

Coilhallan Woodland Feasibility Study

Appendices

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Appendix 1 Background and Previous Research

Significant work has already been carried to research the options for community lease/ownership of woodland around Callander and to consider the potential for developing new mountain bike trails at Coilhallan woodland, as articulated in detail in the two reports referenced below.

The Callander Mountain Bike Trails (CMBT) group is an affiliate of CCDT and both organisations jointly commissioned a Feasibility Study into the potential for development of mountain bike trails in the Callander area. A comprehensive study was therefore carried out in 2015 by Collective Trax and ruralDimensions, considering which woodland in the Callander area would be most suitable for mountain bike and all access development. The findings of this **Callander Mountain Bike Trails Feasibility Study 2015 Report**¹ clearly identified Coilhallan as the preferred woodland for potential development for two key reasons:

- It is low lying and therefore easily accessible for novice bike riders and for all access trails.
- It will fit well with existing facilities, building upon the current visitor offer and maximising community and visitor benefit.

The report gives detailed technical advice on various aspects of possible mountain bike trail development, together with wider information including access provision and potential constraints.

The work formed the basis of an application to the Active Places grant scheme administered by Sport Scotland in July 2014, and a grant of £100,000 towards the £210,000 phase one development was announced in October 2014. This funding has since been withdrawn, as an agreement could not be reached with FCS regarding development of new tracks on FCS owned land.

Subsequently a further study, **Woodlands Around Callander 2016**², carried out for CCDT by SAC, considered the potential for community management of five woodlands close to Callander, examining the possibilities for leasing or acquisition under the National Forest Land Scheme. This report concluded that all woodlands other than Bochastle would require income streams other than that realised from commercial forestry to enable them to be managed in a sustainable manner. Bochastle does not however provide the amenity benefits that CCDT require to justify purchase of a woodland area for community benefit and is not suitable for CCDT management or purchase.

Within the report Coilhallan is identified as a potentially attractive proposition, although there will be no commercial crop to provide an income stream to cover management maintenance and project development costs.

¹ Callander Mountain Bike Trails Feasibility Study 2015, Collective Trax and ruralDimensions for CCDT

² Woodlands Around Callander 2016, Ownership/Management Options Study, Peter Jones, SAC Consulting

On consideration of both these reports, taking into account the project fit with a range of local and national policies and strategies (see section 5 Strategic Context), CCDT has decided to progress with further consideration of lease or purchase of Coilhallan Woodland from Forest Enterprise.

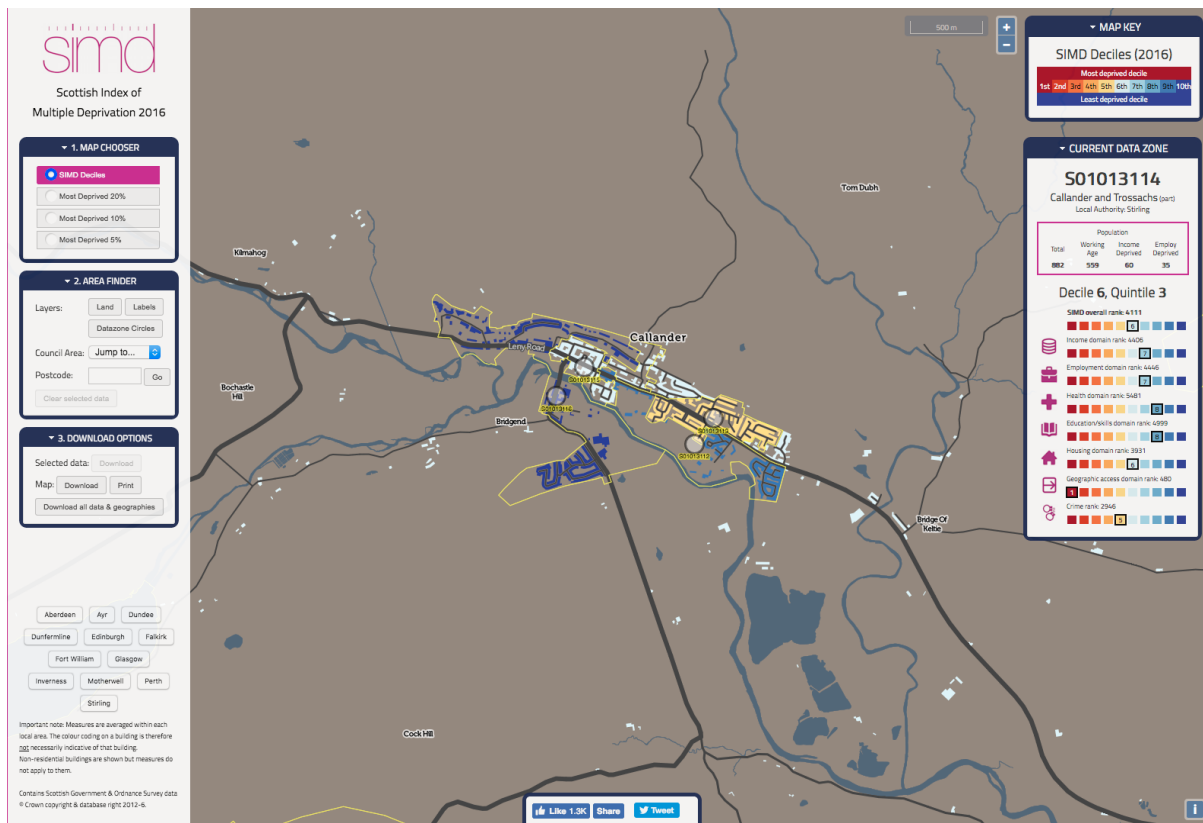
This Options Appraisal is therefore focussed upon identifying and assessing other potential income streams that could be developed to make Coilhallan a sustainable ownership proposition for CCDT and the community of Callander.

Please note: the two previous reports referenced above have carried out extensive research and provide significant detail which is referred to throughout this document as appropriate, to avoid duplication.

[Appendix 2 Woodland Management Plan - separate documents](#)

[Appendix 3 Market Research and Community Survey summary – separate document](#)

Appendix 4 Evidence of Need



Callander SIMD ranking (SIMD ranking 1 = most deprived, 10= least deprived)

With an overall **SIMD ranking of 6**, Callander does not have any areas in the top 20% most deprived SIMD ranks, except for geographic access which scores the top rank of 1. This takes into account drive times to vital services, schools and retail centres and highlights the rural nature of Callander and the need for the isolated community to make the most of natural assets for the social, and economic benefit of local community.

The **2011-17 Callander Community Action Plan (Charrette)** specifically identified the natural environment and a need to improve access to this valuable resource as a focus for the community and recognises the need for people to be engaged with, and more connected to the environment around them.

Callander Economy

Market Analysis for Callander (see Appendix 3) illustrates that Stirling Council has some concerns that the local economy is in danger because of lack of recent investment in the town. It also suggests however, that the economic figures are above average as many people are working at management level and commute to their place of work. A focus on retail and tourism in Callander itself makes the proposed focus upon Coihallan Woodland as a community asset and draw for visitors an important development for visitors and locals alike.

There are a lot of keen cyclists within the community (as illustrated by previous survey work) and the provision of formal Mountain Bike Trails with skills features will act as a catalyst for local business development to provide cycle friendly facilities and make an important connection between the community, the environment and increased outdoor activity.

The UK Tourism Survey calculates the volume and value of Scotland's key outdoor activities including walking, wildlife watching, adventure sports and mountain biking at approximately 3.7million trips and worth £850m in expenditure. The 'Invest In Stirling' website³ (established by Stirling Council in 2017) states that *'The rise in popularity of adventure tourism and outdoor pursuits in particular creates an unprecedented opportunity for Scottish tourism.'* It also identifies that *"A possible long-term development opportunity is identified at Callander for a large-scale tourism resort of international significance. This would directly contribute to the Government's Scottish Tourism Framework for Change and also enhance the role of Callander as a tourism gateway to the National Park. ..."*

Scottish Neighbourhood Statistics shows that in some areas of Callander (output areas S00133620, S00133621, S00133386, S00133461, S00133382 and S00133616) there are significantly more people with one or more long term health conditions – over 40% as opposed to 30% in the whole of Scotland. This includes sensory, physical and mental health conditions.

There is a growing body of evidence that illustrates the benefits of being more connected with the natural environment. For example, the **Wildlife Trust** states on its website⁴ that *'Building nature into your everyday life can improve your mental and physical health'*. A report by Essex University, commissioned by The Wildlife Trusts, adds to the ever-growing body of research which shows that Nature is good for you, improving fitness, reducing stress, improving mood, and reducing social isolation. These benefits will all be facilitated and encouraged by Coilhallan Woodland development, providing the conditions for improved mental and physical health for the local community.

³ <http://www.investinstirling.com/key-sectors/tourism/resort/>

⁴ <http://www.wildlifetrusts.org/living-landscape/nature-health-and-wild-wellbeing>

Appendix 5 Partnerships

CCWG and the Mountain Bike Trails Group have excellent connections across the community of Callander. In addition to its position as a sub group of CCDT, several of the members are volunteers with other relevant organisations, including the McLaren Community Leisure Centre, Callander Landscape Partnership (Mind the Gap initiative), Biketastic and Bikeability at the primary school, Callander Events programme, FABB Scotland, and Callander Youth Project, Stirling Bike Club and Scottish Cycling.

Through these links, together with local connections and contacts, Group members are facilitating a number of partnerships which will enable them to manage and maintain Coilhallan Woodland successfully and maximise the impact for the community and wider visitors.

Trossachs Mobility provides all terrain mobility scooters for hire to increase access to natural environments for people with mobility impairment. The business is interested in partnering CCDT by moving its base (currently in central Callander) to Coilhallan woodland and potentially developing a café in a temporary building to complement the provision. Picnic areas and seating could also form part of this offer, providing meeting spaces for a number of local groups that regularly use the woodland. From early investigation, planning permission for a temporary structure delivering visitor facilities is likely to be looked upon favourably. Planning permission, services, access and parking will need further investigation if this option is progressed.

The Manager of Trossachs Mobility, Wayne Johnson, also owns and manages Applejacks, a successful, high quality café in Callander. He has a good reputation locally, a strong track record in developing and managing businesses and the necessary experience and skills to deliver this project.

SKS has held detailed discussions with Wayne regarding this proposal and he has been positive and forthcoming with potential lease options, offering to pay an additional percentage of profits and provide money up front in order to help the CCDT project get established.

Callander Landscape Partnership - Coilhallan Woodland is a key location for access and interpretation for part of this HLF funded Landscape Partnership. The 'Mind the Gap' project will be centred on Callander to raise awareness of and increase access to the surrounding landscapes and the rich natural and cultural heritage of the area. A phase 1 bid was submitted in May 2015 and was subsequently approved in October 2015 with 'permission to start' given in February 2016. CCWG is currently discussing the logistics of sharing resources with Mind the Gap for the benefit of the community. Mind the Gap is providing apprenticeships and training in woodland management skills and is in an ideal position to provide support for some of the management and maintenance requirements in the woodland. CCWG will incorporate apprentice training into its activity plan, giving apprentices excellent work experience and ensuring that Coilhallan woodland is an integral part of the Mind the Gap initiative going forward.

Callander Primary School is located close to the woodland and has integrated woodland activities into the curriculum. Biketastic and Bikeability activity at the school would also benefit greatly from the new mountain bike trails and partnership working with CCDT. CCDT ownership of Coilhallan Woodland

will help to facilitate access and provide additional bike facilities, so increasing skills and interest in the sport.

McLaren Community Leisure Centre is keen to work closely with the Group to develop marketing and activity collaboration for mutual benefit. The Leisure Centre aims to better promote outdoor activities from its base and would promote itself as an access point for Coilhallan, with toilet and shower facilities. Increased marketing and potential sponsorship or resourcing of specific events (e.g. annual Easter Egg Hunt) will provide CCDT with additional resource for delivery whilst helping the Leisure Centre to grow its markets and increase volunteer engagement and training.

FABB Scotland's All Ability Cycling Project is a partner project of CCDT and FCS, providing an all abilities track for non motorised hand cranked bikes as it is one of twelve 'Blazing Saddles' all ability cycling hubs in Scotland. A relatively level 600m circular sensory trail which will specifically suit adaptive bikes and the very young/beginners and have sensory features along the trail. This will enhance the experience for visual and hearing impaired users and those with learning disabilities in a high quality outdoor environment. FCS is supporting this project and will help to deliver it in the near future. FABB is working closely with CCDT as this project moves forward and are supportive of ownership of the woodland transferring to CCDT in the future.

Cambusmore Estate is situated adjacent to Coilhallan Woodland and CCDT is in contact with the owner regarding potential collaboration when contracting woodland management expertise, which could reduce overall projected costs slightly. He is also happy to advise CCDT in woodland matters.

The CCDT Board are also in contact with community woodland managers at Tydrum and Lochcarron and will be seeking advice and input from these professionals also.

Callander Youth Project Trust – bunkhouse and café. Partnership opportunities are being explored through Board member links, with youth activities and camping in the woodland being possibilities for development. Although unlikely to generate any significant income, increasing access to the environment and potentially learning for young people are key outcomes for the Coilhallan Woodland project. <http://callanderyouthproject.co.uk/hostel>

Stirling Bike Club has one of the few qualified mountain biking coaches in Scotland and delivers mountain bike coaching in the area. The club has a closed waiting list of over 100 riders and is restricted in its ability to deliver coaching because of lack of suitable venues/facilities. SBC would use the new mountain bike trails as a coaching venue that could enable them to reduce this waiting list and deliver coaching to more young riders, thus increasing their levels of physical activity. CCDT has had a discussion with Scottish Cycling about the potential to develop training and coaching provision at Coilhallan in the future.

Further areas of potential Partnership development have been identified for follow up in the future, including:

Cycle hire and bunkhouse businesses adjacent to the Coilhallan carpark site. There is potential for developing access to toilet facilities close to the carpark site with these businesses, if that were to be desirable. Early stage discussions are being held by CCDT with the owners, as this could provide promotional opportunities for them, and increase the facilities available to Coilhallan Woodland visitors in the short term.

LANTRA⁵ works with industry experts, training providers, colleges and employers to deliver modern apprenticeships in Trees and Timber (SVQ's SC QF Level 5 and 6 and SCQF Level 5 and 6 Modern Apprenticeship). There is potential for trainees to carry out work in Coilhallan, in conjunction with the Mind the Gap project, increasing learning opportunities whilst helping to deliver the maintenance and management plan.

Appendix 6 Excerpts from Callander Mountain Bike Trails Feasibility Study

January 2015. Rural Dimensions and Collective Trax

Executive Summary

Callander has the potential to become a major mountain biking venue within the LochLomond and The Trossachs National Park and the wider Central Scotland region. 'The Callander Charrette' in 2012 set the vision for Callander becoming a hub for outdoor activity within the National Park, and the community is now working with agencies and other partners to turn this into reality. Within this context, Callander Mountain Bike Trails will design, construct and establish a maintenance programme for a network of mountain biking trails and supporting infrastructure in the woodland and under-utilised ground in and around Callander town centre.

The Callander Mountain Bike Trails (CMBT) project will deliver:

- A trail design to ensure appropriate levels of difficulty for beginners and with sufficient interest for competent riders. This will ensure that local riders have a progression path and that visitors are encouraged to return. This in turn will benefit the wider community by increasing visitor numbers.
- A sustainable trail maintenance plan, involving the wider community (in terms of finance and volunteers), and linking with the McLaren Community Leisure Centre, Callander Youth Project and both the primary and secondary schools.
- A plan for communication and publicity that will ensure optimum awareness to promote the concept of Callander as a 'must visit' venue for mountain bikers in line with Developing Mountain Biking in Scotland's strategic approach to mountain biking provision.

Why Callander?

Callander is surrounded by hilly terrain and situated within easy reach of population centres in the central belt of Scotland. There are currently a number of non-technical signposted cycle trails around Callander primarily designed as access and leisure cycling routes, and a number of natural trails to challenge experienced mountain bikers. There is, however, a gap in the provision of facilities for mountain bikers seeking to develop technical mountain biking skills. By providing the trails and working with local clubs CMBT will increase physical activity across all age and ability ranges. National Cycle Network 7 runs through Callander, connecting it to Aberfoyle and Strathyre. There are two cycle hire and maintenance shops in the town, one in the centre and the other immediately adjacent to Coilhallan Wood, the site of the proposed facility for Phase 1. There are a number of 'cycle friendly' accommodation businesses with cycle storage, cleaning and lock up facilities in the town and adequate car parking. The proposed trails complement existing mountain biking facilities in the local vicinity, at Thornhill and Aberfoyle. Stirling Bike Club (SBC) has one of the few qualified mountain bike (MTB) coaches in Scotland and delivers MTB coaching in the area. The club has a waiting list for junior members and is restricted in its ability to deliver coaching, in part because of lack of suitable

⁵ <https://www.lantra.co.uk/apprenticeship/scotland-apprenticeships>

venues/facilities. SBC would use the proposed trails as a coaching venue that could enable them to reduce this waiting list and deliver coaching to more young riders, thus increasing their levels of physical activity.

In addition, given the close proximity of the trails to facilities available within Callander and at the community leisure centre there is scope to host events. Discussions have also taken place with Scottish Cycling regarding the potential to develop training and coaching provision at a facility in Callander. This is particularly attractive given the ease of access from major population centres in Scotland. CMBT is actively engaged with the schools in Callander who are seeking to develop a range of offerings suitable for a broad spectrum of pupils. Through dialogue with both head teachers, CMBT anticipates that mountain biking could be introduced into curriculum activity, following successful examples at schools elsewhere in Stirling, Edinburgh and Peebles. This will expose pupils to mountain biking and provide opportunities for vocational activities around bike and trail maintenance. There is an active Bikeability programme and regular Biketastic events within the primary school, and the autism support team in the high school have piloted MTB related activity locally, which can readily be developed further with the phase 1 trails being very close to both schools.

Working with Partners

CMBT is partnering with FABB Scotland through their 'Blazing Saddles' project, which has identified Callander as one of 12 all ability cycling hubs in Scotland. The operator for this is located immediately next to the phase 1 site so the proposed trail design incorporates a relatively level 650m circular sensory trail, which will specifically suit adaptive bikes and the very young/beginner riders, and have sensory features sited along the trail. These will enhance the experience for visual and hearing-impaired users as well as those with learning disabilities in a high quality outdoor environment. CMBT is affiliated to Callander Community Development Trust (CCDT), a charitable organisation of volunteers that undertakes practical projects for the benefit of the community. Through this affiliation, CMBT has been awarded a £10,000 'Awards for All' grant, which has been used to carry out this feasibility study including the production of a delivery plan for phase 1 of the project.

Phase 1 Development

Phase 1 of the project aims to deliver approximately 6km of MTB trail close to the town. **An options appraisal has identified Coilhallan Wood as the best option for a phase 1 development.** This is owned by Forestry Commission Scotland and discussions are underway exploring a community woodland management model to allow the CMBT Project to progress, but linked to wider community benefit not purely restricted to mountain biking activity.

A design has been developed incorporating a 'blue' graded trail, and several optional technical trail features (TTFs), optional lines including a 'red' Grade option, and short cut routes, plus a 650m sensory trail with features and a MTB Skills Loop for specific coaching activities. Signage, interpretation and picnic benches will be provided. The trails will be designed to bridge a gap in the provision of mountain biking trails in the area offering easy to moderate technical challenges. They will create a progression route to allow riders and coaches to support the development of technical cycling skills and be of great value to clubs, locals, and tourists to the eastern area of the Loch Lomond and The Trossachs National Park.

Coilhallan wood is within 0.5km of the town centre where accommodation, eateries, visitor information, outdoor equipment and bike hire/maintenance shops are located. The wood is also

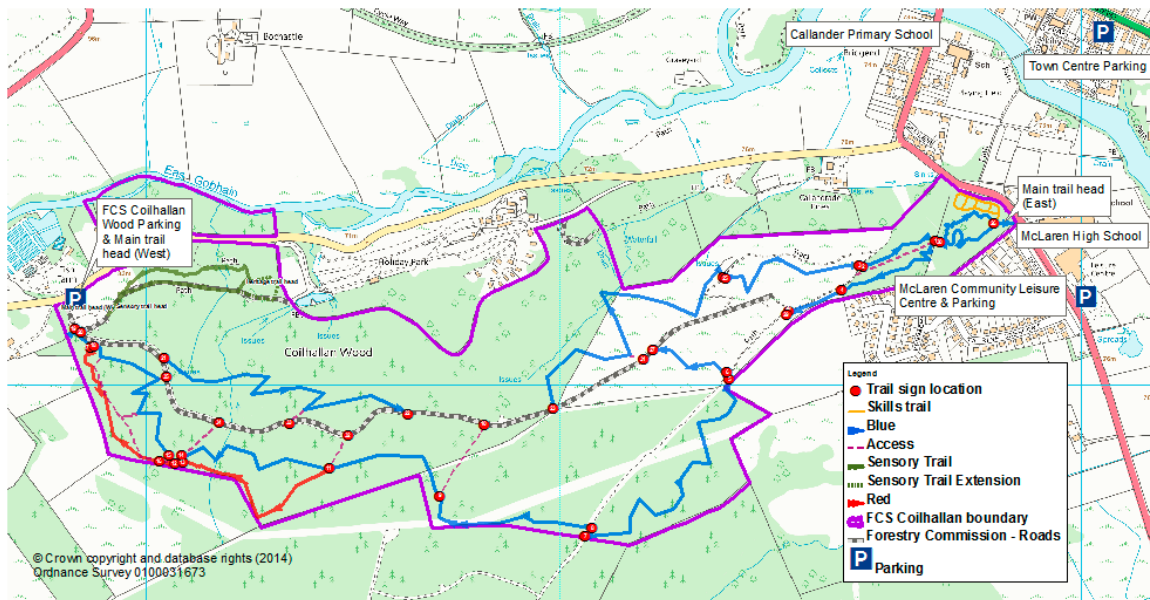
readily accessible from both the local primary and high schools, the Callander Youth Project hub at Bridgend and the McLaren Community Leisure Centre offering parking, showers, changing facilities, cafes and Wi-Fi access.

Phase 1 is expected to cost approximately £200,000 including VAT (which CCDT currently cannot reclaim). An additional £10,000 is budgeted for signage, interpretation and picnic benches. Early in October 2014, 50% funding was secured from the Active Places 2014 Legacy Fund (£100,000) and discussions are underway with other potential sponsors. £5,000 has been secured from a local provider and an additional £25,000 is being negotiated with business contacts. FABB Scotland is sourcing specific funding for the sensory trail and CMBT are pursuing additional trust/grant applications for the balance.

Phase 1 Indicative Layout – Coilhallan Wood

Subsequent Phases

This project is seen as the ‘First Phase’ of a much larger project, which aims to establish Callander as a major MTB destination within Scotland. To achieve this CMBT anticipates undertaking further feasibility work and, subject to landowner agreements, developing MTB trails on other areas of land around the town, which ideally will be of a higher technical grade. This will not only add to the overall scale of the provision, but also increase the potential for rider skill progression, and help to attract higher profile events to the area. Creating a mountain biking destination at Callander will appeal to local cyclists and attract visitors from further afield for day trips and overnight stays in the area, generating economic benefits for local businesses.



Appendix 7 Coihallan Woodland Options Appraisal

This Options Appraisal considers a series of options that would enable CCDT to take on the management/ownership of Coihallan Woodland, facilitating the delivery of the aims and objectives it has identified and taking into account the information gathered from SKS research and survey work.

PURCHASE / LEASE Options A-D

Option A: To purchase Coihallan woodland (79ha) from FCS to be managed by CCDT for the benefit of the community. This option requires an application to Forest Enterprise for a Community Asset Transfer, and to Scottish Land Fund for grant funding to cover the cost of purchase.

Option B: To lease Coihallan woodland (79ha) from FCS to be managed by CCDT for the benefit of the community. FCS will consider this option if requested and it has stated that all risk and responsibility for the site would be passed to CCDT as part of the lease.

Option C: To purchase / lease part of Coihallan woodland to be managed by CCDT for the benefit of the community. This would enable CCDT to purchase or lease part of the woodland for specific uses identified (e.g. mountain biking, café). If this option is desirable, further work will be required to identify which areas are suitable for project development and how Forest Enterprise will address the request.

Option D: Not to buy/lease Coihallan Woodland (status quo). FCS has indicated that it intends to continue delivering the current Forest Management Plan which includes maintenance of existing trails and carrying out woodland management to maintain a safe accessible woodland. There is no option to develop new mountain bike tracks, all access trails or other facilities or partnerships.

Potential Uses and Income Streams Options 1-9

This suite of options is articulated and analysed to enable CCDT to make an informed decision about which to take forward into the business planning process. All options were discussed at a meeting with CCDT and the decisions made are documented below.

Option 1: Trossachs Mobility base, café and facilities at the carpark

The business is interested in moving its base to Coihallan woodland and developing a café in a temporary building to complement the provision. Picnic areas and seating could also form part of this offer. From early investigation, planning permission for a temporary structure delivering visitor facilities is likely to be looked upon favourably. Planning permission, services, access and parking will need further investigation if this option is progressed.

Option 2: Woodland Camping facilities

Loch Lomond National park has recently stopped wild camping in the Park from March to September, potentially opening up an opportunity for promoting woodland camping within a designated, managed area of Coihallan woodland. Management of this facility could be in conjunction with an existing business. Planning permission, services and potential competition would require further investigation.

Option 3: Provision of new mountain bike tracks (as per phase 1 of the Callander mountain bike feasibility study 2015)

This project is well developed with an extensive feasibility study illustrating that Coilhallan is the preferred development area and providing detailed information about potential tracks, costs and implementation. Previously, £100K of grant funding was secured from Sport Scotland towards this £210K project (2015 figures) and significant partnership work was developed to implement it. The project stalled as FCS policy was not able to facilitate this level of development within an FCS owned woodland. Sport Scotland has indicated that CCDT could reapply for the funding.

(Callander Mountain Bike Trails Feasibility Study, January 2015. Rural Dimensions and Collective Trax.

Executive Summary provided in Appendix 6)

Option 4: Local wood fuel and timber sales

The Woodland Management Plan carried out for Coilhallan Woodland as part of this Feasibility Study has identified that although there is little commercial value in the timber within the woodland, there are areas that could provide wood sales. The area to the west, of mature larch and pine, with some wind blow making access difficult and in places unsafe, could be harvested by a specialist woodsman / green woodworker with small localised machinery and the required skills. A small income stream could be achieved from this if it was advertised as an opportunity locally and a suitable professional found to harvest it. Risk assessments, health and safety and licence issues would need to be considered.

Option 5: Manage the young, healthy birch woodland for coppicing within 10 years

This would require some financial investment in thinning and managing the young birch areas now, in order to coppice for local wood fuel in later years. Potential voluntary input and a small income stream.

Option 6: Woodland burial sites

Two potential woodland burial sites have been identified within Coilhallan, in a discrete ancient woodland area away from the mountain biking. Early stage market research indicates that there could be a local market for woodland burials in the area. Planning permission would need to be obtained, with change the use of land, risks to ground water, a sustainable transport policy, archaeological disturbance, ecological scoping surveys and visual splays being considered.

Option 7: High ropes course

The potential for CCDT to partner with another organisation to install a high ropes activity course within Coilhallan has been considered. The Woodland Management Plan highlights that the trees in Coilhallan are not stable enough for this use and does not recommend it as a suitable option for development.

Option 8: Guided woodland walks / educational experiences

Building upon current activities, events and guided walks, CCDT could develop a full activities programme within Coilhallan Woodland, employing a part time officer to organise activities and

developing partnerships with a wide range of organisations. Some activities could be charged for, bringing in an income stream to part cover staff costs.

Option 9: Advertising and sponsorship from local businesses

Promoting the benefits of the increased access trails in Coilhallan Woodland, making a link with tourism and increased visitors:

Encourage a voluntary payment towards woodland upkeep from local businesses

Develop a Friends' scheme, giving individuals a chance to pay an annual membership

Voluntary carparking payment and donations box for woodland and trail upkeep.

Options Appraisal Detail - Purchase / Lease Options A-D:

Option A: To purchase Coilhallan woodland (79ha) to be managed by CCDT for the benefit of the community	
Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland (107 responses in total). Previous surveys have also shown support for mountain bike trail development.
Economic, social and environmental outcomes	Potential to increase visitor numbers and spend in the area and for further developments in the woodland, including: <ul style="list-style-type: none"> • Mountain bike trails development – progressing with the plans laid out in the '<i>Callander Mountain bike Feasibility Study 2015</i>'. • Opportunities for local business expansion and employment (e.g. café) • Opportunities for local fuelwood / timber sales • Increase in the events and activities run in the woodland through partnership development (Leisure Centre, FAAB, schools). • Increased use of Coilhallan woodland for local people and visitors, so increasing health and wellbeing through exercise and engagement with environment. • Improved understanding of environment through increased engagement and learning opportunities.
Initial capital costs estimate	<ul style="list-style-type: none"> • Purchase of woodland – DV valuation to be obtained • Legal and professional fees estimated at £2-3K
Revenue and maintenance costs estimate	<ul style="list-style-type: none"> • Annual maintenance for woodland initially estimated at £21K maximum (could be reduced with volunteer input, Forestry felling and links with local Estate.) • £20K pa PT Project officer for MB development, partnership and woodland management and activities (optional) • Public Liability insurance estimate £1,500 - £2K <p>Estimated annual total = £43K per annum</p>

Potential funding streams available	<ul style="list-style-type: none"> • SLF grant at 95% of capital woodland purchase • Forestry Grant scheme - approximately £2K per annum plus potential regeneration funding of £300-£550 per ha (detailed in SAC report) • SLF revenue for project development up to 2 years (£20K pa) • Big Lottery, Sport Scotland, Leader for revenue activities
Risks, burdens and liabilities	<ul style="list-style-type: none"> • Public Liability insurance required, responsibility for regular surveys, upkeep and maintenance of trees and paths to required standard (included in maintenance cost estimate). • Permanent responsibility for use and maintenance of Coilhallan woodland sits with CCDT and community • Joint maintenance of 1,400m fencing with local farmer and maintenance of 1,800m core paths (costs included in revenue estimates) • Larch die back disease potential. If this disease were to reach Coilhallan then sanitation clear felling would be required, removing much of the amenity value.
Expected management activities and resources	<p>Management responsibility for CCDT Board:</p> <ul style="list-style-type: none"> • Governance, finance and potential staff management • Project development and implementation • Woodland management, events and access • Partnership development and management • Health and safety, young people and other relevant policies • Annual tree safety survey (via LANTRA – see SAC report for detail) • Registration under the Scottish Government IACS (Integrated Administration and Control System)
Assumptions	Ownership of the woodland would remain with CCDT and the community permanently, securing a community asset and requiring ongoing commitment from the people of Callander to manage the asset.
Implementation Plan (high level)	<ul style="list-style-type: none"> • Management Board to be confirmed • Project plan put in place with key actions / timescales • Fundraising for capital and revenue funding • Employment of staff and recruitment of volunteers • Project development and implementation • Development and implementation of communication / engagement and activity plan.
<p>Decision / Action: Progress with this option, taking into account the need for volunteer input and liaison with Forestry Commission and the local Estate re potential partnership working.</p>	

Option B: To lease Coilhallan woodland (79ha) long term from FCS to be managed by CCDT for the benefit of the community.	
Criteria	Comment
Community support Stakeholder support	<p>77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland (107 responses in total).</p> <p>Previous surveys have also shown support for mountain bike trail development.</p> <p>NB Previous discussions held with Forestry Commission and reported in the Callander Mountain Bike Trails Feasibility Study 2015 (p38) indicated that <i>'given the complexity of the proposed site layout and the current management regime, a lease of the trail route alone is not deemed viable.'</i></p> <p>Subsequent discussions with FCS have also indicated that there may be limitations with a lease option re the development opportunities available to CCDT and a reduction of the benefits of the project.</p>
Economic, social and environmental outcomes	<p>Potential to increase visitor numbers and spend in the area and for further developments in the woodland, including:</p> <ul style="list-style-type: none"> • Mountain bike trails development – progressing with the plans laid out in the <i>'Callander Mountain bike Feasibility Study 2015'</i>. • Opportunities for local business expansion and employment (e.g. café) • Opportunities for local fuelwood / timber sales • Increase in the events and activities run in the woodland through partnership development (Leisure Centre, FAAB, schools). • Increased use of Coilhallan woodland for local people and visitors, so increasing health and wellbeing through exercise and engagement with environment. • Improved understanding of environment through increased engagement and learning opportunities.
Initial capital costs estimate	<p>Minimal initial capital cost: Legal fees for lease agreement estimated at £2-3K</p>
Revenue and maintenance costs estimate	<ul style="list-style-type: none"> • Annual maintenance for woodland estimated at £21K maximum (could be reduced with volunteer input, Forestry felling and links with local Estate.) • £20K pa PT Project officer for MB development, partnership and woodland management and activities (optional) • Public Liability insurance estimate £1,500 - £2K <p>Estimated annual total = £43K pa</p>
Potential funding streams available	<ul style="list-style-type: none"> • No grant funding available to cover lease costs (not eligible for SLF) • Forestry Grant scheme - approximately £2K per annum plus potential regeneration funding of £300-£550 per ha (detailed in SAC report)

	<ul style="list-style-type: none"> • Big Lottery, Sport Scotland and Leader potential for revenue activities (£20K), although details on land ownership would need to be checked.
Risks, burdens and liabilities	<ul style="list-style-type: none"> • All risks, maintenance responsibility and associated costs would sit with CCDT as part of the lease (confirmed by FCS). • Public Liability insurance required, responsibility for regular surveys, upkeep and maintenance of trees and paths to required standard. • Joint maintenance of 1,400m fencing with local farmer and maintenance of 1,800m core paths (costs included in revenue estimates) • Larch die back disease potential. If this disease were to reach Coilhallan then sanitation clear felling would be required, removing much of the amenity value.
Expected management activities and resources	<p>Management responsibility for CCDT Board:</p> <ul style="list-style-type: none"> • Governance, finance and potential staff management • Project development and implementation • Woodland management, events and access • Partnership development and management • Health and safety, young people and other relevant policies • Annual tree safety survey (via LANTRA – see SAC report for detail) • Registration under the Scottish Government IACS (Integrated Administration and Control System)
Assumptions	The woodland would revert back to FCS after the lease has ended. FCS would not guarantee to maintain and additional tracks or facilities put in place by CCDT if this was the case. No community asset in place.
Implementation Plan (high level)	<ul style="list-style-type: none"> • Management Board to be confirmed • Project plan put in place with key actions / timescales • Fundraising for capital and revenue funding • Employment of staff and recruitment of volunteers • Project development and implementation • Development and implementation of communication / engagement and activity plan.
Decision / Action: Do not progress with lease option.	

Option C: To purchase / lease part of Coilhallan woodland to be managed by CCDT for the benefit of the community	
Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland (107 responses in total).

	Previous surveys have also shown support for mountain bike trail development.
Economic, social and environmental outcomes	<p>Potential to increase visitor numbers and spend in the area and for further developments in the woodland, including:</p> <ul style="list-style-type: none"> • Mountain bike trails development – progressing with the plans laid out in the ‘<i>Callander Mountain bike Feasibility Study 2015</i>’. • Opportunities for local business expansion and employment (e.g. café) • Opportunities for local fuelwood / timber sales • Increase in the events and activities run in the woodland through partnership development (Leisure Centre, FAAB, schools). • Increased use of Coilhallan woodland for local people and visitors, so increasing health and wellbeing through exercise and engagement with environment. • Improved understanding of environment through increased engagement and learning opportunities.
Initial capital costs estimate	<p>Purchase of woodland – DV valuation to be obtained Legal and professional fees estimated at £2-3K</p>
Revenue and maintenance costs estimate	<ul style="list-style-type: none"> • Annual maintenance for woodland likely to be significantly less – estimated at £5K • £20K pa PT Project officer for MB development, partnership and woodland management and activities (optional) • Public Liability insurance estimate £1,500 - £2K <p>Estimated annual total = £27K pa</p>
Potential funding streams available	<ul style="list-style-type: none"> • SLF grant at 95% of capital woodland purchase • Forestry Grant scheme - approximately £2K per annum plus potential regeneration funding of £300-£550 per ha (detailed in SAC report) • SLF revenue for project development up to 2 years • Big Lottery, Sport Scotland, Leader for revenue activities
Risks, burdens and liabilities	<ul style="list-style-type: none"> • Public Liability insurance required, responsibility for regular surveys, upkeep and maintenance of trees and paths to required standard. • Permanent responsibility for use and maintenance of Coilhallan woodland sits with CCDT and community • Larch die back disease potential. If this disease were to reach Coilhallan then sanitation clear felling would be required, removing much of the amenity value.
Expected management activities and resources	<p>Management responsibility for CCDT Board:</p> <ul style="list-style-type: none"> • Governance, finance and potential staff management • Project development and implementation • Woodland management, events and access • Partnership development and management

	<ul style="list-style-type: none"> • Health and safety, young people and other relevant policies • Annual tree safety Survey (via LANTRA – see SAC report for detail) • Registration under the Scottish Government IACS (Integrated Administration and Control System)
Assumptions	<p>Ownership of the woodland would remain with CCDT and the community permanently, requiring ongoing commitment from the people of Callander to manage the asset.</p> <p>Limited opportunities for further development in the future on reduced area of land.</p> <p>Very limited income generation opportunities without taking ownership of whole site.</p>
Implementation	<ul style="list-style-type: none"> • Agree area to be purchased • Management Board to be confirmed • Project plan put in place with key actions / timescales • Fundraising for capital and revenue funding • Employment of staff and recruitment of volunteers • Project development and implementation • Development and implementation of communication / engagement and activity plan.
<p>Decision / Action: Do not progress as limited opportunities for further development in the future and very limited income generation opportunities.</p>	

Option D: Not to progress purchase of Coilhallan Woodland (status quo)	
Criteria	Comment
Community support	<p>77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland (107 responses in total).</p> <p>Previous surveys have also shown support for mountain bike trail development.</p>
Economic, social and environmental outcomes	<p>Existing outcomes through current FCS access and events including:</p> <ul style="list-style-type: none"> • Access for walkers, FAAB and limited mountain biking • Some events and activities run in the woodland • Use of Coilhallan woodland for local people and visitors, so increasing health and wellbeing through exercise and engagement with environment. • Some understanding of environment through engagement and learning opportunities.
Initial capital costs estimate	None
Revenue and maintenance costs estimate	None

Potential funding streams available	None
Risks, burdens and liabilities	None
Expected management activities and resources	None
Assumptions	FCS continues to manage and maintain Coilhallan woodland at current level, adhering to the Forest Management Plan.
Implementation	None -although potential partnership working may facilitate projects and events.
Decision / Action: Do not progress as does not offer increased positive outcomes for the community.	

Options Appraisal Detail – Potential Woodland Uses Options 1-9

Option 1: Trossachs Mobility base, café and facilities at the carpark	
The business is interested in moving its base to Coilhallan woodland and developing a café in a temporary structure in the carpark area. Outside seating could also form part of this offer. From early investigation, planning permission for a temporary structure delivering visitor facilities is likely to be looked upon favourably.	
Criteria	Comment
Community support	11% of respondents to the community survey would like to see café or managed camping developed.
Economic, social and environmental outcomes	<ul style="list-style-type: none"> • Adding to facilities within Coilhallan woodland so improving visitor experience and increasing local spend • Encouraging social gathering in natural environment • Supporting a local business to grow • Creating one part time job
Initial capital costs estimate	<ul style="list-style-type: none"> • Legal fees for lease Approximately £1K
Revenue and maintenance costs	Minimal maintenance of land for CCDT
Potential funding streams available	Potential income stream for CCDT from leasing land to Trossachs Mobility for base and café. Approximately £1K yr 1, to £5K yr 5, with upfront payment and potential % of profits to be negotiated.
Risks, burdens and liabilities	Landlord and lease management responsibility Potential of land not being leased so not realising income
Expected management activities and resources	Management of lease and provision of services
Assumptions	Willing tenant identified. Pilot set up initially to test market effectively. Potential to develop plans if successful and increase lease value.
Implementation	Planning permission options, services, access and parking need further investigation in the first instance.

Decision / Action: Progress this option as a pilot, taking into account the need for a low impact development. Liaise with potential tenant. Investigate access to toilet facilities with neighbouring businesses. Phase 1 development.

Option 2: Woodland camping

Loch Lomond National park has recently stopped wild camping in the Park from March to September, potentially opening up an opportunity to promote woodland camping within a designated, managed area of Coilhallan woodland. Management of this facility could be in conjunction with an existing business. Planning permission and toilet provision would require further investigation.

Criteria	Comment
Community support	11% of respondents to the community survey would like to see café or managed camping developed.
Economic, social and environmental outcomes	<ul style="list-style-type: none"> • Adding to facilities within Coilhallan woodland so improving visitor experience and increasing local spend • Supporting local business growth
Initial capital costs estimate	Lease agreement with existing business Approximately £1K
Revenue and maintenance costs estimate	Lease a wider area of land to existing business – no additional cost to CCDT
Potential funding streams available	Potential increased income stream for CCDT from leasing additional land Approximately £2k per annum
Risks, burdens and liabilities	Management of lease
Expected management activities and resources	Set up and management of lease
Assumptions	Income generating activity – need a business willing to deliver. Basic toilet facilities would need to be provided.
Implementation	Planning permission options and toilet requirements to be further investigated by tenant if wishing to develop. Liaison with neighbouring business regarding use of toilets and water. Eco toilet development is an option to be considered.

Decision / Action: Potential to facilitate development of this option through an existing business (e.g. Trossachs Mobility, Coilhallan Bunk House, Cycle Hire) as part of wider offer. Phase 2 development.

<p>Option 3: Provision of new mountain bike tracks (as per phase 1 of the Callander Mountain Bike Feasibility Study 2015, Executive Summary provided in Appendix 6)</p> <p>This project is well developed with an extensive feasibility study illustrating that Coilhallan is the preferred development area and providing detailed information about potential tracks, costs and implementation.</p>	
Criteria	Comment
Community support	Strong support for mountain bike track development evidenced in <i>Callander Mountain Bike Trails Feasibility Study, January 2015</i> . 55% of the 2017 survey respondents would like to see the development of dedicated mountain bike trails.
Economic, social and environmental outcomes	Increased amenity value of the woodland Increased number of visitors attracted to the area through improved facilities Improved health and wellbeing for local people and visitors through Increased access to the natural environment Volunteering opportunities Increased activities and opportunities to join groups Development of strong partnerships with local organisations (McLaren Community Leisure Centre, Trosachs Mobility, Callander Landscape Partnership)
Initial capital costs estimate	Development costs estimate in 2015 (including signage) £210K Estimated cost of development in 2018 (10% increase) £231K
Revenue and maintenance costs estimate	Estimated annual maintenance costs approximately £1K pa
Potential funding streams available	Previously, £100K of grant funding was secured from Sport Scotland towards this project, but the project has not progressed and it has since been withdrawn. Sport Scotland has indicated it will accept a new application for £100K Leader application £100K Other potential sources of funding to be identified Donations for use of carpark and tracks
Risks, burdens and liabilities	<ul style="list-style-type: none"> • Duty of Care to manage and maintain the land and facilities to a safe standard. All trail maintenance checks and work carried out must be logged and carried out by trained individuals. • All signage and publicity information should be in place and give the appropriate information for riders. • Incident and Accident reporting should be carried out in accordance with HSE requirements, and the records should be logged and stored for a minimum of 7 years. • Clear separation of tracks for walkers and riders.
Expected management activities and resources	Maintenance and management associated with responsibilities above Marketing
Assumptions	Charges can not be made for use of tracks or car parking (FCS not currently charging, so difficult to implement)
Implementation	Funding applications to secure funding

Project manager to deliver mountain bike project?
Decision / Action: Progress with this project as it is a key objective of the CCDT purchase of the Coilhullan Woodland. Phase 1 development.

Option 4: Local wood fuel and timber sales	
<p>The Woodland Management Plan carried out for Coilhullan Woodland as part of this Feasibility Study has identified that although there is little commercial value in the timber within the woodland, there are areas that could provide wood sales. The area to the west, of mature larch and pine, with some wind blow making access difficult and in places unsafe, could be harvested by a specialist woodsman / green woodworker with small localised machinery and the required skills. A small income stream could be achieved from this if it was advertised as an opportunity locally and a suitable professional found to harvest it. Risk assessments, health and safety and licence issues would need to be considered.</p>	
Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhullan woodland (107 responses in total).
Economic, social and environmental outcomes	Local community benefit from affordable wood fuel provision Maximising income stream from resource
Initial capital costs estimate	Cost of advertising for a professional woodsman to harvest wood for own use. Approximately £200
Revenue and maintenance costs estimate	None – woodsman to be contracted to remove wood for own use, so no revenue cost.
Potential funding streams available	Small income from payment from woodsman for access to wood. Approximately £1K per annum
Risks, burdens and liabilities	Management of contract Professional woodman would require own insurance
Expected management activities and resources	Management of contract Also potential to incorporate training opportunities for apprentices – link with Mind the Gap project. CCDT has links with potential contractors including Tartan Timber, which can be contacted.
Assumptions	Need to find an individual who will pay for access and remove wood for own use.
Implementation	Advertising and hiring of woodsman Check all insurances and health and safety / risk factors
Decision / Action: Progress by looking for a potential contractor who will pay to access and remove wood. Phase 1 development	

Option 5: Manage the young, healthy birch woodland for coppicing within 10 years
 This would require some financial investment in thinning and managing the young birch areas now in order to coppice for local wood fuel in later years. Potential small income stream.

Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland (107 responses in total).
Economic, social and environmental outcomes	Local, affordable wood fuel access Maximising income stream
Initial capital costs estimate	Tools and volunteer training Approximately £500
Revenue and maintenance costs estimate	Thinning and managing young birch – input from professional woodland manager, including volunteer training Volunteer recruitment and management Part of woodland manager post responsibility – included in salary.
Potential funding streams available	Volunteer management grant Maximum £10K Income from sales of coppiced wood in the future approx. £1,500 per year
Risks, burdens and liabilities	Existing insurance Health and safety / risk management
Expected management activities and resources	Planning and management of thinning in conjunction with professional input Volunteer recruitment, management and training Activity plan to carry out work
Assumptions	Willing volunteers available Interest from local community in coppiced wood fuel
Implementation	Identify project lead Volunteer recruitment and training (professional input required) Implement activity plan for thinning Advertise and manage coppicing programme Sell coppiced wood locally
Decision / Action: Progress as part of Activity Plan with Woodland Manager. Phase 1 development.	

Option 6: Woodland burial sites

There are two potential woodland burial sites within Coilhallan, in a discrete ancient woodland area away from the mountain biking. Early stage market research indicates that there could be a local market for woodland burials in the area. Planning permission would need to be obtained, with change the use of land, risks to ground water, a sustainable transport policy, archaeological disturbance, ecological scoping surveys and visual splays being considered. Partnership options for delivery to be considered.

Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland. Anecdotal interest in local woodland burial option.
Economic, social and environmental outcomes	Delivering community service that addresses local need Potential income stream Positive environmental outcomes from woodland burial option
Initial capital costs estimate	Planning permission, licences, professional assessments. Set up of infrastructure Estimated at £20K
Revenue and maintenance costs estimate	Management of project – partnership options to be considered. Potential lease of land to registered organisation.
Potential funding streams available	Could generate lease income e.g. approx. £5K pa
Risks, burdens and liabilities	The nature of the site does not easily lend itself to this Stirling Council is due to apply for planning permission for a new cemetery in the area SEPA licences and management responsibilities need to be investigated
Expected management activities and resources	Partnership development Potential lease of land to suitable organisation
Assumptions	Difficult to obtain permissions for human burial. Consider pet burials. Minimal income. Look for an existing business to run.
Implementation	Identify a lead Liaise with partner organisations Investigate planning permission
Decision / Action: Only progress if willing business identified to run. Phase 2 development.	

Option 7: High ropes course	
The potential for CCDT to partner with another organisation to install a high ropes activity course within Coilhallan has been considered. The Woodland Management Plan highlights that the trees in Coilhallan are not stable enough for this use and does not recommend it as a suitable option for development. The course could alternatively be set up using free standing posts.	
Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland.
Economic, social and environmental outcomes	Increased activity within the woodland Increased visitors to the area Potential income stream for CCDT
Initial capital costs estimate	Significant set up costs. Potential to identify a partner organisation to invest.
Revenue and maintenance costs estimate	Management and maintenance costs would be responsibility of partner
Potential funding streams available	Grant funding possible, although the mountain bike trails are the priority for grant funding currently.
Risks, burdens and liabilities	Stringent health and safety and risk assessments Lease management

Expected management activities and resources	Partner organisation lease
Assumptions	Identifying a partner willing to invest is unlikely, due to set up cost and competition locally.
Implementation	Liaise with potential partners as an early stage investigation.
Decision / Action: DO not progress at this stage. Potential Phase 3 project.	

Option 8: Guided woodland walks / educational experiences

Building on current activities, events and guided walks, CCDT could develop a full activities programme within Coilhallan woodland, employing a part time officer to organise activities and develop partnerships with a wide range of organisations.

Criteria	Comment
Community support	77% of the respondents to the community survey in June 2017 were supportive of CCDT taking ownership/lease of Coilhallan woodland
Economic, social and environmental outcomes	Improved visitor offer Increased access to Coilhallan woodland Increased understanding of natural environment Increased health and wellbeing Potential income stream for events and activities
Initial capital costs estimate	Minimal
Revenue and maintenance costs estimate	Woodland management staff time Advertising / marketing Staff costs for part time woodland manager estimated at £20K
Potential funding streams available	SLF revenue for project development up to 2 years Big Lottery, Sport Scotland, Leader for revenue activities
Risks, burdens and liabilities	Staff employment and management Low uptake of events and activities Health and safety responsibility Insurance
Expected management activities and resources	Staff management Volunteer recruitment and management
Assumptions	Staff employed - could be run on a freelance, seasonal basis.
Implementation	Identify a Lead Recruit staff Manage delivery
Decision / Action: Progress as part of the Activity Plan. Phase 1 development.	

Option 9: Advertising and sponsorship from local businesses

Promoting the benefits of the increased access trails in Coilhallan Woodland, making a link with tourism and increased visitors:

Encourage a voluntary payment towards woodland upkeep from local businesses

Develop a Friends' scheme, giving individuals a chance to pay an annual membership Voluntary carparking payment and donations box for woodland and trail upkeep.	
Criteria	Comment
Community support	When asked about paying for services, two thirds of the people responding indicated that they would be willing to pay for organised events, half for upkeep of mountain biking trails and one third for improved car parking.
Economic, social and environmental outcomes	Increased interest in natural environment Income stream to support other projects
Initial capital costs estimate	Minimal
Revenue and maintenance costs estimate	Staff/volunteer time to set up and administer Marketing materials
Potential funding streams available	No grant funding (other than for woodland manager post) Potential income target £5K pa
Risks, burdens and liabilities	Risk of low uptake
Expected management activities and resources	Time to set up and implement
Assumptions	Requires support of local community, visitors and businesses
Implementation	Identify a lead person on Board to co-ordinate activity Visit all relevant businesses to canvas interest Set up collection options
Decision / Action: Progress as part of Phase 1 development with further partnership development around marketing and sponsorship.	

Appendix 8 Coilhallan Woodland Activity Plan

Coilhallan Woodland Activity Plan Woodland Management Plan delivery (WMP)					
Activity	Who for?	When?	Organised / Led by	Outputs and Outcomes / benefits to local people	Measurement
Volunteer woodland management and skills training workshops	Volunteers	Monthly	Woodland Manager	Increased skills, group activity, Cohesion.	Number of volunteers engaged Volunteer hours
Volunteer woodland management activities	Volunteers / woodland	weekly	Woodland Manager	Woodland maintenance activities achieved (sitka removal, weeding, tree planting)	Progress towards WMP actions. Volunteer hours
Path maintenance	Local community, visitors	Year 1 ongoing	Woodland Manager	Increased access	Number of people accessing facilities
Fencing, deer management, track maintenance	Local community, visitors	Year 1 ongoing	Contractor	Woodland management and health and safety	Contracts for delivery in place and implemented
Removal of windblow and thinning	Local community, visitors	Year 1 ongoing	Contractor	Health and safety / reduced risks	Contracts for delivery in place and implemented

Coilhallan Woodland Activity Plan Regular events and activities					
Activity	Who for?	When?	Organised / Led by	Outputs and Outcomes / benefits to local people	Measurement
Schools activities	Local schools and nurseries	Weekly	School and Woodland Manager	Environmental education Health and well being, fitness, mindfulness Group outdoor activities for children	Number of children attending
Green woodworking days – bird and bat box making. Bird tables, etc. Craft based activities.	Local people	Monthly	Woodland Manager	Increased skills and confidence Environmental education Health and well being, mindfulness Group outdoor activities for adults	Number of people attending. Feedback from participants
Guided walks – flora / fauna / mushroom identification	Local people	Monthly	Woodland Manager / local volunteers	Increased knowledge and engagement	Numbers attending
All access BBQ and adventure trail games / teddy bear's picnic	Local people - children	Monthly	Local volunteers	Health and well being Social gathering for families	Numbers attending
Woodland activity days for children (kite making, creative nature, treasure hunts)	Local people - children	Monthly	Local volunteers	Health and well being Social gathering for families	Numbers attending
Annual Open Day	Local People	Occasional	CCDT / local volunteers	Increased social activity and cohesion	Numbers attending
Easter Event	Local People	Occasional	CCDT / local volunteers	Increased social activity and cohesion	Numbers attending
Autumn Event	Local People	Occasional	CCDT / local volunteers	Increased social activity and cohesion	Numbers attending

Coilhallan Woodland Activity Plan Small capital project delivery					
Activity	Who for?	When?	Organised / Led by	Outputs and Outcomes / benefits to local people	Measurement
New Mountain bike trail – skills route	Local community, visitors	Year 1	Woodland Manager	Outdoor activity	Number of people accessing
New Mountain bike trail – red/blue route	Local community, visitors	Year 1	Woodland Manager	Outdoor activity	Number people accessing
Trossachs Mobility base	Limited ability individuals	Year 1	Trossachs Mobility	Increasing access to environment	Number people accessing
Café	Local community, visitors	Year 1	Trossachs Mobility	Increasing use of site	Number people accessing

Examples of the type of Woodland Activities expected to take place during a one month period during the summer. Activities likely to be reduced during winter months. (colour coded to match activity plan above, darker colours are weekly activities, lighter are monthly)

	Activity	Day am/pm	Numbers of people
Week 1	Volunteer woodland management and skills training workshops	Sat am	18
	Volunteer woodland management activities (sitka removal, weeding, path maintenance)	Sat pm	10
	Guided mountain bike ride / skills session	Sun am	10
	School visit	Mon am	20
	Small capital project delivery, with volunteer input	Tues pm	4
Week 2	Volunteer woodland management activities (sitka removal, weeding, path maintenance)	Sat pm	10
	Green woodworking day – bat box making	Sun am	20
	Guided mountain bike ride / skills session	Sun pm	10
	School visit	Mon am	20
	Small capital project delivery, with volunteer in put	Tues pm	4
	Evening guided walk – flora and fauna identification	Thurs pm	10
Week 3	Volunteer woodland management activities (sitka removal, weeding, path maintenance)	Sat pm	10
	BBQ and adventure trail games	Sun pm	30
	School visit	Mon am	20
	Small capital project delivery, with volunteer input	Tues pm	4
	Guided mountain bike ride / skills session	Wed pm	10
Week 4	Woodland activity days for children (kite making, creative nature, treasure hunts)	Sat am	30
	Volunteer woodland management activities (sitka removal, weeding, path maintenance)	Sat pm	10
	Guided mountain bike ride / skills session	Wed pm	10
	Total expected attendees during Summer months		260

NB activities and participant attendance are expected to be significantly lower during winter months.

Average attendee projections for a 12 month period are given below:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
30	30	30	100	150	200	260	260	200	100	30	40	1430

Appendix 9 Coilhalla Funding Options

Introduction

This paper presents a range of potential sources of funding relevant to the overall Coilhalla project. This includes funding for purchase, management, improvements, access, and activity associated with the woodlands. It also includes potential funding to support volunteer recruitment and development, and organisational development and learning.

Grant funds are presented in alphabetical order. Notes on other potential methods of raising funds are presented separately.

Big Lottery Fund (Scotland) - Awards For All:

Awards for All Scotland is an easy way for smaller organisations to get small amounts of funding. Projects should aim to help improve local communities and the lives of people most in need. They will fund a range of projects which involve bringing local people together, helping people learn, improving local spaces and getting people more active. Success rate is currently around 66%. Max £10k.

Comment

All purpose fund which may reasonably be prioritised for activities that CCDT cannot locate funding for through other sources.

Forestry Commission Scotland Community Fund

The Forestry Commission Scotland Community Fund aims to support groups and organisations to encourage and enable greater use of woods by people to derive health, well-being and community benefits. Activities funded include:

- Schemes that promote physical activity linked to woodlands e.g. walking schemes like safe routes to school, natural play and adventure play.
- Developing materials that promote the health and well-being benefits of using woodlands.
- Facilitation of volunteering for skills training, health improvement and community development.
- Establishment of volunteer groups and the induction of volunteers.
- Providing resources to involve communities in the decision making process of managing their local woodland.
- Costs associated with developing Community Asset Transfer Scheme applications, from community bodies e.g. valuations. Funding will not normally cover legal fees.

This funding is not suitable for capital funding for the acquisition of fixed assets e.g. land and permanent buildings.

Applications for sums under £1,000 are made by letter. An application form is used for sums over £1,000. The Forestry Commission Scotland Community Fund will fund 100% of the costs of projects up to £5,000, 90% for projects with a total cost of between £5,001- £20,000, and up to 75% for projects with a total cost exceeding £20,000.

Funding is only available for activities delivered before the 28th February 2018.

<http://scotland.forestry.gov.uk/supporting/strategy-policy-guidance/communities>

Comment

Could be useful for a number of activities, particularly those associated with community engagement and activities.

Forestry Commission Scotland Forestry Grant Scheme

The Forestry Grant Scheme offers financial support for the creation of new woodland and the sustainable management of existing woodland. During the Scottish Rural Development Programme 2014–2020, £252 million will be available through this scheme. Applications to the Forestry Grant Scheme are made through the Scottish Government's Rural Payments and Services website. Applicants need to be registered with Rural Payments and Services.

There are 8 categories under which applications may be made, two for the creation of woodland, six for management of existing woodland. Potentially relevant categories are:

- Woodland Improvement Grant - supports forest management, activity to enhance the environment and the public's enjoyment of existing woodlands.
- Sustainable Management of Forests - supports the management of existing forests and woodlands with a high environmental value
- Tree Health – supports the protection of woodland from the impacts of non-routine tree pests or diseases.
- Forest Infrastructure – this category supports forest access in small-scale or undermanaged woodlands.

Each of these is further augmented by a number of options and eligibility criteria.

<http://scotland.forestry.gov.uk/supporting/grants-and-regulations/forestry-grants>

Comment

This will be an important source of funding for Coilhallan Woodland management, particularly around access, thinning, tree health and general woodland maintenance.

Green Infrastructure Community Fund

Scottish Natural Heritage is Green Infrastructure Community Engagement Fund is to reopen for applications in August 2017. It supports organisations who want to employ staff or contractors to work with communities to encourage them to make better use of their greenspace or to develop proposals on how it could be improved. This can be for the whole community or for particular target groups. The second round will open on 3 August and close for applications on 2 October. This is for projects which will run throughout 2018 and which:

- Are within a town or city of greater than 10,000 population;
- Will benefit a deprived community (within the 15% most deprived as measured by the Scottish Index of Multiple Deprivation); and
- Have a total project value of between £50,000 and £120,000. The Fund will provide up to 40% of this (50% in the Highlands & Islands), with the remainder expected to come from match funding.

<https://www.greeninfrastructurescotland.org.uk/news/community-engagement-fund-reopen>

Comment:

Unfortunately, Coihallan is unlikely to be eligible for this grant scheme due to the population and deprivation criteria.

GLL Funding Scheme for Community Projects

The GLL Community Foundation has been set up to provide both grant funding and practical 'in kind' support with a value of up to £5,000 to community projects across the UK. Projects could include creating or renovating public spaces such as parks or gardens, running sports tournaments or supporting cultural or community events. The Foundation provides match funding to crowd-funding and practical support and consultancy to projects. Applications may be submitted at any time <http://about.spacehive.com/gll-launch-new-100k-funding-scheme-for-community-projects/>

Comment

Probably more focused on urban parks and green spaces. Might be a possible for some kind of feature to attract families.

Greggs Foundation's Environmental Grants Scheme

Grants of up to £2,000 are available for projects in England, Wales or Scotland that deliver a real benefit to the environment that address one or more of the following:

- Improving the local environment.
- Insuring involvement of local communities.
- Delivering a sustainable and measurable difference.
- Supporting people in need.

The funding can be used to cover the purchase of equipment, sessional salary costs, purchase of trees/plants, small capital projects and learning activities. Not-for-profit organisations with a turnover of £300,000 or less as well as schools in England, Scotland and Wales can apply.

Deadline 29th September 2017

<https://www.greggsfoundation.org.uk/local-community-project-fund-grant-application-form>

Comment

May be good for part of the CCDT contribution towards purchase of the woodland.

Heart Research UK and SUBWAY Healthy Heart Grants

Organisations can apply for funding of up to £10,000 for projects that actively promote Heart Health and help to prevent, or reduce, the risk of heart disease. Selected projects will take an innovative approach to promoting heart-healthy lifestyles to help communities to live healthier, happier, longer lives.

Deadline: 4th July 2017

<https://heartresearch.org.uk/community-grants/when-apply>

Comment

Appears appropriate for a woodland access project. Deadline has passed, but may be made available again in the future.

Leader Forth Valley

LEADER is a bottom-up method of delivering support to communities and businesses for the development of rural areas. The Forth Valley and Lomond LEADER Local Action Group (FVL LAG) has been awarded £2.78million of Scottish Government and European Union money to invest in the development of the rural area, based on the Local Development Strategy that has been approved by the Scottish Government.

Grants are awarded by the Forth valley and Lomond LEADER Local Action Group to projects that support delivery of the Local Development Strategy.

Leader Forth Valley objective 1 is 'Strengthen Our Rural Economy', this is supported by a number of leader interventions, the first of which is '1. Supporting businesses trading in the identified sectors (tourism, outdoor recreation, cycling, local food and drink, agriculture, creative industries social enterprise, renewable energy and low carbon related businesses)'.

The outcomes for this objective include 'A more vibrant and diverse rural economy' and 'A tourism season that lasts beyond the peak holiday periods'. Objective 4 of Leader Forth Valley is 'Increase the Understanding Of, And Access To, Our Natural and Cultural Heritage Environment'. Objective 4 is supported by the following intervention 'Initiatives that will open up access to new environmental, recreational and cultural resources.' Community Development Trusts are specifically identified as partners in this intervention. Outcomes include 'A more accessible environment for all', 'Greater awareness of our environmental and cultural heritage', and 'A better quality natural and cultural heritage environment'.

Comment

Potential for a significant capital application. Would require further discussion with officers working with the Local Action Group.

Loch Lomond & Trossachs National Park Community Grants Fund

Offers Capacity grants of up to £500 for organisation development activities, and Moving Forward grants of up to £5000 for service provision. Grant fund presently closed.

Comment

Should be useful if funds open again in the future.

Postcode Community Trust

Postcode Community Trust provides grants for charities, voluntary organisations, CICs, and social enterprises working on projects that benefit communities through grass-roots sports, arts and recreation programmes and healthy living initiatives that improve a community's physical and mental health. Grants of £500 to £20k are available.

Deadline: 18th August 2017

<http://www.postcodecommunitytrust.org.uk/applying-for-a-grant>

Comment

All round fund that with a relatively straightforward application process.

Scotland's Cycle Friendly Community Award Development Grants

The Cycle Friendly Community Award Development Grant scheme supports community groups with grants of up to £20,000 in order to encourage cycling in Scottish communities and increase the number of locals making journeys by bike. This grant fund aims to facilitate projects which support improvement to cycling facilities and infrastructure. Examples of eligible expenditure include:

- Procuring bicycles to improve community access to bikes, tackling inequality.
- Installing or enhancing cycle parking to increase capacity and/or security.
- Creating maintenance hubs (including procurement of tools, but not consumables).
- Capital improvements will be at the core of successful proposals.

However, Cycling Scotland will consider funding complimentary activities, examples of which are:

- Monitoring and Evaluation – including baseline data collection, audits, travel surveys / workshops, impact assessment.
- Cycle training – including Cycle Ride Leader training and Essential Cycling Skills.
- Maintenance training.
- Sessional work / support.
- Promotional and engagement activities – such as targeted campaigns, festivals, led rides, Rd Bikes, bike breakfasts, travel planning, social marketing, Bike Week events.

Deadline: 30th June 2017

<http://www.cyclingscotland.org/our-projects/award-schemes/cycle-friendly-community-project/cycle-friendly-community-award>

Comment

Although focused on cycling as transport, rather than recreation, elements of this may be suitable. Deadline has passed. Fund may be reopened in 2018/19

Scottish Community Alliance Community Learning Exchange Fund

The Exchange will cover up to 100% of the costs of a visit by members of one community to another community project up to a limit of £750 and, where appropriate, time-limited flexible mentoring relationships that support identified learning outcomes are available.

The Exchange is open to any constituted community group that is either a member of an SCA member network or has been vouched for by a designated member of staff of a network as an appropriate applicant to the Exchange.

Comment

If other community woodland acquisition and management projects have been identified, this should be appropriate to support the costs of learning visits to those projects.

Scottish Land Fund

At stage 2, **Scottish Land Fund** may award grant to cover 95% costs of acquisition of land and buildings and up to £75k development funding. The latter does not cover any refurbishment of buildings. It can

cover items such as design team professional fees and the costs of a project manager (for set up and development rather than trading operations).

In common with other funders, Scottish Land Fund do not expect to see assets sold on within a short time period. Grants are offered with a full set of terms and conditions covering future scenarios and setting out requirements about keeping funders informed.

Funders can require an enhanced “last resort” or dissolution clause as a fall-back requiring assets to be returned to Scottish Government. These clauses are rarely invoked and only in situations where there is no alternative, such as the applicant organisation ceasing business and where there is no suitable and local non-profit organisation available to take over the assets.

Normally funders require the assets purchased to be within the “asset lock” protection within the governing document of the applicant organisation and NOT be held within trading subsidiaries. This is in order to protect the asset even if the trading company closes down

Comment

Will be essential to the Coilhullan project.

Sustrans Scotland’s Community Links Fund

Programme provides grant funding to local authorities, statutory bodies and educational institutions for the creation of cycle network infrastructure for everyday journeys. Community organisations are required to apply through their local authority.

Comment

Funding appears to be focused on cycling for transport/travel rather than recreation.

Volunteering Support Fund 2017-18

Voluntary Action Fund's Volunteering Support Fund 2017-18 enables small to medium-sized third sector organisations, with an annual income of under £250k to apply for grants between £7.5k and £10k. Organisations can apply for the costs of recruiting additional volunteers and should demonstrate that they aim to recruit at least an additional 10 volunteers.

Deadline: 14th July 2017

<http://www.voluntaryactionfund.org.uk/funding-and-support/volunteering-development-grants/>

Comment

Deadline will have passed by the time action can be taken, but the fund is likely to reopen. Appears to be wholly appropriate for the attraction and support of new volunteers.

Weir Charitable Trust

Support services/projects, run by Scottish-based community groups and small charities, in the following qualifying categories

- Sport: encouraging and increasing public participation in sport (activities which involve physical skill and exertion)

- Recreational facilities: the provision or organisation of recreational facilities (buildings, pitches or similar) with the aim of improving the conditions of life for the people for whom the facilities are primarily intended. This is only in relation to facilities which are primarily intended for people who need them due to age, ill-health, disability, financial hardship or other disadvantage.

It is that the Trust will fund requests in full. *In exceptional circumstances*, a maximum of up to £25,000 can be applied for or awarded.

All awards are for one year or less.

Deadline: 31st August 2017

<http://weircharitabletrust.com/>

Comment

Looks suitable for mountain biking project element.

Russell Trust

The Trust usually supports specific services or projects and prefers to give start-up grants for new initiatives. Grants are usually one-off and average £1,000. £10k max.

Comment

Worth investigating for the mountain biking element.

Suez Communities Trust

Landfill grant for environmental improvements. 11% payment required to release funding. Callander is potentially eligible. Website advises that SEPA is contacted to discuss: slcf@sepa.org.uk

<http://www.suezcommunitiestrust.org.uk/scotland#deadlines>

Woodland and Volunteer Manager Job Description

Sept 2017

Salary: £18,000 (£30K per annum pro rata)
Duration: 3 days per week for fixed term 2 years initially
Reporting to: VRG Board – dedicated Line Manager to be named.
The role: This role will plan, manage and carry out the day to day activities required to deliver the Coilhallan Woodland Management Plan together with volunteer and community engagement.
Location: Callander, working from home and at the Coilhallan Woodland

Key Responsibilities

1. Develop an annual work programme for delivery of the Woodland Management Plan and community events and activities
2. Plan, contract and manage all work required within the time and budget available
3. Delivery of the Woodland Management Plan Management through of contractors as required to carry out:
 - Tree felling, thinning, restocking, management and maintenance
 - Deer control
 - Paths and trail maintenance
 - Fencing maintenance
4. Facilitation and organisation of community events and activities, based upon the draft activities plan
5. Volunteer recruitment, training and management
6. Responsibility for putting in place all relevant policies and procedures related to volunteer and community activities
7. Work with local community organisations to raise awareness and increase use of the Coilhallan Woodland for recreation and learning
8. Monitor and report back to CCDT Board against work programme on a monthly basis
9. Share learning with communities also delivering woodland schemes
10. Responsibility for setting up all leases
11. Responsibility for obtaining all required FES licences
12. Responsibility for all risk assessments, health and safety and first aid

Qualities / Skills / Experience Required

- Relevant degree, HND or equivalent experience in forestry / woodland management with evidence of practical experience.
- Experience of delivering woodland management plans, with particular emphasis on woodland management for community and visitor benefits.
- Experience of working with contractors.
- Experience of planning and carrying out practical forestry tasks

- Experience of recruiting and managing volunteers effectively, providing a supportive environment and enabling people to maximise their skills and abilities
- Experience of community event and activity organisation and delivery
- Excellent communication skills, both verbal and written
- Willingness to develop your own skills through training as appropriate
- Ability to work on your own and with teams to deliver projects effectively
- IT competency in MS Office, especially Word, Excel and Outlook
- Ability and willingness to work from home and travel to the Coilhallan Woodland site regularly

Appendix 11 Forestry Commission position and Larch die back

FCS Clearfelling

On discussion with FCS staff we have ascertained that FCS intends to clearfell the following areas of Coilhallan Woodland before the end of March 2018:

6b – 5.8ha; 7a – 11.7ha; 14 – 4ha; 15 – 1.6ha = Total area to be clearfelled = 23.1ha

This area will have a restocking obligation which would be taken on by CCDT if it took ownership of the woodland the following year (included in volunteer activities and maintenance costs)

The WMP advises not to clearfell areas 6b and 7a, and to manage them as continuous cover. However, FCS has considered this and made the decision to clearfell as it is more viable and safer (some felling may destabilise the remaining stand). The woodland will not be in the ownership of CCDT before April 2018, so it is likely that the clearfelling will go ahead.

Cost of Native woodland natural regeneration is estimated at £525 per hectare (Scotland Forestry Grants Scheme - <http://scotland.forestry.gov.uk/pdf>). Regeneration grants are available at 100% intervention and for 23ha this would provide a maximum grant of £12,075 to restock the whole area.

the FCS clearfelling plans have been taken into account by the District Valuer.

Phytophthora ramorum Infection Risk

Possible infection by Phytophthora ramorum, which kills larch trees, is a high risk. The disease is spreading in Scotland and FCS reports that it has been found in the Callander area, at Lenny Woods, where all larch trees had to be removed as a result. Regular checks must be carried out at Coilhallan as the risk of Phytophthora infection travelling to Coilhallan is high. This is a risk to the Coilhallan project for a number of reasons.

If identified within Coilhallan, CCDT will have a responsibility to remove all larch within 250m of an infected tree with immediate effect. Significantly, this would include the younger regeneration as well, which would have to be removed at cost. Removal of the larch would have an impact upon the amenity value of the site.

The sale of timber that is created from larch removal will be restricted, although some sawmills are getting up to speed with dealing with infected timber, see - <https://www.forestry.gov.uk/forestry/INFD-849E4R>. Biomass plants are also setting up to take infected timber, although that is a low price market.

There is a provision under the SRDP grant scheme for dealing with such a problem, including money to pay a qualified agent to help, although this is only up to £1,000.

<https://www.ruralpayments.org/publicsite/futures/topics/all-schemes/forestry-grant-scheme/>

A full risk assessment using professional advice regarding the potential cost of larch die back at Coilhallan is advisable. This report has included a nominal £10,000 contingency to take account of potential costs of this occurrence.

Appendix 14 CCDT Board and CCWG Member Biographies

CCWG Subgroup members:

Bev Field

Bev is a keen walker, runner and mountain biker and has taken on many voluntary roles within the community – including treasurer and chair of various organisations. She is currently a teacher and has previously been a business analyst and project manager involved in many procurement and IT projects within the health and utilities sectors.

An elected director of CCDT, Bev is leading the Coilhallan Community Woodland Group.

Steve Field

Steve is a Callander resident of 18 years and active in various parts of the local community.

Professionally he is an IT manager in a large utility with responsibility for managing a team delivering multi-million pound programmes of work. He has experience across all parts of the procurement process, contract management processes, and project and programme management, as well as line management responsibility. He has a background in mathematics and a logical approach to problem solving and risk management. His hobbies have included a wide variety of outdoor activities and his current focus is on mountain biking at which he has various formal qualifications allowing me to coach and lead groups to a high standard.

Mark Griffiths

Mark is an experienced leader with a background in general management and finance roles, who provides straight forward, enthusiastic and trustworthy leadership, with a track record of positively embracing and implementing change. His background in Finance is supplemented by strong experience in the Manufacturing, Technical and Construction sectors. He possesses well developed Risk Management, Customer, interpersonal and Health and Safety skills. He is genuinely passionate about Callander, its people and creating a sustainable environment for enterprises. Mark is an elected director of CCDT and chairs a sub-group looking at a number of potential asset transfer projects.

Rob Latimer -

An environmental, minerals and planning consultant with particular experience in landscape and visual impact assessment, and ecology. Previous experience in the outdoor sports industry (instruction and retail), adventure sports tourism and event management.

Involved in a number of community projects, notably a board member at McLaren Leisure, Callander; Rob has been involved in Callander Mountain Bike Trail Project from the outset. Rob enjoys biking, running, open water swimming and skiing.

Jackie McGuire

Jackie is an active member of the community in Callander. She is a keen cyclist and runner who wants to see Callander reach it's potential in terms of what it can offer in terms of outdoor activities. A member of Callander Primary Parent Council (held Treasurer position for 3 years) she

heads up the delivery of Bikeability training to pupils and has organised events such as Biketastic (a day of bike related fun and racing for primary school aged children). Jackie has a degree in Business Studies and has worked in the estate management/ rural surveying industry for approximately 12 years, largely in an accounts, bookkeeping and administration role.

Paul Prescott

Paul is a retired railway director, now living in Kilmahog. He is the chairman of Scottish Autism, one of the largest Scottish charities, and is involved in many local community groups. He is chairman of Callander Ramblers, the Callander Landscape Partnership and Callander's Countryside. He is also a director of Callander Community Hydro, Callander Community Development Trust and the Callander Heritage Society.

Partner organisation representatives:

Jan Brereton – Fabb Scotland

Jan is Project Development Officer with Fabb Scotland,. She has experience in the public and third sectors at strategic and operational levels. As part of her role with Fabb Scotland she has been the catalyst to developing 10 sustainable all-ability community cycling hubs across Scotland through Fabb's Blazing Saddles' cycling services. Her work has been recognised by Transport Scotland in their Cycle Action Plan 2017-20, promotional videos on Scottish Disability Sport's website pages, and through partnership working with all national cycling organisations, the Forestry Commission, Loch Lomond and Trossachs National Park, local authorities and NHS Trusts across Scotland. She is taking the lead in the Callander Pedals Partnership which promotes Active Travel and cycling for all ages and abilities including residents, visitors and tourists with the outcome of achieving the Cycling Friendly Community Award for the Callander area.

Mark Shimidzu – Wheel Cycling Centre

Mark has been the proprietor of Wheels Cycling Centre, which is adjacent to Coilhallan Wood, for 30 years. He is a successful business man who was a founding member and treasurer of Callander 2K and Beyond (the organisation which went on to become CCDT) and was chair of the forerunner to Callander Enterprise. He was also a member of the Woodland Link group which previously put in place a community agreement with FCS regarding a number of woodlands in the Callander area (including Coilhallan).

Appendix 15 CCWG Skills Analysis

Coilhallan Woodland Project	Skills Audit	CCWG Members - Amalgamated results			
Experience of:	Good knowledge and experience	Some knowledge and experience	Little or no knowledge	Would like information and willing to learn / undertake training.	Please give details / further comment / relevant qualifications or experience.
Governance:					
Understanding of the roles and responsibilities of charity and company Board Members	xxxx	x	xx	x	Trustee of Callander Youth Project Trust, Board member of Rural Stirling Housing Association. Ex Managing Director of Balfour Beatty Power Systems. / Current board member at McLaren Leisure, a registered charity as well as a Director at Dalgleish Associates Ltd / treasurer and Chair of a SCIO and I'm currently a director of CCDT
Experience of strategic planning and management of projects	xxxxxx	x			Previous career as an IT project manager/ Business Systems Manager in a large utility organisation with experience of managing multi million pound programmes
Knowledge of relevant policies and procedures for woodland management and ownership		x	xxxxxx	xx	
Finance:					
Financial management and budget control/ setting.	xxxxxxx	x			Chartered Accountant; experienced Finance Director / Responsibility for budgeting and management of multi-million pound budgets / worked in finance and administration for 20 yrs
Submitting grant applications	x	xxxxxxx			Successfully submitted bids for a number of grants totaling in excess of £150,000 / Experience of securing funding for a local mountain bike trail project / currently working as a
Local fundraising		xxxxx	xxxxx	x	Treasurer for Callander Toddlers Group and Callander Parent Council.
Book keeping	xxxx	x	xx		Small amount of experience as treasurer of SCIO.
Contract management:					
Experience of negotiating, setting up and managing contracts and sub-contracts	xxxxxx	x	x		Ex Managing Director of Balfour Beatty Power Systems. a large (c £100m t/o) contracting business. Prior to that, Finance Director of Balfour Kilpatrick/ Balfour Beatty Engineering Services. / Previously negotiated contracts for IT systems then managed contracts for implementation. / Experience of full procurement lifecycle and management of third party contractors in a large utility organisation.
Experience of franchises or sub-letting contracts.	xxx		xxxx	x	
Legal awareness and statutory requirements:					
Health and Safety	xxxx	xx			Ex Managing Director of Balfour Beatty Power Systems. / Responsible for process safety programme in a large utility organisation
Risk Management	xxxxxx	x			Responsible for programme and process risk management in a large utility organisation
National Forest Management requirements			xxxxxx	xx	
Working with young and vulnerable people. (Disclosure certificate?)	xx	xxx	x		Trustee of Callander Youth Project Trust; disclosure requirements met./Current PVG as hockey coach and parent helper at Cubs. / Volunteer coach with local bike club. Experienced at taking young people out mountain biking

Volunteer and apprentice management	Good knowledge and experience	Some knowledge and experience	Little or no knowledge	Would like information and training	Please give details /further comment / relevant qualifications or experience.
Work planning	xx	xxx	xx		project manager / Staff management responsibility in a large utility organisation
Volunteer recruitment		xx	xxxxxx	x	
Volunteer management		xxxx	xxx		Staff management responsibility in a large utility organisation. Also involved with volunteer coach management in a local bike club
Managing apprenticeships		xxx	xxxx	x	
Planning and organising training	xx	xx	xxx	x	Currently a secondary school teacher. Previously managed training a business change programme
Delivering training	xx	xxx	xx	x	
Event management					
Planning and managing events and regular activities	xxx	xxx	x		Running regular climbing club sessions and running club / Organised bike races, and manage regular coaching sessions as part of a local bike club
Operational Experience:					
Woodland Management			xxxxxxx	x	
Conservation		xxxx	xxx	x	
Practical maintenance	xx	x	xxxx	x	
Delivering management plans	xxxx	x	xx	x	Delivering business change programme
Community Engagement & Partnerships:					
Community Involvement / engagement.	xxxxx	xxx			Trustee of Callander Youth Project Trust, Board member of Rural Stirling Housing Association, secretary of Callander Film Society, Treasurer of BLV (Community Newspaper /
Experience of partnership development and management	x	xxxx	xx	x	Working with business and clinical colleagues in IT project manager role
Understanding of the needs of the local community.	xxx	xxx	x	x	Involvement in CCDT
Strong links with other local organisations	xxxx	x	xx	x	Director of CCDT . Previously School PTA member, Climbing club chair, good knowledge and links with other community groups
Marketing					
Communications with media or newspapers		xxx	xxx		
Social media experience		xxx	xxx		
Event marketing	x	xx	xxx		

This skills analysis of the CCWG members (Appendix 15) clearly illustrates the high level of skills and experience that they bring to the project collectively, particularly in financial and staff management and governance, legal requirements and risk assessment. Areas requiring further knowledge and potential training include operational woodland management, apprenticeships and National Forest management requirements.

Appendix 16 Financial Tables and Assumptions

Capital COSTS		
Purchase of woodland	Capital	Assumptions notes
Purchase price - ESTIMATE	£100,000	Based on other similar woodland valuations as an interim measure
Legal fees for purchase	£2,000	Based on other similar requirements, quotes will be required inc VAT
Set up and phase 1 projects		
Legal fees for set up of Trossachs Mobility lease	£2,000	
Mountain bike tracks	£232,187	Original estimates from 2015 report plus 10% for 2018 cost. Costs include project management, VAT, contingency and maintenance for yrs 1-5. See below for detail.
Woodland professional recruitment	£200	Local advertising inc VAT
Volunteer tools woodland management	£500	Estimate inc VAT
Signage and waymarking	£3,000	Estimate inc VAT
Total Capital Costs	£339,887	
Capital Income (not confirmed)		
SLF 95% of price ESTIMATE	£96,900	Estimate - Valuation to be obtained
CCDT 5% of price ESTIMATE	£5,100	Estimate - Valuation to be obtained
Other capital grants for setup (Gregs/Community fundraising)	£5,700	To be applied for - detail options
Mountain bike tracks Sport Scotland/Leader/Weir/ Other	£232,187	£100,000 Sport Scotland reapply
		£81,203 Leader/Weir and other funders to be applied for
		£20,000 CCDT windfarm trust - maximum contribution
		£30,984 FCS /FAAB - match funding provided for Sensory trail
Total Capital Income	£339,887	
Mountain bike trail cost estimates		
	Original estimate	New estimate 2018
Red/blue trail	£149,196	£164,116
Skills loop	£23,716	£26,088
Sensory trail (match funding)	£28,167	£30,984
Benches, signage, interpretation	£10,000	£11,000
Total cost used in capital budget	£211,079	£232,187

Coilhallan Woodland Revenue Summary						Assumptions
Revenue costs	Yr1	Yr2	Yr3	Yr4	Yr5	Including VAT and 3% increment on revenue costs
Woodland Manager post inc. events delivery	£21,240	£21,877				£30K per annum pro rata 3 days/ week plus oncosts (see below)
IT, phone, T&S costs	£2,250	£250				For Woodland Manager. To include purchase of equipment
Legal fees for governance advice and set up	2,000	2,000				Estimate for potential set up of trading subsidiary or trust
Marketing, printing, events costs	500	£515	£530	£546	£563	3% increment
Woodland management contracted in			£4,000	£4,120	£4,244	stand alone contract for specialist woodland management
Path and track maintenance (volunteer labour)	£1,500	£1,545	£1,591	£1,639	£1,688	Estimated materials costs
Mountain bike tracks additional maintenance			£1,000	£1,030	£1,061	Estimated materials costs
Woodland Maintenance estimate (deer management, felling for safety, fencing)	£5,000	£5,150	£5,305	£5,464	£5,628	Reduced costs from original estimate in SAC report. (See below)
Replanting clearfelled areas	£6,000	£6,075				Estimate from FCS grant allocations
Annual tree safety and health survey	£2,500	£2,575	£2,652	£2,732	£2,814	Estimate form SAC report
Public Liability and woodland insurance	£212	£218	£225	£232	£239	Estimate provided by CCDT
Volunteer training	£1,501	£1,546	£1,592	£1,640	£1,689	Estimate for bespoke training required for Woodland Management
Contingency for phytophthora larch clearfelling	£10,000					Potential funds estimated to cover losses after sales of larch and minimal FCS grants available
Total	£52,703	£41,752	£16,896	£17,403	£17,925	
Revenue Income	Yr1	Yr2	Yr3	Yr4	Yr5	
SLF revenue for project development (95%) (1)	£24,691	£23,410				(95% of revenue costs applied for in SLF 2 application, (post, running costs and legal fees)
Volunteering Support Fund (2)	£4,000	£4,000				Grant to be applied for to cover volunteer training / activities
Small scale fundraising for events and activities	£1,500	£1,500	£1,500	£1,500	£1,500	Woodland activities / events. 500-700 people per year@ £3-£5
FCS Community Grant (3)	£5,000	£5,000	£5,000			To cover community woodland maintenance and projects
FCS Forestry Grant Scheme – restocking (4)	£6,000	£6,075				23ha @ £525 grant at 100% - see appendix 9
Income from Trossachs Mobility Lease	£1,000	£2,000	£3,000	£4,000	£5,000	The café lease figures have been discussed in detail with Trossachs Mobility and have been agreed in principal.
Income from TM% profits	£100	£300	£500	£700	£1,000	As above.
Timber - professional removal and sale	£1,000	£1,030	£1,061	£1,093	£1,126	Estimate. Contractor to be sought.
Birch wood coppicing sales					£1,000	Estimated start year 5.
Friends' membership (£20 per yr)	£2,000	£3,000	£4,000	£5,000	£5,000	Annual number of Friends increasing @£20 each per year.
Carpark / woodland use donations	£2,000	£2,100	£2,200	£2,300	£2,400	Estimate from donations on site
Corporate sponsorship /donations	£1,000	£1,500	£1,500	£2,000	£2,000	Board member to develop sponsorship relationships
Totals	£48,291	£49,915	£18,761	£16,593	£19,026	

MEMORANDUM OF ASSOCIATION

THE COMPANIES ACT 2006

**COMPANY LIMITED BY
GUARANTEE AND NOT HAVING A
SHARE CAPITAL**

**MEMORANDUM of ASSOCIATION
of
CALLANDER COMMUNITY
DEVELOPMENT TRUST**

Based on the model prepared by Burness LLP (Solicitors) for the
Development Trusts Association Scotland (v6 07/11)

THE COMPANIES ACT 2006

**COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE
CAPITAL**

**MEMORANDUM of ASSOCIATION
of
CALLANDER COMMUNITY DEVELOPMENT TRUST**

Each subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of the company.

NAME OF EACH SUBSCRIBER	Signature of each subscriber

Dated:

ARTICLES OF ASSOCIATION

THE COMPANIES ACT 2006

**COMPANY LIMITED BY
GUARANTEE AND NOT HAVING A
SHARE CAPITAL**

**ARTICLES of ASSOCIATION of
CALLANDER COMMUNITY
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THE COMPANIES ACT 2006

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

ARTICLES of ASSOCIATION of

CALLANDER COMMUNITY DEVELOPMENT TRUST

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GENERAL	constitution of the company, defined terms, objects, powers, restrictions on use of assets, limit on liability, general structure	articles 1-12
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Constitution of company

- 1 The model articles of association as prescribed in Schedule 2 to The Companies (Model Articles) Regulations 2008 are excluded in respect of this company.

Defined terms

- 2 In these articles of association, unless the context requires otherwise:-
- (a) "Act" means the Companies Act 2006;
 - (b) "charity" means a body which is either a Scottish Charity, or a "charity" within the meaning of section 1 of the Charities Act 2006, providing (in either case) that its objects are limited to charitable purposes;
 - (c) "charitable purpose" means a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts;
 - (d) "electronic form" and "electronic means" have the meanings given in section 1168 of the Act;
 - (e) "OSCR" means the Office of the Scottish Charity Regulator;
 - (f) "property" means any property, heritable or moveable, real or personal, wherever situated;
 - (g) "Scottish Charity" means a "Scottish charity" within the meaning of section 13 of the Charities and Trustee Investment (Scotland) Act 2005;
 - (h) "subsidiary" has the meaning given in section 1159 of the Act;
- 3 Any reference to a provision of any legislation (including any statutory instrument) shall include any statutory modification or re-enactment of that provision in force from time to time.

OBJECTS

- 4 The company's objects are restricted to those which benefit the residents of the Callander Community Council area (but subject to article 6).

The company's objects are:

(a) to provide, in the interests of social welfare, facilities for recreation and other leisure time activity available to the public at large within the Callander and surrounding area-as defined by the Callander Community Council boundaries(the Operating Area)-with a view to improving their conditions of life.

(b) to preserve, restore and improve the environment in the Operating Area through the provision, maintenance and/or improvement of public open space and other public amenities and other environmental and townscape regeneration projects , and in so doing, to seek wherever possible (but subject to appropriate safeguards to ensure that the public benefit so arising clearly outweighs any private benefit thereby conferred on private landowners) to carry out works of reclamation, restoration and other operations to facilitate the use for these purposes of land whose use has been prevented or restricted because of previous use.

(c) to promote for public benefit the preservation (whether wholly or in part) of buildings and other structures of historic and/or architectural significance located within the Operating Area.

(d) to advance education and to promote training programmes and opportunities for the benefit of the residents of the Operating Area particularly among young people and unemployed people.

(e) to promote trade and industry for the benefit of the general public

(f) to relieve poverty among the residents of the Operating Area

(g) to promote, establish and operate other schemes of a charitable nature for the benefit of the community within the Operating Area.

- 5 The company may (subject to first obtaining the consent of OSCR) add to, remove or alter the statement of the company's objects in article 4; on any occasion when it does so, it must give notice to the registrar of companies and the amendment will not be effective until that notice is registered on the register of companies.

POWERS

- 6 In pursuance of the objects listed in article 4 (but not otherwise), the company shall have the following powers:-

- (a) To establish, maintain, develop and/or operate a centre or centres providing facilities for childcare, community learning, healthy living initiatives, educational and cultural activities, training activities, leisure pursuits and accommodation for community groups, and for public sector agencies which provide services of benefit to the community, and which may include refreshment facilities.
- (b) To advise in relation to, prepare, organise, conduct and/or support training courses, educational and training events and activities of all kinds.
- (c) To design, prepare, publish and/or distribute information packs, leaflets, books, newsletters, magazines, posters and other publications, audio visual recordings, multimedia products and display materials, and to create and maintain a website or websites.
- (d) To promote, operate, co-ordinate, monitor, and/or support other projects and programmes (which may include workspace projects) which further the objects of the company.
- (e) To provide information, advisory, support and/or consultancy services which further the objects of the company.
- (f) To liaise with local authorities, central government authorities and agencies, charities/community benefit bodies and others, all with a view to furthering the objects of the company.
- (g) To carry on any other activities which further any of the above objects.
- (h) To promote companies whose activities may further one or more of the above objects, or may generate income to support the activities of the company, acquire and hold shares in such companies and carry out, in relation to any such company which is a subsidiary of the company, all such functions as may be associated with a holding company.
- (i) To acquire and take over the whole or any part of the undertaking and liabilities of any body holding property or rights which are suitable for the company's activities.
- (j) To purchase, take on lease, hire, or otherwise acquire, any property or rights which are suitable for the company's activities.
- (k) To improve, manage, develop, or otherwise deal with, all or any part of the property and rights of the company.
- (l) To sell, let, hire out, license, or otherwise dispose of, all or any part of the property and rights of the company.
- (m) To lend money and give credit (with or without security) and to grant guarantees and issue indemnities.

- (n) To borrow money, and to give security in support of any such borrowings by the company, in support of any obligations undertaken by the company or in support of any guarantee issued by the company.
- (o) To employ such staff as are considered appropriate for the proper conduct of the company's activities, and to make reasonable provision for the payment of pension and/or other benefits for members of staff, ex-members of staff and their dependants.
- (p) To engage such consultants and advisers as are considered appropriate from time to time.
- (q) To effect insurance of all kinds (which may include officers' liability insurance).
- (r) To invest any funds which are not immediately required for the company's activities in such investments as may be considered appropriate (and to dispose of, and vary, such investments).
- (s) To establish and/or support any other charity, and to make donations for any charitable purpose falling within the company's objects.
- (t) To take such steps as may be deemed appropriate for the purpose of raising funds for the company's activities.
- (u) To accept grants, donations and legacies of all kinds (and to accept any reasonable conditions attaching to them).
- (v) To oppose, or object to, any application or proceedings which may prejudice the company's interests.
- (w) To enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the company, and to enter into any arrangement for co-operation or mutual assistance with any charity.
- (x) To do anything which may be incidental or conducive to the furtherance of any of the company's objects.

Restrictions on use of the company's assets

- 7 The income and property of the company shall be applied solely towards promoting the company's objects (as set out in article 4).
- 8 No part of the income or property of the company shall be paid or transferred (directly or indirectly) to the members of the company, whether by way of dividend, bonus or otherwise.
- 9 No director of the company shall be appointed as a paid employee of the company; no director shall hold any office under the company for which a salary or fee is payable.

- 10 No benefit (whether in money or in kind) shall be given by the company to any director except
- (a) repayment of out-of-pocket expenses; or
 - (b) reasonable payment in return for particular services (not being of a management nature) actually rendered to the company.

Liability of members

- 11 Each member undertakes that if the company is wound up while he/she is a member (or within one year after he/she ceases to be a member), he/she will contribute - up to a maximum of £1 - to the assets of the company, to be applied towards:
- (a) payment of the company's debts and liabilities contracted before he/she ceases to be a member;
 - (b) payment of the costs, charges and expenses of winding up; and
 - (c) adjustment of the rights of the contributories among themselves.

General structure

- 12 The structure of the company consists of:-
- (a) the MEMBERS - who have the right to attend the annual general meeting (and any other general meeting) and have important powers under the articles of association and the Act; in particular, the members elect people to serve as directors and take decisions in relation to changes to the articles themselves
 - (b) the ASSOCIATED ORGANISATIONS - each of which shall be approved at each annual general meeting of members; and who after such approval each have the right to appoint one director.
 - (c) the DIRECTORS - who hold regular meetings during the period between annual general meetings, and generally control and supervise the activities of the company; in particular, the directors are responsible for monitoring the financial position of the company.

Qualifications for membership

- 13 The members of the company shall consist of the subscribers to the memorandum of association and such other persons as are admitted to membership under these articles.
- 14 Unless otherwise stated in these articles, membership shall be open to any person aged 18 years or over who:
- (a) is ordinarily resident in the Community (as defined in article 4) or has links to the community
 - (b) supports the objects and activities of the company.

- 15 An individual, once admitted to membership, shall cease to be a member if he/she ceases to be eligible for membership in terms of article 14.
- 16 Employees of the company shall not be eligible for membership; a person who becomes an employee of the company after admission to membership shall automatically cease to be a member.

Application for membership

- 17 Any person who wishes to become a member must sign, and lodge with the company, a written application for membership; the company shall supply a form for applying for membership to any person on request.
- 18 The directors shall consider each application for membership at the first directors' meeting which is held after receipt of the application; the directors shall, within a reasonable time after the meeting, notify the applicant of their decision on the application.

Minimum number of members

- 19 The minimum number of members is 20; in the event that the number of members falls below 20, the directors may not conduct any business other than to ensure the admission of sufficient members to achieve the minimum number.

Membership subscription

- 20 Members will not be required to pay an annual membership subscription; however, any donation will be appreciated.

REGISTER OF MEMBERS

- 21 The directors shall maintain a register of members, setting out the full name and address of each member, the date on which he/she was admitted to membership, and the date on which any person ceased to be a member.

Withdrawal from membership

- 22 Any person who wishes to withdraw from membership shall sign, and lodge with the company, a written notice to that effect; on receipt of the notice by the company, he/she shall cease to be a member.

Expulsion from membership

- 23 Any person may be expelled from membership by special resolution (see article 44), providing the following procedures have been observed:-

- (a) at least 21 days' notice of the intention to propose the resolution must be given to the member concerned, specifying the grounds for the proposed expulsion
- (b) the member concerned shall be entitled to be heard on the resolution at the general meeting at which the resolution is proposed.

Termination/transfer

- 24 Membership shall cease on death.
- 25 A member may not transfer his/her membership to any other person.

Associated Organisations

- 26 Any organisation based in the Callander Community Council area which shares the objectives of the Development Trust may apply at any time to become an Associated Organisation or, if already an Associated Organisation, may apply to have its Associated Organisation status continued.
- 27 All applications to become or continue as an Associated Organisation shall be considered by members at the next annual general meeting following the application.
- 28 Members may approve organisations as Associated Organisations, such approval to last until the next annual general meeting.
- 29 Bodies approved as Associated Organisations shall each be entitled to appoint one person as a Director to the Development Trust.

General meetings (meetings of members)

- 30 The directors shall convene an annual general meeting in each year (but excluding the year in which the company is formed); the first annual general meeting shall be held not later than 18 months after the date of incorporation of the company. Not more than 15 months shall elapse between one annual general meeting and the next.
- 31 The business of each annual general meeting shall include:-
 - (a) a report by the chair on the activities of the company
 - (b) consideration of the annual accounts of the company
 - (c) the approval of associated organisations for the coming year, as referred to in articles 31 to 34.
 - (d) the election/re-election of member directors, as referred to in articles 65 to 68.
- 32 Subject to article 35, the directors may convene a general meeting at any time.

- 33 The directors must convene a general meeting if there is a valid requisition by members (under section 303 of the Act) or a requisition by a resigning auditor (under section 518 of the Act).

Notice of general meetings

- 34 At least 14 clear days' notice must be given of any general meeting.
- 35 The reference to "clear days" in article 38 shall be taken to mean that, in calculating the period of notice, the day after the notice is posted, (or, in the case of a notice sent by electronic means, the day after it was sent) and also the day of the meeting, should be excluded.
- 36 A notice calling a meeting shall specify the time and place of the meeting; it shall
- (a) indicate the general nature of the business to be dealt with at the meeting; and
 - (b) if a special resolution (see article 44) (or a resolution requiring special notice under the Act) is to be proposed, shall also state that fact, giving the exact terms of the resolution.
- 37 A notice convening an annual general meeting shall specify that the meeting is to be an annual general meeting.
- 38 Notice of every general meeting shall be given
- (a) in hard copy form
 - (b) in writing or (where the individual to whom notice is given has notified the company of an address to be used for the purpose of electronic communication) in electronic form; or
 - (c) (subject to the company notifying members of the presence of the notice on the website, and complying with the other requirements of section 309 of the Act) by means of a website.

Special resolutions and ordinary resolutions

- 39 For the purposes of these articles, a "special resolution" means a resolution passed by 75% or more of the votes cast on the resolution at a general meeting, providing proper notice of the meeting and of the intention to propose the resolution has been given in accordance with articles 39 to 43; for the avoidance of doubt, the reference to a 75% majority relates only to the number of votes cast in favour of the resolution as compared with the total number of votes cast in relation to the resolution, and accordingly no account shall be taken of abstentions or members absent from the meeting.
- 40 In addition to the matters expressly referred to elsewhere in these articles, the provisions of the Act allow the company, by special resolution,
- (a) to alter its name

(b) to alter any provision of these articles or adopt new articles of association.

41 For the purposes of these articles, an "ordinary resolution" means a resolution passed by majority vote (taking account only of those votes cast in favour as compared with those votes against), at a general meeting, providing proper notice of the meeting has been given in accordance with articles 39 to 43.

Procedure at general meetings

42 No business shall be dealt with at any general meeting unless a quorum is present; the quorum for a general meeting shall be seven individuals entitled to vote (each being a member or a proxy for a member).

43 If a quorum is not present within 15 minutes after the time at which a general meeting was due to commence - or if, during a meeting, a quorum ceases to be present - the meeting shall stand adjourned to such time and place as may be fixed by the chairperson of the meeting.

44 The chair of the company shall (if present and willing to act as chairperson) preside as chairperson of each general meeting; if the chair is not present and willing to act as chairperson within 15 minutes after the time at which the meeting was due to commence, the directors present at the meeting shall elect from among themselves the person who will act as chairperson of that meeting.

45 The chairperson of a general meeting may, with the consent of the meeting, adjourn the meeting to such date, time and place as the chairperson may determine.

46 Every member shall have one vote, which (whether on a show of hands or on a secret ballot) may be given either personally or by proxy.

47 Any member who wishes to appoint a proxy to vote on his/her behalf at any meeting (or adjourned meeting):

(a) shall lodge with the company, at the company's registered office, a written instrument of proxy (in such form as the directors require), signed by him/her; or

(b) shall send by electronic means to the company, at such electronic address as may have been notified to the members by the company for that purpose, an instrument of proxy (in such form as the directors require);

providing (in either case), the instrument of proxy is received by the company at the relevant address not less than 48 hours before the time for holding the meeting (or, as the case may be, adjourned meeting).

48 An instrument of proxy which does not conform with the provisions of article 52, or which is not lodged or sent in accordance with such provisions, shall be invalid.

- 49 A member shall not be entitled to appoint more than one proxy to attend on the same occasion.
- 50 A proxy appointed to attend and vote at any meeting instead of a member shall have the same right as the member who appointed him/her to speak at the meeting and need not be a member of the company.
- 51 A vote given, or ballot demanded, by proxy shall be valid notwithstanding that the authority of the person voting or demanding a ballot had terminated prior to the giving of such vote or demanding of such ballot, unless notice of such termination was received by the company at the company's registered office (or, where sent by electronic means, was received by the company at the address notified by the company to the members for the purpose of electronic communications) before the commencement of the meeting or adjourned meeting at which the vote was given or the ballot demanded.
- 52 If there are an equal number of votes for and against any resolution proposed at a general meeting, the chairperson of the meeting shall not be entitled to a casting vote.
- 53 A resolution put to the vote at a general meeting shall be decided on a show of hands unless a secret ballot is demanded by the chairperson (or by at least two persons present in person at the meeting and entitled to vote (whether as members or proxies for members)); a secret ballot may be demanded either before the show of hands takes place, or immediately after the result of the show of hands is declared.
- 54 If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such manner as the chairperson may direct; the result of the ballot shall be declared at the meeting at which the ballot was demanded.

CATEGORIES OF DIRECTOR

- 55 For the purposes of these articles
- “Member Director” means a director (drawn from the membership of the company) appointed under articles 65 to 68;
- “Associate Director” means a (non-member) director appointed or re-appointed by an Associated Organisation under article 34.
- “Co-opted Director” means a (non-member) director appointed or re-appointed by the directors under articles 69 to 71.

MAXIMUM/MINIMUM NUMBER OF DIRECTORS

- 56 The minimum number of directors shall be 7 and the maximum number shall be 19.
- 57 A majority of directors must be Member Directors.

ELIGIBILITY

- 58 A person shall not be eligible for election/appointment as a Member Director unless he/she is a member of the company; an Associate Director or a Co-opted Director need not be a member of the company.
- 59 A person shall not be eligible for election/appointment as a director if he/she is an employee of the company.

ELECTION, RETIRAL, RE-ELECTION: MEMBER DIRECTORS

- 60 At each annual general meeting, the members may (subject to article 61) elect any member (providing he/she is willing to act) to be a director (a "Member Director")
- 61 The directors may at any time appoint any member (providing he/she is willing to act) to be a director (a "Member Director").
- 62 At each annual general meeting, all of the Member Directors shall retire from office.
- 63 A director who retires from office under article 67 shall be eligible for re-election.

APPOINTMENT/RE-APPOINTMENT: NON-MEMBER DIRECTORS

- 64 In addition to their powers under article 66, the directors may at any time appoint any non-member of the company (providing he/she is willing to act) to be a director (a "Co-opted Director") either on the basis that he/she has specialist experience and/or skills which could be of assistance to the directors.
- 65 At each annual general meeting, all of the Co-opted Directors shall retire from office – but shall then be eligible for re-appointment under article 69.
- 66 At each annual general meeting, all of the Associate Directors shall retire from office – but shall then be eligible for re-appointment under article 34.

Termination of office

- 67 A director shall automatically vacate office if:-
- (a) he/she ceases to be a director through the operation of any provision of the Act or becomes prohibited by law from being a director;
 - (b) he/she becomes debarred under any statutory provision from being a charity trustee (within the meaning of section 106 of the Charities and Trustee Investment (Scotland) Act 2005);

- (c) he/she becomes incapable for medical reasons of fulfilling the duties of his/her office and such incapacity is expected to continue for a period of more than six months;
- (d) (in the case of a Member Director) he/she ceases to be a member of the company;
- (e) he/she becomes an employee of the company;
- (f) he/she resigns office by notice to the company;
- (g) he/she is absent (without permission of the directors) from more than three consecutive meetings of the directors, and the directors resolve to remove him/her from office; or
- (h) he/she is removed from office by ordinary resolution (special notice having been given) in pursuance of section 168 of the Act.

Register of directors

- 68 The directors shall maintain a register of directors, setting out full details of each director, including the date on which he/she became a director, and also specifying the date on which any person ceased to hold office as a director.

Officebearers

- 69 The directors shall elect from among themselves a chair (who must be a member director) and a treasurer, and such other office bearers (if any) as they consider appropriate.
- 70 All of the office bearers shall cease to hold office at the conclusion of each annual general meeting, but shall then be eligible for re-election.
- 71 A person elected to any office shall cease to hold that office if he/she ceases to be a director, or if he/she resigns from that office by written notice to that effect.

Powers of directors

- 72 Subject to the provisions of the Act and these articles, and subject to any directions given by special resolution, the company and its assets and undertaking shall be managed by the directors, who may exercise all the powers of the company.
- 73 A meeting of the directors at which a quorum is present may exercise all powers exercisable by the directors.

Personal interests

- 74 A director who has a personal interest in any transaction or other arrangement which the company is proposing to enter into, must declare

that interest at a meeting of the directors; he/she will be debarred (in terms of article 91) from voting on the question of whether or not the company should enter into that arrangement.

75 For the purposes of the preceding article, a director shall be deemed to have a personal interest in an arrangement if any partner or other close relative of his/hers **or** any firm of which he/she is a partner **or** any limited company of which he/she is a substantial shareholder or director (or any other party who/which is deemed to be connected with him/her for the purposes of the Act), has a personal interest in that arrangement.

76 Provided

- (a) he/she has declared his/her interest;
- (b) he/she has not voted on the question of whether or not the company should enter into the relevant arrangement; and
- (c) the requirements of article 83 are complied with,

a director will not be debarred from entering into an arrangement with the company in which he/she has a personal interest (or is deemed to have a personal interest under article 80) and may retain any personal benefit which he/she gains from his/her participation in that arrangement.

77 No director may serve as an employee (full time or part time) of the company, and no director may be given any remuneration by the company for carrying out his/her duties as a director.

78 Where a director provides services to the company or might benefit from any remuneration paid to a connected party for such services, then

- (a) the maximum amount of the remuneration must be specified in a written agreement and must be reasonable
- (b) the directors must be satisfied that it would be in the interests of the company to enter into the arrangement (taking account of that maximum amount); and
- (c) less than half of the directors must be receiving remuneration from the company (or benefit from remuneration of that nature).

79 The directors may be paid all travelling and other expenses reasonably incurred by them in connection with their attendance at meetings of the directors, general meetings, or meetings of committees, or otherwise in connection with the carrying-out of their duties.

Procedure at directors' meetings

80 Any director may call a meeting of the directors or request the secretary to call a meeting of the directors.

81 Questions arising at a meeting of the directors shall be decided by a majority of votes; if an equality of votes arises, the chairperson of the meeting shall have a casting vote.

- 82 No business shall be dealt with at a meeting of the directors unless a quorum is present; the quorum for meetings of the directors shall be 3.
- 83 If at any time the number of directors in office falls below the number fixed as the quorum or ceases to comply with the provisions of article 61, the remaining director(s) may act only for the purpose of filling vacancies or of calling a general meeting.
- 84 Unless he/she is unwilling to do so, the chair of the company shall preside as chairperson at every directors' meeting at which he/she is present; if the chair is unwilling to act as chairperson or is not present within 15 minutes after the time when the meeting was due to commence, the directors present shall elect from among themselves the person who will act as chairperson of the meeting.
- 85 The directors may, at their discretion, allow any person who they reasonably consider appropriate, to attend and speak at any meeting of the directors; for the avoidance of doubt, any such person who is invited to attend a directors' meeting shall not be entitled to vote.
- 86 A director shall not vote at a directors' meeting (or at a meeting of a sub-committee) on any resolution concerning a matter in which he/she has a personal interest which conflicts (or may conflict) with the interests of the company; he/she must withdraw from the meeting while an item of that nature is being dealt with.
- 87 For the purposes of article 91, a person shall be deemed to have a personal interest in a particular matter if any partner or other close relative of his/hers **or** any firm of which he/she is a partner **or** any limited company of which he/she is a substantial shareholder or director, has a personal interest in that matter.
- 88 A director shall not be counted in the quorum present at a meeting in relation to a resolution on which he/she is not entitled to vote.
- 89 The company may, by ordinary resolution, suspend or relax to any extent – either generally or in relation to any particular matter – the provisions of articles 91 to 93.

Conduct of directors

- 90 Each of the directors shall, in exercising his/her functions as a director of the company, act in the interests of the company; and, in particular, must
- (a) seek, in good faith, to ensure that the company acts in a manner which is in accordance with its objects (as set out article 4)
 - (b) act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person
 - (c) in circumstances giving rise to the possibility of a conflict of interest of interest between the company and any other party
 - (i) put the interests of the company before that of the other party, in taking decisions as a director

- (ii) where any other duty prevents him/her from doing so, disclose the conflicting interest to the company and refrain from participating in any discussions or decisions involving the other directors with regard to the matter in question
- (d) ensure that the company complies with any direction, requirement, notice or duty imposed on it by the Charities and Trustee Investment (Scotland) Act 2005.

Delegation to sub-committees

- 91 The directors may delegate any of their powers to any sub-committee consisting of one or more directors and such other persons (if any) as the directors may determine; they may also delegate to the chair of the company (or the holder of any other post) such of their powers as they may consider appropriate.
- 92 Any delegation of powers under article 96 may be made subject to such conditions as the directors may impose and may be revoked or altered.
- 93 The rules of procedure for any sub-committee shall be as prescribed by the directors.

Operation of bank accounts

- 94 The signatures of two out of the signatories appointed by the directors shall be required in relation to all operations (other than lodgement of funds) on the bank and building society accounts held by the company; at least one out of the two signatures must be the signature of a director.
- 95 Where the company uses electronic facilities for the operation of any bank or building society account, the authorisations required for operations on that account must be consistent with the approach reflected in article 99.

SECRETARY

- 96 The directors shall (notwithstanding the provisions of the Act) appoint a company secretary, and on the basis that the term of the appointment, the remuneration (if any) payable to the company secretary, and the conditions of appointment, shall be as determined by the directors; the company secretary may be removed by them at any time.

Minutes

- 97 The directors shall ensure that minutes are made of all proceedings at general meetings, directors' meetings and meetings of committees; a minute of any meeting shall include the names of those present, and (as far as possible) shall be signed by the chairperson of the meeting.

Accounting records and annual accounts

- 98 The directors shall ensure that proper accounting records are maintained in accordance with all applicable statutory requirements.
- 99 The directors shall prepare annual accounts, complying with all relevant statutory requirements.
- 100 No member shall (unless he/she is a director) have any right of inspecting any accounting or other records, or any document of the company, except as conferred by statute or authorised by ordinary resolution of the company.

Notices

- 101 Any notice which requires to be given to a member under these articles shall be given either in writing or by electronic means; such a notice may be given personally to the member *or* be sent by post in a pre-paid envelope addressed to the member at the address last intimated by him/her to the company *or* (in the case of a member who has notified the company of an address to be used for the purpose of electronic communications) may be given to the member by electronic means.
- 102 Any notice, if sent by post, shall be deemed to have been given at the expiry of 24 hours after posting; for the purpose of proving that any notice was given, it shall be sufficient to prove that the envelope containing the notice was properly addressed and posted.
- 103 Any notice sent by electronic means shall be deemed to have been given at the expiry of 24 hours after it is sent; for the purpose of proving that any notice sent by electronic means was indeed sent, it shall be sufficient to provide any of the evidence referred to in the relevant guidance issued from time to time by the Chartered Institute of Secretaries and Administrators.

Winding-up

- 104 If on the winding-up of the company any property (including any land acquired by the company in terms of the Land Reform (Scotland) Act 2003) remains after satisfaction of all the company's debts and liabilities, such property shall not be paid to or distributed among the members of the company; instead, that property shall (subject to article 110) be transferred to some other community body or bodies or to a crofting community body or bodies as may be determined by the members (subject to the identity of the transferee body or bodies being approved by the Scottish Ministers)
- 105 If the members do not resolve to transfer any property of the nature referred to in article 109 to a community body or bodies or crofting community body or bodies approved by Scottish Ministers, such property shall instead be transferred to the Scottish Ministers or to such Scottish Charity as the Scottish Ministers may direct

- 106 No property shall be transferred under article 109 or 110 to any body unless it is a body entered in the Scottish Charity Register.

Indemnity

- 107 Every director or other officer or auditor of the company shall be indemnified (to the extent permitted by sections 232, 234, 235, 532 and 533 of the Act) out of the assets of the company against any loss or liability which he/she may sustain or incur in connection with the execution of the duties of his/her office; that may include, without prejudice to that generality, (but only to the extent permitted by those sections of the Act), any liability incurred by him/her in defending any proceedings (whether civil or criminal) in which judgement is given in his/her favour or in which he/she is acquitted **or** any liability in connection with an application in which relief is granted to him/her by the court from liability for negligence, default or breach of trust in relation to the affairs of the company.
- 108 The company shall be entitled (subject to the provisions of section 68A of the Charities and Trustee Investment (Scotland) Act 2005) to purchase and maintain for any director insurance against any loss or liability which any director or other officer of the company may sustain or incur in connection with the execution of the duties of his/her office, and such insurance may (subject to the provisions of section 68A) extend to liabilities of the nature referred to in section 232(2) of the Act (negligence etc. of a director).