating new woodlands, hedgerows and trees could be achieved through the following actions:

- Refine and finalise the 'Tenant Led Tree Planting' policy so this provides a fair share of benefits and responsibilities between Crown Estate Scotland, tenants, and community, particularly in respect of carbon credits.
- Finalise the new sporting tenancy, including the flexibility to create new woodlands where desirable.
- Support tenant's access to grants for new woodland creation, hedge and tree planting, associated fencing etc., including potential future support for collaborative clusters for tree planting.

- Communicate the practical and economic benefits of new woodlands, hedgerows, and trees to tenants, drawing on experience to date and case studies.
- Hold discussions with tenants to explore the opportunities for new woodlands, hedgerows, and trees on farm, drawing on the above and the landscape scale planning work.
- Recognise the benefits of both native and commercial species within new woodlands.

## 8.3 Restructuring and adapting existing commercial forestry stands

### What?

Restructure and adapt existing commercial forestry stands on the Glenlivet Estate to mitigate adverse impacts and enhance the benefits of this important natural capital asset.

### Why?

Commercial forestry stands on the Estate deliver a wide range of valuable ecosystem services and other functions, including timber production, carbon sequestration, recreational, leisure and tourism opportunities, and benefits for sporting and livestock management.

However, there is an opportunity to enhance commercial forestry stands further for biodiversity, landscape, resilience (to climate change and fire), access and recreation, and conversely mitigate existing adverse impacts. This would contribute to long term sustainable management of this important asset and help maintain the capital value of the forestry and future income streams.

### How?

Crown Estate Scotland has a long tradition of sustainable woodland management and the commercial forestry at Glenlivet Estate is managed in accordance with the UK Forestry Standard, UK Woodland Assurance Scheme and Programme for the Endorsement of Forest Certification (PEFC) standards. There is an opportunity to build on this through the following actions:

- Integrate some/all of the following measures within the Long-Term Forest Plan for the in-hand forestry and woodland on the Estate
- Maximise biodiversity through:
  - Managing age structure and enhancing species mix
  - Managing rides and riparian areas, including riparian planting
  - Reducing grazing pressure through deer management and fencing, and incorporating deer management into

- woodland design
- Expanding the woodland edge scrubby ecotone
- Improving ecological connectivity
- Mitigate landscape impacts by:
  - Softening the edges between commercial forestry and other land uses
  - Avoiding clear felling over large areas (where possible)
- Improve resilience by:
  - Selecting tree species resilient to climate change
  - Enhancing fire breaks and management
- Mitigate adverse impacts associated with commercial forestry such as:
  - Acidity in streams from forested catchments
  - Higher tick densities
  - Predation-mediated edge effects on ground-nesting birds
- Identify opportunities for enhancing recreation, leisure, and tourism benefits
- Improve opportunities for enhancing sporting, livestock management and farm diversification benefits

## 8.4 Managing natural regeneration of non-native tree species

### What?

Manage the natural regeneration of non-native species such as Sitka Spruce on moorland and peatland adjacent commercial forestry stands on the Glenlivet Estate to mitigate adverse impacts.

### Why?

There is a specific issue with the spread and growth of non-native species on moorland and peatland through natural regeneration. This is adversely affecting important upland habitats, peatland restoration and the grazing and sporting enterprises which use the moorland.

### How?

There is a need for Crown Estate Scotland and affected farming and sporting tenants to work together to develop a plan to tackle natural regeneration of non-native tree species. This could be achieved through the following actions:

- Undertake a baseline survey to understand the nature and extent of the problem.
- Work collaboratively to develop and implement a plan to manage and reduce the problem.
- Support research, if required, to inform the plan and monitor progress.

## 9. Moorland and sporting

The Forestry and Moorland (including Sporting) Working Group considered a number of priorities for moorland and sporting where Crown Estate Scotland and its partners could make an important contribution. These can be summarised in the following priorities:

1. Baseline, integrated land use planning and research
2. Sporting tenancy
3. Deer management
4. Peatland restoration
5. Habitat restoration and species recovery

### 9.1 Baseline, integrated land use planning and research

#### What?

Baseline biodiversity, carbon, and natural capital across the moorland on Glenlivet Estate, develop an integrated land use plan, and identify and undertake research as required.

#### Why?

It is important to understand the current status or baseline of the moorland in respect of biodiversity, carbon, and natural capital. This would inform the development of an integrated land use plan, aligned with the East Cairngorms Moorland Partnership's best practice standards for good management, and enable tracking progress by tracking key indicators. Where there is uncertainty regarding the best way forward to address an issue, this could be tackled through research. Collaboration amongst stakeholders would underpin the baselining, planning, and research to ensure engagement, ownership, and long-term sustainable management of the moorland.

#### How?

Baselining, integrated land use planning and research could be achieved through the following actions:

- Discuss and agree the scope and extent of baselining. This could cover biodiversity, carbon, and natural capital. It could be focused on the moorland, or across the Estate as a whole.
- Undertake the baselining through existing stakeholders and/or consultancy input.
- Scope, develop and produce an integrated land

use plan, building on the findings of the baseline survey. This would be done collaboratively, involving Crown Estate Scotland, sporting and farming tenants, and other stakeholders as appropriate. The carbon baselining could also be used to input to an estate-wide carbon /GHG emissions reduction and climate adaptation policy and plan.

- Establish a culture of collaborative problem-solving and research to improve understanding and identify appropriate management practices to tackle key issues.

### 9.2 Sporting tenancy

#### What?

A new sporting tenancy is expected to commence in 2024. This will provide a long term legal and management framework for sporting and related moorland management across c. 19,700 hectares (48,000 acres) of Glenlivet Estate.

#### Why?

The new sporting tenancy agreement and future working arrangements will be very important in maintaining and enhancing the biodiversity and climate value of the Estate, supporting healthy ecosystems and a vibrant rural economy and community, and promoting a strong conservation and stewardship ethic.

#### How?

The establishment of a new sporting tenancy agreement and positive and proactive working arrangements is expected to, or could, include the following actions:

- Establish a good working relationship through regular meetings and communications.
- Discuss and agree proposals for sporting and moorland management (covering deer, grouse, pheasant, partridge, shooting and fishing) within the context of baselining work and an integrated land use plan with clear goals.
- Monitor progress through tracking key indicators.

## 9.3 Deer management

### What?

Produce a Deer Management Plan for the Glenlivet Estate, drawing on good baseline data, and implement it collaboratively.

### Why?

A Deer Management Plan would enable the sporting tenant and Crown Estate Scotland, in liaison with farming tenants and neighbouring estates, to manage deer populations at levels that protect, restore, and enhance habitats. Woodland, moorland, peatland, grassland, and cropland could all benefit from reduced grazing pressure. There could also be positive economic and social impacts, including those related to culling, the production and consumption of venison locally, potentially linked to the Glenlivet brand.

### How?

The production and implementation of a Deer Management Plan could be achieved through the following actions:

- Discuss and agree scope of Deer Management Plan and baselining.
- Commission the baselining, collating existing data as part of the process.
- Commission the production of the Deer Management Plan (working with NatureScot and other key stakeholders).
- Implement the Deer Management Plan, agreeing activities by stakeholder.
- Monitor progress by tracking key indicators.

## 9.4 Peatland restoration

### What?

Assess the extent and condition of the Estate's peatland asset and undertake further peatland restoration in suitable locations on the Glenlivet Estate in collaboration with partners.

### Why?

Crown Estate Scotland has undertaken the restoration of peatland at Glenmullie in the past, and is continuing this work, in collaboration with Peatland ACTION. Further peatland restoration could contribute to a reduction in carbon emissions in line with the Peatland Code methodology. This would

contribute to Glenlivet Estate's response to the climate emergency and enhance an important upland habitat. It is acknowledged however that peatland restoration is expensive and there is an issue with contractor availability.

### How?

Further peatland restoration could be explored and implemented through the following actions:

- Scope and assess potentially suitable sites for peatland restoration on the Estate, in conjunction with sporting and farming tenants and other stakeholders including CNPA.
- Apply to and work with NatureScot's Peatland ACTION programme, and CNPA, to undertake condition assessment(s), site survey(s) and restoration planning.
- Develop a pipeline of peatland restoration projects across the Estate and implement in priority order, maximising the benefit cost ratio.
- Explore the possibility of growing the Estate's own peatland restoration contractor to support the work and provide a business opportunity for local people.
- Maintain restored peatlands to ensure these important assets continue to deliver the projected carbon and biodiversity benefits.

## 9.5 Habitat restoration and species recovery

### What?

Undertake habitat restoration and creation and/or species recovery management on the Glenlivet Estate in collaboration with partners.

### Why?

Glenlivet Estate is home to a variety of important habitats including peatland, upland heather moor, grassland, wetland/mire, and watercourses in addition to semi-natural and native woodlands. Amongst this varied landscape, there is a diversity of wildlife and many sites of importance. The Estate is home to a range of wildlife including red squirrel, red deer, and rarer animals such as golden eagle and black grouse and important populations of breeding wading birds. Note, however, not all nature conservation sites and features are in favourable condition, many are struggling due to the impacts of deer.

It will be important to build on the good work undertaken by farming and sporting tenants, Crown Estate Scotland, and others to date, and maintain and where possible enhance these special habitats and species, to help address the biodiversity crisis. Restoration projects can be used as an example of best practice and provide an educational resource.

### How?

Further habitat restoration and species recovery could be explored and progressed through the following actions:

- Scope and assess potentially suitable sites for habitat restoration and creation, and species recovery management, through collaboration between Crown Estate Scotland, NatureScot, CNPA, sporting and farming tenants.
- Apply for funding and work with Scottish Government, NatureScot, CNPA and other stakeholders to prioritise and plan habitat restoration and species recovery work. This would support the ambition for better functioning, better connected and more resilient ecosystems.
- Continue existing and implement new habitat restoration and species recovery projects across the Estate in priority order.
- Maintain and enhance existing habitats ensuring that all special sites achieve good condition.

## 10. Community and wider economy

The Community and Wider Economy Working Group considered a number of priorities where Crown Estate Scotland and its partners could contribute:

1. New housing
2. Conversion of existing buildings
3. Commercial space and entrepreneurship
4. Training and apprenticeships
5. Tourism
6. Enabling infrastructure (water, infrastructure for 'active lifestyles,' telecommunications/broadband, green energy infrastructure)

There are opportunities for new housing and opportunities for conversion of existing and redundant buildings.

### 10.1 New housing

#### What?

To deliver the vision, it is necessary that a choice of housing is available to the people who want to work and live in the area. The Estate could support housing development to provide a range of housing which is appropriate to local needs.

New housing at an appropriate scale (small clusters) and in appropriate locations (in/near settlements) could be facilitated where possible.

Our ambition is to enable others to deliver the most sustainable, viable and affordable mix of homes that can be developed. When allocating new housing sites, the primary objective will be to have a minimal environmental impact, and opportunities for biodiversity enhancement are identified.

#### Why?

There is a lack of housing stock to meet local need and seasonal tourism worker accommodation. Understanding of housing needs has been gained through work to date. Based on local consultations by the community development trusts (e.g. Tomintoul & Glenlivet Development Trust (TGDT)), there is a key requirement for new affordable housing to meet the needs of the community.

It is difficult to attract workers and sustain the existing businesses in the area due to a lack of housing opportunities. There is also evidence from the engagement that tourism demand in the area is not being met due to lack of accommodation for staff working in the tourism sector.

In addition to the provision of housing to meet the current needs of the existing community, there is an opportunity to provide housing for people who can work remotely, drawing an income from elsewhere, leading to higher spend in the local economy.

Over the years, many houses have become holiday rentals or second homes. Recent changes in legislation (e.g. licensing of holiday rentals) have so far not led to an increase in housing supply for local people. There are also some derelict houses owned by private individuals, in the middle of town.

Most housing in the area is privately owned. CES does not manage a large residential portfolio within the Glenlivet Estate. Currently, it has only a handful of direct let residential properties in the portfolio; however, two of these have recently been refurbished and let to farm tenants; the rest are included within farm tenancies, and most are located outside of the settlements.

CES currently has a strategic objective to invest in buildings and help create great places. There are opportunities to unlock and add value on the existing Estate that will be considered by CES as it develops its 2025-30 Corporate Plan.

#### How?

Housing options to be investigated and where possible supported include:

- Affordable homes for those working in the local economy
- Leasehold and freehold
- Social housing through Housing Association
- Self-build (Moray Council have launched a Self-Build register, to identify sites where people want to build)
- Plots for aging agricultural tenants and new entrants (see Farming section 7)
- There is also a need for accommodation for seasonal workers who sustain the tourism economy.
- Identify levers that stakeholders can pull to attract support or investment from other agencies (e.g. TGDT).
- Supporting housing for people who help meet local needs and demands.
- Both Moray Council and Cairngorms National Park Authority are currently developing their new LDPs for 2027. Now is the time to influence, e.g. promoting sites to be included for housing and engage with policy development around housing.

CES could identify suitable sites on the Estate for housing development (in terms of access, flooding, schools, etc), and submit to Moray Council and Cairngorms National Park Authority as part of their 'Call for Ideas' process. Much of Glenlivet Estate land is in lifetime (1991 Act) agricultural tenancies, which restricts development. Where land is within an existing tenancy agreement, there would need to be discussion with the tenant and resumption clauses in these tenancies would need to be negotiated.

- Carry out local community and key housing stakeholder (e.g. Housing Trusts) engagement in order to get a holistic view of housing needs in the area.
- Understand future development strategies of housing developers and local actors and work in partnership where possible regarding new build ownership and lease opportunities.
- CES could support any community-controlled bodies (e.g. the Kirkmichael & Tomintoul Community Association (KaTCA) or the Tomintoul and Glenlivet Development Trust) or Community Councils who may wish to develop a Local Place Plan and identify sites for new housing. Once registered, Local Place Plans will be considered by Moray Council and Cairngorms National Park Authority as the relevant planning authorities in preparing their new Local Development Plan (LDP) and can be a material consideration when planning applications are being considered.
- CES could potentially explore different types of buy and lease arrangements.

## 10.2 Conversion of existing buildings

### What?

Redundant buildings on the Glenlivet Estate could be converted/re-purposed.

- Derelict farm buildings owned by CES could be converted into housing accommodation or commercial space. (see also Section 7 on Farming).
- Derelict buildings in the village could be brought back into use. There are some derelict buildings owned by private individuals, which Moray Council is trying to deal with.
- The Glenlivet Estate Office and the Strathavon Shooting Lodge owned by CES could be repurposed. There is a visitor centre at the Estate office (opening times vary) and a Discovery Centre in the village (irregular opening times). This is confusing for visitors and may not be an optimal use of community resources. Sustainability of the buildings should be considered. The Glenlivet Estate Office might have a role as site for providing

skills training, and/or visitor related activities?

### Why?

CES supports the Place Principle which is intended to support inclusive economic growth and create places which are both successful and sustainable. To enable this, it may be necessary to unlock potential through investment or working in partnership with others. In some instances, refurbishing a building is better from an environmental perspective than building new.

### How?

CES needs to identify buildings that could be converted and re-purposed, working together with CES Managing Agents and the Tomintoul and Glenlivet Development Trust.

CES can work closely with Moray Council and Cairngorms National Park Authority to explore potential funding opportunities such as the Vacant and Derelict Land Investment Programme.

Conversions and repurposing of buildings would need to align with the vision and principles set out in Glenlivet Estate 2050 and the supporting 'Planning Principles and Priorities' Report. The Planning Principles as set out above have been developed to guide and support the overall strategy of Glenlivet Estate 2050.

This could be achieved through the following actions:

- CES to decide whether to invest in converting/ improving derelict buildings under their ownership.
- Support landowners who wish to convert/ repurpose derelict buildings by supporting planning applications for sustainable and well-designed developments or helping to identify potential funding streams which may be used.
- Conduct feasibility studies for the Glenlivet Estate office and for the Strathavon Shooting lodge. This should be a priority in the Action Plan, as current building has maintenance needs and is under-utilised.

## 10.3 Commercial space and entrepreneurship

### What?

The Estate can make a positive contribution to a sustainable local economy and community, by hosting a diverse range of thriving enterprises which share a sense of 'stewardship,' and by supporting a variety of community and recreational activities.

Options include:

- Opportunities to provide land with planning permission for new appropriate enterprises supporting local jobs.
- Glenlivet Estate becomes a best-practice example for the let sector.
- Attracting working from home people / self-employed businesses by investing in local infrastructure. Good broadband, shared workspaces providing inexpensive options for small businesses and networking opportunities etc.
- Re-vitalise branding (multiple brand initiatives Glenlivet, Tomintoul & Glenlivet Landscape Partnership, National Park). This needs a review to establish one strong brand.
- Opportunity to bring a range of services to support small businesses together in one place, through the provision of shared collaborative space and potentially shared services? Could this be linked with the Visitor Centre – is there demand? Are there start-ups that could lean on/lean from each other – rent space?
- Establishing a brand in the food and drink sector (apple juice from orchard planted by school, honey, fruit, venison, farm produce). Is there a need for processing facilities on the Estate to make most of this?

### Why?

Crown Estate Scotland has a strategic objective to use their skills and knowledge to deliver financial success and help businesses and communities to thrive, contributing to Community Wealth Building. If there is a need for commercial space for businesses, then this option could be considered.

### How?

- There needs to be engagement with existing businesses to understand the need for commercial space. How are we measuring need for commercial opportunities? Are those measures to be revisited? Covid changed a lot. Are there diversification opportunities for local food and drink?
- A feasibility study would need to be conducted regarding the redevelopment of derelict farm buildings currently owned by CES which may provide opportunities for small enterprise, collaborative workspaces, or artist spaces.
- There may be opportunities to build new purpose-

- built centres for small enterprises (e.g. start-up units) or artist spaces to support local jobs.
- Commercial space, collaborating with partners.
- Need to bring other agencies in as well.
- CES will seek to identify and propose areas of land for Moray Council and Cairngorms National Park Authority as part of their 'Call for Ideas' process.
- CES could work in partnership with the Community Wealth Building teams with the local authorities to ensure priorities and actions are aligned.

## 10.4 Training and apprenticeships

### What?

Training and work accessibility are important to address for the future. These include young people, as well as older people who are looking to re-train, acquire new lifestyles, and upskill. The Cairngorms National Park Authority is trying to foster opportunities for training and apprenticeships, recognising the potential for green jobs and upskilling for a new economy. Options could include:

- Green / rural skills training, working with education providers to make young people aware of opportunities, and giving children the opportunity to learn about green skills.
- Skills training for the farming sector, e.g. regenerative farming, diversification, business planning for existing businesses, who need to re-skill in these areas.
- Training and apprenticeships in peatland restoration for local subcontractors.

### Why?

There are substantial changes in policy towards regenerative farming, environmental stewardship and peatland restoration. These generate potential business and employment opportunities and need for (re-) training.

This area however needs further development.

### How?

- What sector analysis has been done? Are there options for offering apprenticeships, green jobs and skills? Is there scope for formal partnerships with colleges? How do young people get to the Estate, is there accommodation for them? Is there employment opportunity for them? Work with Children in Scotland and the Youth Forum to inform this.

- How do we upskill, re-skill for Green jobs. 'Prosper' UHI (University of Highlands and Islands), LANTRA, NatureScot, and other partners are helping to fund pathways to rural programmes for people under 25/30 who are looking to re-skill, including students. Funding exists for schools to get transport to these events.
- Moray Pathways are working with strategic partners including JobCentre Plus, Moray Council, UHI Moray, Skills Development Scotland, employers' groups, Moray Chamber of Commerce; as well as a network of 50 partner organisations. Scottish government funding comes into the partnership (no funding for green skills development yet). We would need to understand the sector base / labour market statistics for this area. For example, working with UHI to develop a satellite campus in the Spey Valley for trades skills that would allow a catchment area that could include Glenlivet as well as Lagan and Dalwhinnie.
- CES procurement process already considers training and community wealth building.
- Glenlivet Estate could be a training provider or host venue. The Estate already undertakes some small events, e.g. scything workshop, but could more be done (e.g. The Glenlivet Estate Office could be a basis for skills training for young people).
- There are peatland areas that require restoration and CES and the CNPA could work with people locally who have the equipment and skills to carry out this work.
- It would require separate budgets for Moray Council and CNPA to contribute to actions in the plan. There are paid job placements via Moray Employer Recruitment Incentive, which would pay for up to 6 months work placement.
- Moray Council is developing a Community Wealth Building strategy looking at how investment and spending is recycled back into community. They are receiving feedback from large scale developers about what apprenticeships will be required, what existing businesses will be needed, what new skills will be developed. The Wellbeing Economy strategy ties into this.
- CNPA is establishing a baseline of how many employers pay the living wage.

## 10.5 Tourism opportunities

### What?

The vision for "Glenlivet Estate is to become a 'destination' Estate, where visitors can stay to explore

the outdoors (on foot or by bike), catering for a wide range of abilities. There is a choice of activities and accommodation options, visitors have a high-quality experience, and Glenlivet Estate is setting the standard of sustainable tourism."

To achieve this vision, there is a need for local entrepreneurs who share this vision and have the passion, energy, and access to relevant skills (PR, marketing and social media) and resources (contacts, finance) to make Tomintoul and the Glenlivet Estate a destination, loved by local people and visitors alike. There needs to be something on the square that visitors are attracted to and want to stop for.

Glenlivet Estate already provides a beautiful landscape with excellent walking and cycling trails (including Bike Glenlivet). Dark Sky Park status is a key attribute in combination with big existing brands, such as the National Park, Snow Roads and the Whiskey Trail.

It will require a multi-pronged approach by private and public sector to deliver this vision.

### Why?

There is no shortage of visitors coming through, but they are not staying. Many facilities are closed during the day, offering little for tourists or local people. It can be difficult to find a place to eat during day times, even at the height of season. Several hotels, restaurants, cafes and shops are up for sale, and some buildings are derelict. The EV car charging points are out of service.

There are two visitor information centres which is confusing for visitors and not the best use of resources: the Discovery Centre at the square at Tomintoul (opening hours vary), and the Glenlivet Estate Office on the edge of town.

There is no affordable accommodation for people working in the hospitality sector, including seasonal workers. Many hospitality places have shut down. This leads to a vicious circle of visitors not stopping and spending money in the area, leading to more closures. This is a fundamental problem.

### How?

A successful tourism economy is underpinned by individual entrepreneurs who have the skills and resources to succeed in the hospitality and leisure sector.

Visitors need to have a reason to stop at Tomintoul, so they spend money at local businesses and stay in the local area to enjoy all it offers.

CES along with tourism focussed partners could use their networks and engagement to reach a wider business audience, to attract hospitality entrepreneurs to the Tomintoul area, who buy into the vision for Glenlivet Estate 2050 in terms of sustainable tourism charter (Green Tourism award). This could include the use of local produce (currently limited), food and drink, provision of skills training, and catering for local people (diners, meals on wheels) as well as visitors. Seasonal businesses would need to operate with the assumption that seasonal workers will need to be accommodated on site (e.g. at a hotel they work for).

Extending the season is key for the viability of hospitality businesses. Cairngorms Business Partnership works across the whole National Park to support local businesses. This winter, the National Park's campaign is to capture shoulder months tourism. Market research shows people do not just want to ski, but they want a winter experience.

Community associations such as KaTCA also have an important role to play in communicating with hospitality entrepreneurs to maximise the opportunities for visitors and locals alike while minimising negative impacts.

Some of these ideas will require further development.

This could be achieved through the following actions:

- The Community Association/TGDT to work with CES on the future of the visitor centre in Tomintoul. CES to conduct a feasibility study of Glenlivet Estate Office, what is needed for the visitors, and for the staff.
- Explore opportunities to link up bike trails to the village – see section 10.6.2 Infrastructure for 'active lifestyles'.
- CNPA is running a tender for getting network for cultural heritage.
- CES and CNPA to support the continuation of an all-year round Dark Sky/heritage ranger. This is key to extending the tourism season and a recognisable Glenlivet brand.

Further work is required to develop a coherent Glenlivet 'Destination' plan, which builds on the above.

## 10.6 Infrastructure fit for the future

Infrastructure on the Glenlivet Estate is mainly owned and maintained by third parties, including:

- Local Authorities, e.g. roads, public transport, apart from private roads such as those adopted by CES
- Telecommunications, e.g. masts, cables
- Other utilities, e.g. electricity supply and public water supply

There are also private water supplies owned by CES, supplying many farms and the distilleries.

CES works in constructive partnerships with third parties to encourage and facilitate wherever possible improvements through:

- the granting of land rights, wayleaves, or easements for third party infrastructure
- encouraging green energy infrastructure, where compatible with the special qualities of the area
- making sure the Estate's assets are managed in keeping with current Health and Safety requirements

To deliver the vision to become an 'exemplar estate', Glenlivet Estate would also need to be a rural exemplar of sustainable water management and 'active' lifestyles and travel.

### 10.6.1 Water

#### What?

Safeguard water resources for future generations against the climate emergency and natural flood management.

#### Why?

The existing pressure on the water supply in the Glenlivet Estate area was widely acknowledged by stakeholders. In addition, CES staff raised concerns about the water distribution infrastructure and the fact that water sources are increasingly failing due to a warmer, drier climate.

Discussions with stakeholders in the distillery industry revealed an interest in nature-based solutions in the upper catchment to help deliver clean, cool, slow water.

There is also an issue with poor water pressure for some of the houses in Tomintoul. Unless resolved this could be a constraint on development.

## How?

This aim can be delivered by pursuing a multi-pronged approach to sustainable management of water resources on the Estate, including:

- Investment in water distribution infrastructure
- Scottish Water to address poor water pressure in Tomintoul
- ‘End-of-pipe’ efficiencies, encouraging more water recycling and sustainable consumption
- On-farm infrastructure investments
- Collaborative working with the distilleries and other downstream beneficiaries; and
- Nature-based interventions at the catchment level (linking with farming, forestry, and moorland management). Nature-based interventions are likely to include:
  - Peatland restoration and riparian woodland planting, where appropriate, to help reduce peak flows and flooding downstream.
  - Watercourse buffer strips to help stabilise riverbanks, reducing erosion and sedimentation of rivers (and associated impacts on salmonid habitats).
  - Restoring naturalised watercourses.
  - Restoration/reversion of commercial conifer stands to native woodland or heathland and peatland habitats.

## 10.6.2 Infrastructure for ‘active lifestyles’

### What?

Improvements in the Estate’s active transport networks (including cycling routes and leisure trails) are encouraged and facilitated wherever possible. Active lifestyles are not restricted to cycling and walking; there are lots of other activities such as horse riding, swimming, tennis, etc.

### Why?

Promoting active lifestyles is seen as important for health and wellbeing. Active travel is the most sustainable travel mode and should be supported for travelling short distances.

### How?

- Explore what more can be done within settlements to encourage active travel and connect to facilities that support active lifestyles, including indoor sports.
- Explore opportunities to link up bike trails to the village. The link to the bike trail is a key bit of infrastructure. This would be a capital project

which meets wellbeing, active travel, and lower carbon aspirations. The inclusion of hedges/trees into the design could also increase biodiversity.

- CES would need to negotiate with farmers and provide the land to enable this connection.
- Cycle trails are an attraction; what about cycle hire, linking with the cycle trails?
- CNPA has hopes for an active travel manager as well as an infrastructure manager.

## 10.6.3 Telecommunications/ Broadband

### What?

Modern, resilient, and future proofed telecoms infrastructure are accommodated.

### Why?

Broadband reception has improved over the last couple of years, but there are still areas where provision is poor and causes a barrier to realising opportunities.

### How?

- Can the Estate help facilitate connections to (superfast) broadband connections?
- CES can grant wayleaves to bring superfast broadband, but BT / Wi-Fi Scotland have not confirmed when this will reach Glenlivet.
- Explore who the most appropriate group of stakeholders are to drive investigations into commercial cases and/or grant funding for options and improvements.

## 10.6.4 Green energy infrastructure

### What?

Modern, resilient, and future proofed energy infrastructure are accommodated. Options include:

- Support infrastructure for EV charging points
- Further encourage renewable energy provision, where compatible with the special qualities of the area
- CES could seek to integrate renewable energy infrastructure (e.g. solar panels or heat pumps) where possible into any new sites, or new or converted buildings they may progress

## Why?

Green energy is an important part of future infrastructure. Renewable energy infrastructure is considered to be a sustainable investment in the community which would provide reduced carbon emissions regionally, and local energy reliability and resilience for the future.

This includes cabling and provision of Electronic Vehicle (EV) charging stations to support green cars/transport for tourism. There is a need to meet this demand and plan for the future. Currently, EV charging points are not working. CES could raise this issue with the network provider; there are currently discussions regarding sub-station upgrades.

## How?

- Energy development is supported by National Planning Framework (NPF4).
- CES will instruct specialist energy consultants to identify sites for creation and/or storage of green energy. This will include, where possible, such sites that can directly support existing or new enterprise and buildings.
- CES is putting first tranche of renewable technology into residential properties (e.g. solar panels). On EV sites, it is often about appetite / demand.
- Cairngorms National Park Authority are currently mapping EV charging sites across the park.
- CES can facilitate wayleaves for EV charging points.
- Development trust would like to put in an 'e-hub' for EVs, but there is not capacity in the network.
- The distillery visitor centre is a logical place for EV charging points.
- Opportunities to create micro district heating networks, e.g. heat recovery from distilleries near housing. Or capture heat from wastewater treatment works for enterprises. Caveated by practical limitations.

## 11 Planning priorities

The following key planning priorities have been identified to guide Glenlivet Estate 2050 and facilitate the implementation of the Action Plan (see also Appendix 2 'Planning Principles and Priorities').

### 11.1 Align with the Planning Policy Context

The planning system in Scotland is plan-led and any proposed developments must be in accordance with the development plan, unless there are material considerations that indicate otherwise. Therefore, the priorities and actions set out in Glenlivet Estate 2050 have been developed to align with the current planning policy context.

Appendix 2 'Planning Principles and Priorities' sets out the planning and policy framework that underpins the Glenlivet Estate 2050 Land Use Strategy.

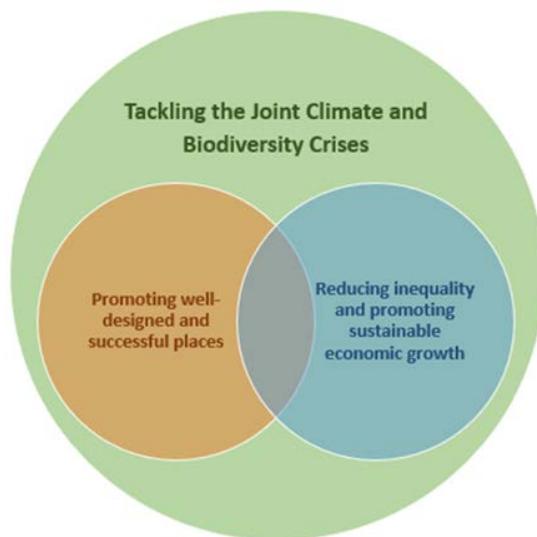
This document identifies three key overarching themes, at the National Policy level, which are most relevant to the Glenlivet Estate. Foremost among these is a central theme dedicated to addressing the dual challenges of the climate change and biodiversity crises.

In addition to safeguarding our natural surroundings, a commitment is made at a National Policy level, to support our communities by creating well-designed, quality places that support health and wellbeing, offer equal opportunities for employment and training, and demonstrate resilience in the face of climate change impacts.

These aspirations are supported by the two interrelated overarching themes to promote well-designed and successful places and reduce inequality and promote sustainable economic growth.

Whilst these are high-level overarching themes, they are key considerations for all development proposals including those at the Glenlivet Estate and have driven the work and conclusions of the Glenlivet Estate 2050 Land Use Strategy and Action Plan. These overarching themes are interdependent elements integral to a holistic approach for shaping a sustainable, resilient, and equitable future at Glenlivet.

### Key Overarching Themes



At the regional level, the three pivotal overarching themes undergo further refinement to align with the unique characteristics of the rural communities in the Highlands and Islands.

Here, emphasis is placed on facilitating the transition to net zero by harnessing the natural assets of the region, and fostering rural-proofed, equitable, and inclusive growth. Regional policy takes a comprehensive approach to sustainability, serving as a lens through which economic, social, and environmental issues and opportunities are examined. This involves striking a balance between meeting the immediate needs of the local community and safeguarding the ability of future generations to fulfil their own requirements.

At a local scale, specific attention is devoted to addressing the needs of the distinct communities in Tomintoul and Glenlivet, situated within the Cairngorms National Park and Moray Council areas to:

- Create distinctive and attractive places to live and work;
- Create opportunities for employment, enterprise, training and cultural regeneration; and
- Promote sustainable use of resources and minimise the effects of future development on climate change and biodiversity.

At a local level, the Glenlivet Estate is recognised as having an outstanding quality of life and environment which should be maintained and, where possible, enhanced by development.

## 11.2 Develop Guiding Planning Principles

Following the identification of the Key Overarching Themes, seven Planning Principles which have been developed to guide the Land Use Strategy for the Glenlivet Estate and to ensure that the strategy supports planning policy at a national, regional and local level. These Planning Principles are:

1. Align with the national goal to achieve a net zero, sustainable Scotland by 2045
2. Conserve and enhance the biodiversity of the estate
3. Create a successful and well-designed estate
4. Support fair and inclusive growth in the estate
5. Conserve and enhance the heritage of the estate
6. Support the infrastructure necessary for a quality way of life and a vibrant community
7. Support the provision of housing that meets the needs of the local community

### 11.2.1 Inform Future Planning Policy and Strategy

The Cairngorms National Park Authority and Moray Council are currently preparing new Local Development Plans for adoption in 2027. In this context, CES has an opportunity to engage with these planning authorities through the 'Call for Ideas' process, actively contributing to the strategic and spatial policies of the future Local Development Plan. This would ensure that future development would align with the vision outline in Glenlivet Estate 2050.

Additionally, there is a potential for CES to designate sites within Glenlivet Estate as part of a future Masterplan. While the masterplan would not be considered a material consideration, unless adopted by the local authorities, it would serve as a detailed guide for the management of Glenlivet Estate.

CES is encouraged to support any community-controlled bodies (as defined in section 19 of the Community Empowerment (Scotland) Act 2015) or Community Councils who may wish to develop a Local Place Plan, as per the provisions of the Community Empowerment (Scotland) Act 2015 and the Planning (Scotland) Act 2019. This presents an opportunity for bodies like the Tomintoul and Glenlivet Development Trust to set out the community's aspirations for future development.

## 11.3 Deliver the Glenlivet Estate 2050 Vision

The planning opportunities and options that have been developed under each topic will be considered from a planning perspective detailing any relevant planning policies, delivery mechanisms or required consents.

These are detailed against each of the identified priority/action in Appendix 2 'Planning Principles and Priorities'.

## 12 Recommendations

The following overarching recommendations are made for consideration by CES and its partners:

1. Collaborative working and partnerships are key to deliver the Plan. This is not a CES plan, but a Glenlivet Estate plan – there is only so much that CES can do on its own.
2. There is a need for early-stage planning to put in place the stepping stones for achieving the Vision of becoming an 'exemplar estate'.
3. An overarching priority is to establish an overall 'baseline' for the estate, including a Carbon baseline and Biodiversity baseline, as part of a broader Natural Capital baseline, building on the Natural Capital Protocol work undertaken in 2017/18.
4. Once the baselines have been established, specific goals need to be set, at least in line with national/international targets, including to be 'net zero' by 2045 (see examples of indicators in section 15). A plan will need to be drawn up and agreed how these targets are going to be achieved over time and incorporated into the Action Plan.
5. Farming underpins the local community and stewardship of the landscape is key. Farmers (in particular the older generation) are facing a challenging period of transition and will need support to do this successfully or exit farming in a planned way. As a leading landowner CES has a role to play in supporting this transition. CES is uniquely placed to inform and work with government on policy and scheme design.
6. Opportunities for new entrants should be encouraged to get younger farmers and their families living and working on the estate, as outlined in Section 8.2, supported by the Action Plan.
7. A Long-Term Forest Plan and a Deer Management Plan would support the restructuring and diversification of woodlands.
8. The new sporting lease is expected to commence in 2024, and this will end a period of uncertainty. There is a need for an Integrated Land Use Plan, in particular for the moorland, which will need to be negotiated and agreed with the sporting tenant.
9. Providing input into the Local Development Plans is of critical importance to realise some of these opportunities, and this should happen within the next 6 months.
10. There are opportunities within this Land Use Strategy that were insufficiently explored by the Working Groups. This is in particular the case for managing water resources, and water resilience (in the light of climate change). Water is vital, and water supply and quality are impacted by how we manage land and water resources. Managing water infrastructure, the role of the distilleries, and opportunities for nature-based solutions are key to future water security. This deserves further exploration and should be based on data and climate resilience modelling.
11. Budget allocations within organisations (including CES' Corporate Plan) will need to align with the Action Plan to 2030
12. The Action Plan needs to be agreed and finalised, with relevant partners leading and supporting the actions identified in the Action Plan. Relevant leads within partner organisations need to be identified to take the tasks forward.
13. On-going communication and engagement with stakeholders and the wider community is essential to maintain and gain commitment to the deliver the Plan.
14. Once agreed by partners, the Action Plan could be reviewed and updated annually.

## 13 Partnership working and resourcing

The Action Plan to deliver Glenlivet Estate 2050 will be a joint endeavour and requires leadership and resourcing from different partners. A thriving economy depends on local businesses and entrepreneurs to take opportunities forward. Crown Estate Scotland can identify sites for development, way leaves, venues, provide funding and leverage funding in from partners (e.g. Nature Scot for biodiversity and Peatland Action). Moray Council can support the planning process, skills training and apprenticeships. CNPA can provide support with visitor information, branding, access to funding (i.e. Heritage funds), while HIE can provide advice on finding funding and grants, and the transition to net zero.

There are a range of funding sources (becoming) available, such as funding schemes related to sustainable farming, carbon audits, enhancing biodiversity, planting trees, renewable energy, and affordable housing. Schemes are constantly evolving, and the examples below are just a snapshot in time and by no means an exhaustive list of funding schemes available.

### Farming & Forestry

Farmers are facing considerable uncertainty over their future incomes, with Basic Payment Scheme (BPS) set to end in 2026. This will have a significant impact on most farmers' incomes. Agri-environmental support, such as the Less Favoured Areas Support Scheme and the Climate Scheme will run until 2026. There is targeted capital support as part of the Agricultural Transformation Programme until 2026, such as:

- **Preparing for Sustainable Farming scheme** offers funding towards the costs of a carbon audit, soil sampling and analysis, and animal health and welfare interventions, such as faecal egg counts, screening for diseases and lameness assessments.
- The **Farm Advisory Service** provides farmers and land managers access to training, conferences, workshops etc and up to £1,200 towards an Integrated Land Management Plan. There is also funding for specialist advice plans for a range of topics, from soil and nutrient management, to Carbon audit action plan and resilience planning.
- For forestry in 2023 the **Forestry Grant Scheme** offered £3,600/ha for planting and £84/ha for maintenance when planting 400 trees per ha or

£1,860/ha for planting and £48/ha for maintenance when planting 200 trees per ha. Scottish Forestry has since announced an increase in grant rates, to adjust for inflation. Grant schemes for tree planting are likely to continue to evolve.

From 2026, there will be a 4-Tier system:

- Tier 1 – Base Payment, similar to Basic Payment but will be a lot lower. Includes greening, whole-farm plan, and an 'Active Farmer' test.
- Tier 2 – Enhanced Payment, will provide payment for efficiency improvements, reducing GHG emissions, and improving biodiversity and nature enhancement.
- Tier 3 – Elective Payments, covers targeted payments for a range of topics including support for alternative forms of farming, innovation in agriculture, and supply chain support.
- Tier 4 – Complementary Support, will cover areas including CPD, the agricultural transformation fund and coupled support for the beef and sheep sectors.

### Infrastructure

Small businesses in rural areas and third sector organisations anywhere in Scotland can access grant funding to install electric vehicle charging infrastructure on their premises. Individual businesses and organisations can pursue these types of grants.

There are various grants available to CES and the local community in order to help to increase the take-up of home energy efficiency measures and reduce fuel poverty, while also helping us reach our carbon emission reduction targets.

There are also loans and cashback schemes operated by the Energy Saving Trust and Home Energy Scotland on behalf of the Scottish Government, available to local homeowners or small businesses to fund investment in the installation of energy efficient measures and renewable energy systems. In addition, funding is available through Community and Renewable Energy Scheme (CARES) for development support to encourage local and community ownership of renewable energy projects across Scotland.

## Housing

The Rural and Islands Housing Funds (RIHF) can support the building of new homes, changing buildings into homes, make empty homes ready to rent or sell. The planned homes must be affordable; they can be for rent or sale. Local community trusts can apply for this type of funding and must show that there's a need for affordable housing in the area, the council supports the homes, the organisation works with the community, and is able to provide long-term affordable housing.

Such schemes are constantly changing, so within the Action Plan there should be specific actions related to keeping abreast of evolving funding opportunities becoming available and communicating these to the relevant parties.

## Community Facilities

The Community Led Local Development (CLLD) fund allocates funding to Local Action Groups within Moray and Cairngorms to give local communities the power to tackle their own, local challenges. The CLLD also provides funding to community groups delivered by Inspiring Scotland through the Rural and Island Communities Ideas into Action (RICIA) fund. Currently, however, there are no funds available for applications.

There are many Community Funds, Trusts, Charities and Foundations which have been set up to provide funding for a wide range of community projects particularly those in rural areas.

Partner organisations will need to identify the range of resources available to contribute to delivery of Glenlivet Estate 2050.

## 14 The Action Plan

The opportunities that have been identified can be delivered by the joint endeavour of the partners involved in Glenlivet Estate 2050.

Appendix 3 contains an Action Plan to 2030. The actions in this Action Plan have been discussed and agreed with the Working Groups. For each action, the lead partner and supporting partner(s) are identified. For Forestry and Moorland, and for Farming, identifying the lead was relatively easy, as much of this lies within the responsibility of Crown Estate Scotland.

For the Community and Wider Economy, identifying the lead was not always possible, as relevant people

were not always present to put themselves forward as the lead partner. Here, Crown Estate Scotland has a role to play as a supporting or even, in some cases, a catalytic partner, in terms of identifying sites for development and facilitating wayleaves on their land. Community Groups (such as TGDT, KaTCA) and local businesses/forums can play an important leading role in delivering these opportunities for the community and wider economy.

The Action Plan is a 'living' Action Plan, where actions can be tracked and updated as plans take shape.

## 15 Measuring progress

The Action Plan in Appendix 3 contains the actions to 2030, including the relevant lead partner and supporting partner(s) who will take the initiative forwards.

Progress can be measured using some key indicators to measure progress. Below are some examples (for discussion):

### Farming:

- Number of new entrants
- Carbon and biodiversity baseline / indicators

### Forestry and moorland:

- Indicators for the Long Term Forest Plan
- Carbon and biodiversity baseline / indicators
- Indicators for the Deer Management Plan
- Community and wider economy:
- Number of new houses/let houses available for people working locally
- Number of derelict buildings
- Number of business premises for sale or rent
- Number of visitors at the visitor centre and the wider estate

## 16 Next steps

The next steps are to approve the Vision, Land Use Strategy and Action Plan, and start planning out the next stages of work. The working arrangements for the partnerships and working groups for the delivery of the Glenlivet Estate 2050 need to be clarified.

## Appendix 1 - Vision

[Read our full Vision document here.](#)

## Appendix 2 – Planning Principles and Priorities

[Read the full document here.](#)

## Appendix 3 – Action Plan

[Read the full Action Plan here.](#)

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