

Interview themes for landowner interviews (Review survey response details for all themes)

1. Ownership structure, governance and management:

- a) Review ownership, governance structures related to ownership (boards, trustees, partnerships etc.) and the way in which the land is managed (operationally and strategically).
- b) Investigate how the landowners goes about setting its objectives; via a whole landholding Plan, through Trustees meetings, driven by the owner / principal?

2. Management objectives and directions of travel:

- a) Investigate strategic and operational objectives and the motivation / reason for ownership (ethos, goals and targets).
- b) What are the key drivers (internal/external) of current and future management and investment decisions? *Personal, economic, community-driven, environmental, relevance and importance of policy and incentives (at what scales: local, regional, national, global etc.)*
- c) Have there been or are there likely to be any major changes? If so what was / will the catalyst be?

3. Earnings and Expenditure: Review details provided in the survey response and ask questions to gain a better understanding of the landowner/landholdings role in the local (and wider) economy:

- a) the amount of spending that is captured locally
- b) the types of spending (areas of expenditure) that is captured locally
- c) the relative value of this spending in the local area e.g. how much do local suppliers rely on the landowner/landholdings (i.e. what proportion of their business is estate related)
- d) Use of and linkages with 'local' businesses/contractors and services providers (Number, to what extent, across which sectors - agriculture, forestry, sporting, conservation, renewables, property, tourism and leisure etc.) – links with non-local businesses
- e) Role played in attracting (or limiting) inward investment (public or private) – evidence of attracting wealth generators
- f) Specific examples of additional economic impact resulting from the landholdings approach to management/stewardship
- g) Status of businesses on main landholding (running at a profit/loss etc., longer term vulnerability/security – and reasons behind this)
- h) Examples of USPs (specialist products etc.) or creative income streams/entrepreneurism
- i) Evidence of environmental sustainability of emergent income streams?
- j) Trends and trajectories of estate employment (past, current and future)

4. The landowner's/landholding's role in relation to the natural heritage and natural assets:

- a) Quality of existing natural heritage – priority habitats/species (increasing/maintaining/decreasing)
- b) Evidence of development of environmental projects (types)?
- c) Evidence of emphasis on maintaining high quality and condition of natural heritage – habitat/species restoration?
- d) Grazing levels/Deer management – monitoring of impacts/change in emphasis?
- e) Consideration of carbon storage – soil erosion/carbon footprint reduction/energy audit?
- f) Floodplain or river catchment management?

5. **The landowner's/landholding's role in relation to local community development:**

- a) Landowners own view on their role in relation to rural development
- b) Emphasis on rural development in estate management/objectives
- c) Existing examples of community engagement and development
- d) Level of community involvement in decision making/consultation (identifying community needs?)/volunteering?
- e) Role (existing/future) in local housing provisioning – related issues
- f) Perception of community-landholding relationship?
- g) Role of the landholding/landowner in 'place shaping' [e.g. role in contributing to creating community, landscape, area profile etc.]

Provision of public amenities (including cultural heritage) and services – rationale for this

- a. Interpretation/collaboration with government agencies

6. **Perspectives on sustainability** and specifically the role of the landowner/landholding in influencing sustainable development on and around their landholding (including discussion of 'additionality' arising from estate scale)
7. **Key constraining factors** (Financial constraints/community conflict/environmental and/or resource limitations/planning regulations and (lack of) incentives etc.)
8. **Key future opportunities** (Renewables, conservation, forestry, carbon accounting, ecosystem services provisioning etc.)
9. **Linkages beyond landholding boundaries** – evidence of collaboration with other landowners, government agencies, local groups, NGOs etc., role of the landowner/landholding in these initiatives, how does estate engage in dialogue with wider stakeholders – level of commitment to such ventures, contributions to wider planning processes, links with research organisations etc.
10. **Discussion of perception of CNPA and wider public bodies** and existing policy and planning frameworks
 - a. Specific areas of support required
 - b. Specific training requirements

Ends