

Atholl
Estates

Forward Plan 2019 – 2022



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Foreword

The Forward Plan has been written to enhance the understanding and knowledge of the estate for all who live and work here. It explains the estate policy and direction, how we aim to set about the work in hand and the principles that guide our decision making.

The revised management structure has now been in place for 13 years, it reflects a more vertical line of responsibilities and continues to work well as we expand and refine it.

The estate has 5 completed hydro schemes, currently no more are planned. There are different ownership structures and the schemes are constantly monitored for improvements in performance that can be made.

A decrease in the £ following the Brexit vote has meant a rise in tourist numbers. The estate policy is to continue to provide the best experience at the correct price for the market segment it is aiming at. The gardens will aim at cohesive maintenance with enhanced presentation over the next three years.

Brexit has also meant a degree of uncertainty in the farming industry. Good maintenance, proactive husbandry and an up to date knowledge of political events and legislation will be especially important during the next 3 years, in order to maximise future opportunities and mitigate disadvantages.

Numerous jobs and developments will take place on the estate, some planned others inevitably unforeseen, these will be tackled on a case by case basis with due consideration for the guiding principles explained in this document.

The plan covering the three years from 2018 should be read in conjunction with the estate induction pack, which contains the facts, figures and expectations that relate to the estate as it is today. The induction pack is updated annually.

I would like to thank the management team and supervisors for all the hard work that has gone into this plan, I commend it to you and hope that from reading it you will gain a greater understanding of the work on the estate. I would also like to thank everyone who works on the estate and makes the realisation of this plan possible. The estate has recently developed a new award for long service, which has revealed 29 employees with more than 10 years service, a commendable record that will be recognised in the future.

The estate is committed to openly discussing current and future plans. Communication is a two way process and we are open to suggestions or questions where something is not clear. The door is always open.

Sarah Troughton
Head Trustee



Atholl Estates

Vision ...

A reputation for leading in everything we do.

Mission ...

To run a commercial enterprise which enables us to invest in the natural, built and social environment of the estate.

Our values ...

Integrity. Support. Commitment. Long term view.

Forward Plan ...

To provide clarity and direction on our plans for the future with detail for the next 3 years.

Operational Plans ...

Outline detailed targets and activity over a specific period to deliver the Forward Plan.

Policy Statements

Blair Charitable Trust

The trustees are Sarah Troughton (chair), Charles Kinnoull, Robert Troughton and the Dickinson Trust.

The aims of the trust are:

- The maintenance, preservation and presentation to the public of historic and architecturally outstanding buildings within its ownership, notably Blair Castle (Grade A listed) and its contents, the promotion of estate land-based interests, whilst providing a planned and structured approach to recreation management and adherence to good conservation practices, awareness of and adaptation to any changes Brexit may bring
- The protection and management of land within its ownership, encouragement of public enjoyment of the land, looking after the rural land uses of farming, forestry and field sports and promoting a harmonious balance between these uses, recreational pursuits and conservation ideals through discussion and assessment with local groups, users and national bodies, the provision and management of visitor facilities to a high standard and the increase of visitor understanding, thereby enhancing enjoyment. Building the brand around an authentic product is key to our aims

The Blair Charitable Trust owns the Castle, its park, the home farm and the lands generally known as the West Hand, Glen Fender and Forest Lodge.

Family Estate

The rest of the estate is in family ownership that shares the aims of the Charitable Trust, although with less emphasis on historic buildings and more emphasis on promoting commercial opportunities.

We aim to bring a business focus to land management, creating opportunity, maintaining and creating jobs and providing accessible, high quality rural facilities.

Public Interest

Management of the estates will be governed by standards of responsibility for the well-being of our staff, customers, neighbouring communities and the built and natural heritage.

We place priority on the delivery of social and environmental benefits as part of our business objectives and we commit to operating in an open and transparent way.

Our public interest commitments over the period of this plan are detailed in Appendix A – Code of Practice.



Estate Wide

General Administration

- There will be a move to on-line banking
- There will be a review of accounts software packages with particular interest in functionality and reporting
- Software and networks will integrate across the business
- Information delivery to estates owners and their advisors will be adjusted to suit their respective requirements
- Further development, influence and participation of the supervisor group
- Increase in manager and supervisor participation in leadership development

Sales and Marketing

- Strengthen relationships with travel trade customers particularly concentrating on developing a robust and changing winter programme offering, to include cruise tour operators
- Increase seasonal exhibitions and children's activities to maximise repeat custom and grow sales of Annual Passes
- Develop our social media with the aim of reaching new audiences promoting the Atholl Estates brand
- Grow our website content keeping it relevant to reflect our brand, updating as necessary to reflect seasons and trends
- Launch an online shop of our core products
- Explore new ideas to utilise the outdoor areas of the estate identifying companies that host large public events out with the Horse Trials and Highlander's weekend
- Grow relationships with the film and television industry in Scotland and the UK to gain new revenue streams
- Work with our new designer to refresh our print and design guidelines
- Investigate viability of a smartphone app to support castle tours
- Strengthen effective links with Visit Scotland biennial promotional themes



Julia Onions
Head of Sales and Marketing

Ranger Service

- Work closely with the Cairngorms National Park (CNP) through annual workplans and liaison meetings
- Work in partnership with CNP, National Trust for Scotland and Perth and Kinross Council to build on the successful launch of the Caring for the Cairngorms volunteer group
- Explore the potential for operating the Hillphone remotely
- Since the restructuring of the ranger service, to work more closely with other departments to deliver outcomes, in particular forestry and children's activity in the castle
- Work with the Blair Atholl Area Tourism Association to run the village information centre
- Investigate funding options and volunteer possibilities for recreating a route from the Glen Tilt road to the Balvenie Pillar (Hanging Tower)
- Work with Pitlochry High School Junior ranger's group to provide outdoor opportunities and help them to achieve their Conserver John Muir Award and resume a working relationship with Wilderness Scotland and their Imbewu volunteer programme
- Continue to tackle public impacts by working in partnership with SNH and CNPA as well as active ranger services on the ground. Keep a log of all significant incidents
- Deliver focussed and engaging education sessions for primary aged students seeking to measure these against nationally recognised award criteria and sessions for secondary age to facilitate fieldwork aspects of National 4 and 5 Biology and Geography



What 'Good' looks like ... in the Ranger Service

Helpful and Approachable ...Open and available to help other estate staff and members of the public.

Knowledgeable To have a good level of understanding of local nature, communities, business and recreational opportunities.

ReliableTo deliver what we have committed to the public, local community and estate in a thorough and professional manner.

Flexible.....To adapt to different roles and workloads throughout the year.

Tourism

Blair Castle Exhibition

- Maximise opportunities with Visit Scotland's biennial themes, to reach new inbound travellers and therefore increase awareness and footfall throughout the season
- Continue to deliver a 5* Visit Scotland customer experience for all our customers and maintain our 5* Visit Scotland rating through the new rating process
- Continue to develop our accessibility policy and statement in both the castle and gardens
- Build on energy monitoring data to enable energy use to be managed proactively.
- Continue to work with the charitable sector nationally and to benefit the local community
- Deliver wedding and corporate events that cause minimal disruption to the daily visitor experience with emphasis on selling key dates through Quarter 3 and 4
- Increase bookings for smaller outdoor events during the drier months, for picnics and gatherings
- Reinstate confidence in our events catering service so it consistently performs to a 5 star standard
- Install new EPOS system for the shop for seamless ordering and stock taking and launch online sales through the website of our core products which will help build the Blair Castle and Atholl Estates brand
- Explore new revenue streams from outdoor catering units in the grounds with due sensitivity to their surroundings
- Build on-line ticket purchases by improving their promotion and benefit
- Upgrade the outside lighting
- Build the family offer through seasonal themes and enhanced activities for children
- Make the ticketing gate process more effective, with better queue management particularly during July and August



What 'Good' looks like ... in Tourism

- Memorable** Our guests leave with great memories and return with anticipation.
- Reliable** We do not let our guests or colleagues down.
- Personal** Our passion for the estate shows in the way that we work.
- Brilliant Basics**..... We deliver all basic tasks to a brilliant standard.

Blair Castle Gardens

- Consolidate the garden team under the head gardener, with efficient use of machinery and other shared resources. Continue to improve the presentation through correct horticultural practices
- Hercules Garden: work to enhance the borders within the parameters of the agreed design. Plant up four herbaceous borders in the Melon Ground with herbs and salad in the remaining 4 borders. Grow useful vegetables and fruit enhanced with flowers to make an attractive main vegetable border no 6. Sell the produce in the Apple House, monitor how well it works.
- Weed kill and re-plant some of the South End borders and car park border
- Focus maintenance on the Banvie banks in front of the castle after some trees are felled and the banks re-built
- Continue to establish the area behind Hercules Garden as the main depot and grow our own annuals and vegetables in the poly tunnel and green house there. Only use the buildings at the mains to store seldom used or seasonal equipment, furniture etc. (Green house and poly tunnel at the mains are out of use.)
- Establish the planting around the new woodland lodges so that it ties in with the landscaping around the first 5 woodland lodges



Caravan Park

- Undertake a review of the land use along the east side of the park given increase in demand for pod type accommodation and a downward trend in caravan holiday home occupancy
- Improve Castle Drive Caravan Holiday Home pitch layout between lets
- Complete further phases of water pipe renewal, completing North Park and prioritising further sections according to water leakage records
- Renovate shower blocks 4 and 2, improving disabled facilities in the process
- Review of touring pitch occupancy per size category to determine opportunity for pitch upgrades
- Continue to encourage full recycling at the park, aiming to reduce general waste bin volume by 25%
- Reduce disposable plastics
- Extend seasonal let touring pitches in areas currently used for camping in peak periods
- Increase provision of guest parking areas around the park so the 'one car' law can be enforced
- Aim to install electric car charging facilities
- Renewal of grey water discharge facilities
- Provision of pet washing facilities at Shower Block 4
- Review performance of camping pods and expand number along river side pitches if demand allows.



Woodland Lodges

- Establish landscaping throughout the new lodge area
- Review our dog friendly offering and react to trends accordingly
- Bring occupancy to 70% across 11 lodge groups by end of plan period



Highland Lodges

- Develop market share and reputation for large self-catering accommodation throughout the estate that offers safe and friendly environments for long and short stay holidays for large groups
- Focus on upgrading bathrooms where budgets and schedules allow, using master design sheets that have pre-approved fixtures and fittings ensuring a better guest experience
- Increase water pressure in lodges with private water supplies
- Ensure lodges maintain their charm and character
- React to guest feedback on how the guests experience can be enhanced
- Continue to improve offering to guests of activities on the estate, maximising revenue and guest experience
- Continue to improve welcome packs specific to each lodge and holiday objective of guest
- Encourage repeat bookings thus cutting down on admin time
- Assess the demand for indoor large space activities that are associated with the lodges such as providing space for yoga retreats, art classes to boost off season lets

Horse Trials

The main objectives for the next three years are:

- Preserving Blair as the leading Scottish equestrian event and develop main 'grass roots' event, continue to work with ERM
- Developing the spectator experience, react to commercial trends and implement changes to ensure the event remains contemporary
- Implementing the 'All Roads lead to Blair Castle' plan across the many different equestrian classes
- Refining and improving the existing site layout and infrastructure, to enhance attendee experiences, particularly in wet weather
- Growing event attendance by 2.5% per year. This would amount to a figure in the region of 49,500 by 2021
- Developing the event camp site to include glamping options with a higher return per pitch
- Aiming for net income from sponsorship and hospitality to be 18% of total running costs by 2021
- Becoming self sufficient in terms of event specific equipment, where possible. Dressage Arenas, Dressage Markers and Cross Country Flags
- Returning a secure minimum 10% profit on turnover annually, to facilitate investment to maintain growth and standards to enable the event to be favoured by the highest level competitors
- Establish accepted working practices between the Horse Trials and Farm managers and their respective teams



Rural Enterprises

In Hand Farming

Balanloan Farm

- Preparation for shift in public support away from direct production towards public benefit (efficiency and production costs)
- Collaboration between our two units will be a key driver for the next three years
- Improve the key grass growing areas – mapping of key areas to show nutrient improvement / targeted drainage etc plans
- Specialist advice where necessary. Increased peer engagement, attendance at best practice farm visits
- Reduce reliance on contractors – by better integration. Contractors only brought in for pit silage making, muck spreading and combining arable crops – all other work done in house.
- Remain a store cattle producing unit but selling the best calves (30/40) direct off their mothers in Autumn
- Maintain herd of 130 cows to maximise housing capacity with a tightened calving period of 10 weeks and calving percentage of 95%
- Breed our own replacement heifers
- Move towards a continental herd basis
- Sheep stocking – introduce separate accounts for the hill and in-bye flocks to review performance and profitability
- Target lamb sales will be 110% for the BF and 150% for the X ewes
- Manage transition out of organics but retain the organic ethos by targeted fertiliser and spraying
- work with horsetrials and castle to provide suitable areas for hosting events



In Hand Farming

Ballachallan Farm

- Maintain existing building range until long farm business plan established but stop using Ballachallan Steading and reduce use of Meadows by early sales of young stock
- Remain a store cattle producing unit but selling the best calves (30/40) direct off their mothers in Autumn.
- Running herd of 100 cows with a tightened calving period of 10 weeks and calving percentage of 95%.
- Breed our own replacement heifers
- Sheep stocking to remain stable at 450 pure BF ewes and 1100 cross ewes split between Texel and Llelyn Cross.
- Sheep stocking – introduce separate accounts for the hill and in-bye flocks to review performance and profitability.
 - Target lamb sales will be 110% for the BF and 155% for the X ewes.
 - Drainage and fertility review in key production areas.
- Establish business plan for farm, acknowledging rection of farm support.

Together

- Embrace technology on cattle and sheep
 - Electronic recording for DLWG etc
- Look at new crops / new ways of operating that could boost productivity including third party agreements.
- Look at leasing areas for potatoes / root vegetables where the opportunity arises.
- Benchmarking to be within top 1/4 of QMS for all enterprises by the end of the plan period.
- Undertake dry matter growth recording and implement practices to ensure maximum utilisation to benefit all stock.



What 'Good' looks like ... in Farming

Technical efficiencyRecognising constraints but constantly striving to improve and enhance technical efficiency.

RespectFor other team members, other departments as part of a unified estate, the general public remembering that we are often seen as the face of the estate, farm livestock, wildlife and the land and our equipment

Best Practice Adherence to industry standards and estate policies.

PresentationImmaculate working practices which meet industry standards in-hand farming.

Forestry

- Recruit an additional trainee “hands on” forester (either full time or as a placement student each year). Increase squad to two foresters plus an apprentice
- Deer
 - Recruit a full time deer ranger to cover the woodlands, whilst retaining the use of contractors to cover areas where significant damage is occurring
 - Open the Deuchary to run as an area for sport stalking with Tulliemet Hill, as a single beat, with the added resource of a strategic deer fence if review suggests necessary
 - Undertake significant works with Deer Management Plan
- New Roads
 - Road works to be undertaken to open up Kindrochet and Tulliemet Woods
 - Barytes mine will have a significant benefit of improving access roads into Killiechangie Woodland
- New plantings to explore and further opportunities as identified. Newtyle Hill, Tulliemet, Tomkitche, Riparian Woodland, Tomnauld
- Restructuring
 - Craig Wood, Generally reduce reliance on Larch throughout plan period.
- Market review of timber sales
 - Planned for 2019
- Implementation of new Forest Plan
 - 5 year cash flows, Replanting clear falls within one year of harvest, Phytophthora 1st priority on felling



What ‘Good’ looks like ... in Forestry

Meeting the standardUnderstanding the standards which regulate our sector, most significantly UKWAS/FISA/Safe Working and placing them at the centre of our operating practices.

ResourcefulBeing organised and efficient with the use of available labour and equipment to meet operational targets.

RespectfulTo each other in the team, to other estate teams we work with, the public who we work around and to our vehicles and equipment.

Field Sports

- Continue to offer the best possible sport stalking, with ponies for red stags in appropriate beats
- Habitat monitoring to continue with the three-yearly cycle of surveys aiming for a measurable improvement in the quality of habitat at the next review in 2020
- Continue to reduce the deer population in accordance with both the Estate DMP, and the overriding WGDMG DMP
- Undertake a review of the woodlands currently open to deer and retain existing levels of shelter for deer acknowledging that areas may change in geographic spread, whilst retaining a commercial woodland operation
- Undertake to pluck all winged birds produced from the estate
- Develop and monitor the application of medicated grit by the use of small GPS marked trial areas for grouse, which will be backed up with evidence based worm counts undertaken each year
- Undertake a yearly foot count of red deer across the whole of the red deer range within the estate as standard practice but utilising new technology (drones /fixed wing planes /thermal etc) where available
- Work with our neighbours and CNPA in the newly established cross-border DMG, to ensure a consensus of working practice
- Continue to operate a zero tolerance of non-native species (Sika / Feral Pigs)
- Continue small family pheasant shoot at Tulliemet with let days, aiming for a return of 32%
- Utilise Auchlennie Woodland as a sporting resource for roe and red deer with the aim of hosting 7 roe buck parties per year



What 'Good' looks like ... in Field Sports

TraditionalNeatly presented, respect for equipment and property, pride in the use of tweed and ponies on the hill.

EthicalMeeting industry and estate codes of practice.

Resourceful ... Achieving productivity and cost efficiency through co-operation within the department and around the estate.

RespectFor guests and the general public, for colleagues as part of a unified estate and for wildlife, the land, and the ponies.

Ponies

- Aim to have a herd of 17 ponies by the end of the plan period.
- Continue with trekking being run as it currently is, but look at the possibility of a shared seasonal with one of the beats (college placement year student who has pony experience).
- Licence and use our own stallion, noting that he will be used very sparingly in the first year (5 mares), building gradually up to between 15 and 20, but without dilution of the "Atholl" bloodline.
- Aim to breed one pony a year (or two every other year) – to be used as replacements for the deer carrying enterprise (aim is to have 9 ponies + 2 spares)

New Ventures

- Deer farming
- Quad biking trekking at Baluain Wood
- Trout fishing (loch) near to Blair Atholl
- Live stream golden eagle nest and beaver den to website/castle
- Monitor and review/implement new opportunities within rural sector post Brexit



Estate Properties

Letting

- The Scottish Government's on going legislation affecting private let housing and energy efficiency standards will be monitored against their impact on the viability of affordable rents and policy adapted accordingly
- Due to the increasing maintenance cost of running let housing due to regulation, houses in non core areas that become vacant which need significant expenditure will be considered for sale and it is accepted that Atholl's housing stock will therefore diminish over time
- Rent for new house lets will be at full market value and rents for existing tenancies will increase above inflation annually, to reflect the significantly increased cost of regulation and the sharply rising cost of maintenance
- Let farm tenancy meetings will continue every three years to review business plans and mutual maintenance obligations
- Maintain full occupancy of commercial let units presuming in favour of tenants that provide full time local employment



New Property Development

- Develop land that has been zoned for housing under the 2014-18 local authority development plan in partnership with developers and housing associations
- Continue to monitor opportunities for collaborative development of local housing with Caledonia Housing Association but recognizing the reality of government funding limits against high site servicing costs in Highland Perthshire
- Work with Perth and Kinross Council to identify land for development within the Perth and Kinross and Cairngorms National Park local planning processes
- Determine if demand exists for further commercial business units at Dunkeld
- Concentrate specifically in this forward plan period on
 - Unlocking the barytes mine access road and transfer station at Logierait with Mi Swaco.
 - Development of Bual Bhain site at Ballinluig through Alexander and Co
 - Development of an 8 unit local housing scheme adjacent to The Watermill, Blair Atholl
 - Upgrade the weir and wing walls servicing Blair Atholl lade
- Be fully engaged with the A9 Dualling Project which will progress from compulsory purchase to development during the period of this plan. The main objectives will be to ensure full capital and consequential loss is compensated and to minimize disruption to our businesses and to those of our tenants
- Maintain a watching brief on further development potential at Blair Atholl Information Centre



Maintenance

- Property surveys will be completed between each tenancy to inform future decision making
- Renewal of building fabric, including kitchens and bathrooms, within our residential properties will only be sanctioned at the end of its full working life and not to provide aesthetic benefit or precautionary risk avoidance
- Communication standards will be maintained, aiming to provide 7 days advance notice on major building projects and 24 hours notice on minor repairs
- Our property condition database will be completed for each residential property, which will require surveys of roofs, walls, drains and water supplies. Locations of services will also be mapped and energy efficiency compliance works quantified after EPC surveys
- Private water supplies will continue to be maintained as well as possible with improvements to comply with new purity regulations signed off as cash flow permits. The next supply to be addressed will be from the Banvie Burn and Forest Lodge
- Any major refurbishment to be done with a main contractor and quantity surveyor
- The five year structural check on all load bearing bridges will be continued with the next survey due in 2020. Remediation works from the last survey are ongoing. The next survey will also determine which structures are redundant and if of no historic relevance, removed
- Working with the rural manager and farm tenants, a maintenance plan for farm steadings will be established which guides allocation of responsibility between the parties and focuses investment



What 'Good' looks like ... in the Works Department

Organised To carry out our tasks in an efficient and productive way, communicating expectations effectively.

Supportive To mutually support fellow team members in all tasks and to assist other departments when required.

Dedicated To offer the best service, taking into account constraints, stepping up at time of need.

Constructive Attitude There are no problems only solutions.

Safe working Adopt, Adapt and Improve.

- An in-house squad of 7 personnel will be maintained
- The policy for hill roads continues, maintain the existing but presume against extensions or new roads
- Delivery of work through sub contractors will be guided by the following approach:
 - Development of long term relationships with external firms on approved contractor list to support planned renovations and spikes in reactive maintenance
 - Annual performance reviews with each firm to ensure agreed service levels are maintained, particularly regarding tenant communication, response times and safe working

Castle Fabric

- Renewal of roof over attic stair, adjacent to Baron Maule's Room
- Repair to chimney masonry, Baron Maule's Room
- Planned repairs will be clustered annually and procured under a main contract, aiming to develop a long term relationship with the main contractor
- Periodic inspections, directed by the castle's maintenance plan, will be continued
- External paintwork and spot harling repairs will be accessed by cherry picker
- Current drawings of external elevations and internal services including fire separation, will be procured
- A photo reference system will be created to include windows, gutters and downpipes
- Twice annual roof and gutter inspections and maintenance will be continued, using cherry pickers for access



Castle Archive

- Oversee the budget set aside for conservation of the collection with the help of specialist advice.
- Co-ordinate specialist adviser visits and activate approved recommendations
- Ensure access to the Archives is delivered. It is important to maintain the current archives collection while adding to it from contemporary records.
- Continue to provide specialist advice in relation to current and forthcoming exhibitions in the Castle.
- Monitor environments in both the Castle and Archives to ensure the collections are housed in a suitable environment to promote their long term preservation.
- Organise a new exhibition in Room 27 to highlight the 8th Duchess of Atholl for 2019, will last at least 3 years
- Oversee and provide specialist tours within the Castle. The archivist to supply talks to local community groups and schools as a way of raising awareness within the local community.
- Co-ordinate winter work within the Castle including re-installation of the cleaned and repaired Mortlake tapestry.
- Completion of the next edition of the Atholl Chronicles. 1957 - 2000, with notes for first decade of twenty first century.
- Development of strategy for digital storage of archive.



Energy

- There will be no further development in hydro energy during the plan period although we will continue to refine our management of the existing five schemes
- Wind energy continues to be unwanted on Atholl due to its visual impact on the landscape
- The emerging market in electric car charging will be met by installations at the castle and caravan park and a larger project developed in concept initially at Pitagowan in partnership with The House of Bruar
- Develop policy for reacting to home energy efficiency legislation as it relates to the private let sector over the next ten years. Monitor progress by Historic Environment Scotland to develop energy efficiency performance properties of mass masonry walls as found in most traditional rural properties



Appendix A:

Atholl Estates Code of Practice 2019-2022

Working together

- Demonstrate an effective model of an integrated approach to rural estate management.
- Play a full and active part in any collaborations whether with local interest groups, government or non-government agencies.

Working with our commercial and farming tenants

- Be open and transparent in our dealings and regard the landlord/tenant relationship as a business partnership.
- Recognise landlord responsibilities and carry them out in a timely manner.

Working with our housing tenants

- Give priority under our allocations system to applicants who are locally employed.
- Maintain rents at levels that are locally affordable.
- Ensure all arrangements are in plain English and that we are easily accessible and accountable to our tenants.
- Recognise landlord responsibilities and carry them out in a timely manner.

Working for the environment

- Exercise good environmental stewardship.
- Recognise the value of natural and built heritage, sustainable development and show commitment to working with others to enhance these.

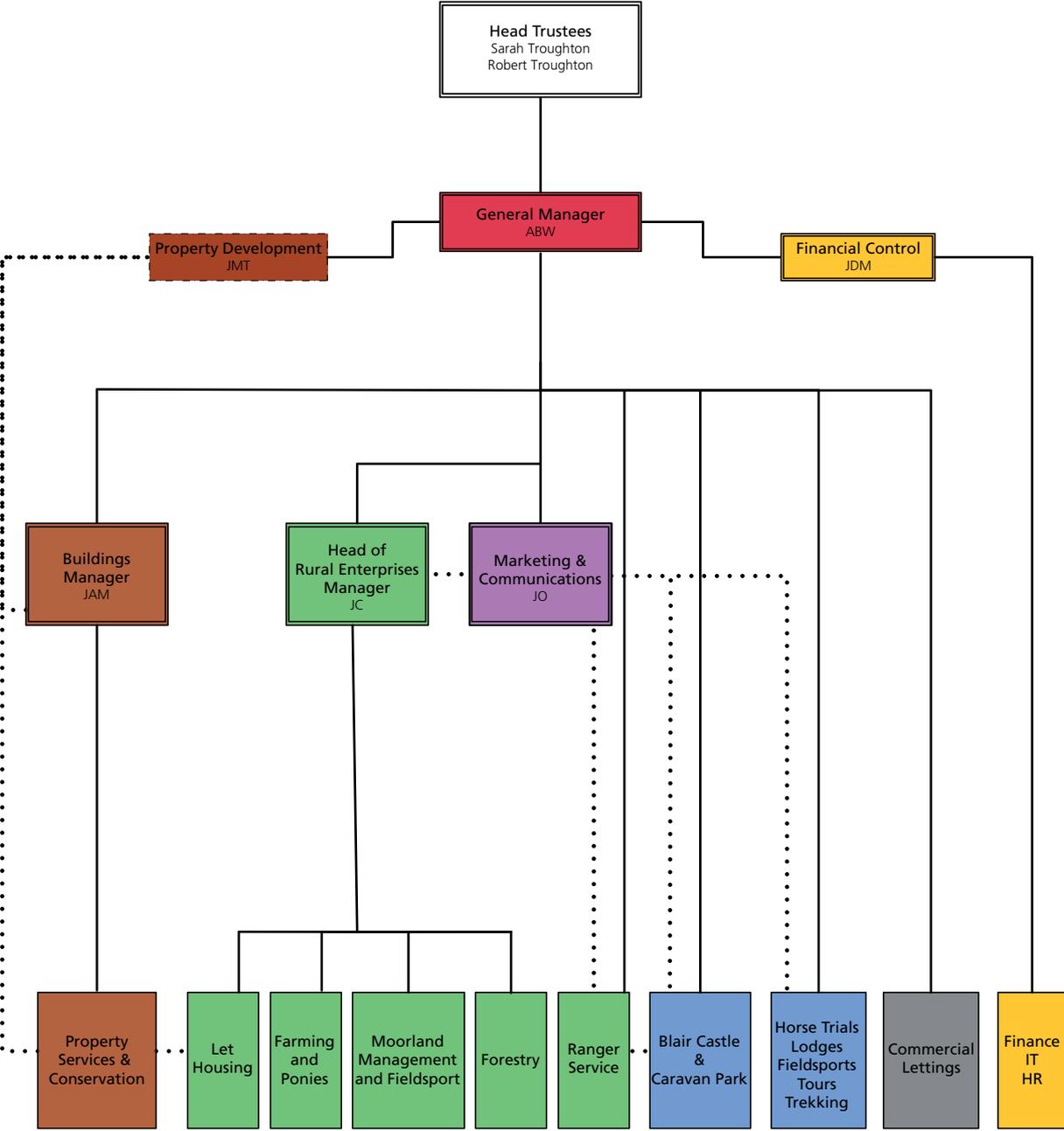
Working with our staff

- Acknowledge the immense value of staff and promote employee development, support and long-term benefits.
- Ensure clear lines of communication within our staffing structure to maintain clarity in roles and objectives while encouraging feedback and staff input to the direction of our business.
- Recognise exceptional personal and group achievement and performance.

Working with the community

- Maintain clearly identifiable and accessible local representation.
- Play our part in and support local development initiatives.
- Be committed to informing and, where appropriate, consulting with communities in relation to land use decisions.
- Support local jobs when possible.

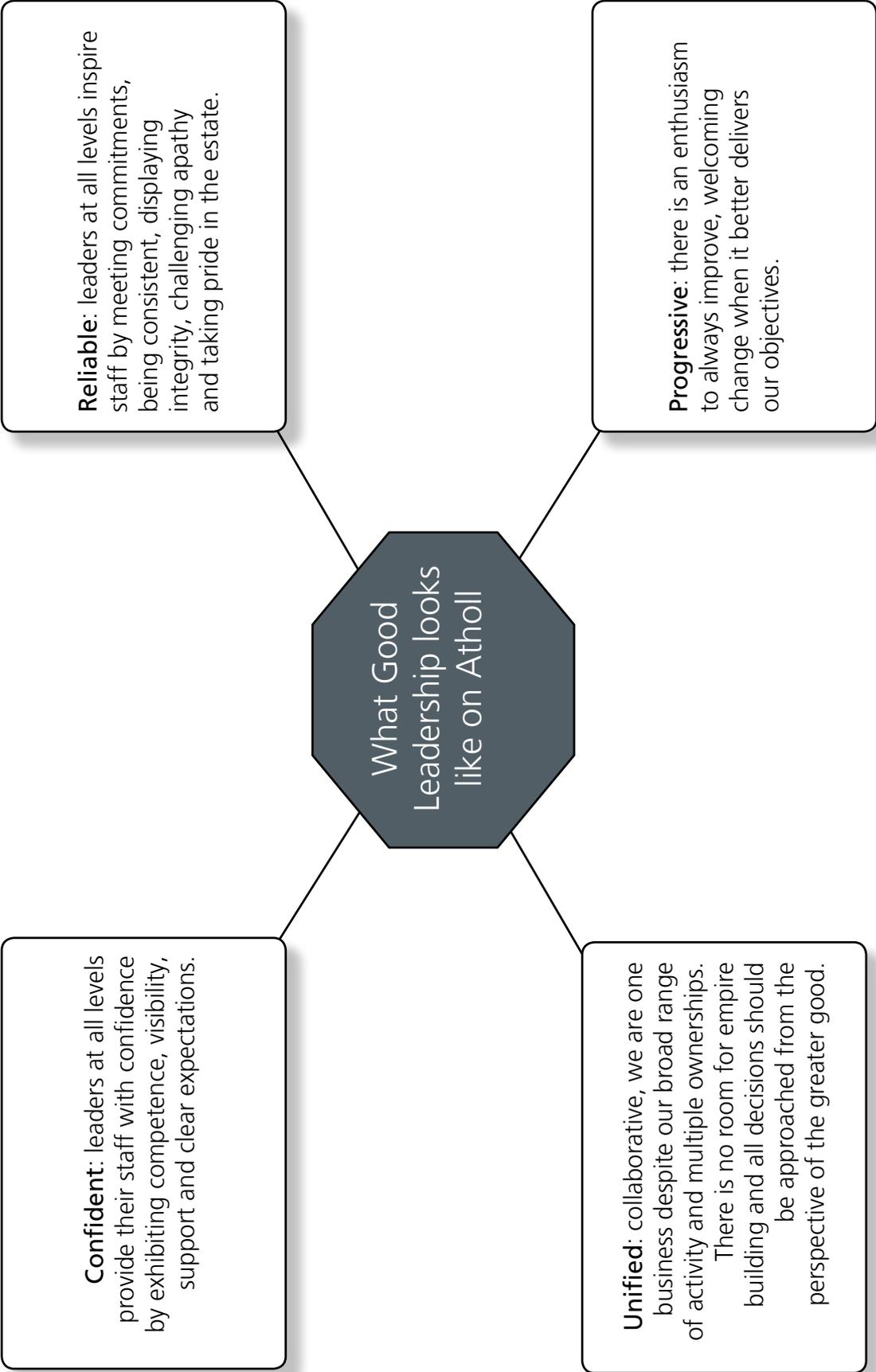
Appendix B: Atholl Estates Management Structure Diagram



..... Highly collaborative relationships

Atholl Estates Organisational Structure

Appendix C:



Appendix D:

Atholl Estates Communication Policy 2019-22

Atholl Estates aims to communicate openly with our staff, local community and the wider public both to inform and receive feedback about the work that we do.

We aim to achieve this through informal daily interaction but also through a number of managed actions.

General	Purpose	When
Publication of a bi-annual newsletter	Distribute information on estate news	Winter & Summer
Website (www.atholl-estates.co.uk)	Becoming our primary 'shop window' for customers and the general public	Ongoing
Open Day held every other spring	Mainly for primary school audience but open to the general public	Spring 2016 & 2018
Ranger Service events and Information Centre	Recreational access support	Ongoing
e-Newsletter	Distribution of visitor services news to customers in our database	Monthly
Social media	Provides an update of what's happening around the estate.	Daily

External	Purpose	When
Attendance at local community meetings	Maintain links with local representatives and support local initiatives	Ongoing
Involvement with Local Authority policy forums	Ensure the best interests of the estate and the local area are being taken into account at regional government level.	Ongoing
Personal and informal interaction with local and regional representatives	Promotion of good relations and open communication.	Ongoing
Estate visits for Local Authority and Scottish Parliament representatives	Exchange of ideas and opinions, development of better mutual understanding.	Ongoing
Publication of events and news in regional/local media	Delivery of information about changes or news items to the general public to benefit public relations and promote the business.	Ongoing

Appendix D: Atholl Estates Communication Policy 2019-22

Continued...

Internal	Purpose	When
Staff bulletins	Distribution of up to the minute information and news to staff	Monthly
Management meetings	To discuss and present relevant issues that can then be cascaded through departments	Quarterly
Department team meetings attended by senior management	To allow a two way information exchange between management and employees on issues relating to their operations	Various
Provision and annual updating of individual staff induction packs	General information on estate business and operations	April
Annual individual staff development reviews with 6 month reviews where necessary	Opportunity for every member of staff to discuss their role, objectives and development with their line manager at least once each year.	January to March
Estate visits	Opportunity for operating groups to show colleagues what they do and their contribution to the business	September to June
Memorandums	Statements of policy and important news for placing on the record	Ongoing