

**Inspiring places,
inspiring people.**

*Àitichean brosnachail,
daoine brosnachail.*

MEMBER OF



Our vision

What will we become?

Jahama Highland Estates (JHE) is a beacon of inspiration for landscape-based asset management. Driven by our passion for achieving equity across the environment, the economy and the communities that comprise the JHE landholding, we sustain:

- Thriving and confident communities rooted in an inspiring landscape.
- Stewardship of our assets for a viable present and a safeguarded future, mindful always of the past.
- Adaptive and cohesive natural resource management within a changing climate.
- Connectivity of stakeholders, creating opportunities and facilitating positive change.
- A new approach of rural asset management which challenges anachronistic narratives.
- A strong and participatory culture: our resources and communities feel alive and cherished.

Our strategy

How will we get there?

JHE provides the energy catchment for our industrial sister companies Alvance and SIMEC, within the overarching GFG Alliance: this is the catalyst for our existence, but it is only one part of our remit. JHE is a multi-layered landholding with complex strategic goals:

- The regeneration of our rural asset-based enterprises transforms JHE into an economically sustainable entity by 2027.
- **We lead the GFG Alliance carbon-neutral 2030 objective, completing our Natural Capital valuation and implementing competent natural resource management decisions.**
- We facilitate sustainable community endeavours for the greater good of our shared culture.
- We enable economic prosperity internally and externally to underpin that shared culture.
- We engage proactively with our many stakeholders for positive collaborative outcomes.
- We facilitate the reconnection of people and place through natural resource-based recreation, sustenance, employment and habitation.
- We take active and holistic management decisions to add value; no single outcome is considered in isolation.

Our core pillars



1.

The Natural Environment
and Climate Change



2.

Community and Culture



3.

The Built Environment



4.

Economic Enterprise



5.

Recreation





The Natural Environment and Climate Change

Our natural environment underpins everything we do: the habitats within JHE and the species of flora and fauna that inhabit them, our freshwater courses and bodies, soils, geology and weather form the JHE core.

- JHE is a vast natural capital asset with immense downstream provision of public goods including carbon sequestration. From mountain top to river bed, our diversity of habitat and wildlife represents extraordinary opportunity and brings with it significant stewardship responsibilities.
- JHE works to balance the industrial focus of Alvalde and SIMEC, mitigating the wider environmental impact and investing in competent natural resource management and usage (including renewables) to meet our sustainability objectives.
- Water is a basic human requirement and JHE acts as a collector, purifier and reservoir; our catchment impacts from the west coast to the east coast.
- JHE is primarily a fragile upland environment. We will restore upland habitats including deep peatland, a crucial carbon sink, and heather moorland, rarer than rainforest; we will maintain and manage low-input grazing land, also an important carbon store, and carry out riparian and hill improvements including native tree planting.
- We will manage sustainably our game, deer and fish populations as vital components of our natural capital stocks.





Community and Culture

JHE seeks to elevate the Lochaber and Badenoch area by placing the wellbeing of local communities, both of geography and of interest, at its core. Our shared culture of opportunity, positivity and confidence has genuine potential to create change at an unprecedented scale in the Highlands.

- The initial JHE community engagement project was one of the most extensive ever carried out in Scotland. This engagement is now constant and will continue to be carried out on this basis. As part of our ongoing community engagement and Estate regeneration work, we are committed to positive exploration of proposals made to us by local community bodies for land transactions.
- We engage with communities to connect people and place, facilitate participation and rebuild the bond between livelihoods and landscape.
- We are facilitating sustainable community endeavours to help people safeguard their own futures, as well as directly supporting future viability through our own innovative asset management.
- Storytelling is part of Highland culture: we engage in telling our own story, and we listen to the stories of others. Listening is at the heart of our culture.









The Built Environment



JHE owns significant residential and commercial properties, plots and development sites in addition to recreation infrastructure. These properties provide JHE with the economic driving force of investment and economic regeneration.



- We will scope and implement a viable use for every current JHE building.
- Mindful of the imbalance in residential property supply and demand in Lochaber and Badenoch, we will work to optimise provision of let housing from our existing stock and new builds.
- Our commercial sites, both existing and planned, will be a significant facilitator of our communities' business activities and interests and an important source of rental income for new JHE investment across our landholding.
- Heritage property is a major part of JHE's built assets; we will safeguard these buildings for the present and future by carrying out sympathetic renovation and repurposing.





Economic Enterprise

JHE has the potential to be the economic powerhouse of Lochaber and Badenoch. We will take this opportunity and responsibility forward to share prosperity internally and externally.

- Our existing in-hand enterprises will be optimised, and new enterprises scoped, appraised and implemented.
- As part of our community support objectives, we will seek to work in partnership with local entrepreneurs, community groups, businesses, NGOs and other stakeholders to facilitate economic prosperity. Where opportunities exist on our own land, we will be an active and engaged partner rather than an arm's length landlord; where opportunities exist on other land, we will support, guide and utilise our power for the greater good.
- In our own enterprises, we will seek to create permanent and seasonal employment opportunities and assist with housing provision for our staff.
- We will work with academic institutions and training bodies to facilitate rural skills and education.









Recreation

We are the geographic heart of the Outdoor Capital of the UK. With our own in-hand opportunities in addition to our tenants operating iconic outdoor recreation facilities including a ski centre, internationally-acclaimed mountain bike tracks, world-famous rock climbing and mountaineering routes – to name but a few – JHE is unrivalled in the provision of outdoor recreation.



- JHE includes the North Face of Ben Nevis, the highest mountain in the UK.
- The UCI Downhill Mountain Bike World Cup has taken place on Aonach Mor, part of JHE, since 2002.
- We will improve our partnership working and collaboration with local access management groups and our landowning neighbours.
- Our deer stalking takes place in a challenging and aesthetically stunning environment, with plans being formulated to improve publicity and offer a unique immersive game, deer and salmonid hunting experience.
- On the famous “Road to the Isles”, there is major untapped potential in retaining visitors travelling en route to other parts of the Highlands and Islands: we should, and can, do much more.



Themes

1. Whole Estate Approach

The five pillars are the core of JHE. These five focus areas encompass a vast range of projects, assets, enterprises, places and people. The strength of JHE is that each part helps to bind the whole. All component parts form an integral piece of the jigsaw; though some may seem small, insignificant or non-viable in isolation, as part of an holistic asset management strategy they represent incredible potential. The potential provision of benefits for the environment, local communities and the economy, as well as the region as a whole, is genuinely unprecedented in the UK.

2. Interconnectivity

Each of the five core pillars are intrinsically linked. Individual projects and enterprises will naturally cross more than one theme. Indeed, most issues will relate to all five pillars. This interconnectivity provides added value and benefit, and embeds strength to each individual component of JHE.

3. Balance

JHE comprises many varied and competing pressures and land uses. It is vital that balance is achieved between competing land uses and that no single activity or enterprise should be given priority to the unacceptable detriment of another. The equitable nature of our management approach is vital to maintain resilience, so that JHE is capable of facing the ever growing and changing social, economic and environmental challenges.

4. Magnitude

The variety within JHE and the scale of our vision is challenging to comprehend. To date, few people have truly understood JHE's potential and the huge number of people on whom the implementation of our vision could impact. The magnitude of our vision for JHE is a core strength, but risks becoming a weakness without competent direction and leadership. To achieve our objectives will require patience, determination and investment on a phenomenal scale; however, the rewards, benefits and legacy of success will be unparalleled.



Our values

- We will act with trust, honesty and integrity both internally and externally, always being mindful of our vision.
- We will inspire, encourage and effectively engage in all our human interactions.
- We will seek to resolve and proactively manage conflict in challenging areas or where there are competing demands; we will take evidence-based decisions in line with our strategic objectives.
- A safe working environment is essential for the implementation of our vision; we value highly the safety, welfare and wellbeing of our staff, contractors, customers and users of our assets.
- We recognise the existence of power imbalances in our society. True sustainability will be achieved by fostering inclusivity and equal opportunities within and around the Estate.
- We value our role within the GFG Alliance and will support our colleagues in their business activities.

A scenic view of a mountain valley. In the foreground, a sandy, light-colored slope leads down towards a river. The river flows through a lush green valley, surrounded by dense vegetation and trees. In the background, a large, rugged mountain rises, its slopes covered in patches of green and brown. The sky is bright with some clouds. The overall atmosphere is peaceful and natural.

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