



West Stormont Woodland Group

Join us today to bring Taymount Wood and Five Mile Wood into community ownership

BUSINESS PLAN



Bringing Taymount and Five Mile woods into Community Ownership



Produced by WSWG SCIO Board

December 2022

SCIO Registration SC051682

Acknowledgements

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Feasibility Study

In December 2020, WSWG commissioned Donald McPhillimy on a consultancy basis to produce a Feasibility Study for the WSWG Project, which has been an extremely valuable piece of work for WSWG. It was a strong influence on WSWG's Draft Proposal which was the subject of Community Consultation 1 in February/March 2021, an influence which continues into the Proposal 2022 *Going Forward*. However, due to relatively low community support on proceeding with woodland accommodation as potential income generating enterprises (Taymount Wood being identified in the Feasibility Study as ideal for hutting) and a general wish that the wider woodlands would not be over-developed, that recommendation was dropped in Proposal 2022 in favour of concentrating the main development near the main entrance to Taymount Wood in the form of Taymount Hub. See [Appendix BP1 WSWG Feasibility Study](#).

WSWG would like to thank Donald for his guidance and professional advice in the development of the WSWG Project.

WSWG would also like to thank all the other consultants and advisers who have supported the development of the WSWG Project to date.

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Abbreviations used

WSWG (pronounced Wizzywig!)	West Stormont Woodland Group
SCIO	Scottish Charitable Incorporated Organisation
SROI	Social Return on Investment
CATS	Community Asset Transfer Scheme
FLS	Forestry and Land Scotland
SLF	Scottish Land Fund
BL 1, 2, 3 or 4	Budget Levels 1, 2, 3 or 4
ECOS	Edinburgh Conservation Science
PKC	Perth and Kinross Council
MiDAS	Minibus Driver Awareness Scheme
LISS	Low Impact Silvicultural System
ha	hectare
SAC	Special Area of Conservation
UN	United Nations
GNH	Gross National Happiness
GDP	Gross Domestic Product
CO ₂ e	Carbon Dioxide equivalent
TW	Taymount Wood
FMW	Five Mile Wood
OSCR	Office of the Scottish Charity Regulator
AGM	Annual General Meeting
GM	General Meeting
WSG	Wildwood Steering Group
BTO	British Trust for Ornithology
TCV	The Conservation Volunteers
F/T	Full time
P/T	Part time
YRA	Year-Round Activities (Programme)
WAA	Welcome, Access and Accessibility (Programme)
WOP	“Woodland Observatory Project”
BYO	Bring your own
SSSI	Site of Special Scientific Interest
k	thousand
EV	Electric vehicle
CAGR	Compound annual growth rate
BNG	Biodiversity Net Gains
SRW	Small round wood
NGO	Non-Governmental Organisation
NHS	National Health Service
VAT	Value added tax
CAS	(WSWG) Charitable Activities and Services
Ents	Enterprises
GDPR	General Data Protection Regulations
H&S	Health and Safety
PNCP	Perthshire Nature Connections Partnership
TBP	Tayside Biodiversity Partnership
SDG	UN Sustainable Development Goals
AGLV	Area of Great Landscape Value
SNH	Scottish Natural Heritage (now NatureScot)

Appendix BP

Appendix P

Appendix TW/FMW

Indicating an Appendix to the Business Plan

Indicating an Appendix to the Proposal

Indicating an Appendix to the Woodland Management Plans

Executive Summary

- The WSWG Project is founded on the principles and ethos of a Wellbeing Economy. On this basis, in this Business Plan, we present the WSWG Project as two integrated components as follows, both of which are designed to deliver community benefit:
 - a. WSWG Charitable Activities and Services
 - b. WSWG Enterprises

- Transfer of forest and land ownership to local communities can make a highly positive contribution to achieving Scotland's stated goal of a cleaner, greener and healthier future. The CATS scheme has empowered and enabled communities to take responsibility for the future, bringing multiple benefits to both the woodlands and the communities concerned.

- Only a mile apart, the woods are geographically located within the circle of settlements in the more densely populated south-eastern third of the rural Strathtay Ward in lowland Perthshire, the two largest communities being Stanley and Bankfoot. The population of Strathtay ward is 12,841 in around 5,975 households. The City of Perth with a population of some 49,500 is about 6 miles from the woods. WSWG estimates that from half to two thirds of the Strathtay population live in the WSWG area: 7,000 people in 3,250 households.

- Based on recent valuations the combined purchase cost will be **£2.4m**, less a discount amount yet to be agreed with FLS, which for the purpose of this plan we estimate at **20%** of the valuation, (**£0.48m**), giving an anticipated cost of acquisition of **£1.92m**, plus conveyancing and legal costs. This amounts to less than **£600** investment per household in the WSWG core area for acquisition of the woods.

- We have had a clear steer from Forestry and Land Scotland from the outset to ensure our proposal was of a scale commensurate with that of the assets. WSWG has therefore produced a deliberately ambitious Proposal requiring funding beyond the purchase of the woods, but with intrinsic flexibility and scalability to suite circumstances, for which we have proposed a progressive and diverse portfolio of income generation and fundraising.

- **Two woods rationale**

An ambitious strategy to acquire both woods has allowed us to be ambitious in several ways and these are described in more detail in the body of the plan. Prime amongst these ambitions are:

 - a. To maximise the potential for community involvement and benefit, using our Window on the Woods vision and building on our 2-tier SCIO structure with the Wildwood Steering Group to fully engage our membership (currently at 351 Members and 154 Associates) in the stewardship of the woods and all the associated activities.
 - b. As a combined asset in terms of economies of scale and biodiversity connectivity potential, acquiring the two woods affords us the greatest opportunity to deliver the scale of social-environmental benefits which we have aimed for.
 - c. WSWG as a catalyst for local landscape scale regeneration as a matter of extreme urgency.

➤ **Community support**

Two community consultations were conducted (February-March 2021) and (October 2022), the results of which showed overwhelming support for the project from those that responded. Over the two combined consultations, over 90% showed strong support for WSWG proposals for Eco-forestry, Climate and Biodiversity and Access and Accessibility.

➤ **Action on Climate and Biodiversity**

To address the interlocked climate and ecological emergency with the urgency it warrants and, with a community mandate from the afore-mentioned consultations, we have set nature recovery and carbon sequestration as the top priority in our social-environmental economic strategy. This is reflected in the early stage of forest restructuring for nature recovery and with the introduction of Living Forest enterprises. The intention is for a low climate and ecological footprint across all WSWG's operations and activities.

Community Wellbeing and Resilience

WSWG's mission for nature recovery and climate mitigation sees a diminishing reliance on timber sales over time, more than compensated by developing a spectrum of Living Forest income streams which contribute to the woodland ecosystem and diversify community benefit from the woods. These range from low risk to higher risk ventures in financial terms, but in which WSWG believes is an evolving market in the coming trajectory to a Wellbeing Economy. This diversification of forest resources will help ensure community led projects have a reasonable level of economic self-reliance. Diversification of how the woods are used for community benefit will further add to community and individual wellbeing and resilience.

SROI

Our analysis of social return on investment (SROI) indicates the potential for significant savings to the NHS and the Scottish economy to be in the region of between **£8,238,095- £32,624,309** over a 10-year period. Behind these figures however are the numerous people whose lives will be enhanced in a positive manner from engagement in woodland activities. In addition, we anticipate the creation of 5 full time core staff plus 1 very part time positions by year 6 as well as further supporting local employment through WSWG Enterprises and in contracting self-employed services, together with economic and educational opportunities relating to the many and varied enterprises arising from the project.

➤ **In conclusion**

We believe that with the right structure, careful management and innovative programmes of fund raising and income generation that the long-term future of the two woods as a sustainable community owned and professionally staffed enterprise is assured.

Climate and Ecological Statement

The dual Ecological and Climate Emergency is an existential threat to humanity. An emergency of such gravity demands an emergency response. The WSWG business plan addresses this at every level. We will harness the environmental and socio-economic potential of these woodlands to help drive the systemic change required to herald in a regenerative and sustainable, nature rich wellbeing economy that protects- not destroys our life support systems.

Community Benefit Statement

The WSWG Project is designed to bring community benefit through both its charitable activities and services and its enterprises, bringing direct gains to all who participate in the project. Through its wider purpose of action for the ecological and climate emergencies, the WSWG Project will bring benefit for all in our local community and beyond.

Wellbeing Economy Statement

A Wellbeing Economy is a top priority for the Scottish Government and WSWG is committed to contributing to this transition through its many themed activities, services and enterprises. The SROI Forecast presented in this Business Plan illustrates the values-system by which the community benefit delivered through the WSWG project can be measured in a Wellbeing Economy.

"We abuse land because we regard it as a commodity belonging to us. When we see land as a community to which we belong, we may begin to use it with love and respect."

Aldo Leopold (1887-1948), renowned scientist, scholar, exceptional teacher, philosopher, and gifted writer.

"A lightly greenwashed version of the status quo will never save us from the catastrophic consequences of climate change."

"There has to be a boldness and a recapturing of the utopian imagination"

Naomi Klein, renowned author and Canadian activist

1. Introduction

West Stormont Woodland Group (WSWG) (pronounced Wizzywig!) is looking to bring two local woodlands, Taymount Wood and Five Mile Wood near Stanley and Bankfoot in lowland Perthshire, into community ownership under the Community Asset Transfer Scheme (CATS). This scheme falls within the obligations contained in the Community Empowerment (Scotland) Act 2015 (Part 5) that has introduced the right for community organisations and groups to request ownership, lease or use of public sector assets through acquiring them at a discount upon market values on the basis of investing in community benefits.

In July 2018, WSWG submitted an expression of interest in bringing Taymount and Five Mile Woods into community ownership under the CATS scheme. This Business Plan has been prepared as part of the CATS Application submitted in December 2022 for community purchase of the woods. It should be read in conjunction with the WSWG Proposal 2022 *Going Forward*, Taymount and Five Mile Woodland Management Plans, Financial spreadsheets and all associated maps and appendices. If Forestry and Land Scotland (FLS) approve the asset transfer request, the portfolio of documents will also form the basis of WSWG's bid to the Scottish Land Fund (SLF) for Stage 2 Development Funding.

The purpose of the WSWG Project is to deliver community wellbeing and resilience through management of the woods for nature recovery and providing community and individual benefit through use of the woodland environment in a diverse range of ways.

Throughout the Business Plan, the WSWG Project is differentiated into two separate but integrated components, both of which will deliver wide-ranging community benefit:

- a) WSWG Charitable Activities and Services and b) WSWG Enterprises

The purposely ambitious scale and breadth of the Proposal 2022 *Going Forward*, to be commensurate with the scale of the assets, as directed by FLS, has led WSWG to set out plans against four budget levels (BL):

Budget Level 1 - Essential Operations

Budget Level 2 - Progressive Operations I

Budget Level 3 - Progressive Operations II

Budget Level 4 – Aspirational Projects (currently undeveloped and uncosted)

This Business Plan focuses primarily on Budget Levels 1 and 2 with detailed financial projections for Years 1-10 and outline projections to Year 25 of the WSWG Project. Occasional references are made in the Business Plan to Budget Levels 3 and 4 where appropriate.

Budget Levels 1 and 2 are inter-related and highly scalable to fit circumstances and available funding. Budget Level 1 ensures key fundamental priorities and could stand alone if necessary. However, if funding is available for elements in Budget Level 2, they can be progressed at any stage.



Pancake time at Forest School

Community engagement has been an intrinsic part of the project development to produce the WSWG Proposal and will be fundamental to its delivery. The collective support built to date through the WSWG membership scheme and extensive networking with wider community interests related to the WSWG Window on the Woods Vision has created a strong basis for moving forward with the woods in community ownership.



Forest school foraging



Brownies heading into Five Mile Wood for bushcraft session with Biscuit



Lazy, hazy day in Taymount Wood

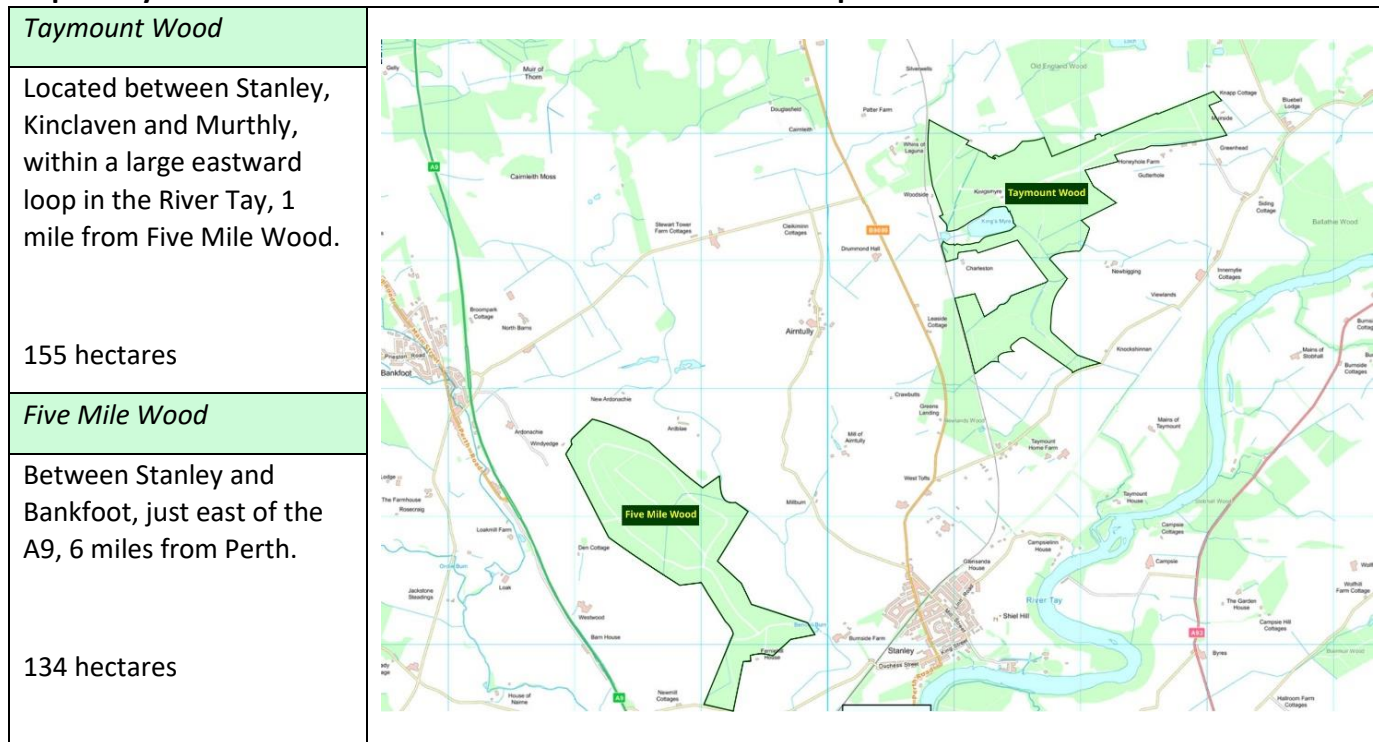
Scotland's Central Belt has enjoyed ambitious and long-term, community-wide, socio-environmental initiatives for more than three decades, benefiting large numbers of people in that densely populated part of the country. These organisations have networked, grown and evolved to great effect over time.

There is nothing on that scale in rural Perthshire, but WSWG has a 25-year landscape-scale mission which could become regionally significant in helping stimulate a similar raft of community-based initiatives and help to deliver in the rural hinterland what the Perth Sustainable Small City initiative is seeking for the city in our shared transition goal of a sustainable, thriving future.

1.1 Description of the Assets

The two woods, Taymount and Five Mile Woods, are located six miles north of Perth in a rural area bounded by a large loop in the River Tay and the A9 trunk road to the west.

Map 1: Taymount and Five Mile Woods – One Wood with a Gap in the Middle



Aerial photograph showing the loop in the River Tay within which Taymount Wood (centre) and Five Mile Wood (south west) lie

The woods are located in the most populated part of the Strathtay ward, between the settlements of Stanley and Bankfoot. Only a mile apart, WSWG sees Taymount and Five Mile Woods as “One Wood with a Gap in the Middle”, which, given time and resources and supportive local landowners, could be bridged. Managed together, the two woods would require a similar amount of organisational input and give our local area a large and flexible community and environmental resource. The two woods complement each other in so many ways and would be significantly enhanced through improved access and ecological connection.

The two woods are relatively small outliers in the FLS portfolio and are currently managed as one unit. They are well established and, as commercial plantations, have already entered their second rotation in places under FLS management. Scots pine is the dominant species, complemented by significant areas of other conifers and broadleaved species. The proportion of native species present along with the fact that the woods have been managed under LISS for the past twenty years sets the scene perfectly for further progression in naturalising the woods through management for nature recovery.

1.2 Rationale and context for the WSWG Proposal: Community Wellbeing and Resilience

The rationale for the WSWG Project is to provide community benefit relating to local needs and aspirations, defined both as coming directly to people through WSWG services, and also through improved infrastructure and activities; less directly, but equally vital, through managing the woods for nature recovery to help address our existential need for regeneration of the natural environment which benefits everyone whether or not they make direct use of the WSWG Project themselves.

There has been woodland cover at Taymount and Five Mile for hundreds of years, during which entire time timber and other forest products will have been harvested. How this has been done has changed in different eras, resulting in more intensively managed forest resources in more recent times. Whilst this would have been appropriate in the single-issue realms of timber production, the consequence is the gradual deterioration of the ecological value of the woods over time, through depletion of soils as well as removal and suppression of vital older woodland as an intrinsic part of the ecosystem. In Scotland only about 4% of our 19% woodland cover (compared to a more average of 37% woodland cover in many European countries) are native or “natural” woodlands. As we know too well at present, we are well into the dual and connected climate and biodiversity emergencies, which need urgent and increasing action.

Conventionally, 20th century plantation woodlands like the current Taymount and Five Mile Woods were destined for commercially-driven timber production, and the degree of success would have been affected by innumerable parameters, including site characteristics for timber growth and quality and the scale for operational efficiency. The wetness of many parts of both Taymount and Five Mile Woods limit their value for maximising timber production and quality, whereas that adds to the potential habitat diversity of both. Over recent decades, the value of and need for multi-objective forestry has been increasingly recognised, and with multi-objective management being the very essence of community woodlands, WSWG believes its plans can offer a better fit.

In order to educate ourselves regarding the potential for community woodlands to deliver multi-objective woodland management, WSWG has been consciously engaging with the progressive forestry sector. We have participated in a wide range of conferences and training sessions with the Community Woodlands Association, including networking with researchers looking into Living Forest income streams for community woodlands. We shared Anna Lawrence and Willie McGhee’s fantastic report “WOODLAND NATION: Pathways to a forested Scotland owned by the people” and attended the ECOS “Scotland’s Future Treescape” webinar in February 2021, where Andrew Heald’s presentation included how vital community woodlands were as part of the solution going forward. The inference here was don’t try to compete or keep up with conventional timber production. Leave that to larger forests and state of the art sawmills, ports and other industry infrastructure. The mission of community woodlands is to invent a new space for itself, innovative, versatile, nimble on its feet, niche, special, different, reviving the network of small local sawmills able to address their needs specifically.

WSWG’s rationale and strategy in its Proposal for community ownership of Taymount and Five Mile Woods is set out in a Needs-Benefit style in Tables 1a, 1b and 1c below under 3 principal headings, in each case examining local Community Needs, local Community Benefit and How that benefit will be delivered. The statistics have generally been obtained from the Strathtay Local Action Plan and the PKC Story of Place.

Table 1a: Needs Benefit – Woodland Management for Nature Recovery

WSWG PROPOSAL VISION: COMMUNITY WELLBEING AND RESILIENCE		
LOCAL NEEDS-BENEFIT RATIONALE FOR THE WSWG PROJECT		
1. Woodland Management for Nature Recovery and Climate Change		
Biodiversity and landscape ecological regeneration within the two woods and, through appropriate partnerships, “Beyond the Woods” too, is at heart of WSWG’s environmental strategy and action for climate change and nature recovery for our local area and community.		
Community Needs	Community Benefit	How delivered
<p>1a. There is a critical and desperate need to address the global and national ecological and climate crises by acting at local level. The UK is 189th in the world most removed from its natural ecological make-up and balance. There are many large-scale upland restoration schemes in Scotland now emerging but few at landscape scale in lowland Scotland.</p> <p>1b. From “Scotland, a Rewilding Journey” – 19% woodlands cover (4% native) compared to 37% in Europe.</p> <p>The Scottish Government recognises and is acting on the clear need for more woodland and more native woodland throughout Scotland with targets for both increased woodland cover and community owned and managed woodlands, supported by diversified grant schemes.</p>	<p>1a. Increased community awareness, learning about and taking positive action on environment and climate change, with people of all ages, background and abilities able to achieve greater connection through demonstration and direct involvement in ecologically managed woodland.</p> <p>1b. Increased provision of naturalised, native woodlands through restructuring of two maturing commercial plantations. This will protect and increase the amount of biodiversity and wildlife in the locality, making accessing and appreciating nature easier and teaching and learning about it more meaningful and fulfilling.</p>	<p>1. Wellbeing Economy-focussed local delivery of transition to native woodland through Woodland Management Plans for Nature Recovery:</p> <ul style="list-style-type: none"> - naturalisation and diversification of species and age structure and internal woodland habitat mosaic and quality over time. - rebuild forest soils - support key species (eg red squirrel, crossbill, pine marten, etc) and eco-service faunal groups (eg pollinators, flying insects, etc). - develop working partnerships to strengthen local landscape ecology to deliver linkage between woods, sustainable land-use, connectivity and wildlife refuge, including Perthshire Nature Connections Partnership and local landowners and managers. <p>To monitor and evaluate the impact the WSWG project will have on local wildlife and biodiversity, WSWG will introduce a programme of baseline habitat survey followed by regular ongoing faunal and botanical surveys, including bioblitz and other citizen science as well as professional surveying.</p> <p>The main goal will be insect recovery as the underpinning element of the food chain.</p>
<p>2. Increasing demand locally for accessible and safe green spaces for personal and community wellbeing.</p>	<p>2. The Community Woodland resource as envisaged by WSWG will deliver multiple and increasing benefits for wildlife and for people’s access to nature over time as access provision and facilities are improved in the two woods as the project progresses and evolves.</p>	

	<p>3, 4 and 5 below. WSWG’s Woodland Management and Community Engagement Programmes will be underpinned by a Green Living Awareness ethos for the benefit of people of all ages, backgrounds, abilities and knowledge to use beyond their involvement with the community woodland project.</p>	
<p>3. Increasing disconnect between people and nature.</p> <p>Quote from “Scotland, A Rewilding Journey”: “A growing body of evidence now links a disconnection from nature with physical and mental conditions. Moreover, children who miss out on time spent outdoors grow up with a lack of understanding of the importance of nature to us all.”</p>	<p>3. Under its Life-Long Learning theme in the WSWG Vision, WSWG will provide safe and diverse and evolving outdoor teaching location, spaces and facilities.</p> <p>WSWG will also investigate scope for providing urgently needed teacher training opportunities in response to new teaching standards introduced to Scottish Education system in September 2018 where outdoor education must be part of delivery of full curriculum for excellence.</p>	<p>3. Teachers and headteachers of 7 local primary schools have expressed enthusiasm for the WSWG Project and participated in events and communications.</p> <p>WSWG will continue to develop links with these schools to ensure delivery of “cluster group” teacher training and curricular needs.</p> <p>WSWG’s ongoing Community Engagement Programme will provide ample and regular opportunity for all sectors of the community to connect with nature through events, outreach, volunteering, inspirational talks, survey work and more.</p> <p>WSWG will also routinely use story-based evaluation to record and appreciate the progress made by the community in its understanding and enjoyment of nature with a view to assessing generational benefits over time as well.</p> <p>Whilst income will be forthcoming from WSWG Forest and Community Green Enterprise revenues, wide ranging fundraising will be a core part of supporting the wider aims of the project, the extent of which will depend on the level of funding secured.</p>
<p>4. A longstanding lack of understanding of humans’ role in the nature and climate change “big picture”. With the penny now dropping due to daily rollout in the media, the need is shifting to one of wanting and needing to know and learn.</p>	<p>4. Increased opportunity for action for biodiversity and climate change through greater understanding and involvement in the WSWG Project.</p>	<p>4. By being part of the WSWG Project, people in the local community can be part of the process of addressing the big picture issues collectively by understanding it and being a catalyst for change. WSWG will be an ideal platform for rolling out</p>

		<p>climate change engagement models such as Climate Café and Carbon Conversations, for example through the Year-Round Activities Programmes.</p> <p>WSWG will seek to answer through action questions like “What would it take for our community to double biodiversity and half carbon emissions?”</p>
<p>5. Local children’s understanding and awareness of climate change issues has been increasing since the global school strikes for climate action, intimating an increasing local desire to be involved in positive and direct action on climate mitigation and adaptation.</p>	<p>5. The carbon story of Taymount and Five Mile Woods, told through the Green Living Awareness ethos and enhanced outdoor education within the curriculum for excellence, will be a direct means of the children of our community having a collective impact on their own futures. Caring for Taymount and Five Mile Wood sustainably will be their positive action on climate change by our community.</p>	<p>5. The WSWG Project will incorporate carbon management as part of its evaluation, educational and operational programmes to demonstrate how management of land, businesses and our own homes and lifestyles affect our local area’s carbon footprint.</p>

Table 1b: Needs Benefit – Woodland use for individual and Community Wellbeing

WSWG PROPOSAL VISION: COMMUNITY WELLBEING AND RESILIENCE		
LOCAL NEEDS-BENEFIT RATIONALE FOR THE WSWG PROJECT		
<p>2. Woodland Use for Individual and Community Wellbeing</p> <p>Inclusive and welcoming provision of community facilities and improved access infrastructure within both woods for individual and community use and to better accommodate and support the WSWG Year-Round Activities Programmes is at the heart of WSWG’s Community Benefit strategy. Funding strategy to be delivered through a combination of diverse external and internal funding sources, managed by two dedicated WSWG staff: full time Office Manager/Fundraiser (minimum 50% of time on fundraising) and the Living Forest Enterprise Developer (part time, 1 day per week). The Perth and Kinross Fairness Commission’s “Fairer Futures” Report found that the perception of Perth and Kinross as an affluent area often hides the detail of inequalities. The rurality of the area was also identified as a challenge to accessing services and the stigma around poverty a significant barrier to seeking help.</p>		
Community Need	Community Benefit	How delivered
<p>1. Indications are that modern, sedentary lives are having short-term and long-term negative impacts on people’s health. There is a general need to enable people to develop healthier, more active lifestyles.</p> <p>77.5% of the locality population live in areas classed as being in the 20% most access deprived areas in Scotland.</p>	<p>1a. Improved accessibility to woodland path networks and community facilities, year-round.</p> <p>1b. Woodland spaces and facilities for outdoor and sheltered outdoor activity for all ages and abilities.</p> <p>1c. Indoor spaces and facilities in a woodland setting for diverse community use for all ages and abilities.</p>	<p>1a, b & c. A range of infrastructure improvements in the woods as set out in the Proposal and prioritised through different Budget Levels.</p> <p>Funded WSWG MiDAS Community Transport Project to make use of two underused PKC community minibuses by establishing WSWG pool of MiDAS trained drivers plus Inclusivity Transport budget to assist less mobile and otherwise disadvantaged members of the local community to</p>

	<p>1d. Wide-ranging participatory opportunities for all:</p> <ul style="list-style-type: none"> - activities and events - community involvement in influencing and determining planning and delivery of the WSWG Project Vision. - scope for social prescribing as a means of people improving their wellbeing, eg: learn a new skill or try out a new activity; improve mental and/or physical health; meet new people; mutual support; increase confidence and self-esteem; have opportunities to express yourself; become more involved in your local community. 	<p>visit the woods and participate in WSWG events and activities.</p> <p>1d. Funded staff and community engagement programmes.</p> <p>From Year 1, two Field Staff, ideally full time, with designated responsibilities for convening and supporting the Window on the Woods Community Working Groups in developing their themed Year-Round Activities Programmes as follows:</p> <p>Project Co-ordinator/Community Benefit Manager:</p> <ul style="list-style-type: none"> - Creativity and Culture <ul style="list-style-type: none"> - <i>Creativity and the Arts</i> - <i>History and Heritage</i> - Healthy Living <ul style="list-style-type: none"> - <i>Active People, Active Places</i> - <i>Healthy Eating</i> - <i>Social Wellbeing</i> - Life-Long Learning <p>Forestry, Ecology & Site Manager:</p> <ul style="list-style-type: none"> - Welcome, Access and Accessibility - Forestry, Biodiversity and Climate <p>With a greater degree of input from the Board and Wildwood Steering Group, both these staff members will be involved in similarly supporting the remaining Window on the Woods Community Working Group:</p> <ul style="list-style-type: none"> - Green Enterprise <ul style="list-style-type: none"> - <i>Forest Enterprises</i> - <i>Community Enterprises</i> <p>In Year 3, when the Life-Long Learning Manager is appointed for the FMW Woodland Observatory Project, the postholder will take over responsibility for the overall Life-Long Learning Community Working Group and corresponding Year-Round Activities Programme.</p> <p>Partnership with a wide range of local stakeholder groups and organisations. For more details please see Appendix BP2: Stakeholder Report.</p>
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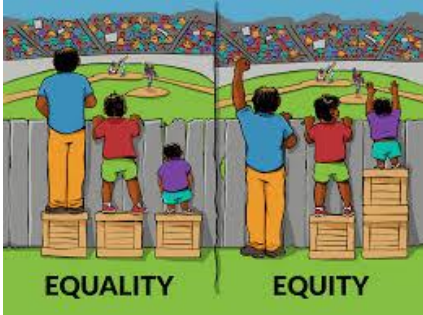
<p>2. Social isolation is a particular problem in rural areas and likely to increase as the population ages. 32.1% of people in North Perthshire live in single adult dwellings.</p>	<p>2. Reduce social isolation</p>	<p>2a. (Ref. 2, 3, 4 & 5) As 1 above through: activity referrals; community groups; targeted events and activities to different user groups, +/- support from a wide range of local service providers.</p>
<p>3. Mental health problems are also increasing. Mind (2017) state that 1 in 4 people in the UK will suffer mental health issues each year. Tayside has recently been identified as an area where mental health is worse than the Scottish average.</p>	<p>3. Avert and alleviate mental health impacts both personal and economic.</p>	<p>2b. Forest Food Project</p> <p>2c. WSWG MiDAS Community Transport Project</p> <p>2d. Other potential projects within the WSWG Community Benefit Programmes:</p>
<p>4. Poverty. 6.1% of the population of Strathtay ward are income deprived compared to 8% for Perth and Kinross. Parts of Stanley however have 11% of people who are income deprived. 12.1% of the children in Strathtay ward are living in poverty. Fuel poverty is a significant and increasing issue in Strathtay ward. The rural nature of the locality makes it hard for people without a car to travel, particularly for young people to travel to activities and older people who can't drive or those with a disability. Rural Wisdom and PKC are looking at potential community transport solutions for the locality and have commended a number of communities for coming up with their own innovative transport solutions.</p>	<p>4. Providing diverse and equitable opportunities for free or low cost/subsidised local activities and transport for inclusiveness across all sectors of our local community.</p> 	<p>- Equipment library: to provide equipment to borrow (bikes, binoculars, books, etc)</p> <p>- WSWG Community Philanthropy Scheme to allocate a small proportion of profits from the WSWG Enterprises to help good causes in the local community “beyond the woods”.</p> <p>WSWG is cited in the Strathtay Local Action Plan as a working partner in several Outcomes and Actions relating to its Key Priority 2: Physical and Mental Health, around providing outdoor access and Year-Round Activities Programmes for health and wellbeing.</p>
<p>5. Dementia rates are increasing as people are living longer and the population ages.</p>	<p>5. Providing dementia-friendly activities.</p>	
<p>6. Increasing disconnect between people and nature.</p> <p>Quote from “Scotland, A Rewilding Journey”: “A growing body of evidence now links a disconnection from nature with physical and mental conditions. Moreover, children who miss out on time spent outdoors grow up with a lack of understanding of the importance of nature to us all.”</p>	<p>6. Making Taymount Wood and Five Mile Wood places where people of all ages and abilities and resources can and want to go for:</p> <ul style="list-style-type: none"> - connecting with nature - company, socialising, joining in - tranquillity, rest, retreat, recovery - mindfulness, forest bathing - sport, exercise and adventure - lifelong learning and education - events - foraging - fun and laughter And more 	<p>6. As 1-5 above.</p>

Table 1c: Needs Benefit – Stimulating Local Transition to a Wellbeing Economy

WSWG PROPOSAL VISION: COMMUNITY WELLBEING AND RESILIENCE		
LOCAL NEEDS-BENEFIT RATIONALE FOR THE WSWG PROJECT		
<p>3. Stimulating Local Transition to a Wellbeing Economy</p> <p>Ecological management of the woods and wellbeing-themed community engagement is at the heart of WSWG’s economic strategy through ethical funding of WSWG Charitable Activities and Services and development of environmentally-conscious community and forestry-based WSWG Enterprises.</p> <p>Development of a strong, local Wellbeing economy venture and learning about planning for change through H2+ entrepreneurial drive for regenerative, redistributive economic resilience by design not exploitation. Demonstrating transition to local circular thinking, minimising waste and CO₂ impact.</p>		
Community Need	Community Benefit	How delivered
1. Transition to a local Wellbeing economy based on sustainable materials, products and processes, localising supply chains, ecological consciousness and community accountability.	1. WSWG as a role model as a participative Wellbeing Economy initiative for a more cohesive and resilient community.	1. Provisioning of WSWG operations based on robust sustainability principles and policies modelled on Doughnut Economics and Wellbeing Economy principles.
2. Local employment opportunities	2. Two full time field staff posts and 1 full time support staff plus another 1 day per week from Yr 1. 1 additional field staff post in Yr 3. 1 additional support staff post Yr 6. 1 full time/1 part time Hub staff from Year 6. Contracted workers for WSWG enterprises (eg cleaning, laundry, water provisioning, etc). Contracted local deer control.	2. Staff Team as foundation of WSWG project as set out in Proposal.
2. WSWG income-generating enterprises to help fund WSWG Charitable Activities and Services long term.	2. Ethical WSWG enterprises for the community to trust and differentiate from greenwashing.	2. Develop in-house enterprises which deliver community benefit in line with WSWG Vision along Wellbeing Economy principles as well as income.
3. Community wealth building base on sustainable business.	3. Supporting existing or new local businesses compatible with the WSWG ethos.	3. Engaging specialist service providers, session workers, local supply suppliers, etc in delivering WSWG programmes and activities as sustainably as possible.
4. Sustainable supply chain	4. Use of wide range of local, ethical, sustainable suppliers by choice.	4. Develop list of preferred suppliers with Wellbeing Economy credentials.
5. Taymount and Five Mile Wood managed for biodiversity and climate.	5. Transition from solely commercial timber production to a system prioritising and valuing	5. Implementation of Woodland Plans for Nature Recovery

	protected and improved woodland ecology and ecosystem services from Taymount and Five Mile Woods.	including development of Living Forest income streams. Ongoing monitoring of ecological indicators and SROI.
6. Supporting existing small local sawmills for long term viability and diversification.	6. Contributing to the sustainability of local sawmills.	6. Integrated collaboration with local sawmills and ensuring they are included in WSWG’s contractual arrangements with timber harvesting and specialist processing requirements of the WSWG Project.
7. Local rural skills training opportunities	7. Forestry and other apprenticeship/training positions.	7. Hosting apprenticeship scheme, interns and work placements, as the WSWG community woodland project evolves.

Nothing has been clearer through our community engagement during the CATS process than our community’s deep wish that WSWG manages Taymount and Five Mile Wood for climate and biodiversity. WSWG has that as a core mission which it believes strongly differentiates its purpose from the current LISS management system, which has usefully enabled a degree of naturalisation over the past twenty years, but even more emphatically diverges from the most likely outcome if a commercial timber owner should buy the woods on the open market.

Figure 1 below presents indicatively how WSWG believes outcomes for climate and biodiversity would compare and contrast under different types of woodland management system. Alongside WSWG’s commitment to low climate and ecological impact for Community Wellbeing and Resilience in delivering “Forest Diversification for People”, this is WSWG’s clear rationale for managing the woods for nature recovery through community ownership.

The green arrows indicate a progressive move towards addressing the biodiversity and climate emergencies.

The red dotted arrows indicate a move away from addressing the biodiversity and climate emergencies.

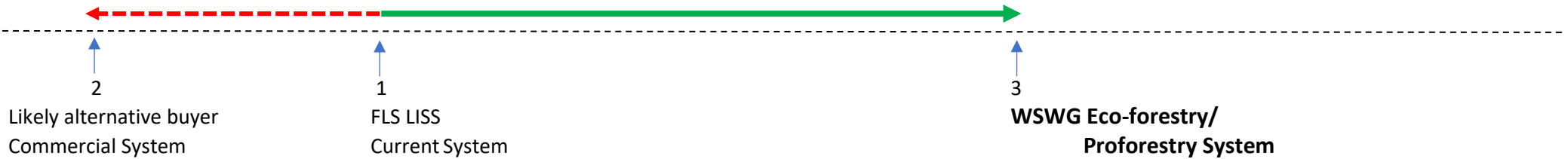
Figure 1: Our community wants WSWG to manage the woods for Biodiversity, Climate and Community Benefit:

Compare and contrast... indicative direction of travel for a sustainable future for Taymount and Five Mile Woods under different management systems.

1. Biodiversity

Intensive Plantation
Artificial

Cloud or Rainforest
Natural



2. Carbon Storage – Timber and Underground

Intensive Plantation
Artificial

Cloud or Rainforest
Natural



3. Community Wellbeing and Resilience

Intensive Plantation
Artificial

Cloud or Rainforest
Natural



One wood or two? The Rationale for two woods

This is a big question we know we will be asked. However, two woods are fundamental and central to our mission and vision for our local community, environment and a sustainable future.

For some, Five Mile Wood might be a more obvious choice if we were choosing a single community woodland.

It absolutely does have many attributes as a prospective community woodland:

- located directly between Bankfoot and Stanley and shared between these two community council areas.
- easy walking and cycling distance from Stanley and Bankfoot and further afield.
- proximity to Active Kids, Stewart Tower, and multi-user link to new Perth to Bankfoot cycle route
- blank canvas of the “Gap Site” to develop 60ha area of rewilding
- a “bridge” between the woods of Tullybelton and those closer to the Tay
- a convenient, accessible location adjacent to the A9

These are precisely why we wish to bring it into community ownership.

Five Mile Wood on its own, however, would barely go half-way to meeting or delivering the WSWG Vision and purpose for the area. On its own, Taymount Wood would deliver a much greater proportion of that vision.

Together, they can deliver the whole vision. Perfectly.

WSWG counterpoints to FMW alone:

- Taymount has more income potential and its forest products more profitable. The economies of scale of owning both woodlands will allow us to use the woodlands as a combined economic resource.
- Taymount has more biodiversity value at present due to its age structure and diversity of species and habitats, with several rare and Nationally Notable invertebrate species discovered in 2022. Their persistence in the woodlands may well depend on the dual existence and future connectivity of both the woodlands under the growing impact of global warming. The continued fragmentation of woodlands in Scotland is a major driver of biodiversity collapse.
- In terms of landscape ecology, Taymount is the major link between Five Mile Wood and the Woodland Trust’s Kinclaven Bluebell oak wood in the River Tay SAC corridor, and both offer significant scope for the local Active Travel network, including the prospective River Tay Way long-distance walking and cycle route.
- Taymount and Five Mile Wood together share the same immediate catchment of Bankfoot and Stanley. Population 3,450: Twice the value for each person.

Although our two woods project is hugely worthwhile and viable in its own right, this is our vision for the local context in which the WSWG project makes most sense. Our intensively managed local landscape in West Stormont needs to change, but in a way which accommodates a connected mosaic of land-uses, including the two community woodlands, which deliver different functions. One in which we can all be involved in whatever way we can.

Together we can be a positive directional force for change for people and planet, starting in our own back yard and, in time, encourage replication beyond West Stormont and Strathtay ward as well as within.

1.3 Scalability

In order to meet the expectations of a project “commensurate with the scale of the assets”, delivering high levels of socio-environmental community benefit, direct and indirect, and giving future management and community teams practical and financial flexibility, the WSWG Proposal has been developed with scalability in just about every realm of projected activity both within and between Budget Level zoning.

Budget Level 1 addresses the urgency for action on nature recovery, with all forestry restructuring and habitat restoration proposals included in this level. Budget Level 1 also includes priority access improvements for safe and inclusive usage, increased parking capacity and a more welcoming, accommodating and cared-for feel to both woods. Within these, there is significant scope for financial scalability through specification.

Budget Level 2 introduces WSWG’s more ambitious intentions of activities, infrastructure and enterprise, including the two Flagship Projects, all again with intrinsic scope for scalability during the detailed design and associated membership/community consultation processes. This is the Budget Level at which delivery and scalability will however have the greatest direct consequences for the degree of income generated from the associated enterprises, specifically in respect of the Taymount Hub Flagship Project.

Budget Level 3 addresses potential scalability of the Year-Round Activities (YRA) budgets which will be entirely determined by the aspirations and ambition of the community-led YRA Programmes and associated fundraising success.

Budget Level 4 lists currently uncosted but front-runners for additional income generating opportunities, ranging from a) small opportunistic ventures such as a soup shack or soup van until the Taymount Hub is developed or should the Camp 53 Café not be realised; to b) community energy project at both/either woods once technical and economic viability prevail to serve the local community and c) an A9 “Aire” or stop-off point at Five Mile Wood, taking advantage of the locational opportunities of the site to benefit the wider community through the tourist market.

2. Vision

The overarching WSWG Vision is:

“Community Wellbeing and Resilience through Eco-forestry for the Planet and Forest Diversification for People.”

2.1 25 Year Mission

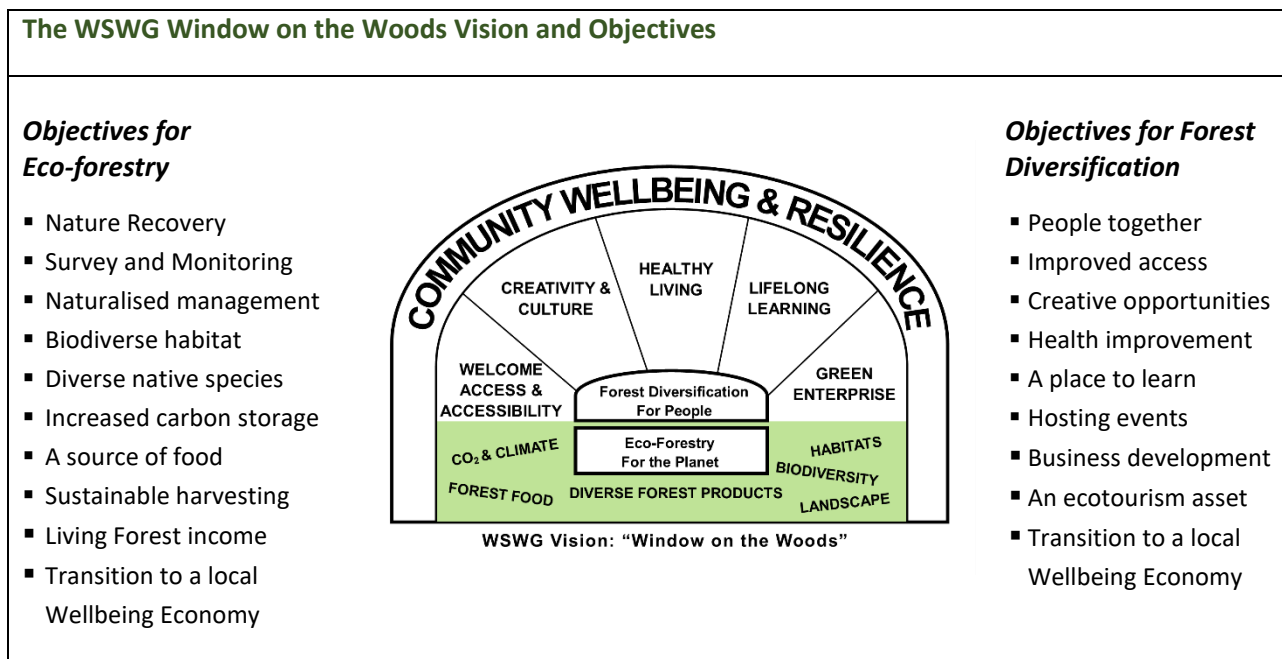
With regard to this Vision, the 25-year WSWG Mission is:

“To achieve significant progress towards a thriving community living in a sustainable, healthy and enjoyable landscape in eastern Strathtay centred on the two rapidly naturalising Taymount Wood and Five Mile Wood. Substantially enhanced landscape ecology, improved and integrated access provision and a boosted local wellbeing economy.”

2.2 Aims and Objectives

WSWG will manage the two woodlands together with the twin Aims of Nature Recovery and Community Benefit, both of which have a positive impact on Community Wellbeing and Resilience, directly for participants and indirectly for all. Figure 2 below illustrates how our overall objectives relate thematically to our Vision. As a Wellbeing Economy initiative, monitoring and evaluation of the WSWG Project will include measures of Social Return on Investment (SROI).

Figure 2: WSWG Vision and Objectives



Profit-driven Businesses...

People treated as a cost
 Linear production
 Create externalities
 Race to the bottom
 Black-boxed production and supply chain
 One-way thinking

Wellbeing-driven Businesses...

People as an asset
 Circular production
 Internalise externalities
 Localised production
 Transparency and accountability
 Embrace diversity

(Source: Wellbeing Economy Alliance)

2.3 Sources of Inspiration

With the climate and biodiversity emergencies now hard upon us, not only do we need major transition to a sustainable future, but we need it to happen much faster than normal rates of change in society usually occur. That is behind WSWG's mission for Nature Recovery at the heart of the Woodland Management Plans for Taymount and Five Mile Woods from day 1. We are also conscious of the current and potential role the woods can make in a more connected landscape-scale approach to ecological regeneration.

Community Woodland ownership is an ideal platform for helping people engage locally with the transition to a sustainable future and, as part of the impact network process growing daily across the world, the community benefits to be delivered through the WSWG Project, both directly and indirectly, are designed to help that transition to a future of wellbeing and resilience in our community.

WSWG has found many sources of inspiration, local, regional and global in origin, which have helped it build and stand by its ethos and mission.

Key amongst these are:

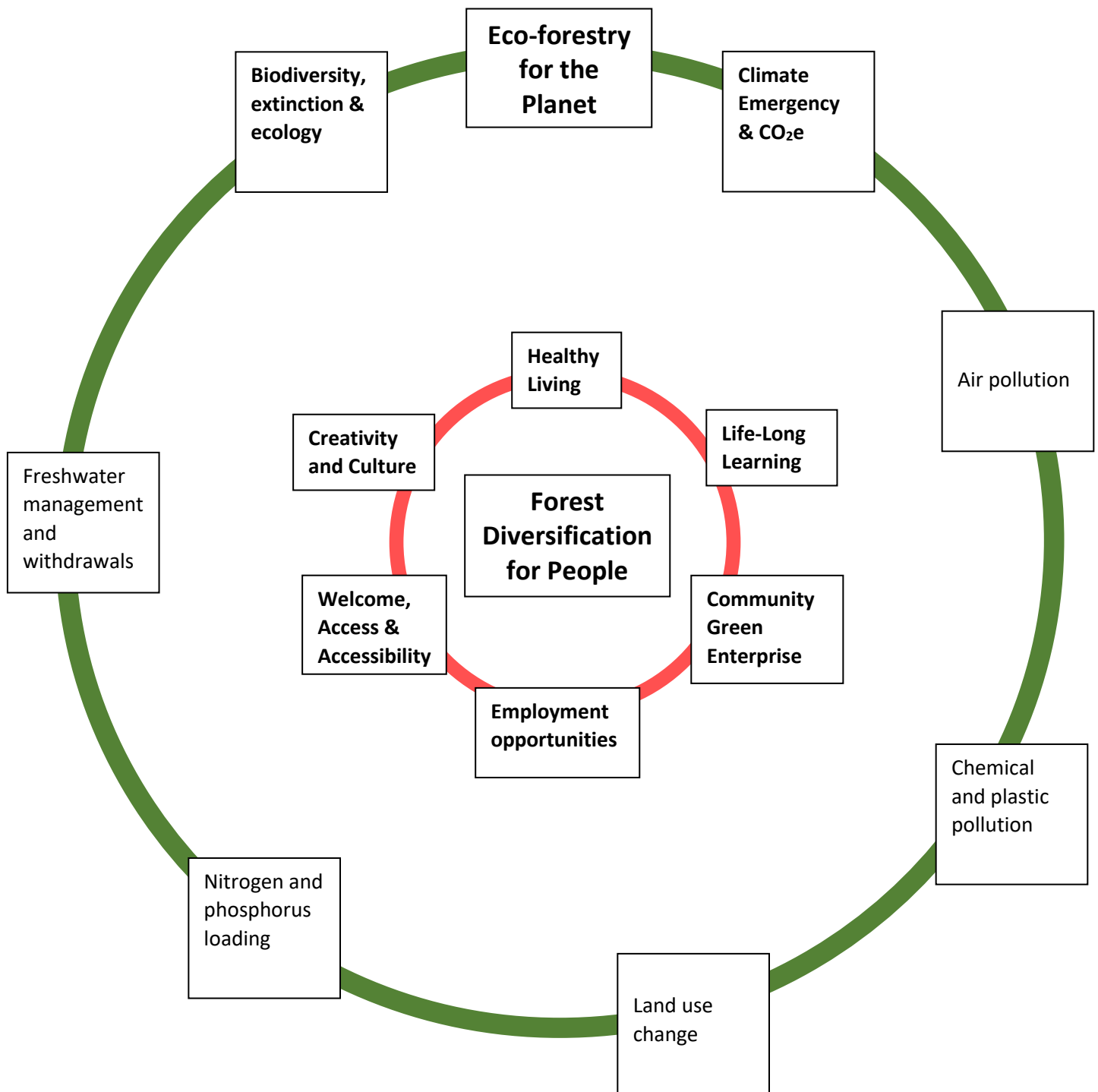
- UN Decade on Ecosystem Restoration 2020-2030
- The Good Ancestor Project - thinking about the impact our actions have on future generations
- Wellbeing Economy Alliance - putting people and planet first so profit does not cost the earth
- Doughnut Economics - 7 Ways to Think Like a 21st Century Economist
- Nature Recovery Networks - reversing the fragmentation and deterioration of habitats our actions have wrought on the natural world
- Three Horizons Approach to Planning Change - International Futures Forum modelling for change
- The Scottish Rewilding Alliance
- Perthshire Nature Connections Partnership
- Perth – Most Sustainable Small City in Europe Initiative
- Bhutan – Gross National Happiness (GNH) approach to governance over GDP

These have inspired WSWG to grasp this one-off opportunity of bringing Taymount and Five Mile Woods into community ownership, and, in Three Horizons terms, to be an H2+ actor to help speed up the transition to a Wellbeing Economy.

[Appendix BP3: WSWG Inspirations](#) elaborates on some of the above sources of inspiration.

And below, Figure 3 show the WSWG Project represented in Doughnut form.

Figure 3: The WSWG Micro Doughnut



Imagine a ring of landscape-scale, micro-doughnut community projects encircling the city of Perth as our collective rural contribution to the Perth Most Sustainable Small City initiative.

3. Project Delivery

3.1 Project Delivery - WSWG Development Phase (2018-2022)

The development phase of the WSWG Project has comprised three principal strands, Project, Process and, most importantly, People. These have had to be developed gradually and blended together, which in many ways has been like loosely weaving a long and often tousled three-strand plait to come together as one.

During its development phase WSWG has operated as a constituted community association with no legal status. A steering group was set up in July 2018 to oversee the WSWG Project through the pre-application development stages. A shadow board was brought together in 2021 to broaden participation and roles in anticipation of the requirement to operate with a board of Trustees once WSWG was registered as a SCIO. Membership has changed over time, with volunteers who are based locally with skills and knowledge in forestry and ecology, land use and food growing, community engagement, ecotourism and general green issues, plus project management, communications and education skills. With funding from the Scottish Land Fund, we have commissioned various consultants to help with the feasibility study ([Appendix BP1: WSWG Feasibility Study](#)), forest mensuration and management, community consultation and aspects of business planning.

How WSWG engaged with the local community during the development phase is detailed in Section 4 Community Engagement and Volunteering below.

Before WSWG could take ownership of Taymount and Five Mile Woods, it would be required to adopt a legal form which allowed it to do so.

3.2 Project Delivery - Going Forward

3.2.1 Governance - WSWG SCIO

During the development phase, the WSWG Steering Group produced a report which compared various possible future governance options to take the project forward. The report concluded that a 2-tier SCIO was the most appropriate option. WSWG applied to OSCR on 6 March 2022 to become a Scottish Charitable Incorporated organisation (SCIO), with formal registration taking place on 5 April 2022.

WSWG now has board of Trustees which was elected at the first WSWG General Meeting (GM) which was held at the Tayside Hotel in Stanley on 20 June 2022. See Table 2 below. They will oversee the WSWG SCIO, how it is run, and how it will work as an organisation in line with its Constitution, its charitable aims and all legal and regulatory compliances. [Appendix BP4: WSWG SCIO Constitution](#).

WSWG is therefore now a registered charity, owned and run by its members, who each year will elect a Board of Trustees at an Annual General Meeting (AGM).

However, WSWG has also chosen to become a “2-tier SCIO” (as opposed to a single tier SCIO), and this decision, combined with WSWG being a staffed organisation, has very important implications for how the charity will be organised and run.

Becoming a 2-tier SCIO means that the WSWG Board of Trustees will encourage WSWG members to participate in the running of the organisation and its activities. To achieve this, the Board has created a governance and operational structure which will enable members and others to get involved with the project in a variety of ways. To read more about this, see Section 3.2.2 below.

Table 2: Trustees on the WSWG SCIO Board 2022-23

	Shonagh Moore <i>Chair</i>	Andrew Lear <i>Secretary</i>	Alan Ross <i>Treasurer & Ecologist</i>	Elsbeth Coutts <i>Membership Secretary</i>	Betty Abbott	Bob Talbot
Community Development and Advocacy	X		X	X	X	X
Forestry		X	X			
Ecology		X	X	X		
Sustainability		X	X	X		X
Project Development and Management	X	X	X	X		X
Events development and management	X	X		X		
Access			X	X		
Education and Training		X	X		X	X
Communication skills	X	X	X	X	X	X
Marketing	X					X
Financial and Fundraising			X	X		X
Business Strategy, Planning and Enterprise			X	X		X

To read short biographies for each of the WSWG Trustees, see the Meet the Teams page on the WSWG website.

www.weststormontwoodlandgroup.scot/meet-the-team/

3.2.2 Operations

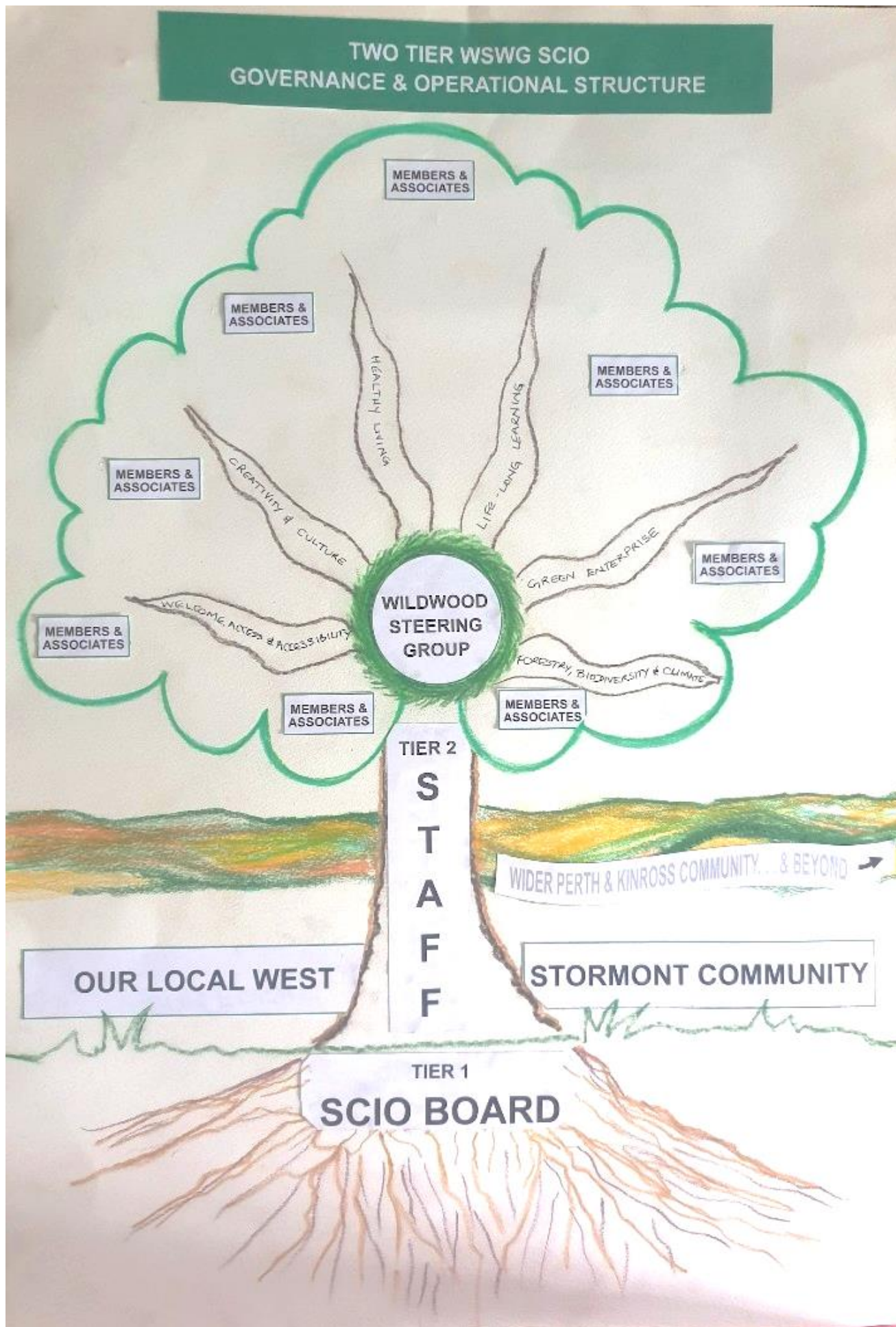
WSWG is a community project which we believe is too large to be founded solely on volunteer effort and thus why it will be run as a staffed organisation, one especially created to deliver maximum community benefit and to provide wonderful opportunities for well-supported volunteering in a woodland setting which is being managed for biodiversity and climate change benefit.

As a 2-tier SCIO where members have a more direct involvement in the running of the organisation than a single tier SCIO, we are proposing operational structures and mechanisms which will ensure and nurture community engagement as the route through which the WSWG Project will evolve over time. WSWG has come to see this governance and operational structure in the form of a tree, as shown in Figure 4 below.

So, as a first stage of encouraging member involvement we will seek to establish Community Working Groups for each theme in the WSWG Window on the Woods Vision. Each group will be supported as appropriate by the staff and supported financially with an annual budget to deliver their respective Year-Round Activities Programmes coordinated with appropriate fundraising activity.

The staff, under the governance of the WSWG SCIO Board of Trustees, are therefore absolutely key to the delivery of the WSWG Project. The steady staff capacity as proposed will also be critical in underpinning any fluctuations in community “energy” over time.

Figure 4: The WSWG 2-tier SCIO Governance and Operational Tree

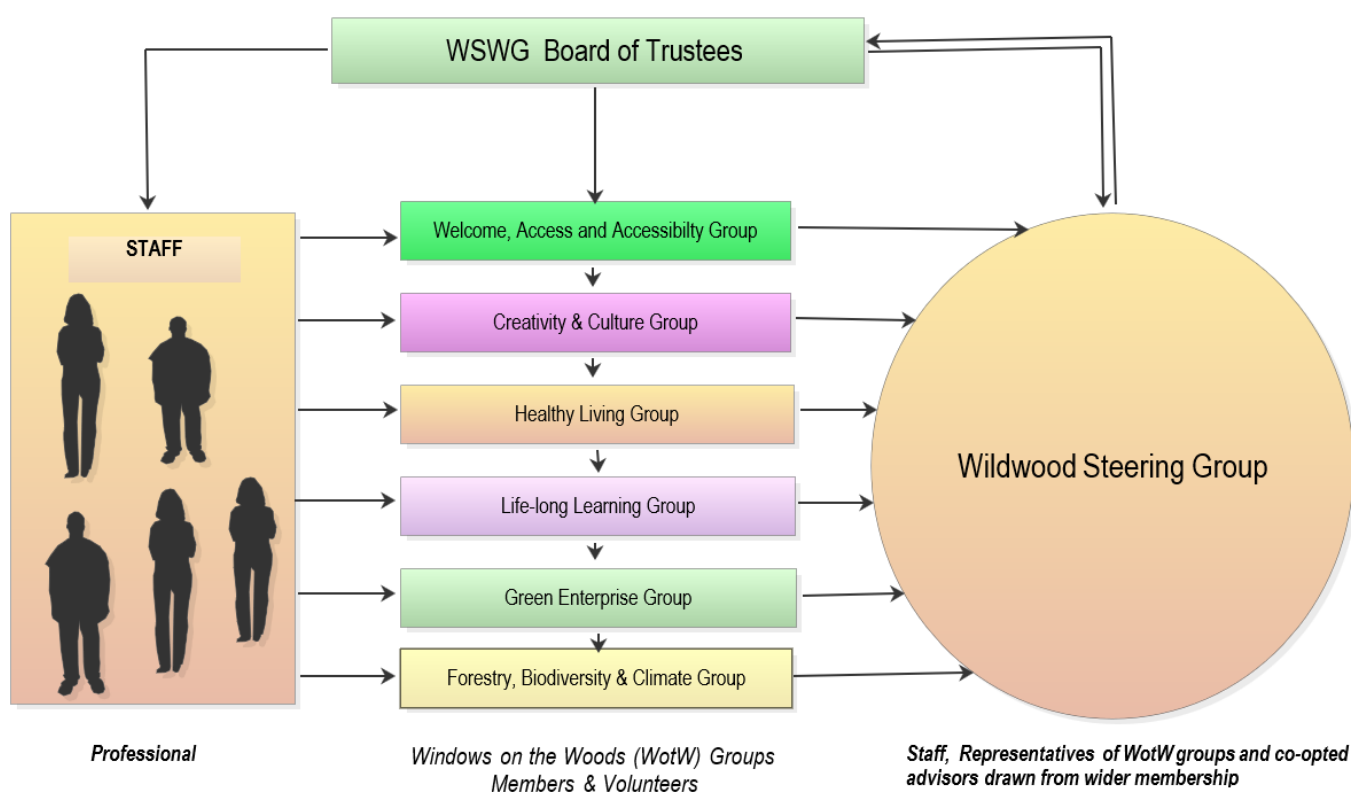


As can be seen in Figure 4, it is also intended to establish a Wildwood Steering Group (WSG). This will be the main functional link between the membership and the board, creating a clear means for members to have an influential stake in how the project develops over time, without necessarily becoming Trustees. A representative of each Community Working Group will be on the Wildwood Steering Group to ensure cohesive and democratic communications within and between all parties.

For those who do not wish to volunteer in a formal capacity, there will be plenty of opportunities to help elsewhere in the many aspects of the project.

The following diagram illustrates the governing hierarchy with the board of Trustees having ultimate authority and decision-making powers over what is intended to be a highly collaborative and participatory operational process.

Figure 5: Flow chart showing hierarchy within WSWG governance and operational structures



3.2.3 Employment Opportunities

WSWG Staffing Plan

A fundamental objective of the WSWG Project is that of community engagement at all levels of project development and delivery. Run as a staffed organisation, the WSWG SCIO project will be overseen by the Board of Trustees and supported by the Wildwood Steering Group comprising representatives of the themed Community Working Groups and additional people with specialist knowledge and expertise relevant to the WSWG Vision. Staff will be engaged to develop and deliver work programmes across the Window on the Woods Vision in conjunction with volunteer Community Working Groups for each of element of the Vision.

Table 3 below sets out the indicative ten-year staffing plan which WSWG has developed to achieve this. Brief job descriptions can be found in [Appendix BP5: WSWG 10-Year Staffing Plan](#).

Whilst it is more likely that WSWG would offer these positions on the basis of direct employment as a WSWG staff member, either full time or on a part time basis, there could be opportunities for some positions being offered on a self-employed basis. There may be opportunities for job sharing, including possibilities for splitting posts into lead and trainee positions. All positions will be on a two-year contract basis in the first instance, with a suitable probationary period, and performance will be subject to regular review. It is hoped the positions would become permanent in due course.

Table 3: WSWG Staffing Plan with working days per week and indicative time allocation

Year 1	Years 2-5	Years 6-10	>Year 10
Basic Staffing of WSWG Project – both Woods – Window on the Woods Year-round Activities Programmes			
Project Co-ordinator and Community Benefit Manager (Senior Post): WSWG Project: 3 d Creativity & Culture – 1 d Healthy Living & LLL – 1 d 5	Project Co-ordinator and Community Benefit Manager (Senior Post): WSWG Project: 2 d Creativity & Culture – 1.5 d Healthy Living – 1.5 d 5	Project Co-ordinator and Community Benefit Manager (Senior Post): WSWG Project: 2 d Creativity & Culture – 1.5 d Healthy Living – 1.5 d 5	Project Co-ordinator and Community Benefit Manager (Senior Post): WSWG Project: 2 d Creativity & Culture – 1.5 d Healthy Living – 1.5 d 5
Forestry, Ecology and Site Manager: WSWG Project: 1 d Forestry & Biodiversity - 2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d 5	Forestry, Ecology and Site Manager: WSWG Project: 1 d Forestry & Biodiversity - 2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d 5	Forestry, Ecology and Site Manager: WSWG Project: 1 d Forestry & Biodiversity-2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d 5	Forestry, Ecology and Site Manager: WSWG Project: 1 d Forestry & Biodiversity-2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d 5
Office Manager /Fundraiser: Admin – 2.5 d Fundraising – 2.5 d 5	Office Manager /Fundraiser: Admin – 2.5 d Fundraising – 2.5 d 5	Office Manager /Fundraiser: Admin – 2 d Fundraising – 3 d 5	Office Manager /Fundraiser: Admin – 2 d Fundraising – 3 d 5
Living Forest Enterprise Developer: 1	Living Forest Enterprise Developer: 1	Living Forest Enterprise Developer: 1	Living Forest Enterprise Developer: 1
	Lifelong Learning Manager: WSWG Project: 0.5 d Woodland Observatory– 2 d Other LLL – 2.5 d 5 (from Year 3)	Lifelong Learning Man'r: WSWG Project: 0.5 d Woodland Observatory-2d Other LLL – 2.5 d 5	Lifelong Learning Man'r: WSWG Project: 0.5 d Woodland Observatory-2d Other LLL – 2.5 d 5
		Taymount Hub Manager/ Green Enterprise Lead 5	Taymount Hub Manager/ Green Enterprise Lead 5

3.2.4 Work base

With a staff complement of 3 full time and 1 part time from Year 1 and need for regular co-working and wider operational meetings, there will need to be a WSWG/staff base from the outset. With no current facilities or services in the woods, it is proposed to rent off-site premises to provide office and storage space for the first year. During the first year, subject to planning permission and felling licence, the 0.45ha roadside compartment 3065V & S west of the car park at Taymount Wood will be felled as needed, groundworks and utilities connections installed and a temporary staff base provided in a suite of serviced portacabins, which will accommodate staff from Year 2 or sooner. This arrangement can continue until permanent accommodation can be provided in the Taymount Hub, currently scheduled for Year 5 and 6. Although a sizeable outlay, WSWG proposes buying the portacabins with a view to repurposing them within the project or selling them on when a permanent work base is created.

All three stages – off-site, temporary and permanent - have been costed in Budget Levels 1 and 2 under Operations, both capital and revenue for set-up and running costs for staff, field and office requirements.

Transportation for staff and materials within and between the woods has been proposed, although there are several permutations depending on fundraising and sponsorship success. WSWG will use and encourage low carbon transport and travel solutions as much as possible.

Operational investment and overheads around all this essential provisioning is accordingly a high cost for the WSWG Project. WSWG has costed fairly generously for the purposes of this Business Plan in order not to under-estimate, but expects there will be scope for creative solutions which could reduce these figures. Sponsorship is something we intend to investigate closely, particularly for bigger capital items.

3.2.5 Costings and Funding

The WSWG Proposal has been fully costed with budgeting priorities built in and considerable scalability. For full details including Summary tables and annualised spreadsheets, see Section 8 on Finance and SROI.

3.2.6 Timescale

With the CATS/FLS decision due in the first half of 2023, WSWG must make its formal offer for Taymount and Five Mile Woods within six months of a positive decision. In that event, WSWG would hope the legal process of asset transfer to community ownership would be concluded before the end of the 2023.

During 2023, the WSWG board will work to bring additional skills and capacity plus advisory and mentoring support to the project through inauguration of the Wildwood Steering Group. The fundraising activity will also be geared up to meet the needs and timescale of the acquisition and operational start-up costs.

WSWG sees Years 1 and 2 as the start-up phase for the project and has budgeted a small amount within the first six months to hire a Forest Management contractor to help oversee the woodland management and associated responsibilities until the Forestry, Ecology and Site Manager is appointed. WSWG would aim to appoint the initial team of three full time staff at the same time as early as possible in Year 1.

WSWG has produced detailed plans and costings for Years 1-10 (income and expenditure) and set up a framework for fundraising over that period.

Outline projections for the WSWG Project to 25 years have been produced based on the activities started in Years 1-10 and their maintenance or performance levels achieved by Year 10, plus calculated timber income from both woods for Years 11-25 and the introduction of the Craft Hamlet community enterprise in Year 11 in Budget Level 3.

The first WSWG SCIO AGM will be held in June 2023, a year after the initial General Meeting (GM) in June 2022. It is hoped that some members of the Wildwood Steering Group put themselves forward as Trustees at that point.

4. Community Engagement and Volunteering

4.1 WSWG Development Phase (2018-2022)

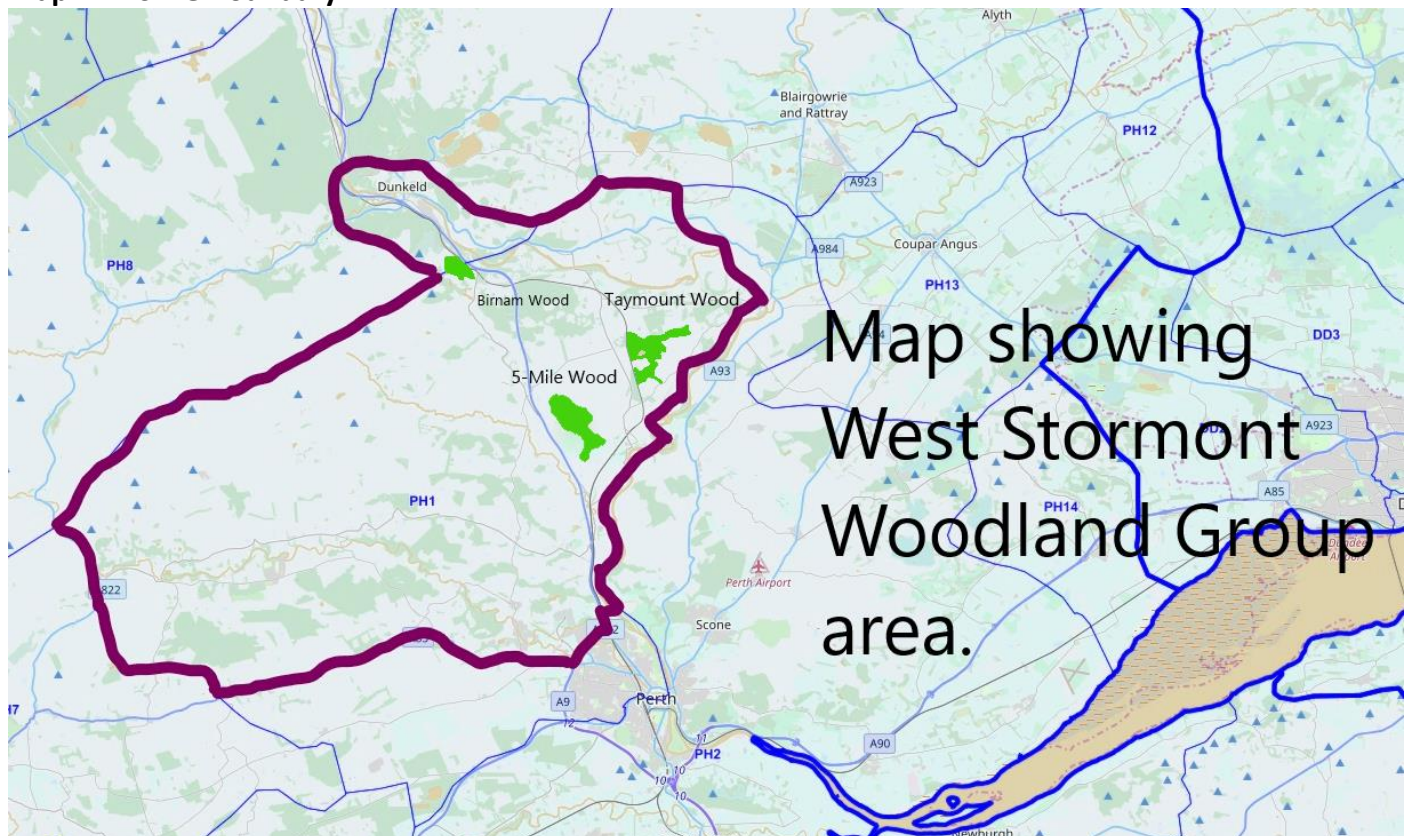
4.1.1 The WSWG area defined

With the geographical setting of the two woods being centrally between the four settlements of Stanley to the south, Kinclaven to the east, Murthly to the north and Bankfoot to the west, and clear interest from an outer catchment of the local community comprising Luncarty, Pitcairngreen and part of Almondbank, Logiealmond, Dunkeld and Birnam, Caputh and others, we have based our definition of the WSWG community on the settlements in the south-eastern third of the Strathtay ward.

West Stormont was the name used in medieval times to cover the parishes of Auchtergaven, Kinclaven, Logiealmond, Moneydie, Redgorton (Stanley) and the Murthly portion of Little Dunkeld. West Stormont has been chosen as the most suitably inclusive title for the many communities connected to Taymount and Five Mile Woods today.

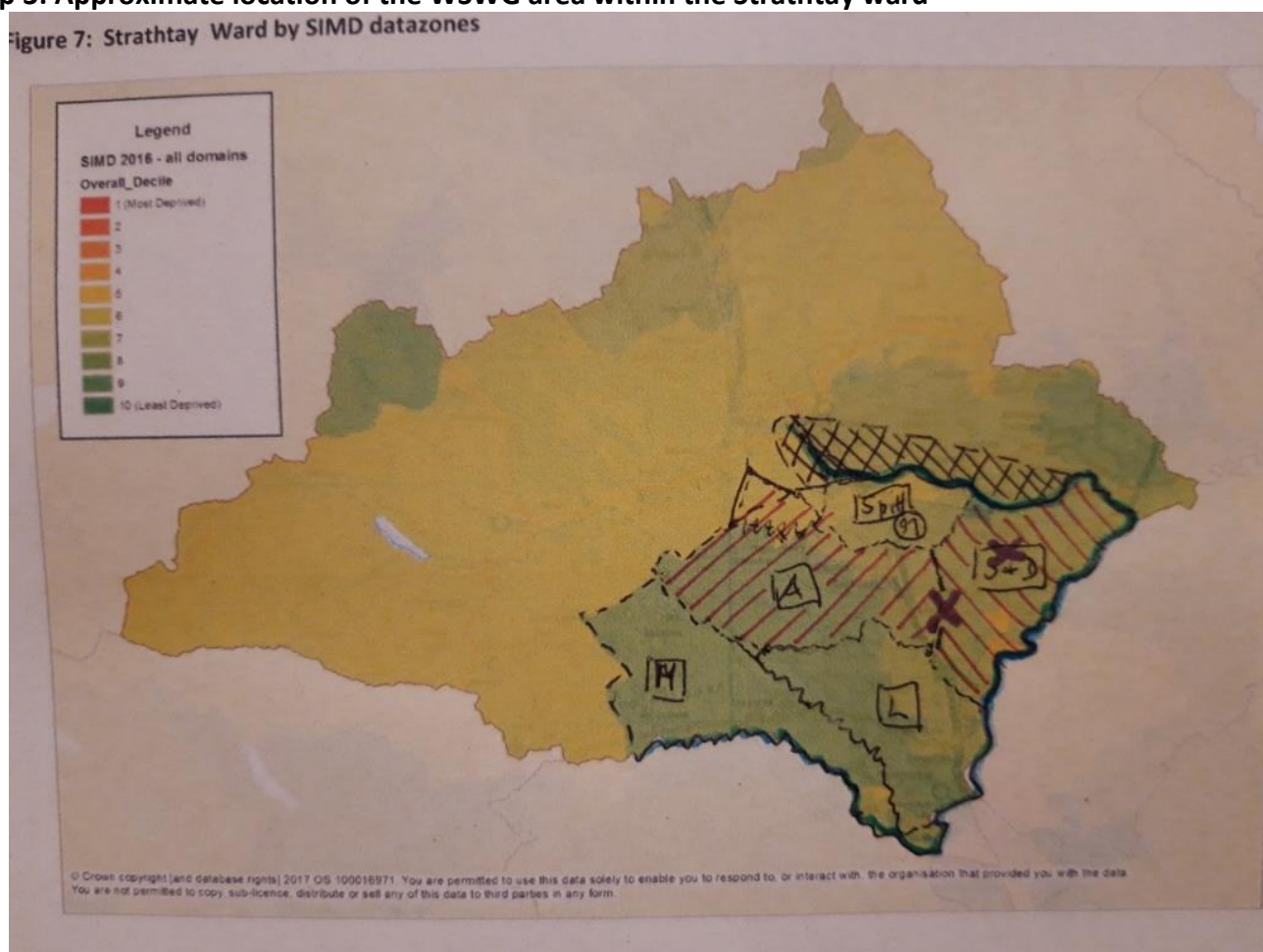
In 2018, the available statistics from Perth and Kinross Council (PKC) indicated a population of around 8,500 in the ward, with around 5,600 people living in the south-eastern third delineated as “the WSWG core area” for the purposes of the CATS process. Since then, the basis PKC uses to compile demographic data has changed markedly to one based on “datazones” rather than community council areas. In this reconfiguring, the population of Strathtay ward has been updated to 12,841. On the basis of half to two thirds of the Strathtay population living in the south-eastern third of the ward, we have assumed a revised figure at 2022 of around 7,000 people living in the WSWG area in around 3,250 households. We therefore have a fairly large local community directly associated with prospective community ownership of the Taymount and Five Mile Woods, and a population of about 47,500 in the city of Perth some 6 miles to the south where many WSWG Associates and woodland users live.

Map 2: WSWG Boundary



Note: Boundary line to be revised to exclude Bertha Park 10,000 resident development at Inveralmond

Map 3: Approximate location of the WSWG area within the Strathtay ward



4.1.2 Community Engagement and Volunteering 2018-2022

Since 2018, as a means of building and evaluating support for community ownership of Taymount and Five Mile Woods, WSWG has undertaken an extensive programme of community engagement and associated networking activity consisting of diverse outreach, communications and events, plus research including Landowners and Neighbour Survey, Gateway User Survey, access audits, woodland history and on-line community-wide consultation surveys on the draft and final WSWG Proposals.

The WSWG membership scheme, which is free to anyone 16 years or over, currently totals 505 individuals, of which 351 are Members (living within the WSWG area) and 154 are Associates (living outwith the WSWG area). In addition, many more local and other people have signed up on-line to receive the Community Monthly Update and other WSWG communications without becoming members. The current web-based membership scheme is not available to children under 16, but pre covid, 100 children were signed up on Family Membership Cards at WSWG events.

Adults and children, from 4 months to 96 years, attending events held as part of WSWG's "Feeling Good in the Woods" initiative from June to November 2019, numbered 418 against target participation of 150-200, about 50% more than expected even accounting for the extra school events which were put on.

Feedback throughout the community engagement programme came together as the "WSWG Imaginarium", producing a long list of ideas and aspirations from the community ([Appendix BP6: Imaginarium – The Long List](#)). The first Draft Proposal was developed through this iterative process involving and in consultation with the WSWG community. A community consultation on this Draft Proposal was carried out in February/March 2021 and indicated the community's strong overall support for the WSWG vision and objectives for the woods.



Montage of community engagement activities in the WSWG Development Phase

Based on the community’s feedback on the Draft Proposal 2021, plans were then refined further, culminating in the production of the WSWG Proposal 2022 *Going Forward*, including Woodland Management Plans for Nature Recovery for Taymount and Five Mile Woods and financial projections for Years 1 to 10, which were presented in Community Consultation 2 in October 2022. Both community consultations were publicised widely to reach beyond the WSWG membership, including Royal Mail leaflet door-drops throughout the Strathtay ward.

Following the clear endorsement of these plans in Consultation 2, the WSWG Board of Trustees has added this Business Plan and financial projections to 25 years to the portfolio of project documents being submitted as part of the WSWG CATS Application in December 2022.

Both Community Consultations achieved the objective of providing evidence of local community support for the WSWG Proposal and the strong ethos behind the WSWG Project. The headline results of the two community consultations are summarised below, with further information presented in [Appendix BP2: WSWG Stakeholder Report](#).

Summary of Community Consultations on the WSWG Proposal

Community Consultation 1: WSWG Draft Proposal - February-March 2021 (4 weeks)

Community Consultation 2: WSWG Proposal 2022 "Going Forward" - October 2022 (2 weeks)

Consultation 1

- 😊 367 Surveys completed – representing 769 adults and 131 children
- 😊 More than half of respondents were not members and 100 new members joined WSWG
- 😊 92% of respondents agree or strongly agree with WSWG's Ecoforestry proposals for the woods
- 😊 95% agree or strongly agree that the woods should be managed for climate and biodiversity
- 😊 95% agree or strongly agree with WSWG's proposals for Welcome, Access and Accessibility in the woods
- 😊 Walking was the favourite activity of all, with nature walks in next highest demand, followed by environmental education, cycling and foraging. Over 40% of respondents selected the following as activities which appealed to them most: dogwalking, local history, biodiversity surveying and monitoring, children's events, family events, forest school and bushcraft/outdoor adventure.
- 😊 Overwhelming support for working with local businesses as well as creating jobs and community enterprise.
- 😊 Bothy and Hutting in Taymount Wood were more popular than Wigwams in Five Mile Wood.
- 😊 Only 0.83% of respondents disagreed or strongly disagreed with WSWG's Vision for the woods.

Consultation 2

- 😊 173 responses representing 376 adults and children
 - 71.3% of responses from the WSWG area; 28.7% from outwith the WSWG area
 - 52.3% of responses from members, 47.7% from non-members
- 😊 Support for different elements of the WSWG Proposal – **average score out of 5:**
 - Year-Round Activities Programmes 4.6
 - Access Improvements 4.6
 - Taymount Wood Hub (Flagship Project TW) and Community Enterprises 4.3
 - Woodland Observatory Project (Flagship Project FMW) 4.5
 - Woodland Management Plans 4.7
 - Governance 4.5
 - Operations 4.3
 - Funding 4.2
 - Overall support 4.6

Core volunteers have been engaged at various levels of involvement from being on the Steering Group, Shadow Board and SCIO Board with the associated role of project development and administration, to running events and participating in access audits, logo design, first website, composing a song, making promotional badges, fridge magnets, slide bracelets and display materials, writing blogs and such like, with more than 30 individuals involved in that capacity over time. WSWG has networked widely with local community organisations, local primary schools and businesses and more widely with other community woodland groups, Perth and Kinross Council and many relevant regional initiatives and organisations.

The intensity of work by the Steering Group and its successors over the development period is reflected in recorded time input and contributions-in-kind pre covid and estimated input since then. Based on the 2018 minimum wage of £8.75, core volunteer input in the first twelve months was calculated at more than £55,000. Even allowing for a substantial reduction in input during the covid lockdown, it is estimated that volunteer input over the full development period, mainly time, would easily come to around £200,000.

More details on Community Engagement and Volunteering during the WSWG Development Phase can be found in [Appendix BP2: WSWG Stakeholder Report](#).

4.2 WSWG SCIO Community Engagement - Going Forward

WSWG intends to take forward the WSWG Proposal 2022 *Going Forward* by building on the four years of community engagement and volunteering to date and to widen and strengthen this through the grassroots foundation of the governance and operational structures described in Section 3.2 Project Delivery Going Forward.

It is one of WSWG's main aims and a fundamental part of its ethos to provide a wide-ranging, inclusive and rewarding portfolio of staff-supported volunteering opportunities for as many people as possible. Volunteering must be a pleasure, not a burden or obligation to those who offer their time, energies and skills to the WSWG Project.

We will work in a variety of ways with a range of stakeholders within and outwith WSWG as follows:

- Members and Volunteers
- Landowners and Neighbours
- Staff
- Community organisations
- Schools and other educational establishments
- PKC
- Local Businesses
- Service providers/session workers
- Funders

Table 4 below shows the overall stakeholder complement WSWG foresees working with going forward, set out in matrix form against the WSWG Window on the Woods Vision.

For more information about how WSWG envisages working with and evaluating the Social Return on Investment of the diverse programme of community and environmental benefit to come from the WSWG Project, see [Appendix BP2: WSWG Stakeholder Report](#) and [Appendix BP8: Social Return on Investment \(SROI\) for Taymount and Five Mile Woods](#).

Letters of support for the WSWG Project have been provided by the following key stakeholder organisations:

- Perth and Kinross Council (Councillor Grant Laing – Leader of the Council)
- Stanley Development Trust
- West Stormont Historical Society
- Perth and Kinross Health and Social Care Partnership
- Perth and Kinross Countryside Trust
- Tayside Biodiversity Partnership
- Buglife Scotland
- The Conservation Volunteers
- Blairgowrie Climate Café
- Perthshire Organic Gardeners

They are available to read in the attached folder, [Appendix BP10: Letters of support](#).

Table 4: WSWG Stakeholders December 2022

Colour-coding

WSWG In-house stakeholders	Stakeholder organisations for WSWG Priority stakeholders for WSWG	Contact made	No contact to date Priority stakeholders for WSWG
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1. WSWG Key Current or Potential Stakeholders relating to themes in the Window on the Woods Vision						
General	Forestry & Ecology	Welcome, Access ...	Creativity & Culture	Healthy Living	Life-long Learning	Green Enterprise
Members Associates Trustees Wildwood Steering Group Staff	WSWG Forestry, Ecology and Climate Community Working Group: a. Climate b. Biodiversity	WSWG Welcome, Access and Accessibility Community Working Group	WSWG Creativity and Culture Community Working Group: a. Creativity & the Arts b. History and Heritage	WSWG Healthy Living Community Working Group: a. Active People, Active Places; b. Healthy Eating; c. Social Wellbeing	WSWG Life-long Learning Community Working Group	WSWG Green Enterprise Community Working Group: a. Forest Enterprises b. Community Ents
Supporters Wider Community	Scottish Forestry				University of Edinburgh Dr Markus Ketola	Growbiz
Forestry and Land Scotland	Forestry and Land Scotland	Stanley Development Trust	West Stormont Historical Society	Stanley Development Trust	West Stormont Historical Society	
Scottish Land Fund	Local sawmills	Skinny Tyres		Cycling Without Age		
Strathtay Action Partnership	Local conservation organisations & businesses	Strathtay Action Partnership	Strathtay Action Partnership	Strathtay Action Partnership	Strathtay Action Partnership	
Perth Leadership Forum – Perth Sustainable Small City initiative	Community Woodlands Association	Local walking groups (Strollers, Stride for Life, Friday Walking Group)	PKC Community Education	Lyndsay McManaman, Community Engagement Worker, P&K Health & Social Care Partnership	PKC Community Education	Community Woodlands Association
Perth and Kinross Countryside Trust: widespread scope for WSWG and PKCT to collaborate across all WSWG themes.	Perthshire Nature Connections Partnership	Perth and Kinross Countryside Trust		Jeni Guthrie, Social prescriber, Highland and Strathtay	U3A Perth	

Energy4All/Highland Community Energy Society	Local landowners	Spittalfield and District Active Recreation Hub		Spittalfield & District Active Recreation Hub	Tayside Biodiversity Recorders Tayside Under-25s Young Recorders Committee	Energy4All
Investing in Communities (funding application submitted and pending)	Tayside Biodiversity Partnership: a. Joint farming, Upland & Woodland Working Group b. Biodiversity Villages c. Under 25 Young Recorders Committee	Local horse riders	Local schools/cluster schools	Care & Wellbeing CIC	Schools (WSWG links with 7 primary & nursery schools to date)	The Bothy Project
Local community councils	Tree Warden Scheme	Perth Active Travel Group (PATH)	Local Forest School providers (eg Wild Sparks)	Local Forest School providers (eg Wild Sparks)	Local Forest School providers (eg Wild Sparks)	
Perthshire Organic Gardeners	The Food Forest Project	Greenspace Ranger Service	Outdoor Education providers (eg Wee Adventures)	Local Forest School providers (eg Wild Sparks)	Outdoor Education providers (eg Wee Adventures)	
	Tayside Woodland Partnerships					
	Buglife	LiveActive		Local church groups	Local church groups	
	BTO Surveys eg Wetland Bird Survey (WeBS)	Paths for All		Care Homes (elderly, other supported living)	Westbank: (Probation Service/ Community Payback)	
	The Conservation Volunteers (TCV)	P&K Outside Access Forum		Sheltered Housing complexes		
WSWG Programme Funders (Public, lottery, charitable, corporate, benefactors, Wellbeing sources, etc)	WSWG Programme Funders	WSWG Programme Funders	WSWG Programme Funders	WSWG Programme Funders	WSWG Programme Funders	WSWG Programme Funders

5. Community Benefit: Forest Diversification for People

How to balance the mix of charitable and commercial activity in delivering community benefit.

With the FLS directing WSWG at the outset to develop a proposal for Taymount and Five Mile Woods – our “Two Woods, One Community” project, our “One Wood with a Gap in the Middle” project – commensurate with the sizeable scale of the asset, the challenge has been to pitch the best level for the WSWG Community Benefit Programme. The partition of the WSWG Project into two complementary elements to the business strategy allows for:

- a) **WSWG Charitable Activities and Services** - funded community benefit largely free at point of use
- b) **WSWG Enterprises** - community benefit through in-house income-generating activities to contribute to the funding of the charitable side of WSWG.

Whilst there is a rich funding environment around the key themes of the WSWG Vision – access, health and wellbeing, community arts, education, biodiversity, climate and other community resilience – there is strong expectation and encouragement for community-led projects to have a reasonable level of economic self-reliance. Whilst the nature of the asset means conventional income from timber is a clear option, maximising that for the two sites and competing favourably in commercial terms is not compatible with nature recovery and year-round community use. WSWG’s mission for nature recovery sees a diminishing reliance on timber sales over time, more than compensated by developing a spectrum of Living Forest income streams which contribute to the woodland ecosystem and diversify community benefit from the woods. These range from low risk to higher risk ventures in financial terms, but in which WSWG believes is an evolving market in the coming trajectory to a Wellbeing Economy, to which Scotland is committed at government level. This is all fully compatible with the local community’s support for woodland management for biodiversity and climate and its wish to avoid over-development of the wider woodlands.

Another challenge has been at what level to pitch other commercial development to help fund the WSWG Charitable Activities and Services through more “mainstream” in-house income generation than the suite of proposed Living Forest enterprises without compromising the ecological potential and integrity of the woodlands as a whole. WSWG has met this challenge by developing programmes of activity and enterprise many of which are inherently flexible in terms of the scale at which they would be viable in both delivery and financial terms.

This has been done by identifying which ideas put forward by local people could usefully be developed as prospective enterprises and proposing infrastructure which has the dual function of delivery of community benefit in both WSWG Charitable Activities and Services and WSWG Enterprises. For example, the Loggers’ Shieling and the Artist’s Bothy proposed in Budget Level 1 will each be used to deliver both funded and income generating activities. The Taymount Hub Flagship Project in Budget Level 2 will be a community facility which accommodates funded activity indoors and also a space for a range of income generating enterprises which in themselves will deliver a range of user benefits whilst nurturing a sustainable lifestyle ethos. The Craft Hamlet, a proposed community enterprise in Budget Level 3, will equally be able to straddle both commercial and charitable elements of the WSWG Vision.

Community feedback on the Draft WSWG Proposal in 2021 led to a shift from hutting and wigwams as early sources of income generation. This move also enabled WSWG to meet the clear community wish to avoid over-development of the wider woods by the infrastructure in question and alternative enterprises clearly lending themselves to being located at the main entrances rather than deeper into the woods. Whether or not WSWG develops hutting, glamping or wild camping in the woods will be up to future decision-making through the representative structures and accountabilities proposed in the WSWG SCIO Governance and Operational Tree. There are members of our local community who quite understandably wish to see no developments beyond improved car parks and path networks; addressing the conundrum of how to make money other than by cutting down large number of trees would be part of our explanation to them. We hope we have found a balance between all these aspects and concerns in the WSWG Proposal.

5.1 Community Benefit through WSWG Charitable Activities and Services

5.1.1 Proposed investment in Staff

Staff are the number one investment on which the WSWG Project is founded following acquisition. Firstly, WSWG wishes to support the future local Wellbeing economy by providing employment, both under WSWG Charitable Services and Activities and WSWG Enterprises, both in-house and by contracting work from local businesses and social enterprises, including specialist practitioners, sessions workers and other suppliers. While arguably already the case in our society, volunteering is at risk of becoming industrialised as a means of delivering vast amounts of theoretically low-cost outcomes for a sustainable future. Our future economy must, however, be based on green livelihoods and not excessively on the backs of volunteers, and WSWG intends to walk this talk. With proposed levels and quality of staffing being commensurate with the aspirations of the project, WSWG volunteers will be well supported at whatever level they become involved and therefore able to give so much more overall, such that volunteering in the WSWG project will always at heart be fun and enjoyable and not a burden. Volunteering needs to bring benefit to the individual as well as those they are volunteering for. Secondly, the woods as forests alone are too big and complex to be run on a purely volunteer basis, let alone the wide-ranging, long-term and integrated programmes for community wellbeing and resilience through diversified use of the two woods.

The number and scope of the jobs set out in the WSWG Proposal have been developed empirically as the level of time and skills resource required to deliver the projected site management, community benefit, enterprise and infrastructure development, plus administrative and fundraising support.

In addition to a special part time role of Living Forest Enterprise Developer for an ongoing one day per week, the aim is to have five full time posts by Year 6. Their introduction is staggered in the Proposal as follows, but earlier appointment on a full or part time basis would be considered if funding permitted.

In addition to the amount of basic manhours available to the WSWG Project in a team of five or six rather than one or two, the larger staffing capacity will add co-creativity and resilience of collaborative working.

Budget Level 1:

Project Co-ordinator/Community Benefit Manager, F/T from Year 1

Forest, Ecology and Site Manager, F/T from Year 1

Office Manager/Fundraiser, 1 F/T or 2 P/T split posts from Year 1

Living Forest Enterprise Developer, 1 day/week from Year 1

Budget Level 2:

Life-Long Learning Manager, F/T from Year 3

Taymount Hub and Enterprise Manager, F/T from Year 6, aiming to become self-funded from enterprise income between Years 8 and 10.

Whilst more usually looked on as fixed costs, for the purpose of this Business Plan, staffing of the hub (café, shop, cleaning, etc) has been presented as direct costs to those enterprises such that declared surplus is a net figure.

Staffing summary Community Benefit Programme Years 1-10

Budget Level 1

Community Benefit Programmes	£337,000
Forestry, Ecology and Forest Enterprise Programmes	£175,000
Operations (including Team share of Field Staff time)	£628,000
Sub-total	£1,140,000

Budget Level 2

Community Benefit Programmes	£234,000
Forestry, Ecology and Forest Enterprise Programmes	£0
Operations (including Team share of Field staff time)	£188,500
Sub-total	£422,500

Combined total Years 1-10

£1,562,500 (3 Field staff + 2.2 Support staff)

Scalability: The level of community benefit delivered will correlate directly with the amount of staff time allocated to its delivery across all themes of the WSWG Vision. Whilst staff numbers and hours are in theory scalable, through full or part time positions and combined job descriptions, this is the element of the WSWG Proposal where a reduction in scale will have the biggest negative impact on community benefit. Staff is therefore the priority for funding levels to be achieved to deliver the full complement of field and support staff resource envisaged in the Proposal.

Enterprise/income generating potential of staff

As an inclusive, member-owned charity intended to benefit the needs and resilience of the wider community including vulnerable or disadvantaged groups, WSWG does not at this stage see the proposed field staff as directly income generating. Their mission will be to work with the local community to provide largely free services for all, either directly or by engaging specialist session workers, with those who wish always being welcome but with no obligation to offer donations to WSWG in lieu of charges for events and activities. Field staff time is the most precious resource available to WSWG and for delivering community benefit in a reliable and professional way. Staff time will therefore not be diverted to provide commercial services for direct income generation from groups and individuals. As team members, they will be involved along with paid contractors and WSWG volunteers in the running of the early income generating enterprises, specifically the Loggers' Shieling and the Artists' Bothy. However, in time, with the appointment of the Hub and Enterprise Manager, this function will shift to budget headings and staff resources within the enterprises themselves. Where beneficiaries of activities in the woods may be asked to pay is when third parties rent WSWG facilities to deliver their services.

The aim will be to fully fund the field staff to deliver the WSWG community benefit programmes, from a mix of external sources and trading surplus from WSWG Enterprises.

Funding Plan Summary Years 1-10: Staff

Field staff (3 posts):

Target funding level:	100%
WSWG Enterprises surplus:	0-5%
External Funders:	95-100%

Support staff (2.2 posts):

Target funding level	100%
WSWG Enterprises surplus:	0-25%
External Funders:	75-100%

Enterprise staff:

Target funding level	0%
WSWG Enterprises surplus:	0% <i>(100% covered from income generation as direct costs)</i>
External Funders:	0%

10-Year Fundraising target for field staff to front delivery of the overall WSWG Community Benefit Programme: £1,650,000.

Based on £500 day rate for 110 Project funded days per year for each of 3 FT Field Staff.
Rate would increase with inflation, staff pay-scales and other cost parameters.

Current funding applications and sourcing opportunities

A WSWG application to the Investing in Communities Fund Round 2 in June 2022 seeks share of staff investment costs as follows:

Post	Year 1	Year 2	Year 3
BL1 Project Co-ordinator/Community Benefit Manager:	£8,800	£26,400	£26,400
BL1 Forest, Ecology and Site Manager:	£7,700	£15,400	£15,400
BL2 Life-Long Learning Manager:	£1,800	£10,725	£10,725
Sub total:	£18,300	£52,525	£52,525
Project Day equivalents at £500 per day:	36.6	105	105
Total staff costs applied for: £123,350			

5.1.2 Year-Round Activities Programmes

Even with no physical improvements to the present access and accessibility infrastructure in the two woods, the WSWG field staff (the Project Co-ordinator/Community Benefit Manager and the Forestry, Ecology and Site Manager and the Life-Long Learning Manager) will, with their expertise, imagination and the natural resources of the woods, be able to deliver invaluable community benefit through a range of activities in the woods, across all themes of the Window on the Wood Vision. They would be able to realise the community engagement envisaged in the WSWG 2-tier SCIO Governance and Operational Tree by convening and supporting Community Working Groups to get aspirations, ideas and activities going across all themes in the Window on the Woods Vision, whether on shoe-string or generous budgets. Year-Round Activities (YRA) would happen like this on low or conceivably even no budget beyond core staffing and operational costs.

However, how much more could be done with dedicated budgets for each group to evolve plans which truly reflect the needs of and benefits for the community over time across all six Window on the Woods themes.

As such, WSWG aims to secure modest start-up budgets for Community Working Groups in Years 1 and 2 to use to deliver activities and lever additional funding for expanded programmes. As the groups evolve their plans, so this would inform fundraising for future years supported by the WSWG Office Manager/Fundraiser.

The scope for Year-Round Activities Programmes is clearly extremely elastic but the indicative sums we have proposed for fundraising per annum in Budget Levels 1 and 2 are as follows:

Budget Level 1	£1,000 per group per wood per year	£12,000 per year	
	+	+	
Budget Level 2	£4,000 per group per wood per year	£48,000 per year	= £60,000 total

It is envisaged that these programmes would be essentially funded from external sources pertinent to the Window on the Woods themes in question and will therefore be a keystone in WSWG's fundraising strategy.

Scalability: The scalability of the Year-Round Activities programmes is essentially absolute, subject to staff resource sufficient to deliver skills, creativity and ingenuity to redirect development to what funding is available.

Funding Plan Summary Years 1-10: YRA

Target funding level:	100%
- WSWG Enterprises surplus:	0-10%
- External Funders:	90-100%

Current funding applications and sourcing opportunities

A WSWG application to the Investing in Communities Fund Round 2 in June 2022 seeks £10,000 revenue funding per year for 3 years for each of the four themes of the WSWG Window on the Woods Vision most directly relating to Community Benefit, amounting to £40,000 per year to the Year-Round Activities Programme and £120,000 overall, namely:

YRA to deliver community benefit under the WSWG Vision of Forest Diversification for People:

Creativity and Culture	£10,000 per year for 3 years
Healthy Living	£10,000 per year for 3 years
Life-Long Learning	£10,000 per year for 3 years

YRA to deliver community benefit under the WSWG Vision of Eco-forestry for the Planet:

Forestry, Ecology and Climate	£10,000 per year for 3 years
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Total YRA Funding applied for: £120,000

5.1.3 Welcome, Access and Accessibility Programme

The access provision at Taymount and Five Mile Woods is currently primarily related to their internal forestry roads being part of the local core path network alongside a few unsurfaced tracks here and there. As such, they provide a valuable present resource which would be retained through core path obligations under any future ownerships, community, private or commercial. However, the infrastructure beyond that is at best rudimentary and not accessible for all. Each wood currently has a small, very rough car park at their main entrance which can accommodate about 9-10 and 6-7 cars respectively and proved their limitations when WSWG organised community events. More and improved car parking has been a widely communicated plea in WSWG consultations to date, and it is clear to WSWG that it could not operate the proposed services and activities without expanded car parking capacity at both woods.

Other access-related infrastructure is essentially non-existent, with existing furniture restricted to locked vehicle gates and a few fingerposts associated with the core path network. There are no seats or picnic benches in either wood, no shelter, no all-abilities paths and broadly no user information beyond timely safety notices to warn of forestry operations or other temporary site activities, anti-littering posters and such like. The only general, access or other information or maps available are what WSWG has posted on its temporary noticeboards at the four main entrances to the woods in recent years. This shoestring resource has been well-received by users but needs a major upgrade to deliver the level of welcome, maps and other information WSWG wish to see.

WSWG's priority plans for improved welcome, access and accessibility therefore focus on encouraging and enabling more people to visit the woods through greatly improved inclusivity and equity in the access infrastructure and services offered. It is WSWG's policy in proposing improved access provision to respect the current privacy and security of residential properties near or adjacent to the woods. Public transport options exist locally through bus routes which pass relatively close to the north entrance of Five Mile Wood and the west entrance to Taymount Wood, but in reality they are not practicable enough to the significant means for local people getting to the woods. Five Mile Wood is now well connected to the local cycle network through a new section of tarmac surfaced multi-user path created as part of the recent A9 dualling in the vicinity, contrasting starkly with the rough surfaces in the woodland itself and other parts of the described network. Cycling is an option for accessing Taymount Wood, but not for the fainthearted along the C406 approach. For expediency, car travel is therefore currently and expected to remain the main means of transport to the woods. Hence the need for increased car parking at both woods and the aspiration for EV charging points too. The car parks will be created in designed layouts accommodating a range of other equitable and inclusive, all-abilities access and community facilities as part of the differential and complementary development of the two woods.

However, many people for a range of reasons do not have personal access to a car. The local primary schools also find transport for groups of children challenging, not least for budgetary and supervisory reasons. A key part of WSWG’s Welcome, Access and Accessibility (WAA) programme is its MiDAS Community Transport Project, a funded initiative Funded WSWG to make use of existing underused community resources (PKC minibuses) by establishing WSWG pool of MiDAS trained drivers plus Inclusivity Transport budget to assist less mobile and otherwise disadvantaged members of the local community to visit the woods and participate in WSWG events and activities. This is seen as a key tool in boosting community wellbeing and resilience.

Scalability: There is a significant degree of scalability in the WSWG Proposals for Welcome, Access and Accessibility. A basis for this is included in the allocation of access projects to Budget Levels 1 or 2 and with reference to aspirational but currently undeveloped and uncosted access projects in Budget Level 4. Some projects will undeniably involve fairly significant investment sums, but scope will often exist for scalability through specification (eg path surfacing choice), number of items (eg interpretive boards), necessity over aspiration (eg rain shelter), and so on. The matching of project implementation and ambition to either existing budgets or fundraising targets will be the subject of ongoing discussion and largely determined by community engagement through the Welcome, Access and Accessibility Community Working Group.

The scope for the Welcome, Access and Accessibility Programme is clearly therefore elastic but the indicative sums we have proposed for fundraising in Budget Levels 1 and 2 are as follows:

	Taymount Wood	Five Mile Wood	Budgeting Totals
Budget Level 1	£120,176	£71,200	£191,376
	+	+	
Budget Level 2	£85,038	£51,875	£136,913
Woodland Totals	£205,214	£123,075	£328,289

Funding Plan Summary Years 1-10: Welcome, Access and Accessibility:

- Target funding level: 100%
- WSWG Enterprises surplus: 0-10%
- External Funders: 90-100%

Current funding applications and sourcing opportunities

A WSWG application to the Investing in Communities Fund Round 2 in June 2022 seeks £12,650 revenue funding over a 3-year period to fund the driver training and inclusivity budget.

Total Community Transport funding applied for: £12,650

Perth and Kinross Countryside Trust have very kindly offered to assist WSWG in project design and specification and in fundraising generally for its programme of access improvements once the woods are in community ownership.

5.1.4 Flagship Projects

WSWG is proposing a Flagship Project for each wood which corresponds with their complementary focal usage within the WSWG Project. As both Flagship Projects would considerably increase the scale of operations for WSWG, they are proposed as Budget Level 2 actions.

The Flagship Project for Five Mile Wood is a long-term observation, monitoring and recording-based environmental education project for all ages, abilities and learning levels, entitled the Five Mile Wood “Woodland Observatory Project” (WOP). It is scheduled to begin in Year 3 of the WSWG Proposal.

The Flagship Project for Taymount Wood is the creation of the Taymount Hub as a community facility and the principal base for the WSWG Project, located at the main entrance of Taymount Wood. It will function as a multi-purpose venue for WSWG Charitable Activities and Services and accommodate a number of proposed income-generating businesses and facilities of benefit to the local and wider community.

5.1.4.1 Five Mile Wood “Woodland Observatory Project”

It would be ideal to get the FMW Flagship Project up and running as soon as possible to take early advantage of the distinctive contrast between the “Gap Site” and the Mature Plantation in connecting the local community, young and old, to the idea of connecting, watching and learning from their wood and feeling how our local community is contributing to the climate and ecological emergencies.

To allow time for the Project Co-ordinator to lead the project from concept level to detailed design in conjunction with the Life-Long Learning Community Working Group and raise the necessary funds for the Life-Long Learning Manager staff member, the WSWG Proposal currently has this Flagship Project starting in Year 3. If this can be brought forward, all the better from a community benefit point of view, in both a learning and employment sense.

In the current Proposal, this is a fully funded project, and it is believed there will be many funders of educational initiatives to whom this will appeal directly. Apart from the staffing costs, WSWG has incorporated into its financial plan total investment of £51,500 up to Year 10, which include some early infrastructure investment in two forest school areas, one near the main entrance, one near the access from Active Kids Adventure Park, and also modest annual equipment and development budgets.

Many infrastructure improvements in and management of the wider woods proposed in the WAA and Woodland Management Plans will also provide resources which support the Woodland Observatory Project and the general Life-Long Learning programme, for example, the rain shelters and forest food trails. It could also be that other Community Working Groups besides the Life-Long Learning Group might wish to collaborate with the Woodland Observatory Project, such as the Creativity and Culture Group in relation to researching and promoting the very interesting history of Five Mile Wood, and potentially bring resources into the Flagship Project via their Year-Round Activities Programme budgets.

However, it is envisaged that in the detailed design process or later during the evolution of the project itself, there could be many opportunities built in for income generation, either within the Flagship Project itself or as part of the overall WSWG Life-Long Learning theme. One example could be teacher training courses for outdoor education in response to teaching standards introduced to Scottish Education system in September 2018 where outdoor education must be part of delivery of full curriculum for excellence.

Scalability: Scalability does exist within the Five Mile Wood Woodland Observatory Project, but the project’s outcomes will correlate directly with the resources available, particularly the staff time allocated to it. At present, two days per week of the WSWG Life-Long Learning Manager post has been proposed, but this could easily be revised within the development plan for this full-time post if felt appropriate or reacting to opportunities at the time.

Woodland Observatory Project Funding Plan Summary Years 1-10:

Target funding level:	100%
- WSWG Enterprises surplus:	0%
- External Funders:	100%

Current funding applications and sourcing opportunities

No live funding applications in hand for the Five Mile Wood Flagship Project.

Future fundraising will focus on funding from Charitable Trusts who support educational, climate and environmental projects plus corporate donors and benefactors.

5.1.4.2 Taymount Hub

The Taymount Hub proposal is for a forest building the purpose of which straddles both WSWG Charitable Activities and Services and WSWG Enterprises, delivering community benefit through each element of this functionality.

Whilst scalable, the Taymount Hub as proposed is a sizeable venture and financial investment for the WSWG Project, and as such is proposed as a Budget Level 2 project. The ability for WSWG to function at a smaller scale with a portacabin complex as the staff base and no real indoor space for activities as proposed in Budget Level 1 could support a good project overall, with perhaps one or two simple structures in the woods to provide rudimentary indoor space for diverse community activities. The proposal for the Taymount Hub as put forward here represents a step change in how WSWG would function, both in terms of community facilities and income generating business. The timing of the development of the Taymount Hub has a significant knock-on impact on the scale and timing of much needed in-house income generation. By timing the construction phase for Year 5 with enterprises operational in Year 6, it gives generous time for community-led design, planning permissions and fundraising, allowing both a boost in community facilities and allowing enterprise income to rise to target levels by about Year 11 or 12.

WSWG has chosen to approach the construction of the main hub building and its setting under Community Benefit viewing the building primarily as a community facility whereby it can operate as a venue for indoor delivery of community benefit related to WSWG Charitable Activities and Services. It is intended to seek external funding for the construction of the hub alongside the suite of associated facilities in its immediate development curtilage including a new extended car park, all-abilities access, safety fencing, woodland landscaping and other features as wished. leading to other community woodland features and facilities in the adjacent areas of woodland. An all-abilities path will lead into the adjacent area of woodland where it is also proposed to create a picnic area, play area, mini-community food forest for open use by all, and which will enable access for all to a dedicated area about 500m into the woods suitable for pitching a marquee for community events. The current swathe of sitka spruce to the west of the main vehicle track into Taymount Wood between the site of the proposed Hub building and the marquee pitch will be felled and replanted as native broadleaf woodland to provide a more diverse, natural and interesting woodland setting for future visitors to the wood.

The Hub is simultaneously envisaged as the location for a number of commercial WSWG Enterprises, as detailed in Section 5.2 below, which can be financed separately from the construction phase if necessary.

The WSWG Proposal shows an indicative artist's impression of the Hub which will be a major contributor to the welcome and permanent provisioning of facilities for visitors to Taymount Wood as the main base for the WSWG Project. The budgeting figure presented is also intended only as an indicative sum that a facility of this type could cost.

The actual design and costing will be determined through a creative and inclusive Community-led design process co-ordinated by staff, the Wildwood Steering Group and the Board, bringing in architecture, design and construction professionals, such as the service provided by the charitable Glass House Community-Led Design organisation. Fundraising will proceed when this stage is concluded with a view to construction in Year 5 and operational launch in Year 6, or earlier if possible.

There will be some limited facilities on site prior to that in the form of a serviced but temporary staff base and storage using portacabins. It is proposed to have a compost toilet which will remain after the Hub is built

as an out-of-hours facility for visitors. The Loggers' Shieling, proposed as a covered outdoor activity space from Year 1 for dual WSWG Charitable and Enterprise use, will eventually become an integral part of the Hub complex and therefore require siting with the overall Hub layout in mind.

WSWG very much hopes the Taymount Hub will become a focal point for our local community as a Green Living Support Centre where people come for learning, inspiration, confidence and collaboration in shifting as quickly and as easily as we possibly can to a sustainable future of personal and community wellbeing and resilience. It could also become a focal point for the WSWG landscape-scale mission "Beyond the Woods".

Taymount Hub Building Construction Funding Plan Summary Years 1-10:

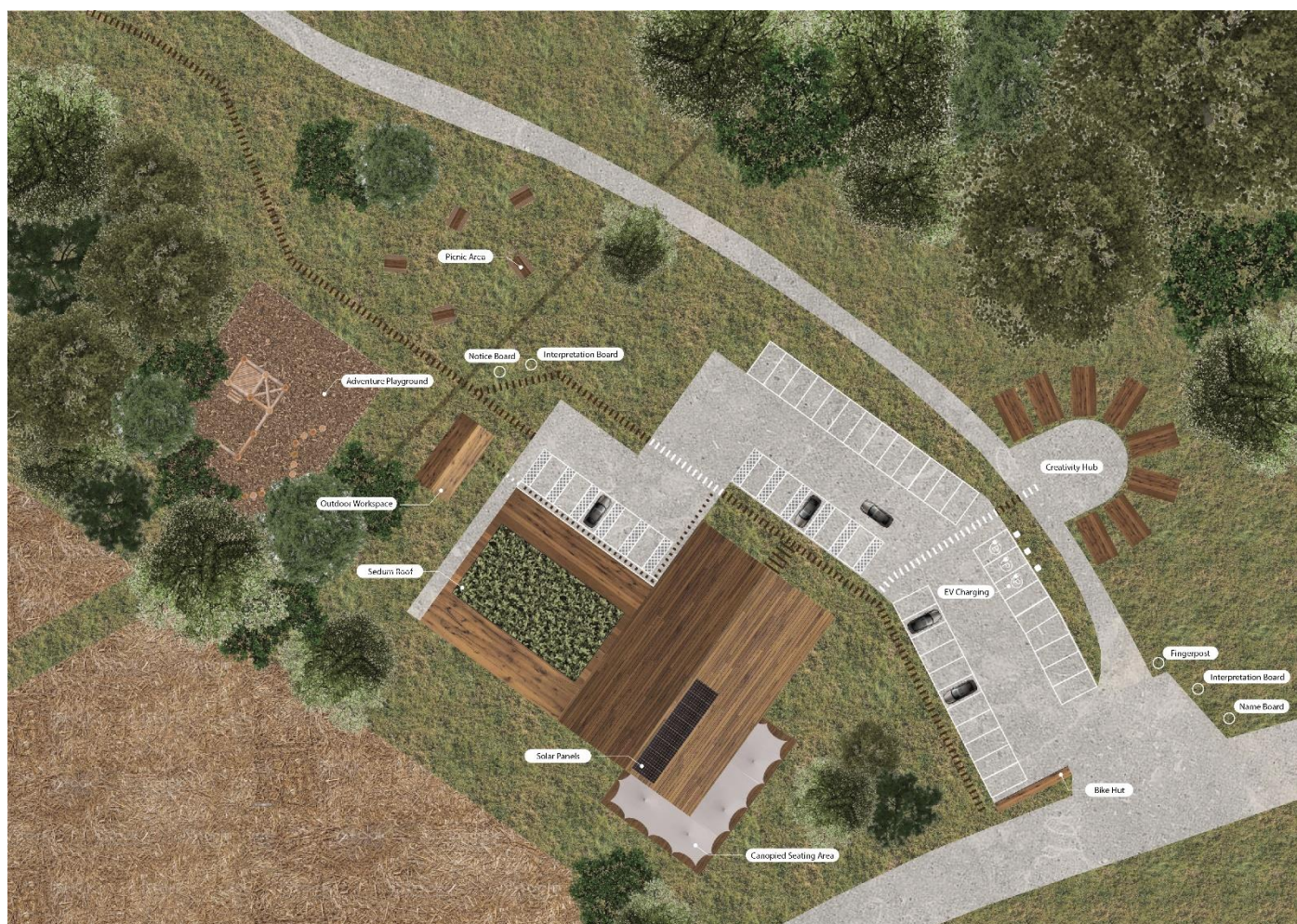
Target funding level:	100%
- WSWG Enterprises surplus:	0%
- External Funders:	100%

Current funding applications and sourcing opportunities

No live funding applications in hand for the Taymount Wood Flagship Project.

It is thought the Taymount Hub building could attract corporate sponsorship, with additional funding from Charitable Trusts, Crowdfunding and Lottery.

The visualisations below show what the Taymount Hub could look potentially look like, courtesy of Courtney Cooper, Perthshire Nature Connections Partnership.



Indicative layout for the Taymount Hub area at the south entrance to Taymount Wood



Taymount Wood Community Hub

Indicative impression of what the main Taymount Hub building could potentially look like



Taymount Wood Community Hub

Indicative impression of what the southern entrance to Taymount Wood could potentially look like

5.2 Community Benefit through WSWG Enterprises

Note: WSWG Enterprises are divided into Community Enterprises and Forest Enterprises. This Section addresses the former and Section 6 the latter.

WSWG has selected its portfolio of in-house income generating enterprises as well as its charitable activities and services with community benefit in mind. Original plans for hutting and wigwams triggered sufficient reservations in Community Consultation 1 in February/March 2021 for them to be dropped from proposals at this stage. Whether or not these ideas are resurgent at a later date will be up to the community and management team at that time.

**What can your organisation be and do in the world?
That depends on its design.**



Credit: Ref. Wellbeing Economy Alliance/Doughnut Economics

Given the afore-mentioned clear wish of the local community that the wider woodlands are not over-developed, and, having revisited the early aspirations for a “posh snack bar”, amongst other things, as an income generating activity, the proposal for the Taymount Hub building lent itself to the triple purpose of project HQ, indoor facilities for delivering charitable activities and services and space for housing a range of WSWG Enterprises. The surrounding area would then naturally provide a convenient and appropriate location for further enterprise or mixed-use infrastructure. The only income generating community enterprise development planned for the wider woods in the Proposal is the Artists’ Bothy.

Local reminiscence and anecdote unearthed the fact that as part of the war effort in 1940-41, Taymount Wood housed a logging station operated by forest workers from Newfoundland. One of 70 such encampments across the UK, whilst known locally as “The Newfie Camp”, the Taymount Wood stations was officially Camp 53. This has inspired the use of “Camp 53” as something on an umbrella working title for several of the proposed enterprises at the Taymount Hub.

WSWG has put together costings for each of the enterprises empirically based on research and personal and professional knowledge and expertise of WSWG volunteers. Projections have consciously been made using modest performance levels to avoid over estimation of likely income generation. WSWG also had advice and help from Growbiz during the process.

Enterprises in Budget Level 1:

Loggers' Shieling
Artists' Bothy

Enterprises in Budget Level 2:

Camp 53 Café
Camp 53 Shop
Camp 53 Exhibition Space
Camp 53 Meeting Room

Enterprises in Budget Level 3:

Craft Hamlet

Enterprises in Budget Level 4:

Undeveloped and uncosted, but front-runner aspirational projects, small and large.

5.2.1 Loggers' Shieling

The Loggers' Shieling is a multi-purpose covered outdoor workspace in Budget Level 1 with dual function of:
a) use by WSWG staff for a wide range of charitable activities and services; and
b) rental to a range of users for income generation.

A 6-bay, open-sided timber structure 36' x 12' with power supply and removable wrap-around canvass screening for weatherproofing for year-round use. The space can be used as a single unit or as 6' wide bays to take individual stalls, with gazebos offering additional space nearby for larger events. Rough costings have been done for construction, fittings, signage, folding furniture, equipment, consumables. Reserving the Shieling for staff/WSWG use 3 days per week, income projections are based on rental availability 4 days and evenings per week, with differential rates for bay/whole space rental, full day and half day rentals, with initially modest occupancy in Year 1 rising to target capacity by Year 7.

Rental rates used for costings (Note - Growbiz recommend slightly lower bay rates might apply at times):

Full day Rent-a-Bay:	£50
Half day Rent-a-Bay:	£25
Full day BYO Gazebo and Table	£40
Half day BYO Gazebo and Table	£20
Whole space rental – full day	£100
Whole space rental half day	£50

Example Uses of Loggers' Shieling:

WSWG Enterprises

Farmers' Markets/Food Assemblies
Craft Fairs
Book sales
Children's Birthday parties/Celebration events
Mum's Coffee and Swop Shop Stalls
Demonstrating events

WSWG Charitable Activities and Services

WSWG Year-Round Activities Programmes
School Projects
Carol singing/hot mulled wine/festive events
Tai chi chi gong
Yoga
Repair shops
Upcycling events
Food/Healthy Eating
Eco-discussion groups

Funding requirement for Capital outlay:	£22,900
Projected Gross Margin Years 1-10:	£56,042

5.2.2 Artists' Bothy

Inspired by the Bothy Project Scotland, under Budget Level 1, WSWG wishes to create an off-grid bothy in Taymount Wood in Year 2. Primarily to be marketed as an Artists' retreat in a mature, natural and quiet woodland setting with aspects onto both King's Myre Loch SSSI to the north and open skies and farmland to the south, the bothy will also be available for rent by the public and for WSWG to use philanthropically for funded stays or "sponsored wellbeing occupancy", for example through referral from the social prescriber for the locality. Guests will be encouraged to come without a car, but vehicle access will be possible to within about 100 metres, where parking space for servicing and deliveries and for less mobile guests will also be created.

Likely to be a timber construction, the bothy will have working and living space and include a log burning stove and power from in situ micro-renewables, probably solar PV. Architects will be engaged to provide a bespoke, low impact design to accommodate a range of users and abilities.

Commercial rental will be offered at £95 per night for a minimum of 3 nights, with fresh potable water provided daily and seasoned firewood as required. Costings include design, construction, fittings, fixtures and equipment, consumables, direct operating costs, repair and maintenance. Income projections are based on modest occupancy levels from Year 3 rising to target occupancy by Year 5.

Funding requirement for Capital outlay:	£32,175
Funding requirement for sponsored stays Years 3-10:	£16,000
Projected Gross Margin Years 3-10:	£50,755

5.2.3 Camp 53 Café, Shop, Exhibition Space and Meeting Room

These are the four enterprises proposed in Budget Level 2 to be based within the Taymount Hub, selected as much for their contribution to individual and community wellbeing as much as income generation. The spaces they occupy will therefore straddle both WSWG Charitable Activities and Services and WSWG Enterprises. During opening hours, the shop and café will be open to the public. However, the café in particular could be an ideal venue for WSWG events outwith public opening hours. As with the Loggers' Shieling, income projections are based on the principle of allocation of time split between use of the meeting room and exhibition areas by staff and volunteers and availability otherwise for rental by third parties. The shop and exhibition areas will also offer "rent-a-shelf" options for generally local artists, craftworkers and other artisanal producers compatible with WSWG's Vision and ethos to sell their wares.

As with the preceding WSWG Budget Level 1 Enterprises above, income projections are deliberately cautious, demonstrating realistic viability at modest operational levels whilst leaving scope for greater financial surplus available for WSWG Charitable Activities and Services through higher enterprise performance.

Funding requirement for Capital outlay:	£30,203
Projected Gross Margin Years 6-10 before staff costs:	£245,730
Projected Gross Margin Years 6-10 after staff costs:	£90,120

5.2.4 Craft Hamlet

The Craft Hamlet has been scheduled in the WSWG Proposal as a Budget Level 3 Community Enterprise, but is included here to illustrate the envisaged possible evolution of the WSWG Project after the first ten years. The scheduling to a Year 11 start took into account the ambitious Budget Level 1 and 2 plans for Years 1-10, but the Craft Hamlet may well find a natural fit as part of the Taymount Hub development, which could potentially enable it to be brought forward to a Year 6 start.

The Craft Hamlet is a proposal for providing rentable space at Taymount Wood for small, rural artisanal businesses to occupy. Whilst it could be developed as a single area of static units, costings in the 1-25 Year financial projections have been based on 8 units of which 2 are mobile (of which 1 is residential) and 6 are fixed huts (2 residential), introduced and developed to target occupancy over a period of 6-8 years according to demand, starting in Year 11. The fixed huts would be located to enable them to be connected to the Taymount Hub power and water supply. The residential huts would have a woodburning stove. The mobile huts would be off-grid with micro-renewables. Some would be for permanent or long-term occupancy, others for short term stays (weekly or monthly). In addition to rents from these small businesses, although not included in the WSWG financial projections, there could be scope for additional income for WSWG Enterprises from a small cut on direct sales at the huts and any renters' sales through the Camp 53 shop. The Craft Hamlet would be an added attraction for visitors, and a boost for the local green economy by offering a flexible and appealing rural business opportunity for craftworkers and income generation for WSWG Enterprises. The residential aspect would have the added benefit of out-of-hours site security.

Rental rates used in the financial projections:

3 permanent/long-term occupation	£35/week
1 permanent/long-term occupation (mobile hut)	£45/week
2 residential – min 1 month	£240/month
1 residential (mobile hut) – min 1 month	£70/week (£280/month)
1 short stay hut – min 1 week	£60/week

Funding requirement for Capital outlay:	£64,400
Projected Gross Margin Years 11-25:	£149,511

5.2.5 Aspirational Projects

Extensive networking and discussions during the WSWG development phase have led to many ideas which may or may not come to fruition as the WSWG Project evolves. (See [Appendix BP6: Imaginarium – The Long List](#)). However, a few have stood out as having real potential for ongoing investigation as major contributors of community benefit, income generation and/or action on the climate and ecological emergencies. As such, they have been marked as Budget Level 4 projects – great prospects but not at a stage of investigation, development, costing or current plausibility to be included in the WSWG Proposal 2022 financial projections.

The main reason for choosing to locate the Hub with its café and shop and therefore the main WSWG project base at Taymount Wood was because the area around Five Mile Wood is already well serviced with café and other tourist outlets (amongst which Active Kids, Perthshire Visitor Centre, Stewart Tower) whilst this is much less so for Taymount Wood. Consequently, apart from forestry-related income streams, the proposed income generating activities in the WSWG Proposal 2022 *Going Forward* relate to Taymount Wood.

WSWG believes much of the wide-ranging community benefit from infrastructure improvements for Five Mile Wood is eminently fundable from external sources, but that there is value in developing income generating enterprises at Five Mile Wood compatible with its location and attributes.

The examples of Budget Level 4 “Aspirational Projects” include several which would relate to both woods, but one idea in particular that could become a very significant feature for Five Mile Wood.

Community Renewable Energy Project

Both woodlands have potential for revenue streams from renewable energy and WSWG originally envisaged inclusion of 10ha along the western edge of Five Mile Wood for small scale wind turbines and solar panels. However, advice from a local solar developer and Energy4All in 2020 that without a single consumer for the generated power in the immediate vicinity, the local infrastructure and transmission distances to grid connections rendered the idea financially unviable at that time.

However, because of the worsening climate crisis and our need to rapidly de-carbonise, together with the recent Russian invasion of Ukraine now causing global fuel shortages and price hikes, there is an urgent need for rapid escalation in renewable energy funding and production, which WSWG is well placed to contribute to in due course. While turbines will take several years of development to satisfy the planning authority, solar panels can be installed much sooner. The solar panel revenue over 10ha at Five Mile Wood, for leasing out at 3k/ha, could bring in around 30k per annum. The southwest edge of Taymount Wood could offer around 1ha of land to be leased for solar panels to power our local infrastructure and potentially bring an income from selling the power. There is potential for more extensive expansion of solar across the south facing edges of Taymount Wood in the long term, working with the local community and community energy organisations such as Energy4All to be ready to act whenever all the necessary market, infrastructure and regulatory requirements for our circumstances align. In the shorter term, WSWG will focus its energy-related activities in all operational Budget Levels as follows:

- micro-renewables on or adjacent to all suitable buildings (Taymount Hub, Loggers' Shieling, Artists' Bothy, portacabins, sheds and huts).
- maximum insulation of all buildings
- installation of EV charging points
- avoiding or transitioning from fossil fuels to electric power (vehicles, heating and power, equipment, electricity tariffs, etc)
- energy and water efficiency across all WSWG buildings, equipment, operations and supply chains

Five Mile Wood "Aire"

Being so close to the A9 at the southern end of the 100-mile section between Perth and Inverness, Five Mile Wood is ideally located for the development of an "Aire" - a stop-off point for campervan and other visitors - at the south end of wood. An aire would have managed waste facilities and parking places for motorhomes and campervans, plus a range of other useful facilities depending on the site. Stopping off at a place with the opportunity to stretch your legs, walk the dog and let the kids play for a bit would make Five Mile Wood an ideal location for such a service and numerous opportunities for income generation for WSWG.

Soup Shack/Van

This is an idea which preceded the Camp 53 Café and could easily be revisited either as a mobile facility to go between both woods before the Taymount Hub is built or as a fixed feature at a Five Mile Wood Aire.

Forest School

The WSWG Proposal includes provision for forest school, informally at Taymount Wood and more formally at Five Mile Wood and a Life-Long Learning Manager to develop the Woodland Observatory Project and other educational programmes for all ages and abilities across both sites. There is scope for Forest School to generate income for the WSWG Project, either as an in-house enterprise or through a third-party service provider. No business costings have been included in the WSWG Proposal financial projections at this stage.

Cycle Hire

Many people cycle in Taymount and Five Mile Woods and the WSWG Proposal currently included cycle racks at the main entrances as a facility for cyclists who may wish to rest or run in the woods as well. There is clear scope to consider cycle hire as a small WSWG enterprise in due course, and there could be opportunities for income earning activities from events too, either in-house or through specialist events companies.

Active Recreation Festival

This could be the kind of event organised through the Welcome, Access and Accessibility and Healthy Living Community Working Groups with Year-Round Activities budgets or dedicated fundraising. In the spirit of inclusiveness, most WSWG events will be free, by donation or charged to cover direct costs rather than turn a profit. Events such as this would be highly likely in future, but whether they should become income generating in themselves would have to be addressed in a way which did not threaten the fundamental ethos of the WSWG project for equity and inclusiveness for all in our community.

6. Woodland Management for Nature Recovery: Eco-Forestry for the Planet

The UN has recently warned that climate, biodiversity and land degradation goals will be out of reach unless we more than double our nature-based solutions, urging governments and the private sector to combine Net Zero with nature-positive investments. WSWG has prioritised nature recovery and climate breakdown mitigation within its woodland management plans and socio-environmental economic strategy.

We will embrace the concept of Whole Forest Utilisation, from sustainable timber production to “Living Forest” income streams from both public and corporate bodies, including Biodiversity related revenue streams, tree sponsorships, Natural Capital and carbon Sequestration payments. We envisage industry-led changes in environmental legislation will foster new opportunities for nature-based revenue. Our biodiversity survey and monitoring programme will help inform where high quality Natural Capital credits can be developed and utilised.

Other examples include forest activities, commercial food forest, hazel nut orchards, fungi /mycoforest, birch sap, honey production and ground lease to honey producers, special events, venues etc, ecotourism, renewable energy, artist retreat, arts and crafts and so on. A detailed economic assessment of our forest enterprise proposals has been provided under our Proposal Document and Section 8. Finance and SROI.

6.1 Living Forest

This section outlines the potential range of living forest opportunities to be utilised as part of our holistic approach to woodland management.

6.1.1 Forest Food

The IPCC has stated we need to cut emissions by 40% by 2030 to prevent devastating irreversible impacts of global warming impacting global food security. However, emissions are set to increase by 14% by 2030.

There are about 30,000 edible terrestrial plants of which 7000 are cultivated of which 30 are the main staples of which 5 species produce about 60% of the energy requirements of the global population. This highlights the lack of diversity and resilience in the global food production system which has been gradually developed on purely economic grounds. The WSWG Forest Food project intends to help people regain knowledge of the value of food diversification in strengthening our local and national food security.

Commercial

Food Forest

Alongside two hazel orchards and venison from deer control, WSWG intends establishing a community food forest of around 1.5-2ha. This will be used on a commercial basis, but also have a strong focus on environmental education.

WSWG intends incorporating the food forest education programme into a regional wide educational and network strategy to increase resilience of local communities.

Overall, we anticipate income from commercial food growing of almost £120,000 over ten years, rising from £3,000 in Year 1 (deer control) to an annual multi-stream revenue of almost £34,000 by Year 10. Marketing of produce will include rent a tree scheme, at for example £30/tree, together with sale of soft fruit and field layer plants / vegetables. Some of the produce will be sold at our roadside hub facility. There may also be good potential for selling to the local community via local food growers’ hubs.

Sustainable, ethical venison

Venison production as a by-product of deer control as part of the woodland management for silviculture and habitat value. It is anticipated this will generate around £3,000 per year from each woodland from the culling, with potential extra income from supplying local markets.

Hazel nut production

These will likely comprise of a combination of local provenance hazel trees, together with cob and/or filbert nuts. This will ensure financial and ecological resilience under global warning impact. Both areas combined equate to 1.5ha. Compartment 3065A & 3065N. At a stocking density of around 500 plants/ha, we estimate annual revenue of between £5k - £15k / ha, after year 7 – 10 years, depending on selling methods used - either rent a tree scheme or direct selling. A recent review of British rent a tree schemes show that nut and fruit trees are routinely rented out at a minimum of £30 / tree. There is also potential for under planting the birch zones with hazels to increase nut yields, thus potentially increasing revenue by depending on method of selling. An additional under planting of 10ha of the birch zones can increase this annual revenue.

Shrub and field layer species can be grown in between the rows, such as blackcurrants, gooseberries and wild strawberries, to diversify and increase revenue as well as benefiting pollinators and increasing soil carbon sequestration.

Nut tree purchase costs range from £0 - £100, depending upon nuts / trees purchased. WSWG are already trialling collection and growing of nut trees. If purchase is necessary, nuts will be purchased and sown in situ, as opposed to buying saplings which are considerably more expensive.

Nut tree protection - We intend a stock proof hedge to be established, using saplings from our own tree nursery and volunteer planting. If deer fencing is required, we estimate a cost of £2000. Grant aid will be sought to cover costs.

Birch sap production

Taymount wood has a substantial proportion of maturing birch woodland. We aim to utilise this previously unrealised and sustainable resource. Birch water continues to see a significant rise in popularity across the UK and the Northern Hemisphere. Birch sap water and syrup is sold and marketed as a natural health product, similar to coconut water or mineral water. There is also an increasing demand in Asia, where European exports are increasingly being focused.

Based on selling pasteurised birch water collected by UK distributor, at a minimum density of 200 trees/ha, we estimate annual revenue of 4k/ha. Taymount has 6 ha of birch of sufficient maturity at present, rising to 18ha after 10 years. This gives a potential £57k annual income, after an estimated harvesting and pasteurising cost of £15k. We anticipate set up costs to be met with new industry funding grants. We also have a substantial on-line membership and network of local growers' markets where we can target for direct selling.

Xylitol – a natural sweetener produced from birch sap is another growing global product. While artificial sweeteners are increasingly linked to health risks, Xylitol has been linked with health benefits. The xylitol market is expected to grow to \$1.38 billion in 2026 at a CAGR of 5.5%. The rising demand for sugar-free confectionery is expected to drive the growth of the xylitol market in the coming years.

Community

Mini Community Food Forest

This will consist of a community food forest situated near the Hub. The project will be community led and will have two primary aims:

- 1) Providing free food produce for local visitors to the wood and, potentially as an emergency resource in times of need for vulnerable individuals.
- 2) As an educational resource where people can learn how to produce food in a sustainable manner, thus building resilience into the community with regard to food security.

Forest Food Trails

Edible plants and hedgerows throughout the whole forest, working from what exists already and planting up fruit trees, shrubs and other edible plants in glades and along existing and new pathways, enticing people to explore and discover the woods through nature's incredible edible bounties. This will not produce income but will install a greater awareness of the need for sustainable food production in a living landscape. This will likely foster similar schemes across the country.

6.1.2 Natural Capital Income

The woodlands show great potential for nature-based payments, from both the private and public sector. The current rate for Rewilding / enhancing woodland and hosting biodiverse woodland habitat is around £200/ha/annum. However, this is set to significantly increase following increased carbon and ecological impact offsetting from industry. For example, Biodiversity Net Gain (BNG) will become mandated into law in England in 2022, with related investment of this obligation in Scotland being entirely feasible. Biodiversity credit and metric systems are currently being formulated by the British government and industry leaders such as Ecosulus and Plan Vivo – much needed innovation in nature-finance opportunities. We anticipate payments to both retain woodland and, enhance woodland habitat with regular payments for annual management. Annual payments are estimated to range from £400 - £2000 /ha, depending upon the complexity of habitat types.

Other examples include a multitude of nature-based activities including forest bathing, nature tours, health and wellbeing activities, arts and crafts, outdoor schooling and tree dedication and sponsor schemes which are becoming increasingly popular and are now an additional income resource for some NGOs and private companies. Typical charges for tree dedications and carbon footprint offsetting range from £15 - £45 / tree, depending upon what is offered. It is not unrealistic to anticipate an income of £15k / ha for native woodland establishment plus subsequent nature and/or carbon storage related revenue of at least £200/ha thereafter.

6.2 Timber

The woodland restructuring in Taymount Wood within the first few years is essential if we are to meet our ambitious objectives. The restructuring will involve felling sections of the mature woodland which are of low ecological and amenity benefit. These will be replaced with our proposed nature recovery zones with the exception of the area adjacent to the access gate where the Hub and associated amenity improvements are situated.

Across the wider woodland we will carry out thinning works in the younger plantation blocks to ensure both economic and ecological aims are addressed. In Five Mile Wood, felling will be limited to the section near the access gate to enable us to establish amenity infrastructure. Thinnings will also be mostly restricted to the younger sitka spruce zones over the lifetime of the plan.

To view an overview of proposed felling and restructuring please see accompanying maps (TW2 and FMW2 Felling Phases Maps and TW3 and FMW3 Restock Maps).

Table 5 below shows proposed volumes of timber in cubic metres felled in each 5-year phase. Sales are estimated at slightly below the UK average prices as started in the National Statistics on Timber Price Indices produced by Forest Research. Estimates as follows - £70/m³ for sawlogs, with SRW at either £35 or £40m³ (sawlogs at 75.8%, with SRW at 24.2%).

Table 5: Projected felling volumes and timber income from Taymount Wood and Five Mile Wood

5-year phases	T W volumes	T W income		F M W volumes	F M W income
Phase 1	6,306.4	£367,712		2,244	£114,746
Phase2	1,638	£96,372		470	£17,950
Phase 3	1563	£91,881		470	£17,950
Phase 4	795	£44,503		570	£24,103
Phase 5	2,360	£145,211		470	£17,950
Total		£745,679			£192,699

We envisage overseeing a harvesting programme where operations would be contracted out, via standing sale, with contract clauses allowing the WSWG to “buy back” specified volume at roadside. These will subsequently be sold on to local sawmills, or utilised for niche markets, for example - log hives for honeybees, which can sell for around £300 per 1m log.

Current funding applications and sourcing opportunities

A WSWG application to the Investing in Communities Fund Round 2 in June 2022 seeks £14,155 investment costs for the Forest Food Project.

6.3 Biodiversity

See WSWG Proposal 2022 Section 3.2 for detailed information about WSWG’s plans for habitat and biodiversity beyond that delivered through the Living Forest programme. The goal is to be low and natural intervention to support rather than direct nature recovery and have an emphasis on close and long-term monitoring and surveying of species and populations. All this has great scope for volunteer input, but the majority of the allocated costs is for surveying to enable involvement of professional services.



Fungi in Taymount Wood

7. Marketing

7.1 Marketing Strategy

Introduction – Community Wellbeing and Resilience

It is worth noting that, since the initial decision was made to try to acquire the two woods for the community, WSWG has been involved in a marketing campaign, one which has evolved in scope and complexity and will continue to do so when we achieve ownership.

Some of the components of this ongoing marketing campaign have been obvious, others possibly less so, and acquisition will mark a point of inflexion in our marketing effort not a new starting point in our marketing strategy.

To restate our marketing strategy, it has been, and will remain.....

That everything we do is for the Community, for its wellbeing, its resilience, and its future.

Features of this marketing strategy have been as follows:

- With the help of a local artist, we developed a WSWG logo, and were able, using wood from the two woods and help from a local sawmill and a volunteer, to create distinctive WSWG badges and fridge magnets.
- Seeking to create maximum awareness of our campaign and its existence and identity using all the means of communication at our disposal including on-line as well as involvement in local, regional, and national community organisations and structures.
- As well as a developed WSWG website and Facebook page with regular and informative and monthly updates we have maintained a regular monthly emailing and poster campaign across the whole community area.
- When circumstances allowed, prior to Covid, we organised a series of successful public participation events in the woods to both test community interest, and to market WSWG to varied sample groups of potential woodland users.
- Since Covid and due to a changing focus and dynamic on developing the WSWG Proposal, the events programme has been lower key, but communications have been maintained and improved, including two major Community Consultations on the Draft Proposal in 2021 and the final Proposal in October 2022, as described in Section 4 Community Engagement and Volunteering above.

Community Benefit – Forest Diversification for People

Following acquisition of the two woods we will increase the emphasis in our marketing strategy on increasing Forest Diversification to directly increase the personal wellbeing of people who visit and use the woodlands for recreation and improved mental as well as physical health. The value of the woods to the community as estimated through the lens of SROI, indicates that this aspect certainly equals and most probably exceeds by many times, the costs of acquisition and ongoing operation.

Woodland Management for Nature Recovery - Eco-forestry for the planet

A key feature of our marketing strategy post acquisition will be the emphasis on the benefits of managing the woods to enable nature recovery and achieve significantly enhanced levels of biodiversity within the framework of our Eco-forestry programme.

7.2 Marketing Plan

To avoid dependence upon unsustainable timber resources and to meet our ambitious objectives for people and planet, we will embrace a holistic approach to forest management with multiple and diverse income streams.

Promoting the Products and Services

Each of the different products / services requires different marketing plans. These are summarised below.

Table 6: Marketing Plans

Product / service	Markets	Promotion
Woodland Management for Nature Recovery - Eco-forestry for the planet		
Timber	Local and regional sawmills	Forestry agent will deal with timber selling. We can also promote on our website and sell niche products such as horse jump poles, log bee-hives etc.
Birch sap	Birch water and xylitol markets, national and international	Contact relevant companies working in the industry, website, advertising
Hazel nuts / food forest	Local retailers, Taymount Hub, lease to individuals and groups	Website, social media, articles
Nature based income for ecosystem services	General public and corporate	Website, direct contact, media articles, social media, advertising.
Community Benefit – Forest Diversification for People		
Access and recreation	Members, visitors – local and transient	Website and social media. Leaflets in local tourist outlets. Community monthly updates and notices.
Educational activities	Members, schools, visitors, groups	Direct contact, website and outlet promotion, partnership working with PKC and other stakeholders
Volunteering opportunities, structured events, activities and other community benefits	Members, schools, visitors, groups	Direct contact, web site, partnership working, notice boards in woods, media articles, social media.
Community Enterprises	General public	As above

8. Finance and SROI

8.1 WSWG Development Phase - Funding

Funding

Financial donations between 2018 and 2022 have amounted to £35,865.22 in total. The key financial contributors are listed below.

Public funding:

Scottish Land Fund Stage 1 Development Funding	£18,453.00
Perth and Kinross Council Community Investment Fund (two awards)	£ 5,932.50
Community Learning Exchange	£ 740.00
	Total £25,125.50

Private funding:

Highland Community Energy Society (Littleton Burn Hydro Scheme) via Energy4All	£ 9,551.55
WSWG Website donations	£ 597.21
Stanley Store Plastic Bag Fund	£ 200.00
WSWG Core and other Volunteers	£ 390.96
	Total £10,739.82

Contributions-in-kind and Volunteer time

There have been numerous and continuous contributions-in-kind gifted to WSWG during its development phase by core and other volunteers. WSWG kept detailed records of these for the first year of operations between July 2018 and August 2019, from the Steering Group members alone, including equipment, materials (stationery, printer ink, displays, etc), facilities, IT, services, software and travel, totalling £3,351. This does not include gifts and interest-free loans from other members and supporters, small donations from other miscellaneous sources which amounted to several hundred pounds in the same time-period. Timesheets for this period for the main contributors to the WSWG process amounted to almost 6000 volunteer hours, which at minimum wage of £8.75 totalled £51,754.

This gave a combined figure of £55,105 for the first year. Estimates for the next six months to the end of 2019 elevated this figure to around £80,000. During 2020, volunteer input was majorly impacted by the covid pandemic, which would have resulted in a much lower value for the subsequent 6-12 months. However, since early 2021, the rate of volunteer time input has at the very least been maintained at first year levels, and very probably increased quite substantially. WSWG's early accounting exercise has not, however, been sustained, such were the demands of what, for very many reasons, has been an extremely time-consuming and exhausting couple of years. However, with simple extrapolation, it is reasonable to assume the following on the same basis as above:

2018-2019:	18 months - calculated	£80,000
2020:	12 months - indicative	£20,000
2021:	12 months – estimated	£50,000
2022:	12 months – estimated	£50,000
Total value of time input by core volunteers:		£200,000

It would be true to say that the WSWG process has been anything but time-efficient for the core WSWG volunteers, as is typically the case with community projects and working groups, particularly working on complex projects such as this under the challenging project, societal and personal circumstances that have prevailed since 2018. However, considering the degree of skilled and professional input, evaluating at the 2018 minimum wage can only be seen to be a considerable underestimate of the true value of the time core volunteers have given to the development of the WSWG project.

8.2 Finance and SROI - Going Forward

WSWG has paid great attention to developing comprehensive financial costings for the WSWG Project. Obviously, conventional economics will have to add up and WSWG has striven hard to present plausible projections for the Proposal. Whilst the Proposal is ambitious to be commensurate with the scale of the assets as directed, the elements and the whole are both flexible and eminently scalable. However, as expressed below, SROI has also been a big factor in our thinking and we will do our best to recognise and develop this aspect in the evaluation of the overall community benefits delivered through the WSWG Project as it evolves over time. See [Appendix BP8: Social Return on Investment for Taymount and Five Mile Woods](#).

8.2.1 Acquisition

At the time of writing this report, WSWG was not in receipt of the updated valuations for Taymount and Five Mile Woods due to unexpected delays.

As such, we are basing our acquisition proposal on the 2020/21 valuations.

Taymount and Five Mile Wood purchase and funding proposal Budget Level 1

Estimated purchase costs	
Combined Valuations 2020/21 TW and FMW	£2,400,000
Discount price requested @20%	£ 480,000
Proposed Purchase price (80% of valuation)	£1,920,000
Legal expenses (estimated)	£ 25,000
Total cost to WSWG - acquisition	£1,945,000
WSWG Start-up costs Years 1 and 2 Budget Level 1	£ 713,975
Total cost to WSWG – acquisition + 2 year start-up	£2,658,975
Proposed finance	
Scottish Land Fund - 90% market value	£1,728,000
Scottish Land Fund – 90% of legal costs and expenses	£ 22,500
Scottish Land Fund - Start-up costs (share of staff and overheads)	£ 375,000
Total SLF Stage 2 Funding request	£2,125,000
Balance for WSWG to source	£ 533,975

Rationale for discount and finance from SLF

Scottish land prices have increased at an unprecedented level over the past 2 years. According to the Scottish Land Commission farmland in Scotland increased by 31.2% in 2021 against 6.2% across UK, with estates rising by 87% - with almost half purchased by corporate bodies and investment funds looking to offset carbon emissions via forest and peat land restoration. If this trend continues rural communities could be priced out of the market.

The present £1 million cap set by the Scottish Government for funding asset purchases no longer reflects the reality of the predicament communities face in trying to purchase assets. This can only be resolved by a re-think at government level.

In addition, the Covid 19 pandemic and lockdown impacted communities by limiting activities and communication through 2020 and much of 2021. The result of this has been a prolonged delay in the process of project development by WSWG, which coincided with the steep land price increases.

WSWG is requesting the government takes a pragmatic approach to cases such as this and makes a discretionary payment which reflects the current situation. It is crucial such funding is not simply viewed as just another expenditure. Rather, it is an investment in our future. It should be seen as H2+ in motion, as described under the 3 Horizons framework.

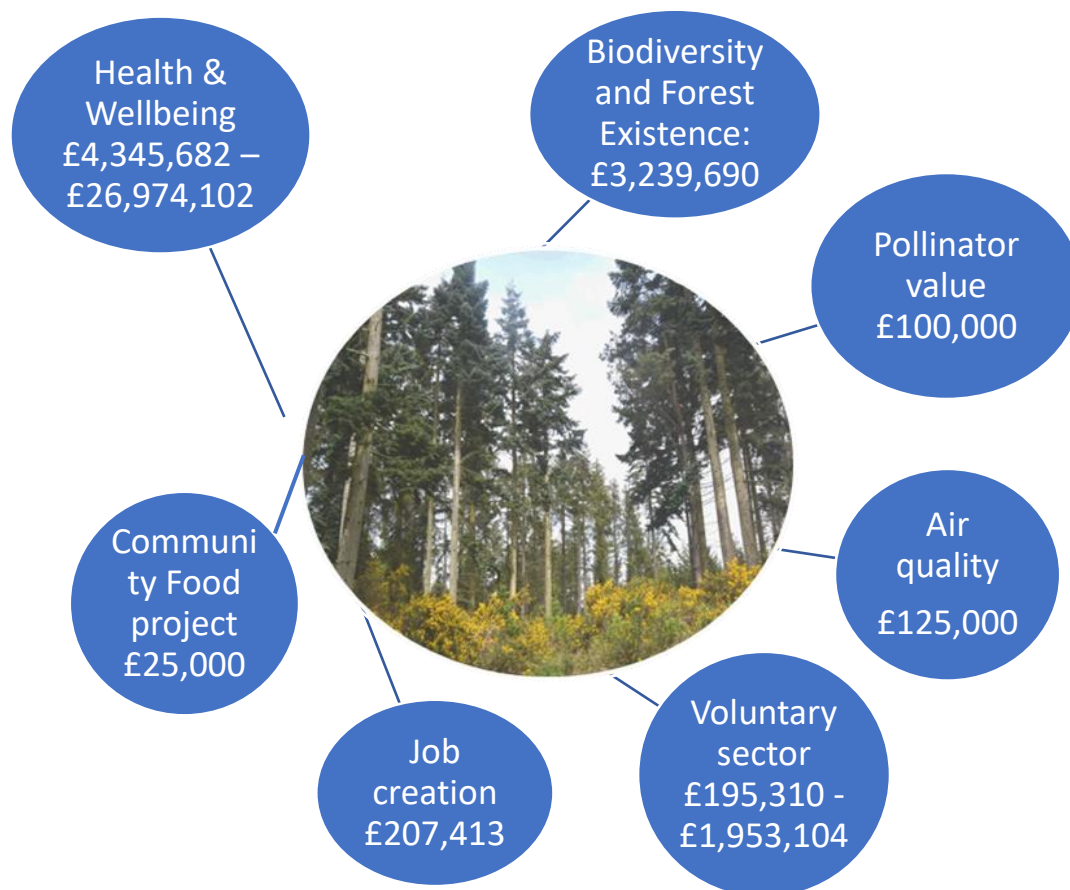
Our analysis of Social Return on Investment (SROI) clearly shows the potential for significant savings to the NHS and the Scottish economy to be in the region of between **£8,238,095 - £32,624,309** over a 10-year period.

SROI report summary:

In our SROI study, WSWG has demonstrated there is real potential for significant social returns from a well managed woodland resource that places nature - our life support system - at the forefront of decision making. Our Living Forest economic nature-based initiatives will not only deliver meaningful social and financial benefits to local communities but will also deliver wider outcomes to the NHS and the Scottish economy.

The summarised SROI forecast outlined in Figure 6 below – although not comprehensive or calculated in the true sense of an SROI analysis - still gives an indicative potential value of impact for the various factors highlighted within the report. For further details, please see full report in [Appendix BP8: Social Return on Investment for Taymount and Five Mile Woods](#). Climate mitigation is another category which WSWG will examine in future in terms of SROI.

Figure 6: Diagram showing WSWG SROI over 10 Years



8.2.2 10 and 25-Year Financial Projections

The financial data in this section are purely conventional and do not reference SROI value which would be additional in any overall evaluation. Also, in order to provide long term security for the WSWG Project, WSWG's business model is to build up a substantial capital reserve from in-house income generation over the first ten years. This is not factored into the figures presented in the summary data below, but a notional annual sum has been included in the P&L section in the annualised spreadsheet version. [Appendix BP9a: WSWG Financial Projections to 10 and 25 Years](#) and [Appendix 9b: WSWG Years 1-10 Profit and Loss Summary](#). The consequences of such reserve-building will be either increasing fundraising targets or scaling down activities to fit lower available funding levels, or a combination of both during this ten-year period.

Financial Summary Years 1-10

The tables and charts below set out the overall picture of the expected income and expenditure involved in bringing Taymount and Five Mile Woods into community ownership and delivering the WSWG Proposal 2022 for managing the woods through **WSWG Charitable Activities and Services** with supporting income generation through **WSWG Enterprises** (Forest and Community). It also indicates the level of funding from external sources which will be required to support the WSWG Project as a whole.

The financial plans have been prepared by WSWG Trustees with business start-up and strategic consultancy, land management, project development and management and other relevant skills and experience. WSWG has also obtained advice from sector professionals and Growbiz advisers on various aspects of the enterprise costings. We have costed as best we can all the envisaged inputs, both capital and revenue, and outputs for both WSWG Charitable Activities and Services and WSWG Enterprises for Years 1-10, categorised into Budget Levels 1, 2, 3 and 4 which reflect our view of the priorities for investment and delivery. The WSWG Proposal is consciously ambitious but set up to be highly flexible and scalable, giving full scope for future management to maintain a viable project in line with prevailing circumstances. The figures make allowance for VAT where appropriate but not inflation.

Appropriate to the 10-year timeframe addressed, this report focuses on Budget Levels 1 and 2. Budget Level 3 CAS expenditure is solely to express a substantial exemplar elevation in Year-Round Activities Budgets and the only proposed WSWG enterprise in Budget Level 3 is not scheduled until Year 11. Budget Level 4 is a budgetary holding space for project proposals likely to be progressed but not yet developed or costed.

Financial costings for the first ten years of the WSWG Proposal are presented in summary form in the tables below, shown separately for WSWG Charitable Activities and Services and WSWG Enterprises, in three phases: Years 1-2; Years 3-5; and Years 6-10, with more detailed annual data presented in spreadsheet form to 10 and in outline to 25 years in [Appendix BP9a: Financial Projections to Years 10 and 25](#).

Table 7 shows the projected WSWG Charitable Activities and Services core and programme costs under Budget Levels 1 and 2.

Tables 8a and 8b show the projected Capital investment, Income, Expenditure and Gross Margins for the proposed Forestry Enterprises and Community Enterprises under Budget Levels 1 and 2 respectively, with Figures 7-18 displaying selected information in bar chart and pie chart form.

Table 9 shows the relationship between project expenditure and the potential proportion of in-house funding through WSWG Enterprises or from external sources the through fundraising. See Notes to Table 9 at foot, particularly point 6.

Whilst the overall totals amount to significant sums of money, they are proportionate to the size of the assets (Taymount and Five Mile Wood) and the proposed improvements in infrastructure provisioning for community benefit and enterprise over time and represent valuable investment in the wellbeing of our local community and environment going forward.

WSWG Financial Projections Summary Years 1-10

Table 7: Financial Summary of WSWG Core and Programme Costs post-Acquisition

Summary costings for WSWG Charitable Activities and Services				
PROJECT EXPENDITURE	Years 1-2	Years 3-5	Years 6-10	10-year Totals
BUDGET LEVEL 1 – ESSENTIAL OPERATIONS				
Staff	£228,000	£342,000	£570,000	£1,140,000
Year-Round Activities	£24,000	£36,000	£60,000	£120,000
Welcome, Access, Accessibility	£167,376	£8,500	£15,500	£191,376
Nature Recovery	£48,100	£56,800	£86,500	£191,400
Flagship Projects	£0	£0	£0	£0
Operational overheads excl. staff				
<i>Revenue</i>	£119,260	£145,140	£251,900	£516,300
<i>Capital</i>	£127,239	£5,600	£10,970	£143,809
TOTALS BL1	£713,975	£594,040	£994,870	£2,302,885
BUDGET LEVEL 2 – PROGRESSIVE OPERATIONS I				
Staff	£0	£97,500	£325,000	£422,500
Year-Round Activities	£96,000	£144,000	£240,000	£480,000
Welcome, Access, Accessibility	£66,913	£68,800	£1,200	£136,913
Nature Recovery	£0	£0	£0	£0
Flagship Projects				
<i>Taymount Hub Camp 53 Building</i>	£0	£355,000	£0	£355,000
<i>FMW Woodland Observatory</i>	£0	£24,000	£27,500	£51,500
Operational overheads excl. staff				
<i>Revenue</i>	£0	£8,780	£61,850	£70,630
<i>Capital</i>	£21,702	£2,161	£5,661	£29,524
TOTALS BL2	£184,615	£700,241	£661,211	£1,546,067
GRAND TOTAL BL1 + BL2	£898,590	£1,294,281	£1,656,081	£3,848,952

Table 8a: Summary Financial Table for the WSWG Proposal: Forestry and Community Enterprises BL1

Summary costings for WSWG Enterprises				
	Years 1-2	Years 3-5	Years 6-10	10-year Totals
BUDGET LEVEL 1				
CAPITAL INVESTMENT				
Forestry Enterprises BL1:				
Timber	£0	£0	£0	£0
Living Forest	£0	£0	£0	£0
TOTAL FOREST ENT CAP £ BL1	£0	£0	£0	£0
Community Enterprises BL1:				
Loggers' Shieling	£18,512	£1,650	£2,750	£22,912
Artists' Bothy	£29,972	£825	£1,375	£32,172
TOTAL COMM ENT CAP £ BL1	£48,484	£2,475	£4,125	£55,084
TOTAL ENTS CAP BL1	£48,484	£2,475	£4,125	£55,084
INCOME:				
Forestry Enterprises BL1:				
Timber	£361,856	£122,570	£117,472	£601,898
Living Forest	£52,720	£159,460	£500,125	£712,305
TOTAL FOREST ENT INC BL1	£414,576	£282,030	£617,597	£1,314,203
Community Enterprises BL1:				
Loggers' Shieling	£5,922	£17,766	£41,454	£65,142
Artists' Bothy	£5,820	£33,019	£63,300	£102,139
TOTAL COMM ENT INC BL1	£11,742	£50,785	£104,754	£167,281
TOTAL ENT INC BL1	£426,318	£332,815	£722,351	£1,481,484
EXPENDITURE:				
VARIABLE COSTS				
Forestry Enterprises BL1:				
Timber	£14,920	£800	£1,625	17,345
Living Forest	£20,117	£28,066	£67,745	£115,928
TOTAL FOREST ENT VC BL1	£35,037	£28,866	£69,370	£133,273
Community Enterprises BL1:				
Loggers' Shieling	£1,820	£2,730	£4,550	£9,100
Artists' Bothy	£2,688	£11,184	£19,980	£33,852
TOTAL COMM ENT VC BL1	£4,508	£13,914	£24,530	£42,952
TOTAL ENT V. COSTS BL1	£39,545	£42,780	£93,900	£176,225

GROSS MARGINS:				
Forestry Enterprises BL1:				
Timber	£346,936	£121,770	£115,847	£584,553
Living Forest	£32,603	£131,394	£432,380	£596,377
TOTAL FOREST ENT GM BL1	£379,539	£253,164	£548,227	£1,180,930
Community Enterprises BL1:				
Loggers' Shieling	£4,102	£15,036	£36,904	£56,042
Artists' Bothy	£3,132	£21,835	£43,320	£68,287
TOTAL COMM ENT GM BL1	£7,234	£36,871	£80,224	£124,329
TOTAL ENT GM < CAP BL1	£386,773	£290,035	£628,451	£1,305,259
TOTAL ENT SURPLUS >CAP BL1	£338,289	£287,560	£624,326	£1,250,175

Figure 7

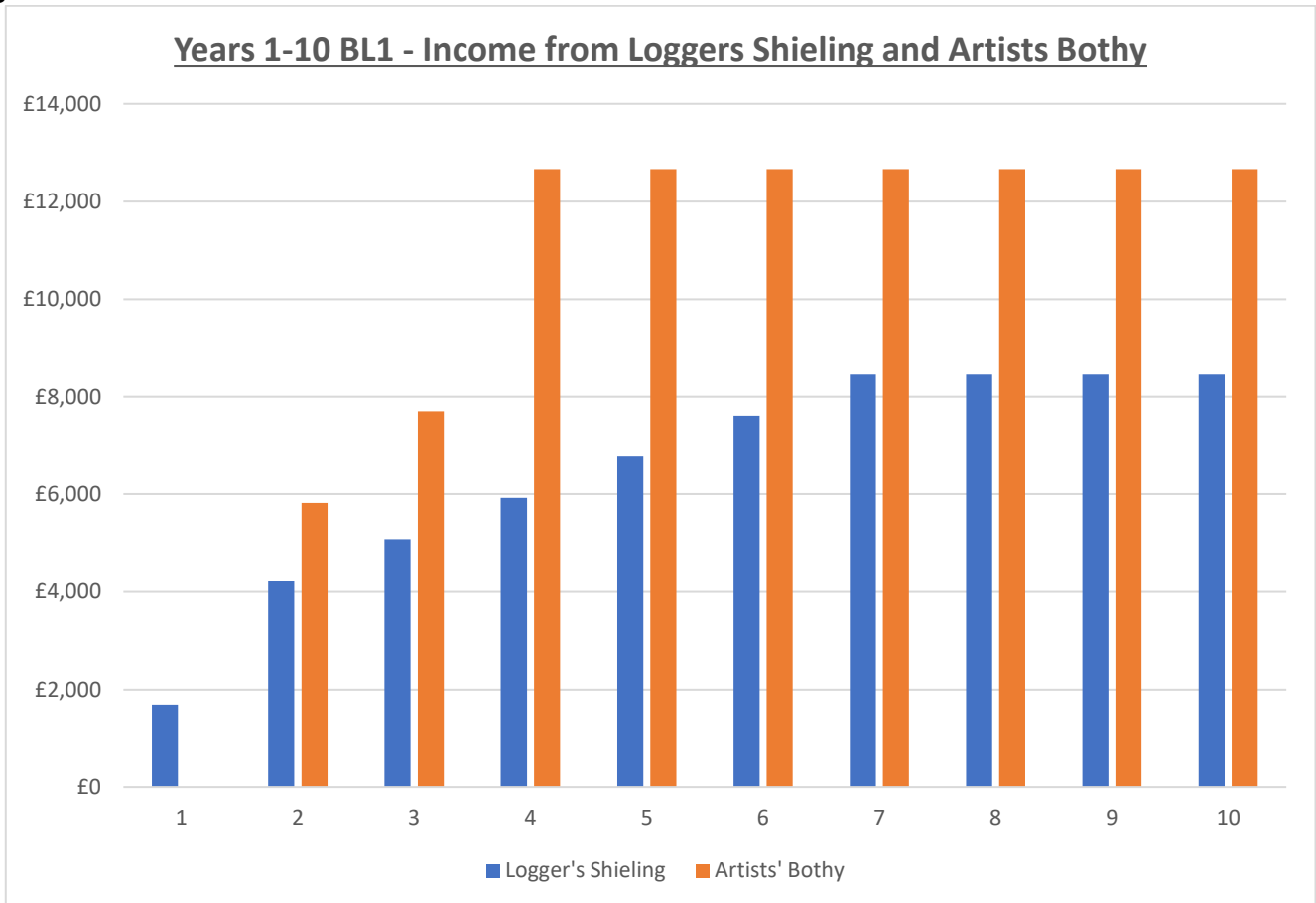


Figure 8

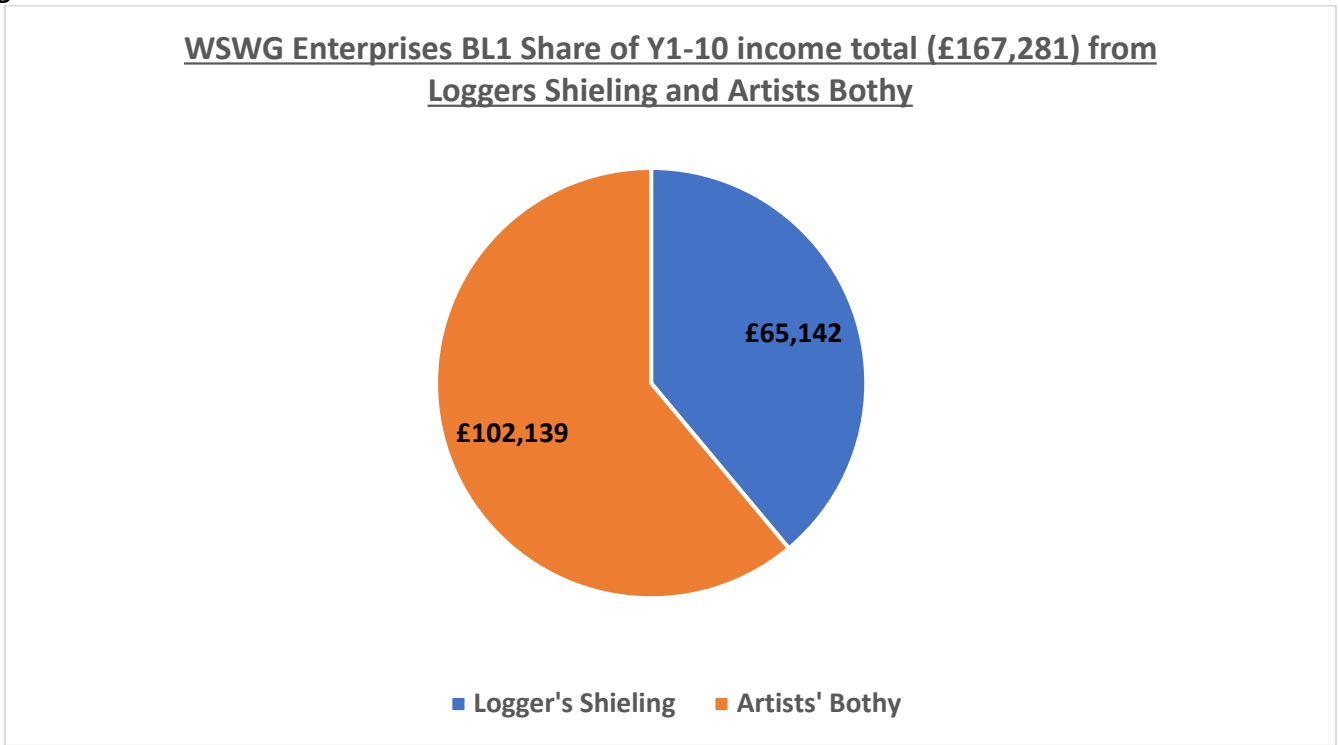


Figure 9

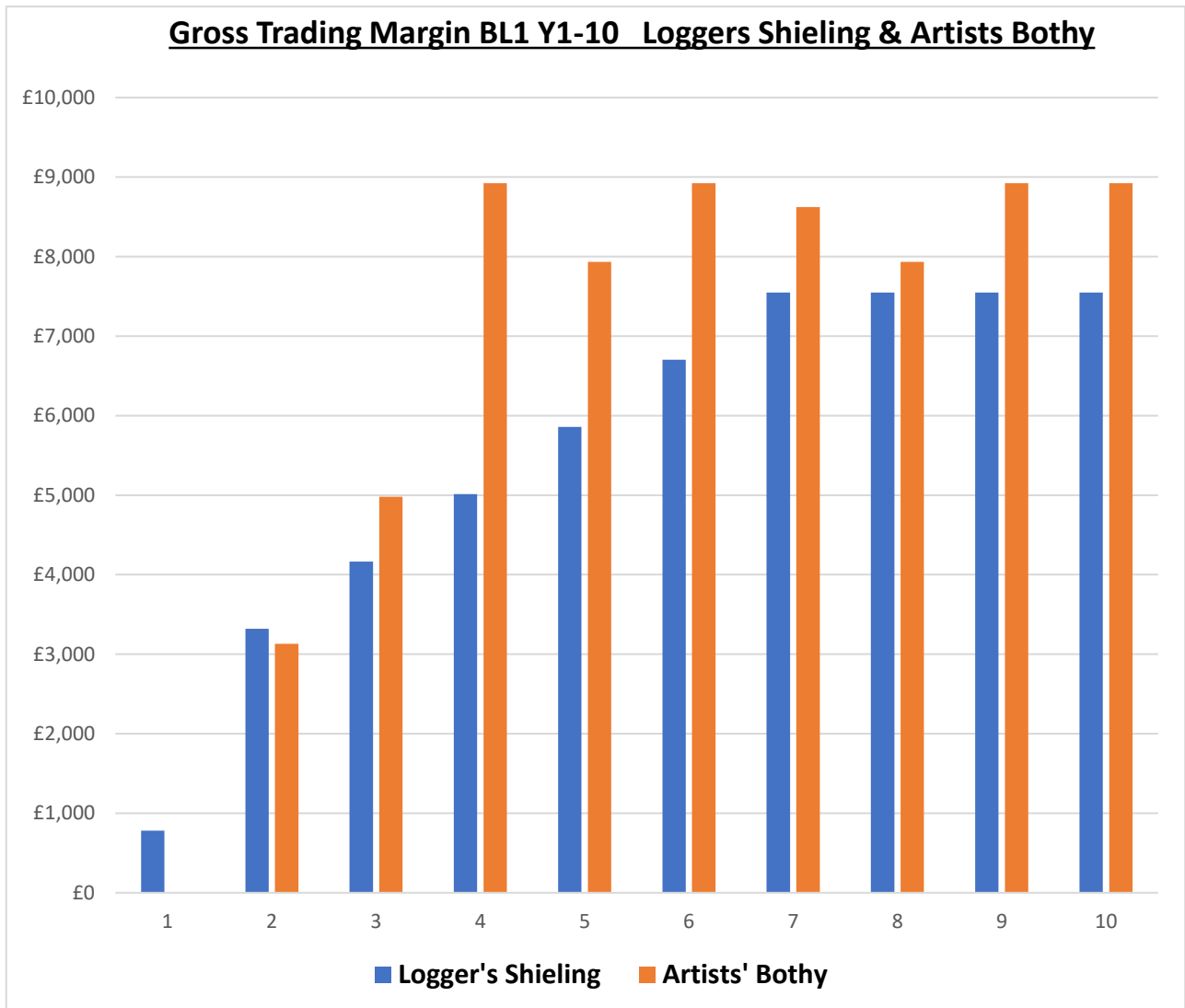


Figure 10

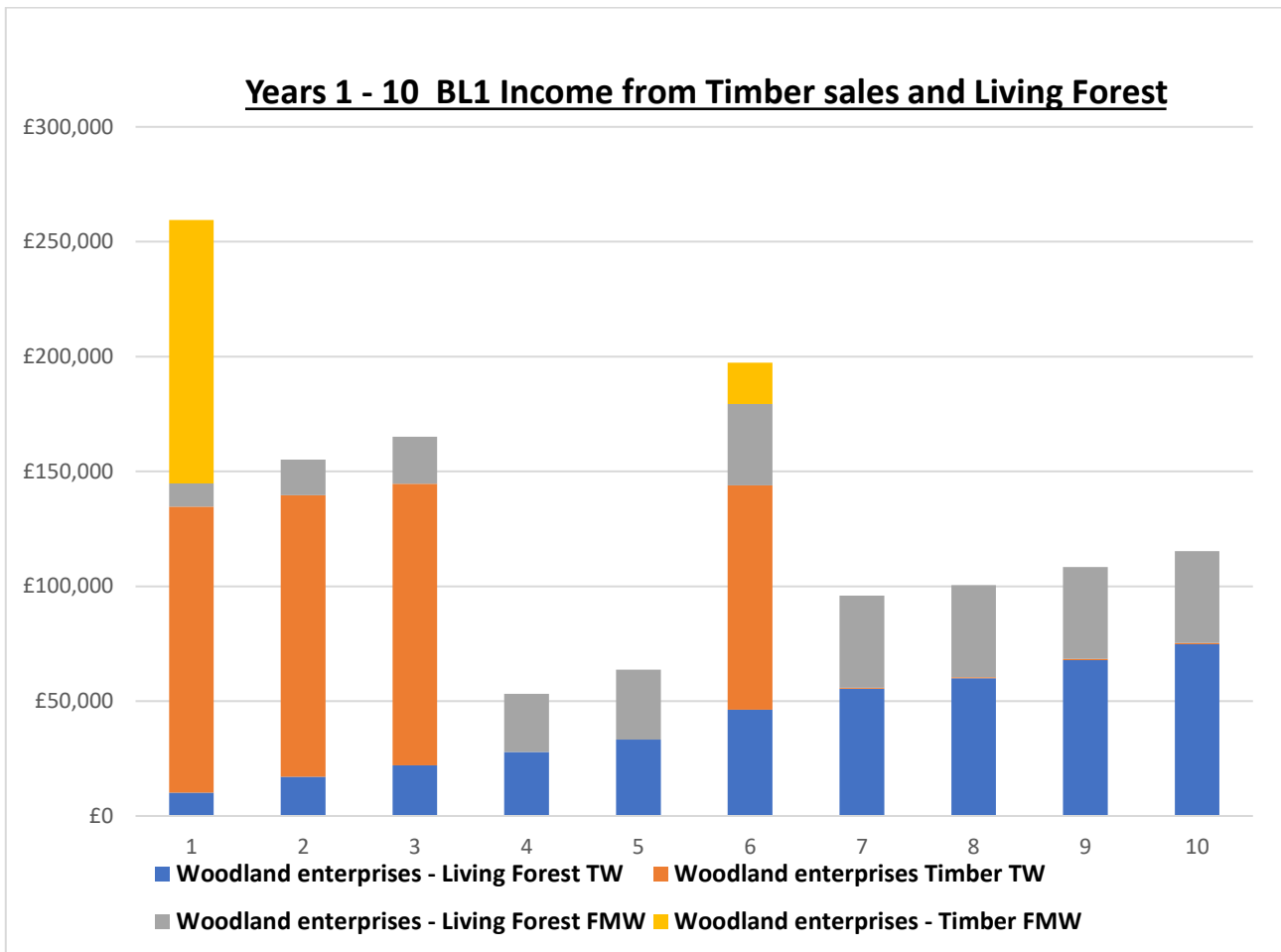


Figure 11

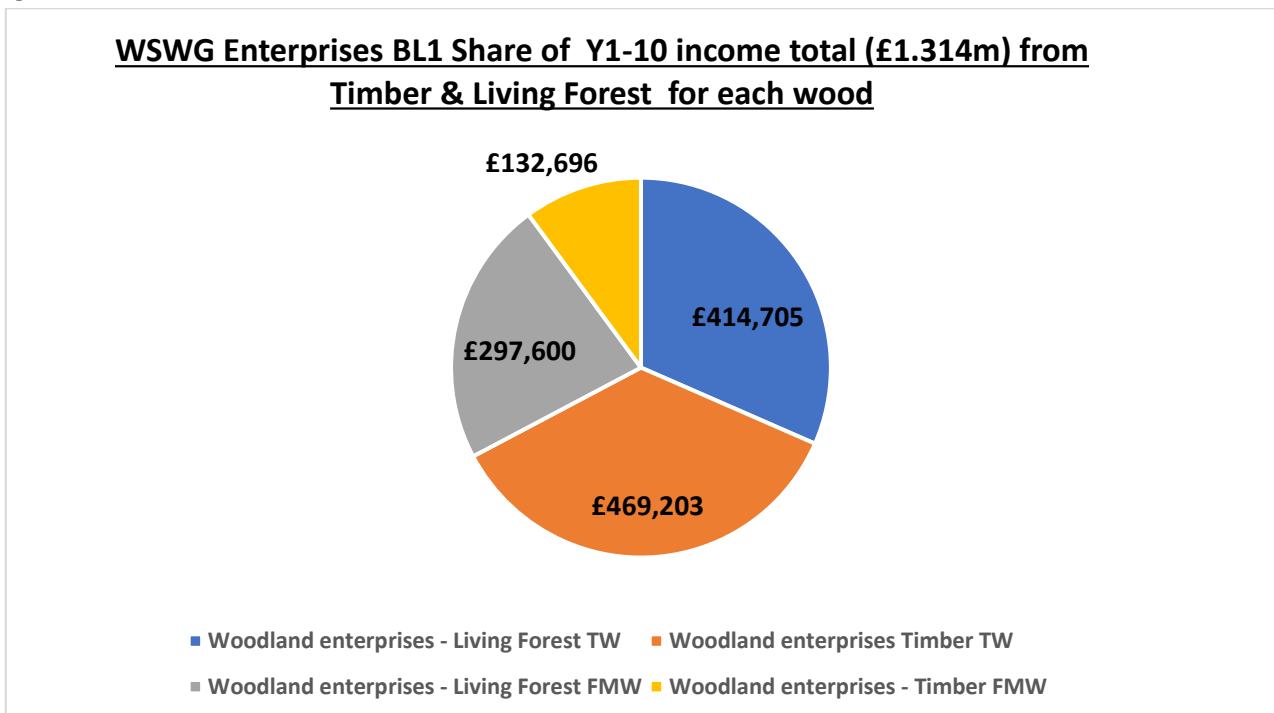


Figure 12

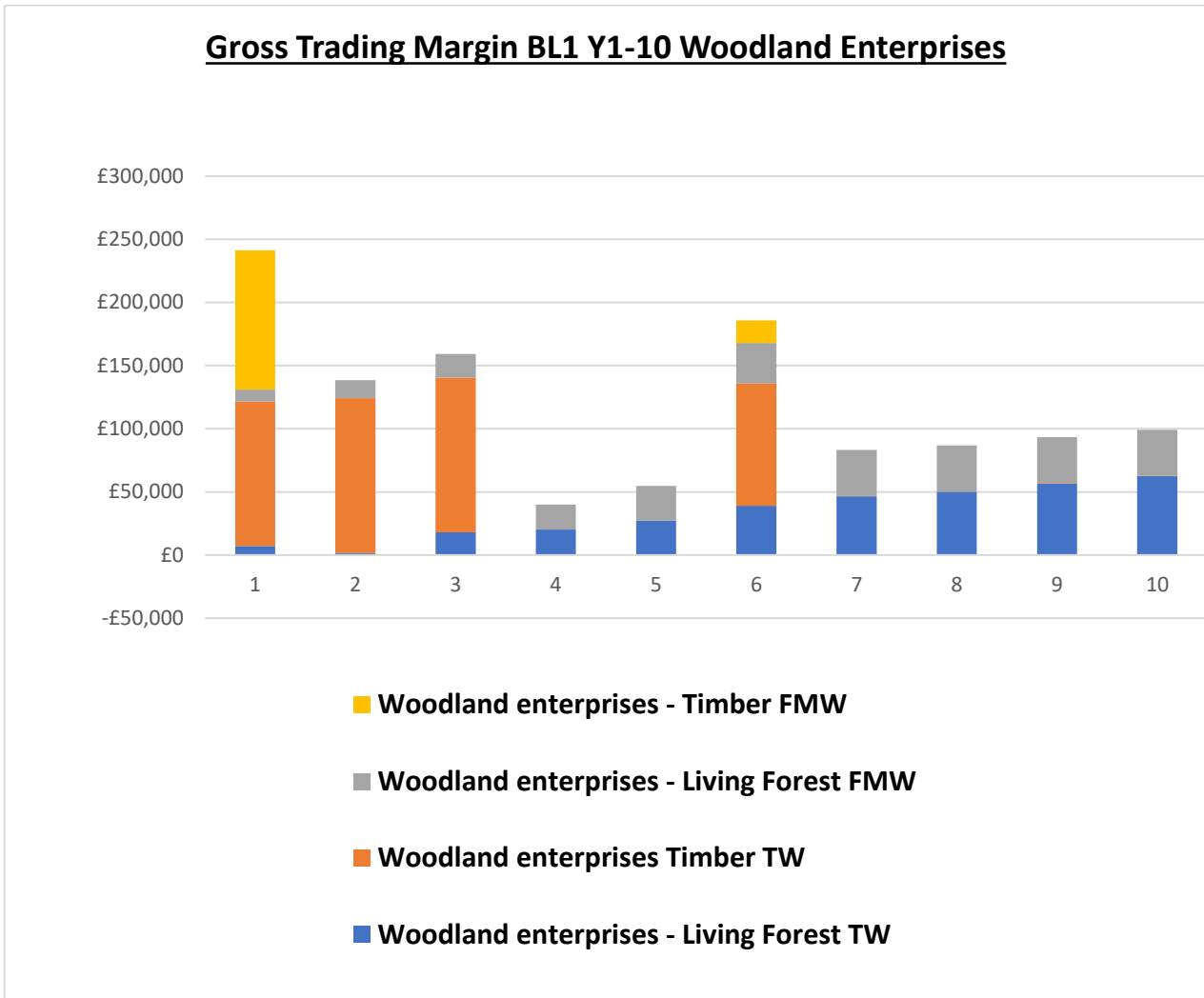


Table 8b: Summary Financial Table for the WSWG Proposal: Forestry and Community Enterprises BL2

Summary costings for WSWG Enterprises				
	Years 1-2	Years 3-5	Years 6-10	10-year Totals
BUDGET LEVEL 2				
CAPITAL COSTS				
Forestry Enterprises BL2:				
Timber	£0	£0	£0	£0
Living Forest	£0	£0	£0	£0
TOTAL FOREST ENT CAP BL2	£0	£0	£0	£0
Community Enterprises BL2:				
Taymount Hub Camp 53 Ents	£0	£0	£33,223	£33,223
TOTAL COMM ENT CAP BL2	£0	£0	£33,223	£33,223
TOTAL ENT CAPITAL BL2	£0	£0	£33,223	£33,223
INCOME:				
Forestry Enterprises BL2:				
Timber	£0	£0	£0	£0
Living Forest	£0	£0	£0	£0
TOTAL FOREST ENT INC BL2	£0	£0	£0	£0
Community Enterprises BL2:				
Taymount Hub Camp 53 Ents	£0	£0	£338,700	£338,700
TOTAL COMM ENT INC BL2	£0	£0	£338,700	£338,700
TOTAL ENT INC BL2	£0	£0	£338,700	£338,700
EXPENDITURE:				
VARIABLE COSTS				
Forestry Enterprises BL2:				
Timber	£0	£0	£0	£0
Living Forest	£0	£0	£0	£0
TOTAL FOREST ENT VC BL2	£0	£0	£0	£0
Community Enterprises BL2:				
Taymount Hub Camp 53 Ents	£0	£0	£92,970	£92,970
TOTAL COMM ENT VC BL2	£0	£0	£92,970	£92,970
TOTAL ENT VAR COSTS	£0	£0	£92,970	£92,970

GROSS MARGINS:				
Forestry Enterprises BL2:				
Timber	£0	£0	£0	£0
Living Forest	£0	£0	£0	£0
TOTAL FOREST ENT GM BL2	£0	£0	£0	£0
Community Enterprises BL2:				
Taymount Hub Camp 53 Ents	£0	£0	£245,730	£245,730
TOTAL COMM ENT GM BL2 before direct Hub Staff costs	£0	£0	£245,730	£245,730
Hub Enterprise Staff Costs BL2	£0	£0	£155,610	£155,610
Surplus BL2 > Hub Staff costs	£0	£0	£90,120	£90,120
TOTAL ENT GM BL2 > Staff costs < Cap costs	£0	£0	£90,120	£90,120
TOTAL ENT SURPLUS BL2 > Staff & Cap costs	£0	£0	£56,897	£56,897

Figure 13

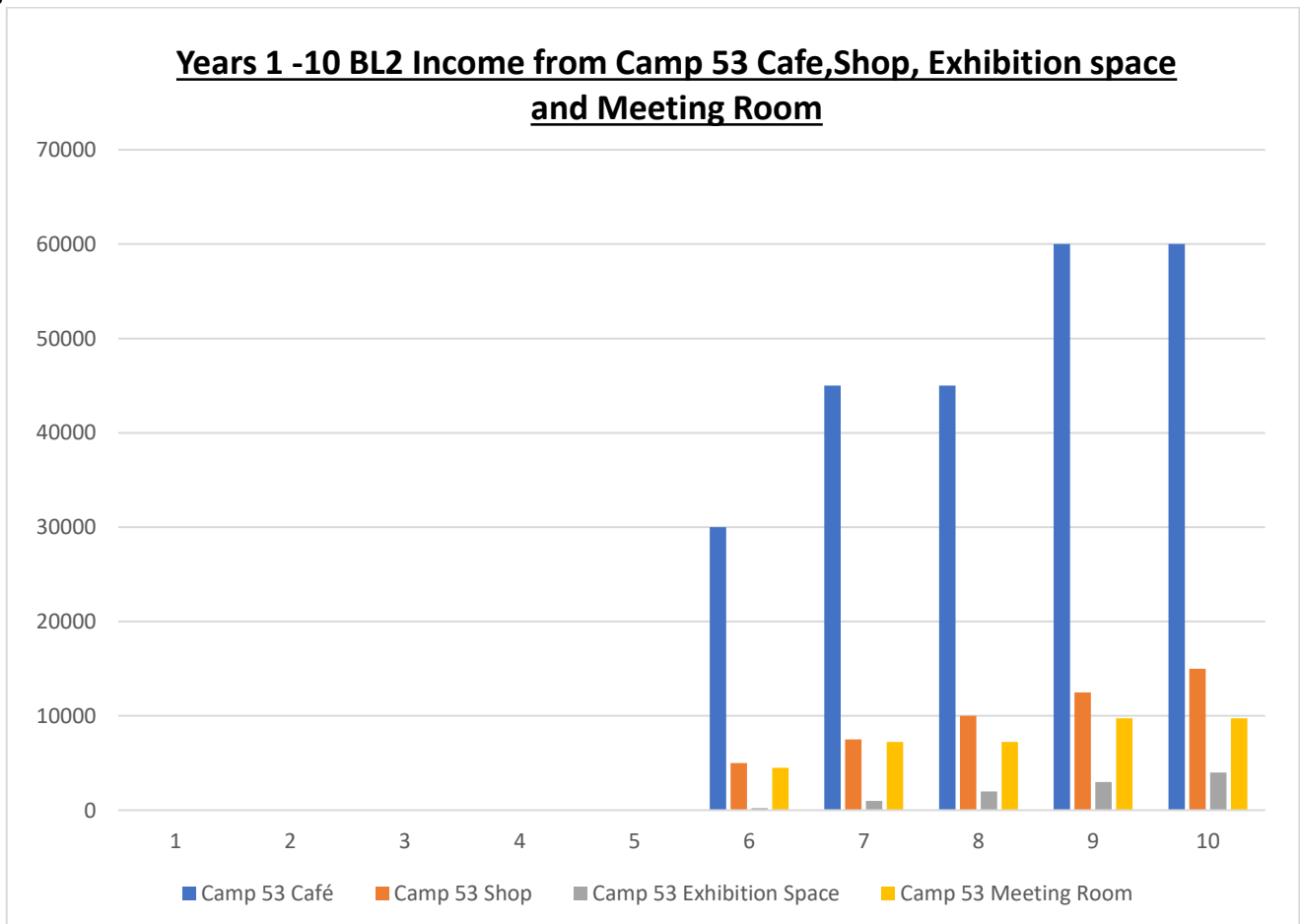


Figure 14

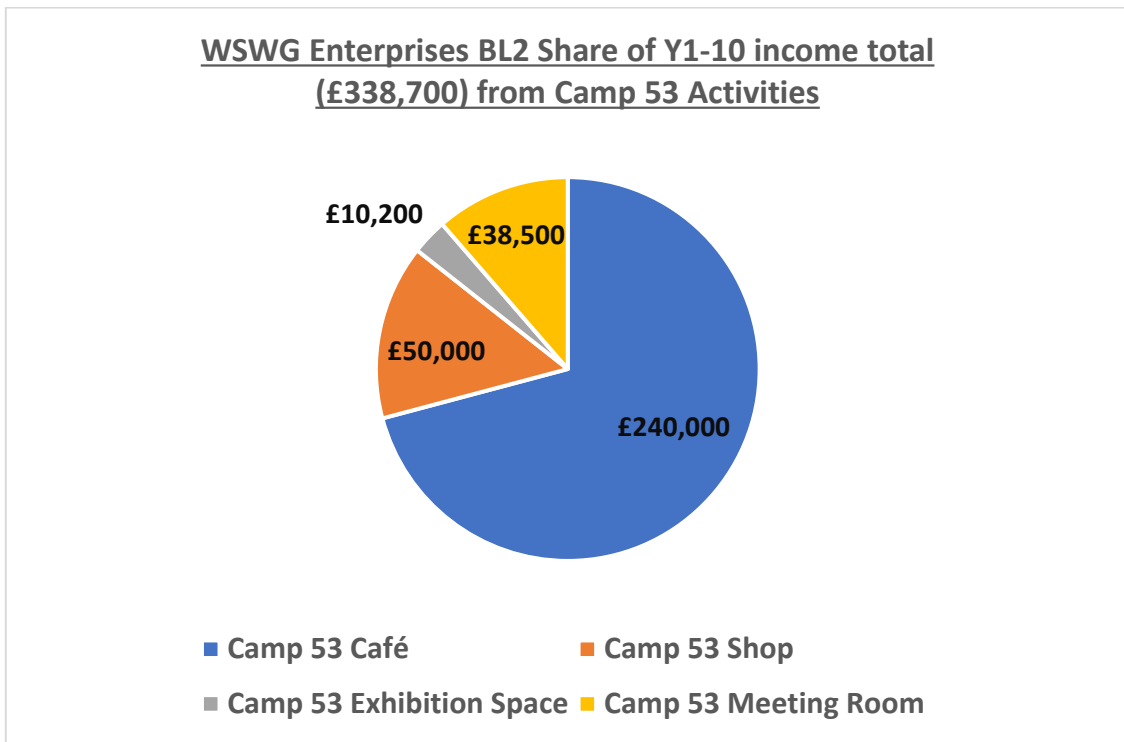


Figure 15

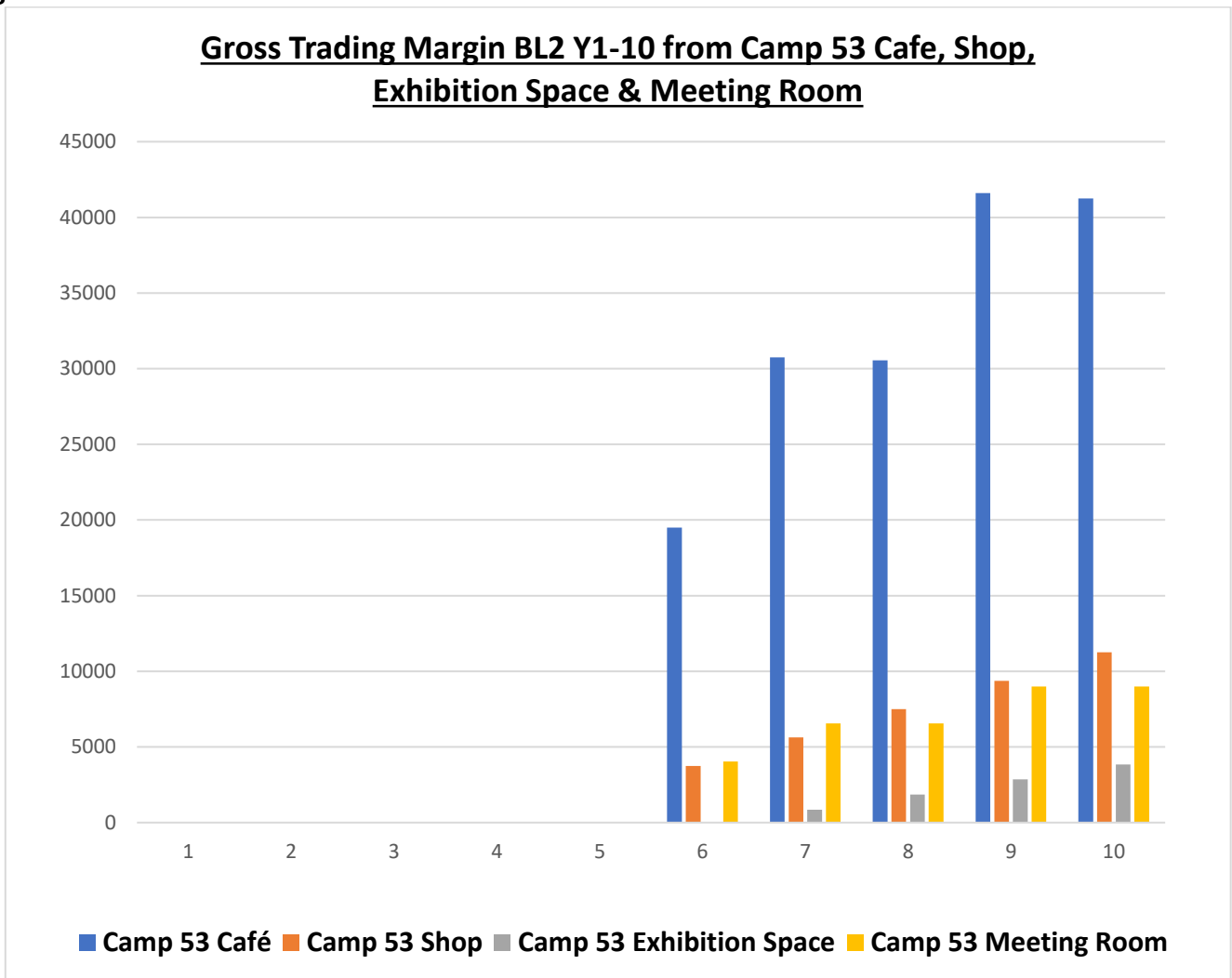


Figure 16

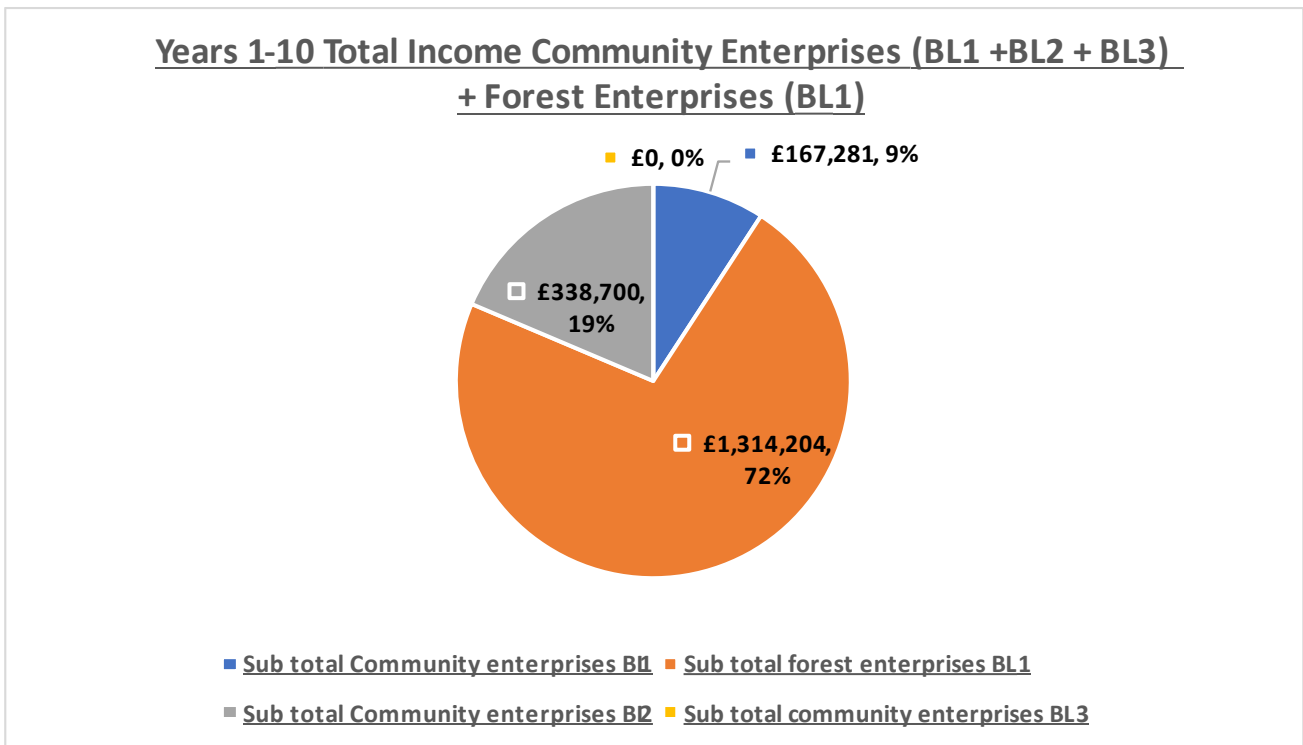


Figure 17

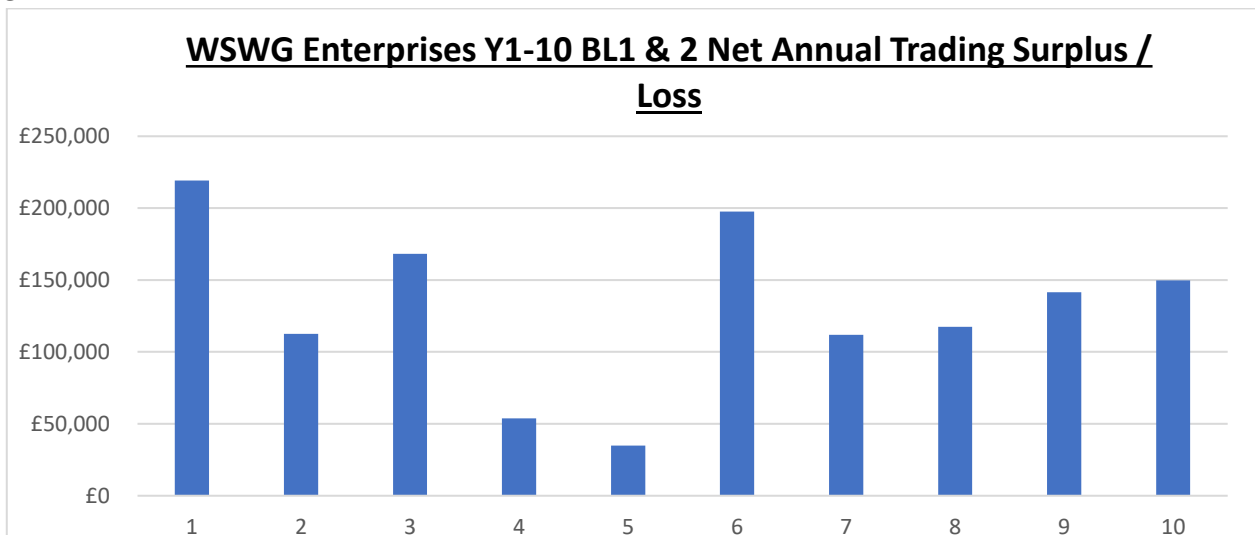


Figure 18

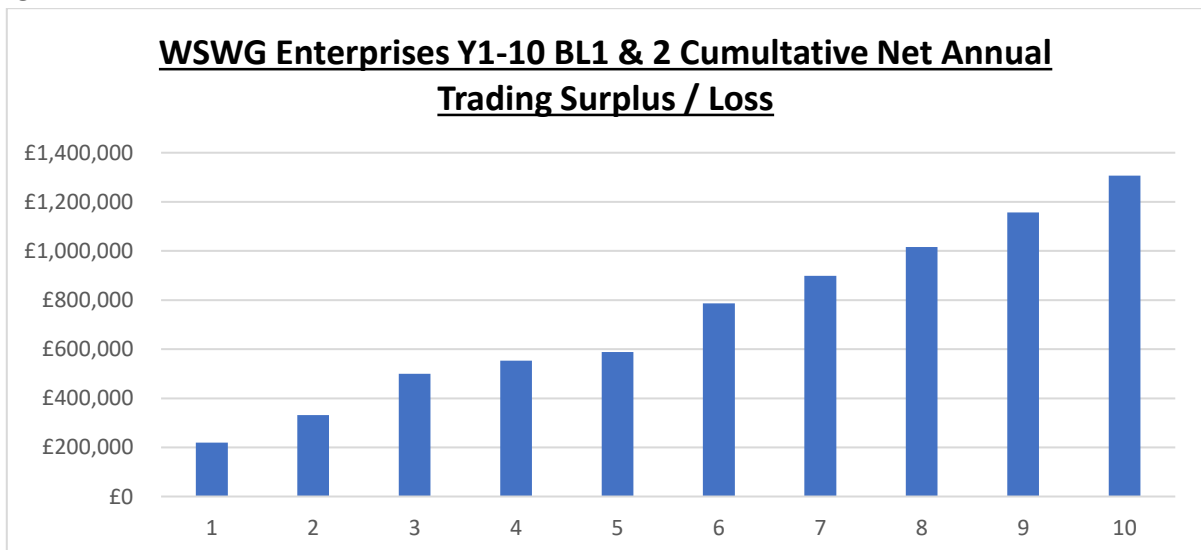


Table 9 illustrates the basis on which WSWG can foresee fundraising needs. These are annualised in [Appendix BP9a: Financial Projections to 10 and 25 Years](#).

Table 9: First 10 years of Proposal Delivery under Community Ownership, Budget Levels 1 and 2

	Project costs (including Enterprise capital outlay)	Enterprise activity surplus for Charitable Activities and Services (Gross Margins)	Indicative external funding level required
BUDGET LEVEL 1			
WSWG CHARITABLE ACTIVITIES AND SERVICES			
Staff	£1,140,000		
Year-Round Activities	£120,000		
Welcome, Access and Accessibility	£191,376		
Nature Recovery	£191,400		
Overheads excl. staff			
<i>Revenue</i>	£516,300		
<i>Capital</i>	£143,809		
WSWG ENTERPRISES			
Forestry Enterprise			
Timber	£0	£584,553	
Living Forest	£0	£596,377	
Forestry Sub total	£0	£1,180,930	
Community Enterprises			
Loggers' Shieling	£22,912	£56,042	
Artists' Bothy	£32,172	£68,287	
Community Sub total	£55,084	£124,329	
WSWG Reserve			
Allocation from WSWG Enterprises		£880,000	
TOTALS BL1	£2,357,969	£425,259	£1,932,710
BUDGET LEVEL 2			
WSWG CHARITABLE ACTIVITIES AND SERVICES			
Staff	£422,500		
Year-Round Activities	£480,000		
Welcome, Access, Accessibility	£136,913		
Nature Recovery	£0		

Flagship Projects:			
FMW Woodland Observatory Project	£51,500		
Taymount Hub Camp 53 Building construction	£355,000		
Overheads excl. staff			
<i>Revenue</i>	£70,630		
<i>Capital</i>	£29,524		
WSWG ENTERPRISES			
Camp 53 Enterprises	£33,223	£245,730	
Camp 53 service staff		(-£155,610)	
TOTALS BL2	£1,579,290	£90,120	£1,489,170

Notes to Table 9 above:

1. To deliver the scale of operations envisaged, WSWG would only wish to reduce potential costs by reducing staffing levels as a last resort. Many other cost estimates could and would be revised first.
2. The sums shown for Year-Round Activities in both Budget Levels 1 and, particularly, 2 are nominal.
3. Ecological surveying and recording carried out by amateur surveyors and volunteers could substantially reduce the sum allowed for Nature Recovery.
4. Living Forest payments as a foundation for income generation is still novel but expected to increase markedly in the coming years in response to the global ecological emergency. For this reason, WSWG proposes to engage a Living Forest Enterprise Developer 1 day per week to build WSWG's diverse Living Forest income streams, with a particular emphasis on securing Biodiversity Net Gains.
5. The capital sum included for construction of the Taymount Hub building is illustrative only.
6. Table 9 seeks to illustrate the share of total costs which could be covered by in-house income generation through WSWG Enterprises and the minimum for full delivery of the Proposal for which external funding would be needed. However, WSWG's preferred business model is to use a substantial portion of WSWG Enterprise surplus to build a reserve as long-term security for the WSWG Project. This will obviously increase the target level of external funding required.

Financial Projections Years 11-25

As required by FLS, WSWG has presented outline financial projections to Year 25 based on the activities and enterprises started in Years 1-10 and maintenance or performance levels achieved by Year 10, plus calculated timber income from both woods for Years 11-25 and the introduction of the Craft Hamlet community enterprise in Year 11 in Budget Level 3.

For annualised Projections to Year 25, see [Appendix BP9a: WSWG Financial Projections to Years 10 and 25](#).

8.2.3 Funding Plan Years 1-10

There are many different types of funding sources for the diverse aspects of the WSWG project, as well as several funding facilitating organisations whose help WSWG will be calling on, including Foundation Scotland, Charities Excellence Framework and Funding Scotland amongst others. WSWG has factored in a full time Office Manager/Fundraiser as a key member of the support staff whose remit will be to allocate a minimum of 2.5 days per week to fundraising. The following Tables 10, 11a and 11b indicate where WSWG expects to source funding for different parts of its activities and budget levels.

Table 10: Indicative Principal Types of Funding Source for Acquisition

Acquisition									
	External Funding Sources								Internal Funding Sources
Fundable Elements (Costs < Contingency)	Public	Lottery	Corporate	Charitable	Crowd-funding	Benefactors	Loans	Other	WSWG Enterprises Surplus
Purchase of Taymount and Five Mile Woods	xxx	xx		x		x			N/A

Table 11a: Indicative Principal Types of Funding Source for the WSWG Proposal Budget Level 1

Budget Level 1 – Years 1-10									
	External Funding Sources								Internal Funding Sources
Fundable Elements (Costs < Contingency)	Public	Lottery	Corporate	Charitable	Crowd-funding	Benefactors	Loans	Other	WSWG Enterprises Surplus
WSWG Charitable Activities and Services									
Fieldwork Staff time £512,000	xx 2-3yr	x	x	xxx					0-5%
Support and Development Staff time £628,000	xx	x	x	xxx					0-25%
YRA £120,000	x		xx	xxx	x				0-10%
WAA £191,376	x	xx	xx	xxx	x				0-10%
NR £191,400			xxx	xx	x	x			Reducing total by Volunteering
Overheads £660,109	x 2yr		xx	xx					xxx 0-25%
Total CAS: £2,302,885									

WSWG Enterprises									
Forest Food Project £14,155	xxx		x	xx					Reducing total by Volunteering
Community Enterprise Capital £55,084	xx	xxx	xx				x		50-100%
Total Ents: £69,239									
Fundable Total BL1 £2,372,124									
WSWG Reserve from WSWG Enterprises	£0	£0	£0	£0	£0	£0	£0	£0	£880,000
Funding Level required £2,620,000 Including 10% contingency	£591,000 22.6%	£150,000 5.7%	£360,000 13.7%	£800,000 30.6%	£100,000 3.8%	£170,000 6.5%	£0 0%	£0 0%	£448,831 17.1%

Table 11b: Indicative Principal Types of Funding Source for the WSWG Proposal Budget Level 2

Budget Level 2 – Years 1-10									
Fundable Elements £< Contingency	External Funding Sources								Internal Funding Sources
	Public	Lottery	Corporate	Charitable	Crowd-funding	Benefactors	Loans	Other	WSWG Enterprises Surplus
WSWG Charitable Activities and Services									
Fieldwork Staff time £234,000	x 2-3yr		xx	xxx					0-5%
Support and Development Staff time £188,500	?		xx	xxx					0-25%
YRA £480,000	x		xx	xxx					0-10%
WAA £136,913			xx	xxx		x			0-10%
Overheads £100,154	X 2yr		x	xx					0-50%

WOP			xx	xxx		x			
£51,500									0%
TH Capital		x	xxx	xxx	xx				0%
£355,000									
Total:									
£1,546,067									
WSWG Enterprises									
CGE Capital								0-50%	50-100%
£33,223									
<i>WSWG Enterprise Staff costs</i>									100% within enterprise direct costs
£155,610									
Total:									
£33,223									
Fundable Total BL2									
£1,579,290									
Fundraising Target	£119,250	£10,000	£675,000	£700,000	£100,000	£30,000	£0	£0	£176,683
£1,810,000 incl. 15% contingency	6.6%	0.5%	37.3%	38.7%	5.5%	1.7 %	0%	0%	9.7%

Table 12 below shows a few examples of potential funders in relation to the actions we will be undertaking.

Table 12: Example Funders

Acquisition	Scottish Land Fund	Supporting urban and rural communities to become more resilient and sustainable through the ownership and management of land and land assets with grants up to £1 million
	Heritage Lottery Fund	We fund projects that connect people and communities to the national, regional and local heritage of the UK.
		We strive to preserve animal habitats, oceans, and natural resources. We aim to promote eco-awareness and sustainable living practices.
Garfield Weston Foundation	From small community groups to large national institutions, the Foundation's aim is to support organisations that have effective solutions to helping those most in need.	
Education	The Nineveh Charitable Trust RCN 256025	Supports a broad range of UK-based projects and activities of benefit to the General Public, with an emphasis on promoting better understanding of the countryside.
	Ernest Cook Trust	As fund-giving educational charity, we give grants, fund Outdoor Learning and find innovative ways to work with funding partners.
Volunteering activities	Lottery	Various lottery source funding including Awards for All – up to £10,000 and Community led – funding up to £150,000 helping organisations deliver activity to improve local places and wellbeing of people that live there.
		Volunteering Futures Fund £7m fund to help organisations improve access to volunteering
	Perth and Kinross Council	Local council run grant system supporting communities and environmental related actions

Infrastructure	The Fore Trust	The Fore offers development funding and strategic support to early-stage charities and social enterprises. It makes unrestricted grants which have the potential to have a transformational impact on an organisation.
	Foundation Scotland	Provides early stage financial support for community enterprise projects that contribute to local regeneration and sustainable development and, ultimately, help create great places to live, work and visit.
Access	Paths For All	Our funding programmes support projects to increase participation in walking, active travel, and improve community paths for travel and recreation
	Rural Payments and Services	Improving public access grants
Biodiversity	Scottish Action Fund	The FCC Scottish Action Fund offers funding to projects through the Scottish Landfill Communities Fund (SLCF) The conservation or promotion of biological diversity through the provision, conservation, restoration or enhancement of a natural habitat or the maintenance or recovery of a species in its natural habitat. -
	NatureScot	The Nature Restoration Fund (NRF) is a competitive fund launched in July 2021, which specifically encourages applicants with projects that restore wildlife and habitats on land and sea and address the twin crises of biodiversity loss and climate change.

In addition to the above, WSWG has a number of specific sources of potential funding locally which it will be following up shortly. It also intends to investigate novel redistributive sources.

Current funding applications and sourcing opportunities

As indicated in Sections 5 and 6 above, WSWG submitted a sizeable application to the Investing in Communities Fund Round 2 in June 2022, the outcome of which is expected in January or February 2023.

If successful, it would contribute significantly to staff costs, Year-Round Activities Programmes, the MiDAS Community Transport Project and the Forest Food Project in the WSWG start-up period to March 2026.

Funding applied for:	Budget Level 1	Budget Level 2
Year 1	£63,400	
Year 2	£110,320	
Year 3	£96,435	
Total	£270,155	£119,250

9. Risk Analysis

There are risks. But they can be mitigated or avoided.

9.1 Acquisition risks

- Excessively high valuation
- Low discount from FLS
- Difficulty obtaining funds for acquisition

Mitigation

- Request discount at minimum of 20% to reflect impact scale of project, substantial community and wider area benefits and significant social returns on investment. Highlight Nature recovery and biodiversity gain at regional level.
- Funding to be sought from Scottish Land Fund above the baseline £1million cap per asset to compensate for unprecedented land price increases during the covid pandemic and related delays in WSWG's CATS application. Were Taymount and Five Mile Woods to be sold as two separate assets, each would be bound by the baseline £1 million cap, raising the overall baseline cap to £2 million
- Seek funding from a wide variety of sources, public, private, corporate, crowd funding etc. Hire professional fund raiser.

9.2 Management and organisational risks

- Lack of skills and expertise to run the organisation
- Reduced enthusiasm from trustees, staff and volunteers leading to organisational atrophy
- Insufficient funds to implement scale and type of projects, year-round activities, etc in the Proposal
- Poor cohesion and interaction of management teams leading to ineffective discharge of tasks

Mitigation

- There will be strong interaction between the Trustees, staff and representatives in the Wildwood Steering Group as well as other volunteers to ensure skills, enthusiasm and learning is maintained.
- The WSWG Trustees are acutely aware of the need to maintain a high degree of relevant skills and competent leadership and will endeavour to ensure this is maintained. We have sought and will continue to seek advice and mentoring from relevant sources, as well as maintaining a skills base commensurate with Project needs.
- Sound recruitment processes to ensure high quality staff
- Fixed terms of office allow the Board to be refreshed and new members of the community to be invited to contribute.
- Trustees will normally spend some time as part of the Wildwood Steering Group to immerse them in the workings and complexities of the WSWG Project
- Site Management Plan to complement Woodland Management Plan
- Funding volumes and availability is likely to be dynamic from year to year and WSWG will be fluid in its management approach. The Manager/Fundraiser will commit a minimum of 2.5 days per week to fundraising.
- Our projections include early income from timber sales, as well as living forest income streams and community enterprises being developed year by year. We also have a significant two to three year funding application in with Investing in Communities Round 2 which is still pending.
- Ensure volunteering activities are fun and rewarding. Spread the activity loads by having lots of volunteers thus avoiding overload stress and fatigue.
- Ensure that appropriate financial systems are in place.
- Ensure compliance with GDPR

- Ensure robust operational policies and protocols are in place, including safeguarding policies for vulnerable groups and individuals
- Trustee training
- Regular team meetings and assessment of functionality
- Employ interim forest manager until Forestry, Ecology and Site Manager post is filled

9.3 Financial and market risks

- Debt
- Poor accounting
- Fraud
- Scale of operations
- Fluctuations in markets

Mitigation

- Ensure a robust financial system is in place to prevent potential fraud, debt and poor accounting
- Ensure there is a contingency resource fund available at all times sufficient to meet unexpected costs and emergencies
- Diversity of enterprise activities provides flexibility and resilience in the face of changing markets
- Enterprises and activities will be developed through continuous community engagement

9.4 Planning and regulatory risks

- Non-approval of long-term woodland plan and associated felling licence by Scottish Forestry
- Planning permissions for building and infrastructure

Mitigation

- Adhere to UK forestry standard and work towards UKWAS designation
- Liaise with PKC in early phase and ensure related legal and planning requirements are in place in good time

9.5 Physical risks

Health & safety of staff and visitors

- Injury from overhanging trees on roads and paths, timber operations etc
- Accidents during work and recreation activities

Mitigation

- H&S protocols established to identify risks and unsafe practices
- Staff and volunteers to be trained in first aid and be aware of protocols
- Ensure legal compliance with relevant H&S regulations

Climate breakdown:

- Increased disease and fire risk to forest resources
- Loss of Ecosystem services – water & air filtration, food resources and biodiversity collapse
- Reduced social returns from woodland users (foragers, bird watchers, children's education, health and wellbeing activities)
- Reduction in variability of financial returns from living forest and timber products from biodiversity loss

Mitigation

- Increase species diversity and structural heterogeneity to maximise resilience
- Increase carbon sequestration potential of woodland via innovative and visionary approach
- Assess future impact of global warming on tree species and provenance, to inform long term management plans
- Implement a programme of robust survey and monitoring to better understand how to prevent biodiversity collapse
- Take action to prevent biodiversity loss at all levels:
 - 1) Genetic biodiversity loss – Ensure connectivity of habitats is a priority and that the carrying capacity of the woodland's species-specific habitats are not eroded and limited due to inappropriate management.
 - 2) Species diversity loss: Ensure habitat connectivity and free movement of species across the landscape and ensure habitat carrying capacity of vulnerable species is not eroded from destructive management practices.
 - 3) Ecosystem diversity loss: Seek to protect, enhance and increase the variety of ecosystems and niche habitats within the woodland.

9.6 Community engagement risks

- Lack of community engagement leading to reduced wellbeing and social benefits, as well as project deliveries.

Mitigation

- Continue to develop and expand opportunities for community involvement in the woodland via the Wildwood Steering Group, Window on the Woods Community Working Groups and associated stakeholder network.
- Increase the recreational and educational infrastructure potential, working with relevant stakeholders and user groups.
- Engage staff with exceptional community engagement skills

10. Reporting and Monitoring

10.1 Reporting

It is essential that we have a robust monitoring and reporting protocol in place to enable us to gauge the effectiveness of our management and activities in delivering meaningful benefits for people and nature.

10.2 Monitoring

Table 13 showing examples of activities and evaluation procedures.

Table 13: WSWG Project Monitoring

Objective	Monitoring
Education	Feedback from participants, schools, groups, individuals. Numbers & profile of those involved, skills & expertise obtained
Nature recovery	Monitoring and assessment of species and habitat change. Comparing various management techniques and inputs. Soil carbon, growth rates, population dynamics. Climate
Community engagement	Feedback from user groups, stakeholders, visitors. Numbers and profile of those participating. Story-telling. Reminiscence work.
Health and wellbeing	Feedback from participants, user groups. Dedicated surveys tailored to specific outcomes. Talking therapies
Volunteer hours	Board, Wildwood Steering Group, WotW themed Community Working Group, ad hoc volunteering.
SROI Evaluation	Collate sufficient structured feedback to be able to evaluate SROI in addition to conventional financial data for the WSWG Project as a whole.

11. Connecting with Local, National and Global Priorities

11.1 Connecting with Local Priorities

Action Partnerships have been established across Perth and Kinross in order to bring services and communities together to tackle local issues and inequalities. WSWG has developed a close relationship with the Strathtay Action Partnership during the WSWG Development Phase.

The Strathtay Local Action Plan is the key document for the Strathtay ward in which Taymount and Five Mile Wood are located, in which the priorities for action are:

- Key Priority 1: Poverty (Child, Food and Fuel Poverty)
- Key Priority 2: Physical and Mental Wellbeing
- Key Priority 3: Skills, Learning and Development
- Key Priority 4: Employability
- Key Priority 5: Digital Participation

WSWG has been included in the Strathtay Local Action Plan as a working partner in several Outcomes and Actions relating to Key Priority 2 around providing outdoor access and Year-Round Activities Programmes with benefits for physical and mental health and wellbeing.

The WSWG Proposal also has scope to deliver against other priorities, such as Key Priority 1 through the WSWG Forest Food Project supporting the target Outcome of people having access to training and support with food and nutrition to enable them to lead healthier lifestyles. There are also clear links with Key Priorities 3 and 4 as well.

11.2 Connecting with Regional Priorities

WSWG has developed links with several organisations at Perthshire and Tayside level, whose priorities overlap with WSWG's. In particular, WSWG will continue to develop its relationship with Perthshire Nature Connections Partnership (PNCP) and Tayside Biodiversity Partnership (TBP). WSWG is part of the TBP Joint Farming, Upland and Woodland Working Group and contributed to a PNCP workshop at the Biodiversity Conference in January 2022 run by Perth City Leadership Forum under its Perth Most Sustainable Small City in Europe by 2050 programme. WSWG would like very much to be part of the rural input to that initiative.

11.3 Integration with National and Global Priorities

Sustainable Development Goals and Scottish Government Outcomes

The following section is an extract from our Feasibility Study 2021:

The Scottish Government in recent years has based its National Performance Framework (<https://nationalperformance.gov.scot/>) partly on the United Nations Sustainable Development Goals (SDGs). It intends to achieve all of the goals by 2030. The 17 Sustainable Development Goals are below.

1. No Poverty
2. Zero Hunger
3. Good Health and Well Being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities

11. Sustainable Cities and Communities
12. Responsible Production and Consumption
13. Climate Action
14. Life Below Water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnership for the goals

The Scottish Government has taken the 17 SDGs to inform the National Performance Framework which has 11 National Outcomes. These describe the kind of Scotland the Scottish Government wishes to see, aligned with an international sustainable development context. <https://nationalperformance.gov.scot/national-outcomes> The relevance of the West Stormont project to the 11 National Outcomes is now discussed:

1. **Children and Young People** – the project is for the benefit of all ages and young people are a crucial group. There will be recreational and educational activities targeted at this group. They will be consulted on the future of the woodlands.
2. **Communities** – this is a community project and its core driver is the well-being of the local community.
3. **Culture** – the project will be enjoyed by everyone in the local community, seeking to be inclusive of all cultures to be found there. Cultural values will be expressed creatively.
4. **Economy** – green enterprise will add value to primary products such as timber and wild harvest, through processing in the forest. Land-based, artistic, therapeutic and educational skills will be rewarded financially where possible. Rents from huts and other forest buildings will contribute to the forest economy.
5. **Education** – life-long learning is another pane of the Window On The Woods. All ages will have the opportunity to learn from the project and share skills. All will be informed of the Scottish Right to Responsible Access.
6. **Environment** – the protection and enhancement of the forest environment lies at the heart of the project.
7. **Fair Work and Business** – enterprise and innovation will be encouraged and the workplace will be safe, fair and inclusive for all, as far as is possible.
8. **Health** – the active enjoyment of the woodlands will be encouraged. Activities, paid and unpaid, will take place in a positive, supportive environment. Everyone will be respected, leading to good mental health for all.
9. **Human Rights** – the human rights of all will be respected.
10. **International** – the project will be a beacon regionally, nationally and internationally.
11. **Poverty** – the project will play its part in combating poverty in the local area.

“In conclusion, the WSWG aims and objectives are closely aligned with the Scottish National Performance Framework and contributes to all of the National Outcomes” *Donald McPhillimy – Taymount and Five Mile Wood Feasibility report 2021*

Global challenge for Climate and Ecological Emergency

If we place value on the future – one in which the next generations will inherit – then we must adopt the morally best decision options available to us. Bequeathing an uninhabitable planet is not a morally viable option.

Therefore the Climate and Ecological Emergency is our greatest local, national and global priority. We are rapidly losing ground in the race to address this existential threat to humanity. WSWG has therefore placed this as a top priority.

The project will have 3 main objectives to address this emergency.

1) Local level: Climate and Ecological action at local level via our visitor centre (Hub) and woodland activities involving schools, user groups etc. as well as our many community engagement liaison portals and activities.

2) Regional level: We see the WSWG project as being a catalyst for the wider West Stormont Connect initiative for collective local and regional action on the dual Climate and Ecological emergencies at landscape scale. Taymount Hub will be a portal that provides a platform for exchange of ideas and learning to facilitate meaningful change towards a more positive and sustainable future.

3) National and international level: Forest management and education aimed at policy makers, Governments and land managers.

Our woodland management strategy will not only implement emergency nature recovery, which in itself is fundamental to woodland carbon sequestration, but will also promote a paradigm change in woodland management methodologies to address the emergency which can be used as a Best Practice model.

Community Resilience

Food resilience: The recent Special Report on Climate Change and Land (IPCC) states “there is a need to produce about 50% more food by 2050 in order to feed the increasing world population. This would engender significant increases in GHG emissions.” Yet the area required to produce food is rapidly diminishing due to global warming and biodiversity collapse.

Our woodland management strategy incorporates areas specifically set aside for food growing. Our community food forest project will also be used as an educational resource, where people will learn how to incorporate sustainable food production into their living environment, to mitigate future food shortages and crippling food price increases.

Resilience to environmental and social pressures: Our woodlands will afford Ecosystem Services to the local communities, including flood mitigation, increased water and air quality, health and well-being social returns and, increased community cohesion via our community-based networking activities.



Autumn watch at Kings Myre Loch SSSI

“Beyond the Woods” – West Stormont Connect

Taymount and Five Mile Woods will bring approximately 1.5% of the overall WSWG area into community ownership, but a small patch that reconnects our community’s disconnection with nature and looking after land. Of the remainder of the area, we estimate about 10-12% may be local authority land or belong to other public bodies and therefore about 85% in private landownership. So much of the answer to action on the climate and particularly the ecological emergencies lies in how we manage the landscape as a whole, which therefore matters enormously and increasingly to everyone in our community and beyond.

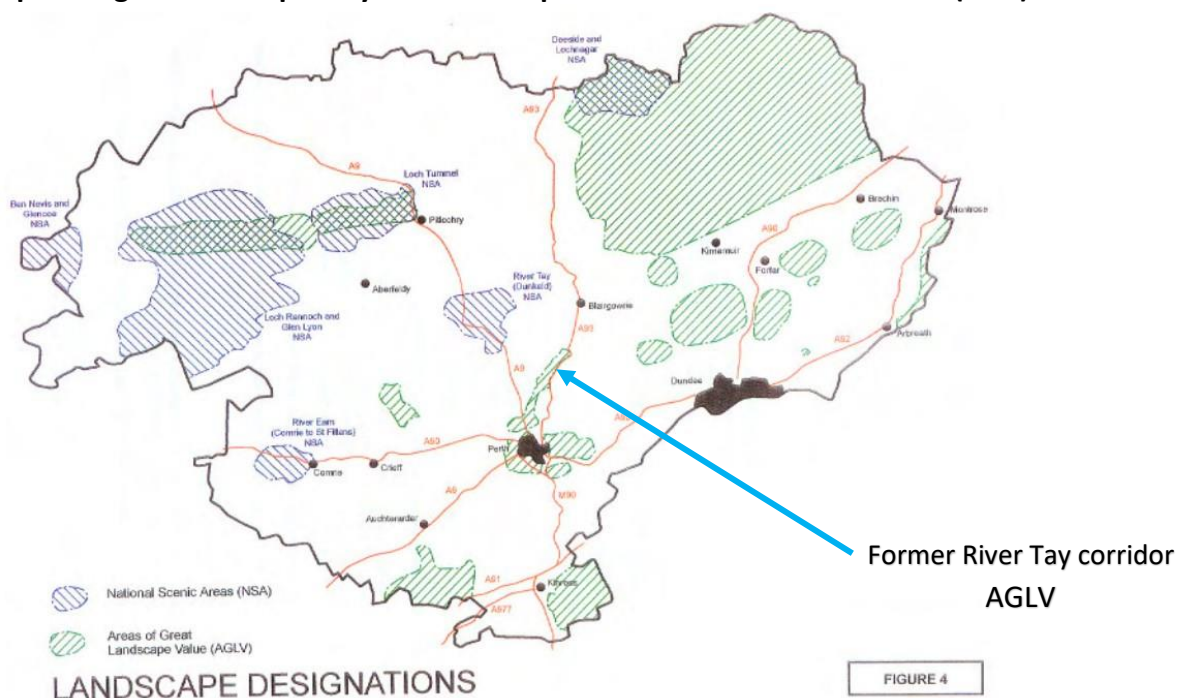
The WSWG Project evolved from a nugget of transitional hope for a local landscape scale response to the climate and ecological emergencies when the opportunity unexpectedly arose to bring Taymount and Five Mile Wood into community ownership, to give everyone a chance to be part of taking action locally but also to give the community a voice in the local landscape. With no historic commons in our patch, community ownership of land is an unfamiliar step for all of us, but one which could lead to so much regeneration and recovery, both in the woods and ourselves, but also by working with local landowners over time to see what gains we could bring locally for us all at landscape scale. Perthshire Nature Connections Partnership is networking to make this happen throughout north Perthshire, from Aberfeldy to Perth and beyond, seeking an increased role for communities in “commissioning the ecological and social outcomes from land-managers”. The River Tay Way, a proposed long-distance walking and cycle route from Aberfeldy to Perth and possibly Dundee being developed by Perth and Kinross Countryside Trust, the route for which comes through the West Stormont/Taymount Wood area, is another connectivity project with which WSWG envisages collaboration.

Until fairly recently, the Tay corridor hugging the eastern edge of our WSWG area from Inveralmond to Meikleour, was designated as an Area of Great Landscape Value (AGLV). For whatever reason, it no longer has this designation. What better goal in our transition journey locally to regenerate our local area within and beyond the woods and reclaim that designation or better.

For more information on the concept for West Stormont Connect and to engage in the community conversation, see “Beyond the Woods – The Bigger Picture” on the WSWG website homepage.

www.weststormontwoodlandgroup.scot

Map 4: Landscape Designations Map – Tayside Landscape Character Assessment 1999 (SNH)





From star to star: Taymount Wood in the middle distance, occupying the high point within the local loop of the River Tay



A more elevated view from the south over the River Tay, showing some of the diversity of the woodland habitat mosaic in Taymount Wood



The intensively farmed, open landscape to the north of Five Mile Wood (showing proximity to the village of Bankfoot on the other side of the A9. (Drone image donated by Gerry Burke)

