

Glenan Wood

Feasibility Study and Business Plan



Bioblitz at Glenan June 2018



Final Version October 2018

Glenan Wood – Feasibility Study and Business Plan

Contents

Executive Summary

- 1 Introduction
- 2 Study purpose
- 3 Background to Glenan Wood
- 4 Options for developing Glenan and recommendations as to preferred uses
- 5 Risks associated with community ownership and management of Glenan and recommended mitigation
- 6 Delivery process and funding strategy
- 7 Business plan - income and expenditure
- 8 Connecting with local and national priorities and outcomes
- 9 Conclusions

Appendix 1 Socio economic profile

Appendix 2 FOGW Trustees biographies

Appendix 3 FOGW Signed Constitution

Appendix 4 Expressions of support

Appendix 5 Job Description

Appendix 6 Ideas for Improvement and Facilities/Activities for Community Benefit

Appendix 7 Maps

Appendix 8 Projected income and expenditure

Appendix 9 Project profiles

Appendix 10 PAWS Report

The report authors, acknowledge and thank FOGW Trustees, their supporters and FES officers for their help in preparing this report.

Bryden Associates with Graeme Scott & Co., Chartered Accountants

Executive Summary

Friends of Glenan (FOGW) is a Scottish Charitable Incorporated Organisation SCIO No: SC047803. Established 06 October 2017 to pursue ownership of the 146 ha Glenan Wood.

Glenan Wood has been identified for disposal by the current owners, Forest Enterprise Scotland (FES). Community consultations provided a mandate for FOGW Trustees to enter the FES Community Asset Transfer Scheme (CATS) and seek community ownership.

For FES to approve a CAT, FOGW must demonstrate, through a feasibility study and business plan, that they understand the commitment involved in taking ownership, that they have the support of the local community and that they can present a viable management proposition with actions that maintain and enhance the public interest.



Illustration from bioblitz event

The feasibility study and business plan provide four core pieces of evidence to support the CAT application. In summary these are:

Community support

Since an initial well attended community meeting on the 1st July 2017, FOGW have organised a series of events to gauge local views opinions on community ownership and to undertake work in the wood. A recent Bioblitz event in June 2018 attracted 50 primary age children, a range of preschool children and 60 local people in a weekend of survey work and activities at Glenan. The recent AGM attracted around 25 members. FOGW have received a range of supporting letters and messages from their elected MP, Councillor and Community Council. Further endorsement has come from the local school, health centre, businesses, tourism bodies and the neighbouring community forest group. FOGW have their own website and Facebook page with 117 followers and have reached out to all people and groups in their area of benefit.

Community need

Glenan is in an area that is geographically distant from services and a dispersed population. It is one of the lowest placed areas in Scotland for the 'access to services' domain within the Scottish Index of Multiple Deprivation. The area's population is considerably older than the Scottish average with a lack of employment and affordable housing restricting inward migration. Communities need groups like FOGW to bring together communities of interested with communities of place to boost community cohesion and collaboration. Joint working then extends to other sections of local society. Woodland management can help to increase skills and experience that can be used to support employment options.

Viability

Glenan is on the Native Woodland Inventory for Scotland making direct development less feasible than in a commercial woodland. However, the inherent attractiveness of the woodland has growing currency in terms of attracting visitors and delivering indirect health, wellbeing and educational benefits. FOGW are clear that under community ownership there should be an additional 180 visits per year from local community groups and a significant growth (200% - 300% or more visits) in informal use by both residents and visitors enjoying the proposed new path network. Use by visitors from the adjacent Portavdie Resort with support a local business employing over 100 people. If costs are managed efficiently, it is considered feasible to raise the necessary income to meet them while project work will be funded on an individual basis through grant application and sponsorship.

Capacity

FOGW have commissioned this study to better understand the commitment, skills and experience required for long term woodland ownership. They have developed their capacity by recruiting Trustees with a wide range of professional skills and have sought external advice when required.

In conclusion

Glenan Wood is a unique fragment of Scotland native woodland heritage. A fragment of Atlantic oakwood that has been tree covered, probably since the last Ice Age, and supporting fantastic biodiversity. FOGW feel privileged to be able to bid for this asset on behalf of both local users and the people of Scotland. Their primary intention is to meet local needs and aspirations by improving access and wellbeing for people above and beyond that required by the SOAC and ensuring nature can flourish and thrive on the site.

A valuation of the wood has been completed and FOGW know what they must achieve. FOGW consider that they have fully examined and understand the implication and consequences of long term community woodland ownership. They have the support of local people, have sufficient volunteer management capacity in place and a plan to ensure sufficient funds are available for viable management.

Next steps

To submit a CAT application to FES and, if successful, a Stage Two bid to the Scottish Land Fund for a grant to purchase all 145 ha of Glenan Wood.

1 Introduction

- 1.1 This feasibility study and business plan, developed with Stage 1 Funding from the Scottish Land Fund, has been prepared to create an evidence base to support a request for a Community Asset Transfer (CAT) of Glenan¹ Wood from Forest Enterprise Scotland (FES) to Friends of Glenan Wood (FOGWW). FOGWW is a SCIO (SC0478030) set up in September 2017 as vehicle to own and manage the wood.
- 1.2 If FES agree to the CAT request, the study and plan will be used by FOGWW to support its Stage 2 application to the Scottish Land Fund for the capital purchase funding plus conveyancing cost and some revenue support for a part time project officer for two years. This study and plan should also support bidding for the cost of preparing an approved forest management plan necessary to make future Forest Grant Scheme Applications for work at Glenan.

Management information

- 1.3 The following management information for Glenan Wood is recorded as

National Forest Estate Legal Boundary: Glenan Wood.

Cowal and Trossachs Forest District advise that the woodland comprises three “compartments”, numbered 9044, 9046 and 9048.

Grid Reference: NR9234 7081

Post Code: PA21 2DA

Local Authority: Argyll and Bute

Community Council Area: Kilfinan Community Council

Location: Portavadie, Argyll and Bute

Extent: 144.26 ha (356.47 acres) (See Future Plans below)

No re-measurement undertaken. See map supplied by FES in Appendix 7 for boundaries

FES Contact: John Hair, Planning Manager Forest Enterprise Scotland

Cowal and Trossachs Forest District, Aberfoyle

Land Tenure: Fully owned by FES. (Glenan Cottage lies entirely within the site and is privately owned).

Key Features: Appears on the Native Woodland Survey of Scotland²

Management: By FES

¹ Some Forestry Commission documents have the site name as Glennan – but Glenan with a single ‘n’ is used in this report.

² Peterkin GF and Stevenson AW New Dawn for Native Woodland Restoration on the Forestry Commission Estate in Scotland 2004 Forestry Commission Scotland Edinburgh lists Glenan as an SSSI (it is not recognised as such by SNH)

Rights: FES are believed to own rights associated with the land including minerals and sporting. Foreshore rights belong to Crown Estate Scotland. FES are unaware of any other third part rights associated with the wood.

Future Plans: The one-page FES Indicative Glenan Forest Design Plan to 2021, created by FES 'for administrative purposes' advises that the forest is 145 hectares in extent, and comprises 101 hectares of forest (of which 98 hectares is broadleaved and 3 hectares is conifer) and 44 hectares of open ground. The Plan confirms that no felling, planting or road construction work is planned by FES within the next ten years.

Maps: See Appendix 7

Planning Policy:

- Argyll and Bute Local Development Plan Adopted March 2015
The LDP designates the open area at the main entrance to the wood as an Open Space Protection Area. OSPAs are defined as areas of valued open space, sports pitches and playing fields as identified in the Proposal Maps of the Local Development Plan.
 - Supplementary Guidance - Woodland and Forestry Strategy
 - Supplementary Guidance -Coastal Development
- Bute & South Cowal Regional Scenic Area
- SNH Ancient Woodland Inventory
- Argyll and Bute Council, Species and Habitat priorities Argyll and Bute Local Biodiversity Action Plan 2010-15
- Argyll and Bute Planning Service A biodiversity technical note for planners and developers February 2017
- Continued Public Access – Management Agreement between A&BC and Scottish Ministers 1995
- Core Paths Plan
 - C214(a) - Cowal Way
 - C516 - Carn Bhuilg circular, Melldalloch, Kilfinan

2 Study purpose

- 2.1. Glenan is identified for disposal by FES. The community consider Glenan to be a much treasured, special place and wish to secure and build on the benefits, already established by FES, for current and future generations to enjoy.
- 2.2 FOGW set out the following objectives for the business plan and feasibility study
 1. To look at options for developing the asset and make recommendations as to preferred uses
 2. To assess the risks associated with community ownership and management of the asset and recommended mitigation
 3. To review funding availability for the proposed project and help prepare a detailed funding strategy and delivery plan. To include considerations of the costs of running and managing the asset and opportunities to generate an income from the asset
 4. To produce a role description and costings for a development officer post and a forest ranger post to take the project forward
 5. To prepare a five-year business plan which incorporates initial revenue costs and capital cost and ongoing maintenance and development costs for the project

Community Asset Transfer

- 2.3 Ownership of land by communities is a central element of the Scottish Government land reform agenda because of the role it can play in facilitating land use and activities that embrace wider and shared societal objectives such as confidence, innovation, health and wellbeing. In doing so communities are made stronger, more resilient and willing to take more responsibility for their own future prosperity. Measures such as funding and advice are in place to help communities achieve their goals.
- 2.4 The Scottish Government's Asset Transfer Regulations came into force in January 2017. The FES Community Asset Transfer Scheme (CATS) sets out how FES will deliver the asset transfer rights for communities covered in Part 5 of the Community Empowerment (Scotland) Act 2015 as it relates to the National Forest Estate. The CATS has evolved from transfers delivered under the National Forest Land Scheme and is part of the wider FES community engagement and participation programme.
- 2.5 The CAT scheme provides three options for the transfer mechanism of land into community control; ownership, lease or rights to management or use. FOGW have opted to assess ownership implications on the grounds it gives the community long term control and responsibility. Lease and partial rights options imply regular payments. In the absence of any obvious and regular revenue stream this seems an unwise choice.

Scale

- 2.6 Most of Glenan is included the Native Woodland Inventory and forms perhaps one of the largest intact and most accessible areas of native woodland in Cowal or even in Argyll³. Glenan is surrounded by commercial conifer woodlands that historically, in parts, were planted over and through native woodlands.

³ Native Woodland Survey of Scotland – Forestry Commission.

- 2.7 FOGW seek ownership of the entire 145ha and believe that fragmenting the wood into smaller ownership packages would hinder people's enjoyment of nature and could be detrimental to an important part of our children's heritage. People and nature generally benefit more from land that well managed over a larger area.
- 2.8 However, FOGW must find the capital to cover a purchase price for the wood set by the District Valuer and must identify revenue income sufficient to cover regular out goings. It is worth noting that valuations have a six-month lifespan and if negotiations extend beyond this period a further valuation may be required by funders.

What evidence do FES need to see?

- 2.9 To achieve a successful community asset transfer FES will assess the community's ability to demonstrate and provide evidence of best value in terms of:
- Benefits to the local community and meeting a wider public interest;
 - Viability in terms of income to pay for core costs;
 - Capacity to manage the wood;
 - Community support and enthusiasm for ownership;
 - Projects and actions to be undertaken.
- 2.10 Similarly, the Scottish Land Fund will look for evidence that grant support to purchase land will help communities to:
- achieve more sustainable economic, environmental and/or social development through ownership of land and buildings;
 - have a stronger role in and control over their own development;
 - own well managed, financially sustainable land and buildings.
- 2.11 FES have withdrawn from West Cowal in past decades, disposing of much of their holding in the area (see maps in appendix). Glenan Wood has become an 'outlier' and there has been little investment in the site. Facilities have deteriorated, and user numbers are low. FES have not actively encouraged community engagement. Thus, it is reasonable to assume that under community ownership more people will have a direct 'stake' in the site and get more involved.
- 2.12 Community need is characterised by a justification for families and young people to stay or relocate to the area and activities that enhance community confidence and cohesion. With almost 100 people living and working at Portavadie Resort there is an economic imperative to encourage tourism in the local area.
- 2.13 Glenan's 'naturalness' is what most appeals to residents and visitors and FOGW propose a long term, sustainable 'nature reserve' management model to keep the wood within the Native Woodland Inventory. If the community have control this model should lead to skills development and greater social and environmental outcomes.
- 2.14 However, retaining and enhancing native woodland features and qualities that people find so appealing, may preclude development activities commonly found in other community and commercial woodlands. While delivering these outcomes in the short to medium term FOGW propose to focus on achieving financial breakeven by keeping core costs to a minimum, optimising

'donations' and seeking grant support for project work. Longer term revenue projects, such as accommodation on site, will be carefully assessed for their viability.

- 2.15 There is also a school of thought⁴ that once key pressures in native woodlands, such as rhododendron, are brought under control the best management approach is a low input, low cost, non-interventionist approach. This requires patience and restraint to allow nature to take its course and not planting trees to 'speed up' natural regeneration.

⁴ <http://www.reforestingscotland.org/>

3 Background to Glenan Wood

Geology

- 3.1 The site lies in West Cowal, Argyll and Bute on the eastern shores of Loch Fyne. The underlying geology is mainly schist with glacial till in the higher hollows and post glacial raised marine beach deposits up to 8 metres above sea level, behind present day marine beach deposits and remnant cliff line.

Biodiversity

- 3.2 The site comprises wooded ground mainly oak and birch dominated ancient woodland of semi natural origins with alder, willow, holly, wild and bird cherry and hazel present. Some BAP woodland priority habitats are thought to be present. Glenan contains some self-seeded and underplanted conifers and rhododendron. Included in the boundary beside Ardmarnock Forest Road is a small area (3 ha) of larch with windblown and standing lodge pine. FES advise that the wood has 44 ha of open ground. Site inspection suggests this is rocky heathland dominated by heather, but undergoing creeping regeneration, mainly by birch and grassland areas along the shore, previously cultivated/grazed, now infested with bracken.
- 3.3 Some of the oaks in the wood are “veterans”, possibly up to 300 years old. The two larger hills have some heathland habitat extending off site into commercial woodland with recently harvested and replanted areas. Roy’s military survey map shows woodland on the site in the 1750s, along the watercourse edges where oak grows today placing Glenan on the ‘Native’ Wood inventory. Although there is extensive bracken coverage, the woodland supports a rich ground flora including blue bells and a diverse lichen, moss and bryophyte assemblages.
- 3.4 Site records are incomplete. However, records do support the view that this is an important site in biodiversity terms with Red Data book species and species with European protection. The National Biodiversity Network – NBN Atlas has 532 records (includes a small number of marine records) for Glenan including a 1977 survey that recorded a lichen list of 145 taxa. Records come from individuals and groups such as Butterfly Conservation, Botanical Society for Britain and Ireland and the British Bryological Society. 26 species of moths were recorded on the 8th June 2018. One a Yellow-ringed Carpet moth hasn't been recorded in the area before. It's designated "Nationally Scarce B".
- 3.5 There are some records for the Lobarion lichen community (the ancient woodland community in western Scotland). None are that rare in western Scotland context (though on a European scale they are, and many Lobarion spp. are rare or very local in Britain outside west Scotland) They are good indicators of old woodland and there is a record for the Red Data Book species *Parmliella testacea*⁵. Glenan was also recorded as having had a good population of *Plagiochila heterophylla*, a nationally scarce liverwort⁶.
- 3.6 An unusual species for Argyll, nightjar records in the area are old – first recorded 1986 then 1990 and 1992 – the latter breeding was confirmed in NR9270. Nightjars like open heathland habitat within the area and are easily overlooked. Hen harrier bred to the NE of Glenan in 2004 and they also like

⁵ Andy Acton Consultant Ecologist & Lichenologist

⁶ Gordon Rothero – Consultant Botanist

more open heather habitat like nightjar⁷. Neighbouring Ardmarnock Estate claimed to have observed over 110 species of birds – many of which may occur on Glenan. FES records show raven nest site.

- 3.7 Other notable wildlife records for the site include adders, red squirrel, glow worms⁸ and otters also moving inland up the water courses. Bat roosts have been recorded on the site. Red and roe deer utilise the site and there are seals on the shore.

Cultural history and heritage

- 3.8 The exact history of the wood has not yet been fully researched, although anecdotal evidence mentions 1309⁹ as being when the wood was first mentioned in records. Nearby ruined Ascog Castle dates from the 15th century and was the ancestral home of a Lamont sept. Up to at least 1850, the wood remained part of Lamont estates. Late 19th century and Glenan was part of an expanded Ardmarnock Estate and was purchased by the Forestry Commission in May 1961 as part of a larger area when the estate was being broken up. The small tombolo linked tied island called Eilean na Beithe is not part of the FES holding. It remains privately owned, it is thought, by relatives of the Nicol family who sold the adjacent land to the FCS in 1961.
- 3.9 The Canmore database records a prehistoric mound or cairn one hundred metre south of Cuid Oidhche suggesting a long established human presence on the site. The name Cuid Oidhche features on old maps and means ‘a night lodging’, indicative perhaps of an inn possibly connected to the crossing of Loch Fyne to Tarbert. Remains of what is believed to be a chapel lie on the hillside above Glenan Cottage. Nearby Ardmarnock takes its name from an Irish monk who arrived here in the 7th Century.
- 3.10 Described as a pre- improvement township in the Canmore database, five unroofed buildings are shown at Glenan on the current edition of the OS 1:10000 map (1988). The 1st edition of the OS 6-inch map (Argyllshire 1870, sheet cxcii) shows four roofed, two unroofed buildings and eight enclosures. George Langlands Map of Argyll dated 1801 marks Glenan. It is not shown on Herman Moll’s 1745 map or Roy’s 1755 military survey. More research may indicate if past residents were evicted to make way for sheep or became economic migrants in search of better conditions.
- 3.11 Like other oakwoods in west Argyll it is expected that Glenan Wood will have been managed in various ways since early times for grazing and fuel wood. From the 17th century onwards woods, especially those close to the shore allowing exports by boat, were cut for charcoal, timber and bark on a more industrial scale with less valuable species removed in favour of oak. Some iron fence posts in the wood, probably dating from the 19th century, suggest sheep grazing in or close to the wood. The wood has a scattering of non-native conifers and rhododendron introduced to the area by Victorian estate owners.
- 3.12 For the last century or so, there has been little intervention on the site. Ardmarnock was used for military training during the Second World War, which may have extended onto Glenan. Pre-1975 and the development of the ill-fated oil platform construction yard at Portavadie there was a well-used ‘Boys Brigade’ hut and camp site on the open area at the edge of the wood. Photographs of the

⁷ Andy Robinson RSPB

⁸ Ben Mitchell Local recorder

⁹ Anna Strachan - Glenan Cottage owner

construction yard appear to show this same area occupied by buildings meaning it might be classed as a brownfield site.

- 3.13 After it was purchased by the FCS in 1961 there was some underplanting of conifers in the 1970s. Most have been removed over the last 15 years or so. A small area (3 -6ha) was planted with Japanese larch and Lodgepole pine in 1978 and Sitka spruce in 1985. The overall native woodland component led to Glenan being informally designated as a “Natural Reserve” by FES, a ‘labelling’ required as part of FES UKWAS certification. The aim was to allow entirely natural development, restricting management activities to the control of invasive plant species and deer management.

Access to Glenan

- 3.14 No fences surround Glenan and the western edge of the wood is shoreline to Loch Fyne. There is a locked vehicle barrier at the main entrance point. Access is open 24/7 with users being subject to the Scottish Outdoor Access Code.
- 3.15 Glenan is promoted on a small number of web sites including The Woodland Trust and Argyll’s Secret Coast. Levels of visitor use at the site are unrecorded although, anecdotally, they are believed to be low – circa 1000 visits per annum. Road access is via the U26 Portavadie Road from Tighnabruaich.
- 3.16 Glenan, compared to many rural woodland sites, is well served by public transport and services including
- 4 daily buses from Tighnabruaich and onwards to Dunoon and Rothesay;
 - Adjacent ferry terminal – waiting rooms and toilet – Ferry to and from Tarbert;
 - Refreshments, bar bistro, restaurant and shop at Portavadie;
 - Accommodation at Portavadie Resort.
- 3.17 Other access infrastructure and promotion includes
- National Cycle route 78;
 - Start/finish of the Cowal Way – Portavadie to Tighnabruaich (10km first section);
 - Promoted as a site through Argyll’s Secret Coast and Secret Coast Trails (Glenan Trail leaflet underway)
 - Online through various web sites including Walk Highland and the Woodland Trust.

Recreation provision on the site

- 3.18 There is a car park at the site entrance with an unbound surface capable of accommodating 5 – 8 vehicles. An unsurfaced track leads through a locked barrier with pedestrian access to a flat open picnic/barbeque area occasionally used for “wild” camping. Over the summer grass cutting of the car park verges is carried out voluntarily by Portavadie Estates maintenance team. There are no litter bins and litter levels are low.
- 3.19 A circular walk, with short rocky sections along the shore, leads to Glenan Bay and a return route via a higher path with views across Loch Fyne to Kintyre. An additional path leads to the ruined township. Paths on the site are mainly informal – way marked with intermittent white painted posts. In wet weather the paths can be very boggy, but they dry out more during the summer. There are some short board walk sections (timber covered with chicken wire) which are believed to have been installed in the mid-1990s.

- 3.20 The interpretive panels on the site are dated and in poor condition. The Portavadie heritage panel erected by A&BC is faded and difficult to read. The FES lectern style panel is faded and weather damaged. A local group have posted a temporary sign about red squirrels.
- 3.21 The site has a threshold sign at the car park entrance and there are FES directional signs on site to Glenan Bay - Shore path and Forest path. There are two wooden picnic tables near to the car park.

Neighbouring properties

- 3.22 Glenan Cottage lies entirely within the site and is privately owned. Access rights are by foot only and the cottage has no mains services but has servitude rights to take water from the adjacent burn. Firewood rights are unknown. Although lying outside the site, the cottage called Cuid Oidhche has both foot and vehicle access rights through the site. FES advise shore line rights to the west lie with the Crown Estate.
- 3.23 To the south east of Glenan, beside the Cowal Way at the Hollybush Site on the Ardmarnock Forest Road, lies the Wood Chip Shop (the trading name of Argyll Forest Products) – a site and building for drying and storing commercial wood chips used for biofuel
- 3.24 To the east of Glenan lies Ardmarnock Estate and privately owned commercial woodland, purchased from Forest Enterprise Scotland in 1995, some which has been recently harvested.
- 3.25 To the north lies Crispie Estate (50 acres – previously also part of Ardmarnock and sold in 1961)) with Crispie House (8 beds) and Lodge (16 beds), privately owned by Guy Stenhouse and promoted as an ‘up market’ self-catering business. The estate web site mentions access along the shore from Crispie to Portavadie as being for the ‘fit’. <https://crispie.co.uk/index.php>
- 3.26 To the south lies Portavadie Estate with Glenan Wood as a backdrop to the four-star Portavdie resort operated by Portavadie Estates Ltd. The resort welcomes a range of customers on holidays, short breaks, celebrations and events. The site has won several recent awards including the gold standard Green Tourism accreditation.
- 3.27 Portavadie resort is being developed in several phases over 10-15 years on the site of a disused oil platform construction yard dating from the 1970s. The construction yard dry dock was transformed into a 250-berth marina with associated shoreside facilities. These include including 19 letting units, offices, changing rooms, restaurant and bar/cafe, boatyard hardstanding, workshop and new slipway; and the installation of a private sewerage system.
- 3.28 Further phases saw the construction of on-site staff accommodation and, in 2015, a leisure building overlooking Loch Fyne. The building comprises of indoor and outdoor swimming pools, spa facilities, combined restaurant/cafe/bar, gymnasium, reception/retail area, multi-purpose rooms, play areas, offices and associated facilities, new access road, car parking and associated landscaping with an extension of a pedestrian boardwalk to the existing marina facilities. Further expansion of the accommodation is anticipated. Total project cost to date is in the order of £34 million.
- 3.29 In March 2015 planning consent was awarded to a separate operator for a major initiative on the disused brownfield site of Polphail, a few hundred meters from the marina. Previously, the accommodation base for 500 workers at the oil platform construction yard, the site was derelict for many years and was identified in the council’s Local Development Plan (LDP) as an area suitable for tourism, leisure, housing and business.

- 3.30 The buildings on the Polphail site were demolished and cleared in 2017. The site masterplan shows a three-phased approach to future development including
- A small whisky bonded warehouse and, subject to demand, a further two;
 - Construction of a distillery;
 - A village development, Port Sandy, to include 100 houses, local amenities, community facilities and a leisure centre.

Currently, due to legal disputes, site development at Polphail has been halted.

The community

- 3.31 In 2016, the population of the area around Glenan was significantly older than that of Argyll and Bute and Scotland, with 60.6% of the population aged 50 and over, compared to 47.7% in Argyll and Bute and 38.8% in Scotland. The proportion of the population of working age (55.5%) in the local area was lower than the proportions of working age in Argyll and Bute (60.1%) and Scotland (64.6%).

See Appendix 1 for full details on the community profile

Audiences – residents

- 3.32 There is a scattering of houses within easy walking distance of the wood and residents visit regularly for recreation and activities like dog walking. Most other local users come from nearby settlements, Millhouse, Kames and Tighnabruaich. A few may come by public transport, although private car is the preferred mode of transport. This is likely to mean most children using the wood will come with an adult.

Audiences – visitors

- 3.33 Glenan is in Cowal and there is not a particularly high population level within its boundary. Most of that population is found in Dunoon (13,000) and Glenan may attract some day visitors from here.
- 3.34 Approximately 75% of Scotland's population lives within a 90-minute drive of Cowal and Portavadie Estates Ltd welcomes around 30,000 guests a year to the resort; many from the west of Scotland. However, the resort is marketed to a range of target audiences who may find Glenan attractive to visit during their stay. Dog owners are one. The resort operates as 'dog friendly' and one third of guests arrive with their dog(s).
- 3.35 There is a workforce of almost 100 people on site including chefs, receptionists, spa therapists to supervisory and management staff. Management is committed to career development and training. Many live on the resort in staff accommodation or in nearby villages.
- 3.36 Ferry operators CalMac advise they carried 85,700 passengers on the Portavadie to Tarbert route in 2017 (like 2016 but 28% more than in 2015). People travelled in 26,600 cars and 47 coaches (402 commercial vehicles)
- 3.37 The Cowal Way, launched in 2003, is one of Scotland's 'Great Trails' and starts in Portavadie at the entrance to the wood. The nearest people counter on the Cowal Way is located just past the Wood Chip Shop, about 300m from Glenan Wood. In 2016 the counter recorded 2,591 passes. In 2017 passes had risen to 3,463 – an increase of +34%.

3.38 As part of improvement to this section of the Cowal Way, a picnic site was installed at the top of the hill overlooking Portavadie. The Cowal Way project officer considers that the development of Portavadie resort is likely to have increased the number of people walking in the area in recent years¹⁰.

¹⁰ Stewart Miller Cowal Way Project Officer May 2018 – personal communication.

4 Options for developing Glenan and recommendations as to preferred uses

4.1 FOGW believes that their ownership of Glenan would bring many more opportunities to provide activities and opportunities to a much wider range of users on a more regular basis and to undertake more proactive, but light touch, management of site biodiversity and its cultural heritage.

4.2 In exploring the options for developing the asset that is Glenan Wood, the following themes have emerged.

Access management

4.3 FOGW recognise that irrespective of ownership, rights and responsibilities such as those imposed through the Land Reform Scotland Act regarding access, would remain and would allow open, informal and responsible use.

4.4 At present much of the access to Glenan is restricted to the 'fit and the few' as illustrated by this comment on the Walk Highland Website for Glenan "*never has a short 2-mile walk taken so much effort*". If FOGW are successful in acquiring the wood, improving public access would be a priority. The objective would be to give easier access to a wider range of users and visitors without detracting from the site's 'wild and natural' atmosphere.

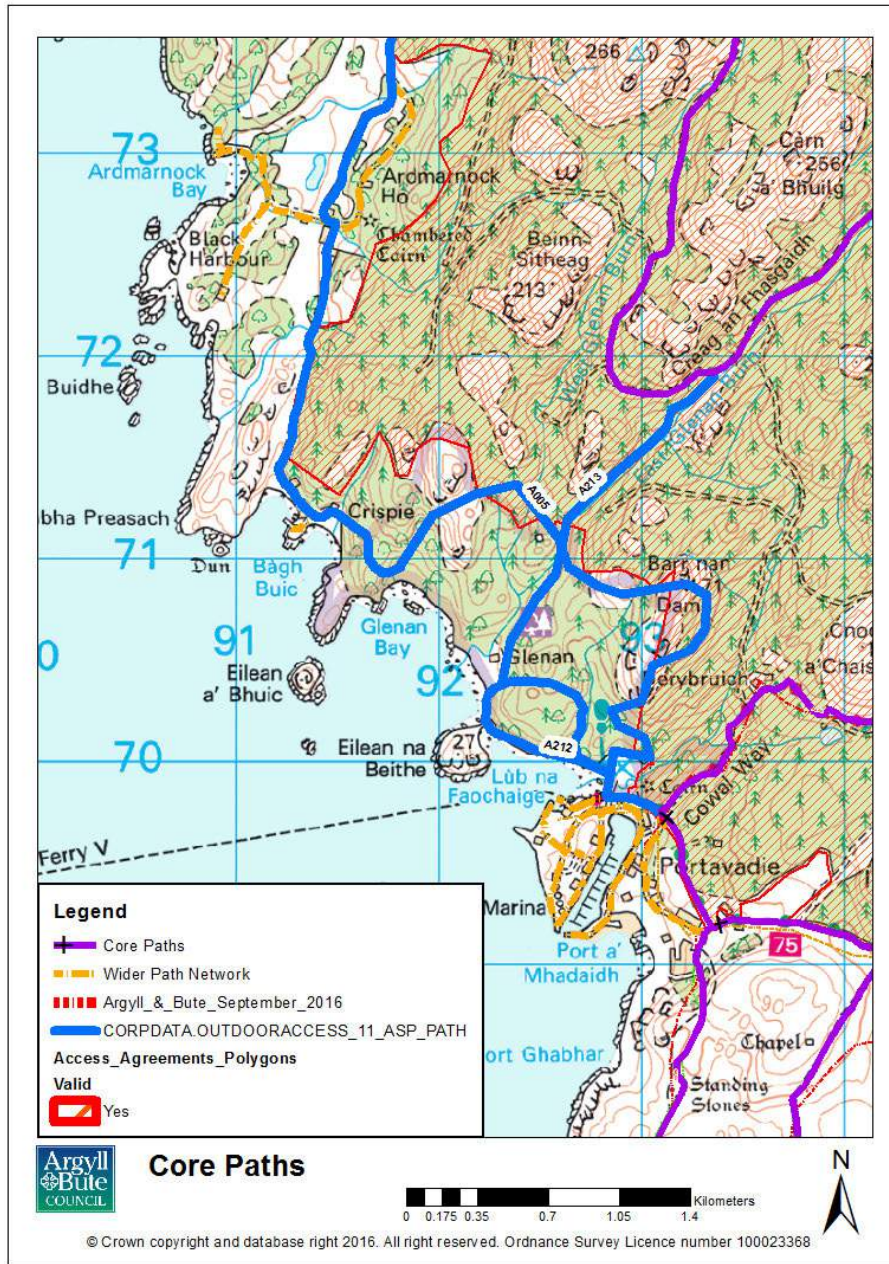
4.5 At the entrance to the wood, the car park area would be improved, and a cycle rack installed. The current 'clutter' of signs and interpretation would be brought together into a new information and interpretation feature. While retaining current informality, the open area beyond would be sensitively developed as a picnic area with tables and benches and BBQ site.

4.6 An informal picnic site and interpretation at the ruined township could be developed in keeping with the existing atmosphere e.g. by using stone to create a seating area. It is recommended that FOGW Trustees visit other clearance townships such as Arichonan in Knapdale or Aoineadh Mòr (Inniemore) in Morvern where FES have installed paths and interpretation to gather ideas for Glenan.

4.7 It is recommended that the network of informal paths should be improved. A central network would have a more weather resistant surface installed with adequate drainage to allow year-round use. High maintenance timber board walk sections would be removed in due course and replaced with stone and gravel as required.

4.8 Additional links will be investigated as shown on the map in Figure 1 (supplied by A&BC) including a 'stairway to heaven' link onto Barr nan Damh, overlooking Portavadie, and a possible link from the old Glenan village through to the core path C516 - Carn Bhuilg circular, Melldalloch, Kilfinan and/or through Crispie approximately on the path line shown on the 1755 Roy Military Survey map. Once built, volunteers would help maintain paths and other facilities.

Figure 1: Aspirational and Core Paths



- 4.9 A&B C has provided a copy of a legal agreement from 1995 (pre-Land Reform Scotland Act 2003) which protected public rights of access to the area directly north of Glenan, when the land was sold to a private landowner by the FCS. It gives the Council several powers and duties that they do not, currently, have the resources to do anything about. These include installing paths, interpretation, signage, viewpoints and operating a Ranger Service over the ground
- 4.10 Subject to further legal advice it may be possible for a community owner to use the agreement to allow them to improve path links from Glenan into the Ardmarnock block and link with the core paths¹¹ and install related facilities.

¹¹ Jolyon Gritten, Access Manager, Development & Infrastructure Services, Argyll & Bute Council

Biodiversity management

- 4.11 There are several different models of sustainable management of Atlantic oakwoods¹². These include management as:
- Ancient oak forest;
 - Native timber stands;
 - Coppice;
 - Wood Pasture;
 - Natural Reserves (minimum intervention).
- 4.12 All the models except Natural Reserves involve some timber production. It is recommended that the Natural Reserves model is adopted for Glenan due to its intrinsic value arising from its cultural history, associated biodiversity and FES approach. The rationale being that there is little direct financial gain to be derived from commercial management of this type of woodland for reasons of poor access, difficult terrain, slow growth and other physical factors.
- 4.13 Under the Natural Reserve model FOGW would develop a Management Plan around the following actions and features. Management plan funding supports Long term management planning, Deer management planning etc on a per hectare basis. The model may have to be adapted, with some management interventions such as felling, or removal required for regeneration purposes. All proposed work must comply with the UK Forestry Standard to obtain funding.

Prior to any significant woodland management work

- Survey into history/historic maps – to identify areas of wood pasture, oak planting etc;
- Identification, distribution and abundance lichen, moss and bryophyte survey;
- Survey for old ash, hazel and rowan;
- Survey for invasive species.

*Woodland structure*¹³

- A high forest structure characterised by mature old oaks – some of which are left to become rotting hulks;
- Large volumes of standing and fallen deadwood and a richness of epiphytes;
- “Halo” thinning - removing dense young regeneration (e.g. sapling stage birch) around old/veteran trees;
- Not deer fencing stands of old growth trees with long term deer fences;
- Recognition of importance of trees other than oak - incl. old/veteran birch, rowan, holly, hazel, ash, elm - 'missing' species likely to be the “palatables” - e.g. rowan, ash. Not coppicing hazel, it can often be very important for lichens;
- Low density planting with good post and rail protection of any tree species where there are no young matures (or recent regeneration) (not lots of plastic tree shelters)
- Retain glades and 'gladed' conditions;

¹² Quelch P 2005 Sunart Oakwoods: A guide to their sustainable management, Highland Birch woods

¹³ Thompson R 2005 Thinning in Atlantic Oakwoods, Highland Birch woods

- Consider retention/management of any open heathy/heather ground on hill tops with some selective removal of birch regeneration
- Ensure existing rocky and craggy features remain relatively inaccessible
- Increased conservation value.

Archaeological and cultural features

- Features like township site, charcoal platforms, bloomeries, boundary walls, cairns, building footings to be surveyed and mapped
- Gaelic language and local place names recorded
- Stabilisation of cultural features like township remains

Control measure to start immediately

- Exotic Rhododendron removal – plus stumps and leaves where possible;
- Non-native conifers - ring bark larger specimens, fell to waste or utilise timber;
- Bracken control;
- Some deer control by shooting – using dung counts to assess numbers and site use.

Interpretation

- Visitors should know this is a special place with conditions being relatively “natural” and that any changes would be slow and progress at a natural pace;
- Visitors should also know the cultural context of the landscape;
- Funding sought for simple A4 coloured low cost (photocopied) map of the wood and a more ‘glossy’ printed ‘Field Guide’ to Glenan Wood¹⁴;
- FOGW already have a web site telling the story of the wood – other examples include the Sunart Initiative¹⁵

Activities

- For access – see previous sections;
- Any proposed activity area (wildlife hides, picnic bothy etc) to be in appropriate site with prior survey to minimise/avoid any negative impacts;
- As required squirrel, bat and bird (owl) boxes to be erected;
- Bat watch, moth watch (moth trap);
- Research;
- Mapping and keeping place names alive (Gaelic) and the stories of features, creatures and plants to which they correspond.

4.14 A Plantations on Ancient Woodland Sites (PAWS) assessment report for Glenan¹⁶ was prepared on behalf of the Kilfinan Community Forest Company, with funding from the Woodland Trust (see Appendix 10). The report identified four woodland zones, three of which were considered being of ‘threatened’ status (approximately 60% of wooded area). Threatened means ‘unlikely to be lost in

¹⁴ A Field Guide to the History of the Sunart Oakwoods

¹⁵ <https://www.sunartoakwoods.org.uk/the-initiative/>

¹⁶ Bevan A 2018 Glenan Woodlands Portavadie, Kyles of Bute - Plantations on Ancient Woodland Sites

the short term, given current conditions, but long-term survival is doubtful without intervention'. The report makes several recommendations for short- and medium-term action.

Volunteer activity

4.15 Identify people to help instruct and train local people in

- basic species identification;
- to carry out bird surveys (Argyll Bird Club);
- to carry out lower plant surveys;
- cultural history and meaning of woodlands;
- living heritage through arts and crafts.

Use of local contractors and materials and traditional skills plus enhanced employment opportunities through certified training and award scheme like the John Muir Award. Activities that contribute to staff schemes and awards for example Portavadie staff (links to gold Green Tourism Award). Portavadie staff are already 'volunteering' through grass cutting around the car park.

- Path works;
- Tree planting, protection and management;
- Vegetation management and control (rhododendron and non -native conifer removal);
- Charcoal making;
- Stonework and dyking.

Cultural activities¹⁷

- Identify and safeguard significant evidence of the historic environment at Glenan;
- Arts, crafts, writing, poetry;
- Increase understanding and enjoyment of the historic environment.

General activities

- Beach cleans and litter picks;
- 'Two Beasts' race – linking the two high points at Glenan with a running race;

Employment

- 4.16 If successful FOGW would explore options for shared staff with Kilfinan Community Forest (KCF) and Colintrave and Glendaruel Development Trust (CGDT) who have Stronafian Forest. Appendix 5 includes a role description and costings for a development officer post and a forest and community ranger post.

Development

- 4.17 Beyond initial work to improve access and manage biodiversity features further developments are under consideration by FOGW. These proposals will require further investigation and consultation.

¹⁷ FCS - Scotland's Woodlands and the Historic Environment

Built developments may well require to be submitted for statutory planning consent and could be subject to constraints such as the cost and practicalities around the provision of utilities and assembling a suitable funding package. There are no services or utilities onto the site.

At this stage developments that have been proposed include:

Site management related development

4.18 Beyond initial work to improve access and manage biodiversity features some further developments that fit with site features, market trends and opportunities are presented here.

However, they would involve raising significant further finance, management input alongside confident and bold decision making.

At this stage they are included for illustration of site potential and would require greater consultation, scrutiny and investigation by FOGW. Development timescales could extend to several years.

At this stage developments that have been proposed include

Site management related development

4.19 One part of the site on the corner between the concrete U26 public road to Portavadie and the Ardmarnock Forest Road to the Hollybush site has a small area (3 ha) of low-quality commercial woodland – European larch, Sitka spruce and lodge pole pine.

This part of the site would benefit from clearance and harvesting for firewood and, possibly from larch on the site, some cladding timber or tree protection rails. A portable timber mill could be brought to the site.

Once cleared this site could be considered for subsequent use by FOGW such as

- (a) Restoration to native woodland habitat with selective planting of native species;
- (b) Restoration to more open pasture;
- (c) Space for some form of development;
- (d) A mixture of the above.

4.20 If considered a suitable space for development that would not impinge directly on the core native woodland area possible activities include

- Tree nursery (propagating native species with local provenance);
- Tool store and work base;
- Polytunnel and garden space with community orchard;
- Green woodworking.

Green tourism related accommodation

4.21 Longer term accommodation options to be developed in future phases may include:

- Eco - hostel e.g. a 20-bed unit with associated facilities, timber clad, heated by wood fuel etc (could be leased from FOGW and operated by a third party). Available both for commercial use

and as a base for volunteers, work parties, learning courses and training events; See Appendix 9 for further details.

- Eco- pods/cabins (site as for the hostel) - a small number of accommodation 'pods' with ensuite facilities; See Appendix 9 for further details.
- Motor home stances – a small number of motor home stances with electric hook ups; See Appendix 9 for further details.
- Eco- camp (site as for the hostel) a small number of managed screened camping pitches, basic facilities (tap and toilets/shower).

Green tourism related activities

4.22 Site activities¹⁸

- Participation in events such as Cowal Fest;
- Orienteering/outdoor gym;
- Bushcraft activities;
- Adventure playground (could utilise natural and recycled materials like tyres and fish farm equipment).

4.23 Facilities located further into the wood

- Wildlife Hide;
- Wilderness picnic bothy for volunteer groups and activities (could be pre - booked on a commercial basis to provide an income stream. A shore side location would allow access by boat or kayak).

¹⁸ FCS – Woods for Health – Health Strategy

5 Risks associated with community ownership and management of Glenan and recommended mitigation

5.1 Community ownership would be for the long term, would address the possible uncertainties that could arise from private ownership should the wood be sold on the open market. Community ownership can more transparently adopt the aspirations set by FES in their current design plan, that the wood should remain as a “Natural Reserve” with restricted management activities.

5.2 However, it is recognised that that FOGW need to be aware of potential risks associated with ownership. These can be divided in three sections

1. Risk associated with acquisition process
2. Organisational risk
3. Management risks
4. Planning constraints

Acquisition risk

- High valuation;
- Delay in processing the CAT possibly leading to the valuation needing to be re done;
- Delay in securing title if other legal claims on third party rights emerge, for example;
- Inability to raise capital.

Mitigation

- Seek discount (e.g. 20%) from FES on grounds of enhanced community and wider public benefits.

Organisational risk

- FOGW experiences limited engagement by volunteers and longer-term decline in enthusiasm. The challenges faced by the Bute Community Land Company at Rhubodach are noted.
- A lack of professional skills and input to projects;
- Insufficient funds.

Mitigation

- The FOGW trustees have a wide skill set and are aware of need to plan to encourage local people to volunteer their time and effort now and in the future.
- FOWG is aware of the need to recruit a strong, capable board.
- Recruitment of a part time development officer or utilising the services of an experienced group such as the Argyll Small Woods Co-operative.
- There is valuable local advice available from Kilfinan Community Forest staff and directors who are willing to share their knowledge and experience.
- Directors willing to attend events and conferences e.g. the CWA Annual conference.
- Within the 200 community woodland groups in Scotland owning and managing tens of thousands of hectares of forest there is considerable experience and expertise that FOGW can access directly or indirectly through attending meetings and conferences.
- This could include volunteer ‘mentors’ with a professional conservation background and ‘shared’ services with other community woodland groups.

- Local partners, like Argyll and Bute Council officers have pledged advice and support in kind.
- Priority given to securing funds through targeted funding applications and innovative proposals.

Management risk

Woodland resource

Windblow risk

- Windblow has already affected the small area of larch and lodgepole pine on the southern corner of the site. Further small area harvesting on a year by year basis may increase risks. Natural woodland on the site is not considered to be at any risk. Overall risk is very low.

Disease risk

- Risk is very low. Phytophthora ramorum (a disease associated with larch) is not believed to be present in the immediate vicinity but does occur in East Cowal. However, it is recommended that any larch on Glenan is removed.

Fire risk

- Trends, possibly linked to climate change, are showing higher temperatures and less precipitation in the spring and summer. With much dead material on the ground in spring wild fires are becoming more common. Risk at Glenan is low, however, advice should be sought from Scottish Fire and Rescue on prevention measures.

Invasive species

- Rhododendron ponticum occurs across the wood, allelopathically suppressing native species particularly along the small rocky outcrops near the shore, presents a medium risk and should be targeted for complete removal. Removal can be both challenging and expensive.
- Under planted and self-seeded non-native conifers, mainly spruce, lodge pole pine and western hemlock, allelopathically suppressing native species are breaking through the native woodland canopy and presents a medium risk and should be targeted for removal.
- Bracken, although a native species, presents a medium risk. It occurs extensively across the site on open area along the shore and increasingly into the woodland. It makes passage through the woodland difficult over the summer months, restricts regeneration, harbours ticks and bracken spores, if inhaled in quantity, present a cancer risk. Bracken should be targeted through a Control Plan.
- Red, sika and roe deer are all present in the surrounding forest area and use Glenan on a regular basis. Deer damage appears to be low and deer densities are unknown, although tracks and droppings are easily visible and small groups of 3 or 4 red deer and individual roe deer are regularly seen.
- FES target levels of 8-9 deer/100ha in established woodland. Deer densities for achieving native woodland regeneration are considerably lower and local volunteers have installed tree guards on some naturally regenerating young oaks. Risk seems low, but densities need to be measured and a small number may need to be targeted for removal by shooting. (The FCS Native Woodland data base map overlay shows a high herbivore impact at Glenan)

- American Mink have been seen at Glenan in the past and are believed to have predated ground nesting birds, but their status on the site is unknown. Risk seems low, but mink monitoring is advised.

Recreational risk

- Ticks on people and pets using the site have been reported, but levels of infection from bites by ticks carrying disease causing Borrelia bacteria are unknown. However, Argyll and Bute Council advise that any area in which ticks are present should be regarded as having a potential risk of Lyme disease. Risk low, but likely to increase and users should be advised to take suitable precautions. Any volunteers working in the wood should be suitably briefed.
- Timber board walks topped with chicken wire are a recognised trip hazard risk. Chicken wire should be removed and replaced with non-slip strips¹⁹ or the entire structure replaced with a suitable stone-based alternative.
- Unsafe trees overhanging paths – make safe as required – low risk
- Fixed features – bridges etc regular inspection – low risk
- Unauthorised construction of ‘north shore’ mountain bike jumps and drop offs. Risk is low.

Planning constraints

A&BC Bute and Cowal Planning Officer has advised that three components of the Argyll and Bute Local Development Plan 2015 – Written Statement; Supplementary Guidance (March 2016); and Supplementary Guidance 2 (December 2016) would be of relevant to future site developments at Glenan. These can be found at:

https://www.argyll-bute.gov.uk/sites/default/files/written_statement_0.pdf

https://www.argyll-bute.gov.uk/sites/default/files/Unknown/supplementary_guidance_adopted_march_2016_env_9_added_june_2016.pdf

https://www.argyll-bute.gov.uk/sites/default/files/supplementary_guidance_2_document_adopted_december_2016.pdf

In the Written Statement the following pages are of relevance (to varying degrees)

- 13 – 14
- 19 – 22
- 27 – 38
- 43 – 58
- 83 – 92

In the Woodland and Forestry Strategy Supplementary Guidance (March 2016), the following pages are of relevance (to varying degrees)

- 29

¹⁹ <https://www.pathsforall.org.uk/pfa/creating-paths/non-slip-strips.html>

- 31 – 40
- 52 – 53
- 63 – 66
- 73 – 82
- 86 – 87
- 131 – 133
- 150 – 153

In the Coastal Development Supplementary Guidance 2 (December 2016) the following pages are of relevance (to varying degrees):

- 2 – 5

Risks associated with addressing these issues are considered low to medium – dependent on proposals.

6 Delivery process and funding strategy

Establishment

6.1 FOGW is a Scottish Charitable Incorporated Organisation (SCIO) no: SC047803. (Established 06 October 2017)

Registered Address: Tigh Eoin, Portavadie, Tighnabruaich, Argyll, PA21 2DA.

Web site: <https://www.Glenanwood.org.uk/>

6.2 The Organisation has been formed to benefit the community of people living in, or registered to vote in, or owning property in the postcode area of PA21 which surrounds Glenan Wood (the "Community"), with the following purposes (the "Purposes"):

- The advancement of environmental protection or Improvement;
- The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended;
- The advancement of citizenship or community development.

See constitution in Appendix 3 – A signed copy will be provided for FES as part of the CATS application.

6.3 FOGW has 9 Trustees, who were elected at the charity's AGM on 27th October 2018. These are Eve MacFarlane, Robin Webster, Lucy Roper, Mark Appleton, Rob Borruso, Andree Hawke, Heather Muir, Robbie Baird and Mick Eyre

- FOGW has over 90 members.
- In due course, FOGW will develop a range of policies and operating procedures appropriate to woodland management. These are likely to include health and safety, fire, first aid, workforce and volunteer protection etc.

Principles

6.4 It is recommended that FOGW adopt the following principles, that mirror those applied to the National Forest Estate, to be applied in the event of community ownership.

- Healthy ...achieving good environmental and biodiversity condition in a changing climate;
- Treasured ...as a multi-purpose resource that sustains livelihoods, improves quality of life, and offers involvement and enjoyment;
- Accessible ...local woodlands that are well promoted, welcoming and open for all;
- Cared for ...working with nature and respecting landscapes, natural and cultural heritage;
- Good value ...exemplary, effective and efficient delivery of public benefits.

6.5 FOGW have prepared an outline paper (see Appendix 6) which sets down their aspirations and thoughts on proposed activities which have been incorporated in this study.

Capacity

6.6 FOGW initially created a Steering Group with a wide variety of skills including communication, education, architecture and design, volunteer management, and community woodland establishment and operation. This group has now been elected as Trustees at the recent AGM.

- Amongst the group, there is a good mix of age and gender and FOGW are conscious of the need to consider succession and the recruitment of new volunteers and sub group members;
- FOGW is a new organisation, but some of the Directors have a long prior connection with Glenan as users and citizen surveyors of path networks and biodiversity;
- Two Directors have excellent current and practical woodland management skills and are in full time employment with the neighbouring Kilfinan Community Forest Company. Access to this level of skill and experience is unusual for a new community body (also see note from KCF chair person in 6.7 below)
- Directors have attended Community Woodland Association (CWA) events to meet and hear from others elsewhere in Scotland engaged in similar projects.

Partnership

6.7 FOGW will work with a range of community and national partners. Two obvious local partners for FOGW are Kilfinan Community Forest and Colintrave and Glendaruel Development Trust (advice and expertise), and Portavadie Estates (sponsorship and support in kind).

A letter of support from Mark Bamford KCF Co-chair identified that the KCF board are fully supportive of FOGW taking ownership.

“Our message is one of enthusiastic support and confidence in the ability of the Friends of Glenan Wood to preserve the ancient elements of the forest while promoting sensitive development that will improve access and usage, remove invasive non-native species, and consolidate the position of Glenan Woods as a treasured part of the local landscape. We are delighted to have close relations with the board of Friends of Glenan Wood and will continue to offer whatever support and advice we can.”

A meeting with Iain Jurgensen, Portavadie Resort Manager identified that Portavadie Estates are pleased to support a facility on their doorstep that would complement their offering to their 30,000 guests and 100 staff.

Partnership with an established group such as the Argyll Small Woods Cooperative could bring Glenan into a ‘Cowal cluster’ and develop a long-term relationship that would extend beyond an initial two-year development period.

Consultation

6.8 FOGW have sought the mandate of the local community for the CAT as evidenced below. They are very aware of the need to engage with and to continue to inform the local community and other relevant stakeholders on progress. The local community is already comfortable with community woodland ownership through the Kilfinan experience.

- FOGW is consulting people within the PA21 postcode area and more widely with specialists, service providers and decision makers;
- FOGW have their own Web site and Facebook page (117 followers and 106 likes) which are updated with progress reports;
- FOGW volunteers have carried out a leaflet drop to all houses within the PA21 area.

- Meeting events and activities are also promoted using word of mouth and hard copy posters for people who are less inclined to engage digitally;
- Liaison with groups and organisations in the local area has allowed FOGW to get the views of their members and local decision makers

6.9 Organised consultation events to gather thoughts and ideas have included:

- Facebook and Web site always open for comment and contact details;
- 1st July 2017 Public meeting Kames Hall attended by 50 people;
- Site walk and Steering Group discussion 23rd March;
- Drop in session and public meeting in Milltown Village Hall on the 17th of May. The drop-in session attracted 12 people;
- The public meeting in Milltown Village Hall was attended by 20 people;
- A site visit and walk on the 18th of May attracted 8 people;
- Bioblitz 8/9 June – (see below)
- Volunteer day 7 July – bracken ‘smashing’ along the paths – 10 people
- AGM 27th October. Update on activities of past year – 25 people.

6.10 A “BioBlitz” was held at Glenan on the 8th and 9th of June 2018 (Poster Figure 2) to engage the local community. Three experts in butterflies, birds, bats, trees, fungi and other biodiversity attended to help with identification along with eight volunteers.

Activities on Friday were led by three volunteers with 50 P1-P7 age children with 12 staff from two schools. Eight people from baby and toddler group also came along. This was followed by an evening bat walk and setting a moth trap overnight.

On the Saturday the “Bioblitz” walk was followed by a beach clean and BBQ attended by 60 people. Six volunteers from Kings Court Rehab Unit did the BBQ.

Funding for the event came from the Tighnabruaich Development Trust. Burgers and sausages from Auchinbreck Farm and Portavadie Resort donated pizza and ice cream to the participants.

Figure 2: Poster for Bioblitz



6.11 During the study the following people have been consulted or contacted for specialist advice on the community purchase of Glenan Wood.

Argyll and Bute Council

- Local A&BC ward members;
- Marina Curran-Colthart - Local Biodiversity Officer;
- Jolyon Gritten - Access Manager;
- Steven Gove – Planning Office - West Cowal;
- Argyll and Bute Countryside Trust;

Forestry Commission Scotland

- Rebecca Carr - Community Asset Transfer Manager;
- John Hair – Planning Manager;

Biodiversity

- Andy Acton – Ecologist and Lichenologist;
- Gordon Rothero – Lower plants specialist;
- Andy Robinson – RSPB;
- Angus Bevan – Woodland Trust;
- Claire MacFarlane Ancient Tree Verifier from The Woodland Trust
- Tam Stewart – Butterfly Conservation;
- Carl Farer, Biological Records Manager for Lorn Natural History Group;
- Gavin Boyle, Bird expert.
- Angus Bevan. Integrated Woodland Management

Tourism and Recreation

- Iain Jurgensen – Manager Portavadie Resort Ltd;
- Stewart Miller - Cowal Way Project Manager;
- Fiona McPhail, Kyles Marketing Group;
- Eco Nature Holidays - Glendaruel;

Others

- Sandy Bullock - Wood Chip Shop - Argyll Forest Products;
- Jon Hollingdale – CEO Community Woodland Association;
- Emily Allan - Fyne Fitness;
- Argyll Small Woods Cooperative – Neil Donaldson – Chair person
- The Native Woods Cooperative (Scotland) Ltd – Angus Bevan
- Slate Island Seaweed;

Support

6.12 Expressions of support for the community purchase are listed in Appendix 4 and include

- Portavadie Resort Ltd;
- Argyll & the Isles Coast and Countryside Trust – Julie Young;
- Kilfinan Community Forest Company;
- Kilfinan Community Council;
- Tighnabruaich Primary School;
- Tighnabruaich Development Trust;
- Kyles Medical Centre;
- Kyles Marketing Group;

A&B Council

- Yvonne McNeilly Ward Councillor;

MPs and MSPs

- Brendan O’Hara MP;

Funding Strategy

6.13 Glenan appears on the Native Woodland Survey of Scotland making it eligible for a range of woodland management funds. Various sources of funding for project work such as volunteering have been identified in Table 1. It should be noted that most funders have specific eligibility requirements, application closing dates and deadlines, and these will need to be confirmed. In the main, funders will be looking for clearly articulated and costed proposals.

Table 1: Funding Sources

Acquisition		
	Scottish Land Fund	The Scottish Land Fund supports rural and urban communities to become more resilient and sustainable through the ownership and management of land and land assets. Funded by the Scottish Government and delivered in partnership by the Big Lottery Fund and Highlands and Islands Enterprise, it offers grants of up to £1

		million to help communities take ownership of the land and buildings that matter to them, as well as practical support to develop their aspirations into viable projects.
	Tighnabruaich District Development Trust	The objectives of the trust are To advance and support recreational facilities, recreational activities and public spaces within the community; To advance the arts, heritage, culture and sport; To advance education, health and social care; To advance and support local projects for the relief of poverty, financial hardship, and disability. To advance and support projects for environmental protection or improvement. To advance citizenship and community development within the Community; To advance and support local business development and local employment opportunities. To advance and support other schemes which are in furtherance of the purposes of the Trust and for the benefit of the Community, but such that the company shall do so following the principles of sustainable development.
Access improvement		
	Scottish Government's Improving Public Access Fund ²⁰	Open to a range of public bodies, organisations and land managers. It provides for the capital costs of installing paths, together with related items like drainage, self-closing gates, signposts, bridges and boardwalks.
	Argyll LEADER 2014 -20	Three themes: Strengthening the rural economy by maximising the sustainable use of our natural, cultural and heritage resources as an economic driver. Enhancing the services and facilities in the Argyll and the Islands area to attract individuals, families, visitors and investors to grow and maintain economically viable communities. Small Business Support including Farm Diversification
	HLF Coastal Communities Fund Round 5	The Coastal Communities Fund supports the economic development of coastal communities by promoting sustainable economic growth and jobs, Funding goes to projects over £50,000 that will ultimately lead to regeneration and economic growth whilst directly or indirectly safeguarding and creating sustainable jobs.
	Paths for All	Community Path Grants - available for community groups to create, improve, maintain and promote community paths.
Biodiversity Management		
	Forestry Commission Scotland	Support mainly for people-based programmes and items like hand tools Up to £1000 – application letter

²⁰ <https://www.ruralpayments.org/publicsite/futures/topics/all-schemes/agri-environment-climate-scheme/management-options-and-capital-items/improving-public-access/>

	Community Fund	Over £1000 application form Support on a sliding scale <ul style="list-style-type: none"> • 100% for projects up to £5000 • 90% for projects £5000 - £20,000 75% for projects over £20,000
	Forestry Grant Scheme SRDP 2014 - 20	The Forestry Grant Scheme (FGS) will support the sustainable management of existing woodlands. Support under six categories: These aim to support forest management, activity to enhance the environment and the public's enjoyment of existing woodlands.
	SNH Natural & Cultural Heritage Fund (NCHF)	Investment in infrastructure supporting the sustainable use of natural and cultural heritage assets <ul style="list-style-type: none"> • Digital interpretation projects and interpretive media that promote and protect natural and cultural heritage and provide local economic and social benefits • Improving accessibility, interpretation and quality of sustainable development opportunities based on the region's heritage • Promoting and developing the unique and distinctive natural and cultural heritage (such as Gaelic and the region's musical heritage) and resources of the region. • Projects to develop new products or services to groups of enterprises and sectors based on the region's natural resources, particularly for the tourism sector.
	Woodland Trust	Small scale woodland grants and assistance in kind – supply of trees.
Volunteering and community activities		
	Big Lottery Scotland Awards for All	A quick and more straightforward way to get small National Lottery grants of £300 - £10,000. Funding for: equipment; one-off events; small capital projects; staff costs; training costs; transport; utilities/running costs; volunteer expenses.
	Paths for All	Community Walking for Health Grants - training and supporting Volunteer Walk Leaders to lead Health Walks
	Multiple trusts and foundations	Aldi, Tesco, Co-op, Scottish Power, Warburton, STV etc that offer small sums suitable for smaller events and projects
Education		
	The NINEVEH Charitable Trust	Supports a broad range of UK-based projects and activities of benefit to the public, with an emphasis on promoting better understanding of the environment and countryside, whilst facilitating improved access, education and research. The Trust supports schools' interactions with the countryside and farming as a part of their STEM curriculum
	The Tomlinson-Brown Trust	The Tomlinson-Brown Trust welcomes applications for funding from schools across the age range needing financial support for Earth Science initiatives.
	Trusthouse	We are a medium-sized grant making foundation giving grants to

	Charitable Foundation	small, well-established organisations in the UK who address local issues in areas of extreme urban deprivation, or in remote and fragile rural communities.
--	-----------------------	---

7 Business plan and Financial Assessment

Valuation of Glenan Wood

7.1 The DVS Report Case Number: 1674654 Date: 20 June 2018 provides a market value of £300,000 (Three hundred thousand pounds) for Glenan Wood.

7.2 The DVS Report gives wood dimensions as:

“The total area is 145.13 hectares, as per the FES stock database.

Glenan Wood comprises a mix of broadleaved species, mainly oak and birch with a small block of conifers, approximately 6 hectares in area. The open ground/unplanted land and car park extends to approximately 43 hectares”.

7.3 The DV £300,000 valuation for the 145ha appears to be broken down as follows

1. ‘Planted ground’ (Conifer plantation) – 6ha at £2,600 per ha – £15,600
2. ‘Bare ground’ 43 ha at £800 per ha – £34,400
3. ‘Planted ground’ 96 ha at £2,600 per ha – £249,600

7.4 It is noted that the DVS Valuation Report is an independent, impartial report carried out according to RICS standards.

7.5 However, the indicative Forest Design Plan supplied by FES to FOGW gives a similar total area but a different mix of planted/open ground. The DVS 6ha conifer block for example is described as 3ha in the FDP. This is the area mostly suitable for some form of development.

“The forest is 145 hectares in extent and comprises 101 hectares of forest (of which 98 hectares is broadleaved and 3 hectares is conifer) and 44 hectares of open ground”. Extract from FDP.

7.6 It is also noted that the Forest Design Plan identifies what the DVS describes as ‘Planted ground’ instead as ‘native woodland mostly comprising oak and birch’. Roy’s 1755 Military Survey shows tree cover on much of this ground, suggesting long term origins, and Glenan is included in the Native Woodland inventory.

Estimated purchase costs and proposed finance

7.7 Based on the valuation the following model in Table 2 is proposed.

Table 2: Estimated purchase costs and proposed finance

ESTIMATED PURCHASE COSTS AND PROPOSED PROJECT FINANCE						
ESTIMATED PURCHASE COSTS						
						£
Purchase price at market value						300,000
Less: Discount requested @ 20%						(60,000)
						<u>240,000</u>
Legal expenses						4,000
Total						<u>244,000</u>
PROPOSED PROJECT FINANCE						
						£
Scottish Land Fund - 80% market value						240,000
Scottish Land Fund - towards legal costs and expenses						4,000
Total						<u>244,000</u>

Notes

1. The rationale for the discount applied is explained below.
2. Should the FOGW attract the necessary funding and agree a price and exchange of title with FES they will require to register their holding with the Land Register of Scotland and comply with the necessary mapping, legal requirements and fee payment for registration. The SLF can supply funding to cover these conveyancing costs and £4000 has been allocated.

Discount options

7.8 FES may at their discretion (through the CATS Evaluation Panel) allow a discount to be applied on the market value of the woodland. Any discount on the DVS valuation must be justified in terms of the value of the outcomes to the community / general public. FOGW welcomed the helpful comment supplied by the Evaluation Panel member and the Community Asset Transfer Manager following their visit.

Discount rationale

- 7.9 In introducing their request for a discount FOGW present the following rationale. Detter and Fölster (2015 pages 3 -6)²¹ In their definition of public wealth make the following points which FOGW believe are of relevance to the discount rationale.

“It is important to note that public assets should not be confused with public property which normally refers to assets and resources that are available to the entire public for use, such as public parks”.

“Better management is not just about financial returns but other important social gains as well”.

“Alas, all too often, the management of public assets is not conducted in people’s best interests. This makes it difficult to manage these assets in a way that exploits synergies and alternative uses of public assets”.

- 7.10 Through its constitution and charitable status FOGW is steered by social obligations. These include improving and maintaining recreational access and wellbeing for all, promoting volunteering and employment, and securing and maintaining favourable conditions for biodiversity. As noted in this report they also include seeking out synergies with partners like Portavadie Estates and new economic ventures like eco pods/cabins (Appendix 9). Evidence at Glenan shows that, under past FES management, many of these obligations have not been fulfilled and may not be regained were the site to be sold to a private buyer.

- 7.11 Maintenance, as at Glenan, is mostly noticed by its absence and dealing with it is unglamorous. Professor David Edgerton of Kings College London said *“we’re encouraged to pride ourselves on all being innovators and entrepreneurs, maintenance is often dismissed as mere drudgery. But in fact, repairing things is often trickier than making them. It is also more difficult for economists to measure. The discipline’s most prominent statistic, GDP, is gross (as opposed to net) because it leaves out the cost of wear and tear”.*²²

- 7.12 If successful in securing ownership, FOGW will have to invest considerable time, effort and resources to maintain and recover social obligations and deliver outcomes that address current unfavourable conditions. At Glenan these are expected to include social and environmental outcomes measured by:

Social outcomes

- Growing volunteer input coordinated by FOGW – measured in volunteer hours and days;
- Increased numbers of visits, with associated health, wellbeing and educational benefits, by a range of groups (As identified in Section 8 and Table 5);
- Access maintenance and improvements (not previously carried out by FES), replacement (bridges, signs etc) and new facilities. (Additional to any rights associated with the SOAC).

Environmental outcomes

- Three ancient woodland zones (60 % of woodland or 68ha) moved from threatened to secure;
- 78ha of areas of with invasive or non-native species cleared with concomitant improvements to biodiversity;

²¹ Detter D and Fölster S 2015 The public wealth of nations: how management of public assets can boost or bust economic growth. Palgrave MacMillan London and New York.

²² Economist October 20th, 2018.

- Enhanced numbers and diversity of species and habitat inventory.

- 7.13 Bösch et al. (2018)²³ ascertained the value of ecosystem services provided by German forests. In total, the annual value of the ecosystem services provided by one hectare of forest amounted to about €319 (£280). They further noted state-owned forests have a specific responsibility to secure these ecosystem services, because *“state (and communal) forest enterprises could supply those forest ecosystem services that are not provided by private forest owners.”*
- 7.14 At Glenan Scottish Ministers, through FES, wishes to transfer responsibilities to another party via a sale. Much of Glenan’s ancient woodland is currently in a threatened state. (PAWS report Appendix 10). In assessing the work required to move from threatened to secure state we have taken the evidence to show that 68ha is only able to provide 50% of the full range of ecosystem service value in its current state.
- 7.15 Using the 2018 German forest figure referenced above, this means a shortfall of £140 per ha or £9520 per annum for the threatened 68ha. Over a five-year restoration period, this would mean the equivalent of a £47,600 shortfall in ecosystem service value. Restoration is likely to take longer but, coupled with a tapered recovery in value, a five-year period has been adopted as a baseline.
- 7.16 Parts of the site outside the threatened woodland core have not been fully assessed but it is clear, on the ground, that herbivores (deer) invasive species (bracken in particular) are having significant and increasing impacts on both the heathland and coastal grassland and with a negative effect on Scottish Biodiversity Strategy species and habitats (wildcat, otter, bat species and various lichens and invertebrates etc). For this remaining 78ha of the site we have assumed a shortfall in ecosystem service value of £30 per ha/annum over 5 years, or £2,340 per annum for each of the five years (£11,700), prior to FOGW consolidating secure status.
- 7.17 Taken together, this is a shortfall of £59,300 which we have rounded up to £60,000 to explain our requested discount figure of 20%. Under community ownership, through the additional activities and project set out in this report, FOGW would be committed to addressing the shortfall. But the discount is requested to recognise the additional work needed to fully realise Glenan’s potential. Covering capital funding from the outset would free fund-raising activity to focus directly on project work of immediate benefit to people.
- 7.18 In our summary of Estimated Purchase Costs and Finance in Table 2 above, we have assumed that a discount of 20% will be requested in any application to FES. It should be noted that there is no guarantee that this level of discount will be accepted. If no discount is approved, FOGW would be required to find £60,000 of finance from other sources to complete the acquisition.

Projected Core Income and Expenditure Accounts for the first 10 Years of operation

- 7.19 These are presented in a separate spread sheet at Appendix 8.

²³ Bösch, M.; Elsasser, P.; Franz, K.; Lorenz, M.; Moning, C.; Olschewski, R.; Rödl, A.; Schneider, H.; Schröppel, B.; Weller, P. Forest ecosystem services in rural areas of Germany: Insights from the national TEEB study. *Ecosyst. Serv.* 2018, 31, 77–83. Cited in Getzner, M, Meyerhoff, J and Felix Schläpfer, F (2018) Willingness to Pay for Nature Conservation Policies in State-Owned Forests: An Austrian Case Study *Forests* 2018, 9(9), 537

No previous accounts for the Glenan Woods have been provided by FES. We understand that recent expenditure by FES on the site has been minor and restricted to the car park area, e.g. repair of potholes etc. but no previous accounts have been provided. Grass cutting has been undertaken by Portavadie Estates on a 'good neighbour' basis.

7.20 The following explanatory notes are provided to explain the underlying assumptions used in preparing the Projected Income and Expenditure projections. We comment specifically as follows:

Basic Assumptions

7.21 The projections are intended to be an illustration only of likely or possible 'core' performance in the first 10 years of operation.

- The projections relate to core Income and Expenditure only. In the context of Charity accounting, this relates to Unrestricted Fund transactions. The projections do not contain any Income and Expenditure relating to specific development projects.
- Where such projects are carried out, with grants and donations, specifically provided for the purpose, these would be accounted for as Restricted Fund transactions. We discuss possible development projects at para 7.32 below.
- For ease of presentation, we have not built inflation into the model and all years are therefore presented at current prices.

Income

7.22 ***Sponsorship, Donations and fundraising***

Sponsorship projects will require some creative thinking, but could comprise for example:

- Sponsor a Glenan species from £20 (certificate, illustrated map and information pack provided). We have budgeted five per year - £100.
- Sponsor a Glenan Hectare from £25. (certificate and illustrated map, ticket to annual BBQ) – We have budgeted four per year - £100.

7.22 ***General donations and legacies*** - Donations and legacies could be encouraged via the FOGW website. Obviously in practice, this will vary greatly from year to year. Membership fees could be introduced to give a known level of income. We have suggested a minimum fundraising target of £1,800 per annum from this source. Regarding legacies, wording could be provided to insert into a will in memoriam of a loved one as general funding or for a specific item (e.g. trees, a seat or other necessary installation/piece of equipment).

Some form of annual open day event at Glen on the open space near the car park with events, stalls and activities – such as the 'Two Beasts' hill race could form the backbone of fundraising effort.

7.23 ***Glenan Volunteers-*** In addition to volunteer trustee time, volunteer time should be sought and encouraged from private individuals and corporate bodies:

- Volunteers could be enlisted to participate in Conservation Days, where they would take part in a range of interesting/important activities including rhododendron clearance, tree planting, community orchard work, path work, woodland furniture, surveying wildlife, collecting seeds and berries for a new tree nursery and much more!
- Corporate bodies comprising businesses (from all sectors) and public bodies could similarly be enlisted. The attraction to such organisations is that they reduce their carbon footprint (tree

planting, work parties etc), deliver meaningful cause-related outcomes for the benefit of a charitable organisation and provide healthy activities for their own staff.

- 7.24 In cash terms volunteer activities are cost neutral (subject to minor costs e.g. providing lunches etc.). it is worth noting however, that funders like the Big Lottery place a notional value on volunteer time contributed, as part of matching funding packages if this can be evidenced by timesheets or other forms of robust record keeping.

By way of illustration, if an average of 10 hours work per week is provided by Trustees and other volunteers (private/ corporate) for 50 weeks in the year, and it is estimated that the gross wage rate for the service is £10 per hour (greater if professional skills like communication or finance utilised), the value of volunteer input for the year could be estimated to be $10 \times 50 \times £10 = £5,000$.

Honesty Box

- 7.25 An honesty box could be placed by the carpark at the entrance to the woods, where leaflets could also be provided. Based on an estimated 3,000 visitors per annum, we think it is reasonable to project an annual income of £500 from this source

Clothing and other gift sales

- 7.26 We have budgeted for modest sales of fleeces/t shirts/car stickers etc. There would be a limited market for such items and our projection is for £600 in year 1, reducing thereafter to £200 per annum. The cost of such items (50%) is included in projected expenditure.

Income from Woodlands

- 7.27 As commented elsewhere in this report, there is an area of approximately 6ha of poor-quality Sitka, Larch and Lodgepole pine within the woodland. For purposes of illustration, and assuming that, a milling machine could be brought to the site and processing carried out by suitably qualified volunteers, we have budgeted modest income from this source of £750 for production and sale of cladding and fencing rails for years 1 and 2 only and £300 per annum for firewood sales on an ongoing basis. Another option is chipping low quality timber for cattle bedding in the local area.

Perhaps this is an area where working in collaboration with Kilfinan Community Forest could be explored.

Expenditure

Woodland Officer

- 7.28 We have included a part time woodland officer post for the first two years at a total cost of £11,000 pa, comprising salary (£10,000) and other costs (£1,000) comprising pension contributions, employer's liability insurance and an expenses budget. We have assumed that these costs will be fully funded by the SLF or another funding body like DTAS. Some element of management charge should be included in project funding applications where woodland officer time is involved.

Job descriptions are included in Appendix 5. Another option is to utilise the services of Argyll Small Woods Cooperative on a contract basis to deliver development services.

Other Overheads

7.29 The budget headings presented are intended to be illustrative of potential performance. We comment specifically as follows:

Insurance

- We have budgeted £750 per annum for a 'combined policy', which would typically cover all risks, including third party liability, land property and equipment, volunteers, and fire liability.

Internet and Website Maintenance

- We have budgeted £100 per annum for website maintenance. We have assumed that some volunteer input may be obtained for the initial set-up costs.

Independent examination and Professional Costs

- We have budgeted £500 per annum for the costs of accountancy and independent examination.

Hall hires/meetings expenses

- We have budgeted £100 per annum for the costs of hall hire/meetings expenses.

Posts, printing and stationary

- We have budgeted £100 per annum for miscellaneous stationary costs.

Subscriptions

- We have budgeted £150 per annum for subscriptions, which would include membership of organisations such as Community Woodland Association, Reforesting Scotland, DTAS and Community Land Scotland.

Small tools and safety equipment

- For illustration we have budgeted £500 in year 1 for a set of core hand tools (and first aid kit) such as spades, shovels, bow saws, tape measure and wheel barrows to carry out minor works and repairs. On an ongoing basis, there will be breakages and consumables like replacement blades, fixings, marker spray etc. and we have budgeted £200 per annum from year 2 onwards.

Repairs and maintenances

- We have budgeted £300 per annum to cover small repair and maintenance costs.

Volunteer expenses

- Costs associated with insurance and tools is covered elsewhere but it is likely there will be additional costs associated with volunteers – perhaps associated with providing, food and drink for subsistence. For illustration we have budgeted an average of £250 per annum, but this figure could be higher in practice if, for example, a portaloos was required for day long sessions.

Honoraria

- These are budgeted at £200 per annum and comprises two payments of £100 each for the Secretary and Treasurer positions.

Open day/BBQ expenses

- Costs could typically be £250 for an annual open day event in the wood, comprising camp fire, sausages/burgers, juice etc. We have assumed that such events will be fully sponsored by external organisations.

General expenses

- We have budgeted £200 per annum for general expenses.

Financial conclusion

7.30 We emphasise again that the Projected Income and Expenditure Accounts presented at Appendix 8 are intended to be an illustration only of likely or possible 'core' performance in the first 10 years of operation.

Projected annual expenditure (excluding the Woodland Officer's position in years 1 and 2) is modest and is budgeted at £3,450 in year 1, reducing to £2,950 for years 2-10 inclusive.

Glenan woods are not commercial in nature and the Trustees will require to ensure that they raise sufficient income from fundraising activities to cover overheads in any given year. The projections illustrate that the charity will raise sufficient funds to cover its costs in all years projected, thus building up a modest reserve on Unrestricted Funds by year 10 of £1,900. In practice, Income and Expenditure could vary widely from year to year and the onus will always be on the trustees to manage income and expenditure carefully and to maintain a surplus on Unrestricted Funds. Ideally, if fundraising could be increased beyond levels projected, especially in the early years, it would allow the charity to build up Unrestricted Fund reserves to act as a cushion in the event of unanticipated/'one off' expenditure, or even to help 'pump prime' specific projects where an 'own contribution' to funding is required.

Appendix 9 has an illustration of an eco-pod/cabin project which, if implemented effectively with suitable marketing and promotion, could generate a useful surplus for FOGW after Year 3.

Extended Core Income and Expenditure Accounts for year 11 to year 25

7.31 Projected Income and Expenditure beyond the first 10 years inevitably becomes more speculative. That said, we would anticipate that (subject to inflation) projected Income and Expenditure in years 11 to 25 will continue at similar levels to those projected for the first 10 years. Although annual costs should remain modest in typical or average years, the challenge for FOGW will be to maintain enthusiasm and financial discipline to ensure that it continues to raise enough finance to cover its annual expenditure commitments and to ensure that community ownership of Glenan Woods will continue to be sustainable.

Specific Project options

7.32 Activity on the ground would have to be costed but the following indicative costs are supplied in Table 3.

Table 3: Project costs

Access		
Projects	Description and unit cost	Cost
Path restoration to standard	1000m of 1m wide Type 1 gravel – whin dust surfaced path	£25,000

	£23 - £25 per linear metre	
Information Boards	One central information board (900mmx 800mm full colour) at main entrance	1 x £1500
Log picnic tables with integral seating	Three tables 2.5 x 0.5m	3 x £300
Car park repairs	50 tons type 1 gravel and roller	£1000
Entry gate	Vehicle gate repair and all ability pedestrian access ²⁴	£170 and £350
Habitat Management		
Detailed woodland plan	Woodland Officer to prepare detailed management plan	£1500
Invasive species removal – Rhododendron	Manual rhododendron ²⁵ and stump treatment	Up to £6000/ha
Invasive species removal - Conifers	Fell to waste and or removal Ring barking standing trees would be a cheaper option and would increase levels of dead wood.	Up to £1000/ha
Bracken control	Manual whipping and/or bruising bracken stems ²⁶	£150/ha
Tree planting	Tree planting (50 oak of local provenance) with post and rail tree protection @£15 - £20 each	£1000
Development projects		
Events programme	Environment, arts, culture, crafts	£5000
Composting toilets	Two, high quality timber clad waterless units with spray wipes for hand cleaning	£10,000
Community Orchard	Initial 25 trees @ £25 each including stakes and protection	£625
Tree nursery site	Would require fenced area	£500
Plantation site treatment		
Woodland management	Small scale removal of round wood for fire wood, cladding, wood chips – priority for larch removal to reduce disease risk and existing wind throw timber.	Milling cost can range from £1.50 per cubic foot to £6 plus (where there is a lot of log handling involved)
Skills training	Train up Basic Chainsaw, Fell and Process Small Trees, mobile timber mill and fire wood processor users to approved certification standards CS 30 / CS 31	£600 per person plus any PPE and travel (additional fee if assessment is

²⁴ Gates must be two-way opening, and self-closing

²⁵ Grant support will be dependent on a plan that must include:

a map that details the extent and percentage cover of the rhododendron (to evidence the net area of hectares you will be claiming grant on), and categorises the rhododendron by grant type (for example: manual – medium) details on the control method and follow-up for five years, justifying why this method is preferable to stem injection (which otherwise is our preferred method)

²⁶ The fronds may be cut cleanly by hand using light whips, made from slender hardwood stems, or thin metal rods. Control must be undertaken at least twice during the growing season

		required)
Income generation		
Wilderness cabin Approx. 5m x 5m	Purchase a kit or utilise timber from the wood to clad a bespoke frame. Employ lead crafts person in construction Supported by volunteer labour	£15,000 - £20,000

7.33 Each project will be individually costed however, for illustration, some of the items, materials and equipment likely to be required and accounted for during construction work are listed here. For example, the wilderness cabin helped by volunteers is likely to require:

- Design (structural engineer) and planning permission fees if required
- Tools, breakages and consumables (drills, saw blades, oils, handles etc)
- PPE – protective equipment – gloves, helmets, wipes, first aid kit etc
- Materials (timber, pipes, sheet materials etc)
- Fixtures and fittings (screws, bolts, catches, wire, ropes etc)
- Transport costs (Trips to support volunteer work – e.g. collection of materials and tools from suppliers)
- Administration – servicing web site and Facebook, volunteer admin
- Food and refreshment for volunteers and groups providing help
- Volunteer event promotion, management and reporting

Monitoring and reporting

7.34 FOGW will consider various options for monitoring and reporting benefits and outcomes. These are set out in Table 4.

Table 4: Monitoring and reporting

Monitoring	Use of surveys (and counters) at entry point will record user numbers Habitat and wildlife surveys will assess condition; Regular meeting with user groups will provide feedback on activity;
Reporting	As part of a robust governance and oversight process FOGW will: Hold open meetings and publish outcomes on their Facebook page and web site; Hold an annual event – such as a BBQ to provide an opportunity for ‘hands on’ reporting to residents, users and partners; Regular reports may be submitted to the Community Council for information. SCIO annual accounts will be available; Project funding reporting to Directors will be on a case by case basis with management accounts as required

8 Connecting with local and national priorities and outcomes

- 8.1 The overall value of Glenan as a native wood is difficult to calculate, although as noted in Section 7 a figure of £280/ha/year has been identified. The wood offers a range of natural ecosystem services, including biodiversity refugia, carbon sequestration and water filtration services. Judging by anecdotal evidence, the wood also provides people with several passive or non-use values, including existence and bequest values.²⁷
- 8.2 The recreational value of Glenan may be more apparent, although also difficult to measure in meaningful terms. There are no visitor surveys or counters. The relative contribution made by various site attributes, including paths, quality of views, the presence of heritage trees and centuries of management, plus rocky outcrops, burns and beaches etc to site demand is unclear.
- 8.3 Using techniques such as willingness to pay and travel cost method are fraught with challenges as site experiences and opportunity cost for individuals and their planned activities will not be consistent. Similarly, the health benefits that could accrue from visits will vary widely between individuals, their activities, frequency of use etc.
- 8.4 Forestry Commission researchers note that *“Woodland managers often rely on number of visits or visitors to a site as an indicator of recreational benefit, but this approach has limitations as it assumes each visit has the same general value for each individual (Edwards et al., 2009). The recreational use of woodlands is influenced by natural contributions (i.e. nature and quality of the woodlands) and anthropogenic contributions (i.e. human inputs, including infrastructure and facilities that enable particular types of activities to be undertaken) (Albert et al., 2016). These two aspects will influence people’s decisions to visit woodlands and undertake particular recreational activities.”*²⁸
- 8.5 ‘Natural services’ values may remain much the same if the wood was to be purchased from FES by a private buyer, but it is reasonable to assume non-market and non-use values such as recreation and existence value would be lower.
- 8.6 Furthermore, as evidenced in other community owned woods, community ownership is best placed to deliver non- market and non – use values new and additional ‘cultural services’ activities in isolated native woodland sites like Glenan.
- 8.7 Through community ownership FOGW are proposing management and activities for the site that will fit with local need and regional priorities for Argyll, like community strengthening, sustainable tourism and environmental quality. The fit extends to Scottish Government priorities as noted in Table x.
- 8.8 FOGW are anticipating increased benefits arising from a transfer of ownership from FES to the local community. These public benefits will include:

²⁷ Heagney, EG., Rose, JM., Ardeshiri, A., and Kovač, M., 2018 Optimising recreation services from protected areas – Understanding the role of natural values, built infrastructure and contextual factors. Ecosystem Services Volume 31, Part C, June 2018 Pages 358-370

²⁸ Moseley, D., Connolly, T., Sing, L and Watts, K., 2018 Developing an indicator for the physical health benefits of recreation in woodlands. Ecosystem Services, Volume 31, Part C, June 2018, Pages 420-432

- Increase in volunteer activity;
- Increase in users;
- Increase in range of activities;
- Increase in partnership working with community, public and private sector;
- Management to improve site condition for Native woodland status, Red Data Book species and habitats.

Local benefits

- 8.9 As noted these are difficult to calculate. Taking an average of 10 volunteer hours being provided by Trustees and other workers per week for 50 weeks as an example, it is estimated that, had these volunteers been paid, their gross wage rate would have been about £10 per hour (greater if professional skills like communication or finance utilised). This means that the value of volunteer inputs for the year at Glenan could be estimated to be the equivalent of $10 \times 50 \times £10 = £5,000/\text{year}$.
- 8.10 The Kyles Medical Centre in Tighnabruaich makes the following comment about health benefits - *“Research clearly shows that there are also benefits to adult physical and mental health from outdoor activity. As such, the availability of Glenan Wood for the local population would be a fantastic resource for community engagement, outdoor activity and health improvement.”*
- 8.11 Community woodland management requires a range of skills and activities can contribute to a growth in learning and skills. This can be extended to educational and lifelong learning potential for people in their understanding and appreciation of the native woodland legacy and the measures required for their conservation for future generations to steward and enjoy.
- 8.12 Local community groups and projects that have indicated to FOGW that they would use a community owned Glenan Wood more if facilities like paths, shelter and suitable facilities were available. Natural play site, such as woodlands, encourage children to engage in spontaneous, independent, self-led fun and play. Getting back to basics using natural features. Indicative additional activities on an annual basis include:

Table 5: Additional annual activities at Glenan under community ownership

	GROUP	ACTIVITIES	ADDITIONAL ANNUAL ACTIVITY AT GLENAN
Young people and family groups			
1	Baby Bears	A pre-school group that meets every Friday afternoon for woodland/beach outdoor play.	25 visits
2	Tighnabruaich Baby & Toddlers	Meets once a week	10 visits
3	Tighnabruaich Primary School	Active Forest School (every Thursday) and very open to additional forest/environmental activities linking to curriculum	20 visits
4	Tighnabruaich Cubs & Beavers	Scouting activities, beach cleans etc	5 visits and activities
Well-being and activity groups			

5	Kilfinan Walking Group	Local walks once a week	15 visits
6	Meditation group	Meets regularly in Kilfinan Community Forest	10 visits
7	Tighnabruaich Nordic Walking Group	Walking to tackle heart disease keeping to a healthy weight and shape, exercising a positive attitude and a little spirit of adventure	15 visits
8	Branching Out Argyll	Positive mental health through nature - innovative programmes of woodland based activities for people with poor mental health.	8 visits
9	Permaculture Group	Local enthusiasts	Interested in tree nursery and other future options
10	Kyles Allotment Group	Planting, sowing, watering, weeding and harvesting raised beds in the polytunnel and outdoors.	Interested in tree nursery and other future options
11	Kings Court in Tighnabruaich	A residential drugs rehabilitation unit run by Maxie Richards Foundation. House six addicts for the course of a year. Volunteers as part of lots of community projects locally.	12 visits and volunteer activity
12	Wilder Ways	Horse riding holidays in the area. Portavadie is a starting point for a trek to Strachur	May be interested in future options for accommodation and temporary livery
13	Woodworking group	Green woodworking days and weekends held at Glenan	Could be extended to Glenan
14	Millhouse Art Group	Very active local group	Arts and crafts visits 5 per annum
15	Fyne Fitness	Fitness business based at Portavadie. Run local 'boot camps' and interested in outdoor fitness and possible outdoor events.	20 -30 visits – runs into the wood etc
16	Tinny Trotters	Local running group	20 visits especially if through link to Admarnock
17	Millhouse and District SWI Tighnabruaich SWI	Friendship, sharing and developing traditional and new skills.	2 possible visits for activities such as crafts or wild foods
18	Kyles Coastal Rowing Club	Could build a skiff at Portavadie if suitable facilities	?
Nature and environment groups			
19	Cowal Red Squirrel Group	To save and maintain a healthy population of Red Squirrels in Cowal Have provided interpretation board at Glenan	10 visits to carry out surveys

20	Argyll Bird Club	The club aims to promote an interest in birds in Argyll.	Include Glenan in programme of 2 field visits and training
Indicative number of additional visits under community ownership			Circa 180

Wider public benefits

- 8.13 Glenan Wood is promoted as a 'Secret Coast' destination. However, as already noted the poor quality of paths and signage put off all but the more intrepid and suitably equipped users. FOGW anticipate that improved access and associated facilities will attract more visitors, especially from Portavadie resort and marina, delivering health and economic benefits. A further 3000 visitors per annum are anticipated – approximately one in ten Portavadie visitors.
- 8.14 Sixteen National Outcomes describe what the Government wants to achieve and articulate its purpose. Community ownership at Glenan could contribute to some of these national outcomes in various ways. The most significant contributions are highlighted.

Table 6: Fit with National Outcomes (Score: 0 neutral, + to +++ degree of contribution)

National Outcomes	Score
We live in a Scotland that is the most attractive place for doing <u>business</u> in Europe.	0
We realise our full economic potential with more and better <u>employment opportunities</u> for our people.	0
We are better educated, more skilled and more successful, renowned for our <u>research and innovation</u> .	+
Our <u>young people</u> are successful learners, confident individuals, effective contributors and responsible citizens.	++
Our <u>children</u> have the best start in life and are ready to succeed.	+++
We live longer, <u>healthier lives</u> .	+++
We have tackled the significant <u>inequalities</u> in Scottish society.	+
We have improved the life chances for <u>children, young people and families</u> at risk.	+
We live our lives safe from <u>crime</u> , disorder and danger.	0
We live in well-designed, <u>sustainable places</u> where we can access the amenities and services we need.	0
We have strong, resilient and supportive <u>communities</u> where people take responsibility for their own actions and how they affect others.	+
We value and enjoy our built and natural <u>environment</u> and protect it and enhance it for future generations.	+++
We take pride in a strong, fair and inclusive <u>national identity</u> .	0

We reduce the local and global <u>environmental impact</u> of our consumption and production.	+
Our people can maintain their <u>independence as they get older</u> and are able to access appropriate support when they need it.	0
Our <u>public services</u> are high quality, continually improving, efficient and responsive to local people's needs.	0

9 Conclusions

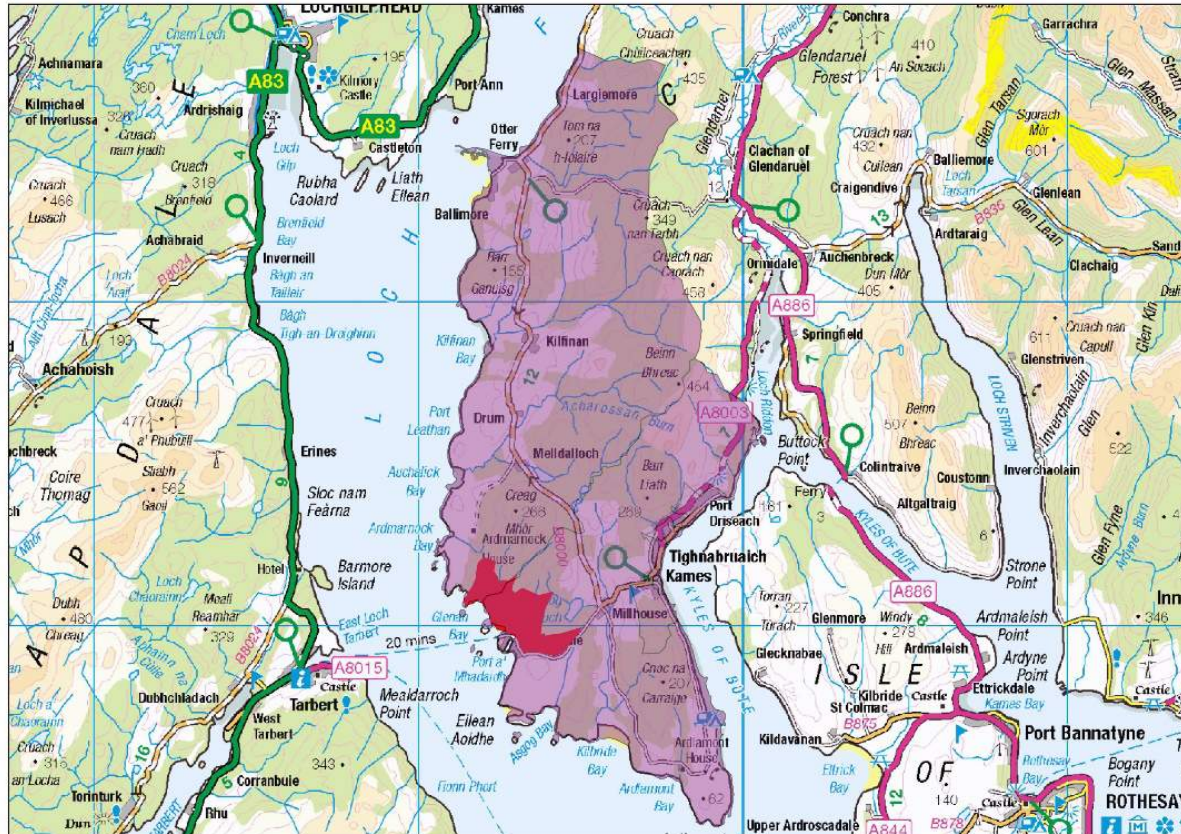
- 9.1 The community have a longstanding connection with Glenan Wood and anecdotal evidence suggests that many residents regularly use the wood and have done so for many years.
- 9.2 There is good evidence of substantial local support for community ownership of the wood, demonstrated by attendance at local meetings and expressions of support. The wider community have experience of community forest ownership and understand the challenges of volunteers undertaking sometimes complex management work.
- 9.3 FES have selected Glenan for disposal and community ownership would not impact on any nationally important sites nor compromise current FES staffing levels, contractual or operational commitments to the National Forest Estate.
- 9.4 In establishing FOGW as a SCIO, the community has shown that it understands the governance and sustainable implications of woodland ownership. FOGW understands the need to generate volunteer efforts, tap into funding sources and deliver activities and resources that are well over and above what FES currently allocates to the site.
- 9.5 FOGW consider there is a strong Best Value case for a discount (20%) to be applied to the capital value. The FOGW case is based on (a) additional social/health/well-being outcomes and (b) additional benefits to Glenan's native wood status.
- 9.6 FOGW Trustees have provided evidence of their understanding of woodland management requirements and their capacity to successfully and responsibly manage the wood under a nature reserve model.
- 9.7 This feasibility study and business plan draws together plans, projects and budgets that demonstrate viability – through a break-even approach - based on realistic assumptions.
- 9.8 Projected modest income as evidenced should be sufficient to support core access and conservation costs in the wood and to supplement other activities and pump prime projects over the longer term.
- 9.9 Through management consistent with the principles of native woodland management the community should achieve greater outcomes from non-market benefits related, for example, to promoting and improving public health, social wellbeing and biodiversity.
- 9.10 For greater economic activity to be achieved at the site Trustees will have to decide whether there are viable commercial opportunities within what is, primarily, a nature reserve location based on native woodland providing free or low cost informal activities benefiting local people and visitors.
- 9.11 FOGW have provided evidence that their CAT application is in the public interest. Their proposals are closely aligned to both national outcomes (section 11) and local authority policies. For example, getting children into woods is a vital part of encouraging positive environmental values and future health as they grow up and Glenan is well placed to deliver this outcome.
- 9.12 As recently demonstrated through the recent Bioblitz, under community ownership there will be many more opportunities at Glenan for people to get involved and become a citizen manager/scientist and to study, observe, record and intelligently manage native woodland where they live.

Appendix 1 - Glenan Forest Socioeconomic Profile

The area covered by the community group is Kilfinan Parish (Ardlamont Millhouse, Kilfinan, Otter Ferry, Tighnabruaich and Kames) and having a population of around 700.

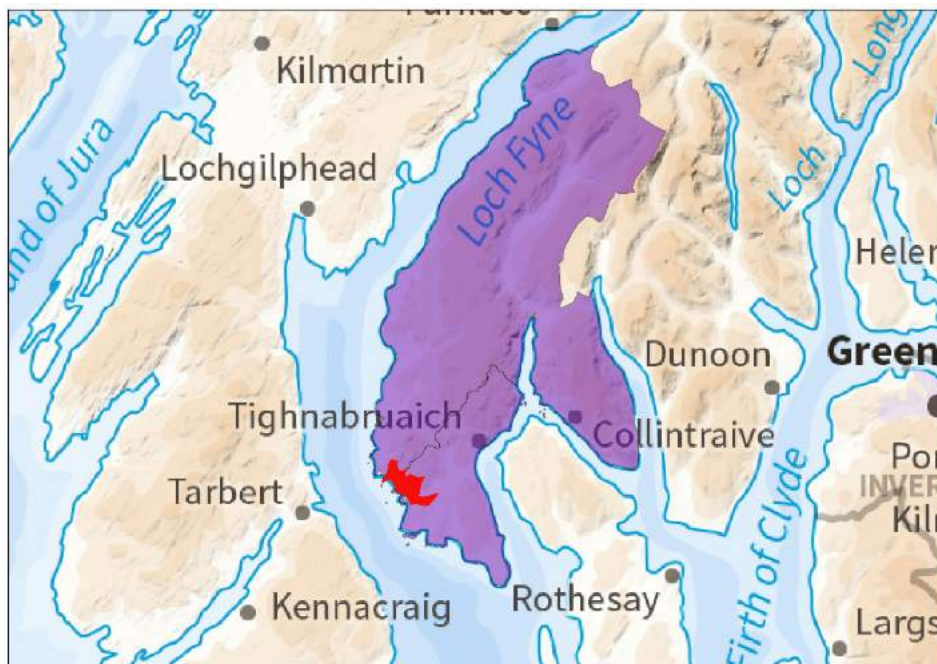
2011 Census data is published for Kilfinan Parish, which has been used in this profile. This area is shown on Map 1 below, with the approximate area of the Glenan Forest shown in Red.

Map 1. Kilfinan Parish and Glenan Forest



For more recent statistics, datazones are the smallest geographies available to use. In the case of the Glenan area, two datazones are needed to cover this area (S01007351 and S01007352), as shown in Map 2 below.

Map 2. Local Area Defined by Datazones



Population

Table 1: Population and Recent Population Change

	Glenan datazones	Argyll and Bute	Scotland
Total			
2011	1,156	88,166	5,295,403
2016	1,128	87,130	5,404,700
2011-16 % change	-2.4	-1.2	2.1
Males			
2011	596	43,140	2,567,444
2016	562	43,319	2,627,503
2011-16 % change	-5.7	0.4	2.3
Females			
2011	560	45,026	2,727,959
2016	566	43,811	2,777,197
2011-16 % change	1.1	-2.7	1.8

Source: 2011 Census of Population, Mid-2016 Population Estimates

Between 2011 and 2016, the population of the area decreased at a faster rate (-2.4%) than the decrease in Argyll and Bute (-1.2%) and contrasted with population growth in Scotland of 2.1%. The more southerly datazone (which includes Portavadie and Tighnabruaich) decreased by 7.8% between 2011 and 2016, compared to population growth of 4.6% in the more northerly datazone.

Between the 2001 and the 2011 Census, the population of the Kilfinan Parish decreased by 18.8% from 957 to 777, significantly greater than the decrease in Argyll and Bute (-3.4%) and in contrast with population growth in Scotland (4.6%).

Table 2: Age Structure, 2016

	Glenan datazones		Argyll and Bute	Scotland
	Number	%	%	%
All Ages	1,128			
0-15	133	11.8	15.2	16.9
16-29	98	8.7	15.0	18.2
30-49	213	18.9	22.1	26.1
50-64	315	27.9	22.9	20.3
65-74	213	18.9	14.0	10.3
75+	156	13.8	10.7	8.2

Source: *Mid-2016 Population Estimates*

In 2016, the population of the Glenan area was significantly older than that of Argyll and Bute and Scotland, with 60.6% of the population aged 50 and over, compared to 47.7% in Argyll and Bute and 38.8% in Scotland.

The proportion of the population of working age (55.5%) in the local area was lower than the proportions of working age in Argyll and Bute (60.1%) and Scotland (64.6%).

Table 3. Population Projections, 2012-2026

	Cowal			Argyll and Bute	Scotland
	2012 Population	2026 Population	% Change 2012-2026	% Change 2012-2026	% Change 2012-2026
0-15	2,212	1,846	-16.5	-12.1	5.6
16-29	1,864	1,347	-27.7	-14.2	-8.3
30-49	3,226	2,352	-27.1	-22.0	-1.9
50-64	3,499	2,892	-17.4	-12.5	4.8
65-74	2,240	2,108	-5.9	3.0	22.3
75+	1,792	2,472	37.9	48.9	44.2
All Ages	14,833	13,018	-12.2	-6.7	5.5

Source: *National Records of Scotland*

Population projections for sub-council areas based on the 2012 population were produced by the National Records of Scotland as a one-off project. Although population projections for sub-council areas need to be viewed with a degree of caution, it is interesting to note the trend of overall population decline in the Cowal area of 12.2% compared to a decline of 6.7% in Argyll and Bute and overall growth in Scotland of 5.5%.

It is worth noting that the 2016-based population projections estimate a higher population in 2026 for Argyll and Bute (84,170) than the 2012-based projections estimate (81,097).

Economic Activity and Inactivity

Table 4: Economic Activity and Inactivity, 2011

	Kilfinan Parish		Argyll and Bute	Scotland
	Number	%	%	%
All people aged 16 to 74	574			
Economically active	353	61.5	68.6	69.0
Employee Part-Time	57	9.9	14.0	13.3
Employee Full-Time	150	26.1	36.6	39.6
Self-employed	122	21.3	12.1	7.5
Unemployed	20	3.5	4.1	4.8
Full Time Student	4	0.7	1.8	3.7
Economically Inactive	221	38.5	31.4	31.0
Retired	162	28.2	19.6	14.9
Student	7	1.2	3.5	5.5
Looking after home or family	20	3.5	3.2	3.6
Long-term sick or disabled	24	4.2	3.6	5.1
Other	8	1.4	1.5	1.9

Source: 2011 Census of Population

A lower proportion of people aged 16-74 were in employment (full-time or part-time) in the Kilfinan Parish (36.1%) compared to Argyll and Bute (50.5%) and Scotland (53.0%). Self-employment was higher in the area (21.3%) compared to Argyll and Bute (12.1%) and Scotland (7.5%).

The proportion of those aged 16-74 who were retired was higher in the Kilfinan Parish (28.2%) than in Argyll and Bute (19.6%) and Scotland (14.9%).

Employment Structure

Table 5. Employment Structure, 2016

	Glenan datazones		Argyll and Bute	Scotland
	Number	%	%	%
Primary	25*	6.4*	3.6*	4.2
Manufacturing and Construction	30	7.9	10.5	12.5
Services	310	81.4	86.8	83.4
<i>Accommodation and food services</i>	75	21.4	13.9	7.3

Source: Business Register and Employment Survey

Note: * Figures exclude farm-based agriculture

Primary industries (consisting primarily of aquaculture) made up a greater proportion of employment in the local area (6.4%) than in Argyll and Bute (3.6%) and Scotland (4.2%).

Manufacturing and construction employment in the local area (7.9%) was proportionally lower than in Argyll and Bute (10.5%) and Scotland (12.5%). The proportion of those employed in services (81.4%) was lower than in Argyll and Bute (86.8%) and Scotland (83.4%), although the proportion of the workforce employed in accommodation and food services in the local area (21.4%) was higher than the proportion employed in Argyll and Bute (13.9%) in Scotland (7.3%).

Table 6. Household Spaces in Kilfinan Parish, Argyll and Bute and Scotland, 2011

	Kilfinan Parish		Argyll and Bute	Scotland
	Number	%	%	%
All household spaces	632			
Occupied household spaces	413	65.3	87.1	95.9
Unoccupied household spaces	219	34.7	12.9	4.1
<i>Second residence/holiday accommodation</i>	<i>202</i>	<i>32.0</i>	<i>9.0</i>	<i>1.5</i>
<i>Vacant</i>	<i>17</i>	<i>2.7</i>	<i>3.9</i>	<i>2.6</i>

Source: 2011 Census of Population

A lower proportion of household spaces were occupied in 2011 in the Kilfinan Parish compared to Argyll and Bute and Scotland, due to a very high proportion of second residences/holiday accommodation.

The number of occupied household spaces in the Kilfinan Parish decreased by 11.6% between 2001 and 2011, from 467 to 413.

Earnings and Hours

Table 7. Mean and Median Gross Annual Pay and Weekly Hours Worked, 2017

	Dunoon and Rothesay TTWA	Argyll and Bute	Scotland
	£	£	£
Median Gross Annual Pay			
Full-time workers	-	28,092	28,354
Male full-time workers	-	28,695	30,334
Female full-time workers	-	26,447	25,585
Median Weekly Hours Worked			
Full-time workers	39.9	39.0	37.5
Male full-time workers	39.1	39.9	38.0
Female full-time workers	40.0	37.5	37.0

	Dunoon and Rothesay TTWA	Argyll and Bute	Scotland
	£	£	£
Mean Gross Annual Pay			
Full-time workers	26,699	30,927	33,409
Male full-time workers	28,430	32,865	36,344
Female full-time workers	24,717	27,995	29,333

Mean Weekly Hours Worked			
Full-time workers	42.3	40.9	38.7
Male full-time workers	40.8	42.2	39.8
Female full-time workers	44.1	39.2	37.2

Source: ASHE 2017

Note: - Figures are not available

Mean annual pay was lower in the Dunoon and Rothesay Travel to Work Area (TTWA) than in Argyll and Bute and Scotland for both males and females and mean and median hours worked were higher for both males and females in the TTWA than in Scotland.

Schools

There is one primary school in the Kilfinan Parish – Tighnabruaich Primary School, which has a school role of 38. Kilmodan Primary School (which has a school role of 14) is just outwith the Kilfinan Parish, although some parts of the parish fall within the catchment area of the school.

Secondary pupils in the area go to Dunoon Grammar School, which has a school role of around 900. Dunoon School Hostel provides accommodation during term time for pupils attending Dunoon Grammar School who live in remote areas of Cowal. The school has a 50-minute drivetime from Portavadie. Some pupils from Kilfinan Parish attend Tarbert Secondary School travelling via the ferry.

Scottish Index of Multiple Deprivation

The Scottish Index of Multiple Deprivation (SIMD) is more focussed towards capturing factors that characterise urban deprivation, such as income and employment deprivation and crime. Due to this, the Glenan datazones were in the 48th percentile of deprived datazones in Scotland in the 2016 SIMD and therefore were not deprived. However, one of the domains looked at by the SIMD is geographic access to services (which looks at average drivetimes and public transport travel times to essential services such as GP surgeries, post offices, retail centres, primary schools, secondary schools and petrol stations), which is more relevant to the deprivation of rural areas. The more southerly datazone was the 11th most deprived in Scotland on this domain, putting the area in the 0.2% most deprived datazones in Scotland, and the more northerly datazone was in the 18th percentile of most deprived datazones in Scotland.

Fragile Areas

Both datazones was classified as fragile by Highlands and Islands Enterprise in their latest Fragile Areas map, published in 2014. The more southerly datazone scored 14 points out of 20, with only seven datazones across the Highlands and Islands scoring higher.

Health

A greater proportion of residents of the Kilfinan Parish reported their health as bad (6.3%) in the 2011 Census, compared to residents of Argyll and Bute (3.8%) and Scotland (4.3%). Similarly, a lower proportion of residents in the Kilfinan Parish reported their health to be very good or good (77.0%, compared to 82.3% in Argyll and Bute and 82.2% in Scotland).

	Kilfinan		Argyll and Bute	Scotland
	Number	%	%	%
All people	777			
Very good health	322	41.4	51.6	52.5
Good health	276	35.5	30.8	29.7
Fair health	121	15.6	12.7	12.2
Bad health	49	6.3	3.8	4.3
Very bad health	9	1.2	1.1	1.3

Source: 2011 Census of Population

However, when compared to trends such as hospital admissions and stays, standardised mortality ratios, the proportion of the population being prescribed drugs for anxiety, depression or psychosis, the two datazones that make up the Glenan area perform better than Scotland as a whole, with scores in the 52nd and 76th percentiles of all datazones in Scotland on the SIMD health domain.

CONSTITUTION OF

Friends of Glenan Wood

CONSTITUTION OF

Friends of Glenan Wood

CONTENTS		
GENERAL	Definitions, Name, Office, Community Definition & Purposes, Powers, General Structure	Clauses 1-6
MEMBERS	Membership, Application for membership, Membership Subscriptions, Re-Registration of Members, Liability, Cessation, Register of Members, Associates	Clauses 7-20
DECISION-MAKING BY MEMBERS	General Meetings, Chairperson, Quorum, Voting, Proxy, Resolutions, Adjournment	Clauses 21-31, Schedule 1
BOARD (CHARITY TRUSTEES)	Management by the Board, Interim Board, Composition, Elected, Appointed and Co-opted Charity Trustees, Vacancy, General Duties, Code of Conduct, Register of Trustees, Termination	Clauses 33-49,
DECISION-MAKING BY CHARITY TRUSTEES	Chairperson, Board Meetings, Voting, Sub Committees	Clauses 50-59
ADMINISTRATION & FINANCE	Constraints on payments, Personal interests, Office Bearers, Finances & Accounts, Notices, Records of meetings, Indemnity, Alteration to Clauses, Dissolution	Clauses 60-72

Constitution
of
Friends of Glenan Wood

In this constitution, the following definitions apply throughout:

- “**2005 Act**” means the Charities and Trustee Investment (Scotland) Act 2005 and every statutory modification and re-enactment thereof for the time being in force.
- “**AGM**” means an Annual General Meeting.
- “**Board**” means the Board of Charity Trustees.
- “**Charity**” means a body entered in the Scottish Charity Register as defined under section 106 of Charities and Trustee Investment (Scotland) Act 2005.
- “**Charity Trustees**” means the persons having the general control and management of the Organisation.
- “**Clauses**” means any clause.
- “**Clear days**”, in relation to notice of a meeting, means a period excluding the day when notice is given and the day of the meeting.
- “**Community**” has the meaning given in clause 4.
- “**GM**” means a General Meeting.
- “**Group**” means those other organisations (incorporated or not) that are not this organisation .
- “**Individual**” means a human/person.
- “**Members**” means those individuals and groups who have joined this organisation.
- “**Organisation**” means the SCIO whose constitution this is.
- “**OSCR**” means the Office of the Scottish Charity Regulator”
- “**Property**” means any property, assets or rights, heritable or moveable, wherever situated in the world.
- “**SCIO**” means Scottish Charitable Incorporated Organisation.
- “**them**” and “**their**” refer to individuals or groups (either he, she or they).

Words in the singular include the plural and words in the plural include the singular.

These Clauses supersede any model clauses. Any words or expressions defined in the 2005 Act shall, if not inconsistent with the subject or context, bear the same meanings in the Clauses.

	The Schedule to these Clauses is deemed to form an integral part of these Clauses.
--	--

	NAME
1	The name of the organisation is Friends of Glenan Wood (" the Organisation ").
2	The Organisation will, upon registration, be a Scottish Charitable Incorporated Organisation (SCIO).
	REGISTERED OFFICE
3	The principal office of the organisation will be in Scotland (and must remain in Scotland).
	DEFINITION OF COMMUNITY AND PURPOSES
4	The Organisation has been formed to benefit the community of people living in, or registered to vote in, or owning property in the postcode area of PA21 which surrounds Glenan Wood (the "Community"), with the following purposes (the "Purposes"):
4.1	The advancement of environmental protection or improvement
4.2	The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended,
4.3	The advancement of citizenship or community development,
	POWERS
5	The SCIO has power to do anything which is calculated to further its purposes or is conducive or incidental to doing so. In particular, (but without limiting the range of powers available under the 2005 Act), the SCIO has power:
5.1	to encourage and develop a spirit of voluntary or other commitment by, or co-operation with, individuals, unincorporated associations, societies, federations, partnerships, corporate bodies,

	agencies, undertakings, local authorities, unions, co-operatives, trusts and others and any groups or groupings thereof willing to assist the Organisation to achieve the Purposes;
5.2	to promote and carry out research, surveys and investigations and to promote, develop and manage initiatives, projects and programmes;
5.3	to provide advice, consultancy, training, tuition, expertise and assistance;
5.4	to prepare, organise, promote and implement training courses, exhibitions, lectures, seminars, conferences, events and workshops, to collect, collate, disseminate and exchange information and to prepare, produce, edit, publish, exhibit and distribute clauses, pamphlets, books and other publications, tapes, motion and still pictures, music and drama and other materials, all in any medium;
5.5	to purchase, take on lease, hire, or otherwise acquire any property suitable for the organisation;
5.6	to construct, convert, improve, develop, conserve, maintain, alter and demolish any buildings or erections whether of a permanent or temporary nature, and manage and operate (or arrange for the professional or other appropriate management and operation of) the organisation's property;
5.7	to sell, let, hire, license, give in exchange and otherwise dispose of all or any part of the property of the organisation;
5.8	to establish and administer a building fund or funds or guarantee fund or funds or endowment fund or funds;
5.9	to employ, contract with, train and pay such staff (whether employed or self-employed) as are considered appropriate for the proper conduct of the activities of the organisation;
5.10	to take such steps as may be deemed appropriate for the purpose of raising funds for the activities of the organisation;
5.11	to accept subscriptions, grants, donations, gifts, legacies and endowments of all kinds, either

	absolutely, conditionally or in trust;
5.12	to borrow or raise money for the Purposes and to give security in support of any such borrowings by the organisation and/or in support of any obligations undertaken by the organisation;
5.13	to set aside funds not immediately required as a reserve or for specific purposes;
5.14	to invest any funds which are not immediately required for the activities of the organisation in such investments as may be considered appropriate, which may be held in the name of a nominee organisation under the instructions of the Board of Trustees, and to dispose of, and vary, such investments;
5.15	to make grants or loans of money and to give guarantees;
5.16	to establish, manage and/or support any other charity, and to make donations for any charitable purpose falling within the purposes;
5.17	to establish, operate and administer and/or otherwise acquire any separate trading organisation or association, whether charitable or not;
5.18	to enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the organisation and to enter into any arrangement for co-operation, mutual assistance, or sharing profit with any charitable organisation;
5.19	to enter into contracts to provide services to or on behalf of others;
5.20	to effect insurance of all kinds (which may include indemnity insurance in respect of Trustees and employees);
5.21	to oppose, or object to, any application or proceedings which may prejudice the interests of the organisation;
5.22	to pay the costs of forming the organisation and its subsequent development;

5.23	to carry out the Purposes as principal, agent, contractor, trustee or in any other capacity.
GENERAL STRUCTURE OF THE ORGANISATION	
6	The organisation is composed of:
6.1	Members (composed of Ordinary Members and Junior Members);
6.2	Associates ; and
6.3	Charity Trustees (composed of Elected Charity Trustees, Appointed Charity Trustees; and Co-Opted Charity Trustees, following the first GM).
MEMBERSHIP	
7	The members of the organisation shall consist of those individuals who made the application for registration of the organisation and such other individuals and groups as are admitted to membership under the following clauses.
8	The organisation shall have not fewer than twenty members at any time; and
8.1	In the event that the number of members falls below twenty the Board may conduct only essential business other than taking steps to ensure the admission of sufficient Ordinary Members to achieve the minimum number.
9	Membership of the organisation is open to:
9.1	Individuals aged 16 or over who are members of the Community ("Ordinary Members"); and
9.2	Individuals aged between 12 and 15 who are members of the Community ("Junior Members") (such Members not being eligible to serve as Charity Trustees).
9.3	If an Individual or group ceases to fulfil the criteria within clause 9.1 or 9.2, that Individual or group must inform the Organisation. The Organisation may choose to reclassify a Junior Member as an Ordinary Member.
APPLICATION FOR MEMBERSHIP	

10	No Individual or Group may become a Member unless that Individual or Group has submitted a written application for membership in the form prescribed by the Charity Trustees and the Charity Trustees have approved the application. An application submitted by an Group must be signed on behalf of that Group.
10.1	The Charity Trustees shall consider applications for membership promptly. The Charity Trustees shall assess each application to determine whether the applicant meets the criteria for becoming an Ordinary Member or Junior Member.
11	Membership of the organisation may not be transferred by a member.
	MEMBERSHIP SUBSCRIPTIONS
12	Members shall be required to pay an annual membership subscription.
12.1	Annual subscriptions (if any) shall be set by Members at the AGM. Different rates may be set for Ordinary Members and Junior Members.
12.2	Any Individual or Organisation who/which ceases to be a Member shall not be entitled to a refund of their/its membership subscription.
	RE-REGISTRATION OF MEMBERS
13	The Board may, at any time, issue notices to the members requiring them to confirm that they wish to remain as members of the organisation, and allowing them a period of 28 days (running from the date of issue of the notice) to provide that confirmation to the Board.
13.1	If a member fails to provide confirmation to the Board (in writing or by e-mail) that they wish to remain as a member of the organisation before the expiry of the 28-day period referred to in clause 13, the Board may expel them from the membership.
13.2	A notice under clause 13 will not be valid unless it refers specifically to the consequences (under clause 13.1) of failing to provide confirmation within the 28-day period.
	LIABILITY OF MEMBERS

14	The members of the organisation have no liability to pay any sums to help to meet the debts (or other liabilities) of the organisation if it is wound up; accordingly, if the organisation is unable to meet its debts, the members will not be held responsible.
15	The members and Charity Trustees have certain legal duties under the Charities and Trustee Investment (Scotland) Act 2005; and clause 14 does not exclude (or limit) any personal liabilities they might incur if they are in breach of those duties or in breach of other legal obligations or duties that apply to them personally.
CESSATION OF MEMBERSHIP	
16	A member shall cease to be a member if:
16.1	that Member sends a written notice of resignation to registered office of the Organisation; they will cease to be a member as from the time when the notice is received by the organisation;
16.2	that Member has failed to pay an annual membership subscription for over six months and has received at least one written reminder, and the Board has resolved to expel that Member;
16.3	that Member has failed to respond to any re-registration request under clause 13;
16.4	a resolution that that Member be expelled (where that Member's conduct, in their/its capacity as a Member, has been detrimental to the effective functioning of the Organisation) is passed by special resolution at a GM (notice of which shall state: (a) the full text of the resolution proposed; and (b) the grounds on which it is proposed) at which the Member is entitled to be heard;
16.5	in the case of an Individual, that Individual has died (membership of the Organisation not being transferable);
16.6	in the case of a group, that group goes into receivership or liquidation, or is dissolved or otherwise ceases to exist (membership of the Organisation not being transferable);
16.7	where the Member is a Charity Trustee of the Organisation, that Member has failed to comply with the code of conduct for Trustees in a manner

	which would result in them ceasing to be a Trustee and a member.
	REGISTER OF MEMBERS
17	The Board must keep a register of members, setting out for each current member: <ul style="list-style-type: none"> a) their full name; b) their address; and c) the date on which they were registered as a member of the organisation.
17.1	Where any member is not an individual, the register must also contain: <ul style="list-style-type: none"> a) any other name by which the member is known; b) the principal contact for the member; c) any number assigned to it in the Scottish Charity Register, if it is a charity; and d) any number with which it is registered as a company, if it is a company.
17.2	For each former member the register must set out, for at least six years from the date on they ceased to be a member: <ul style="list-style-type: none"> a) their name; and b) the date on which they ceased to be a member.
17.3	The Board must ensure that the register of members is updated within 28 days of receiving notice of any change.
17.4	If a member or Charity Trustee of the Organisation requests a copy of the register of members, the Board must ensure that a copy is supplied to them within 28 days, providing the request is reasonable. If the request is made by a member (rather than a Charity Trustee), the Board may provide a copy which has the addresses blanked out.
	ASSOCIATES
18	Individuals and Groups wishing to support the Purposes who are not members of the Community may become associates of the Organisation (“Associates”). Associates may attend and speak at GMs but may not participate in such meetings for voting or quorum

	purposes.
18.1	No Individual or Group may become an Associate unless that Individual or Group has submitted a written application to become an Associate in the form prescribed by the Charity Trustees and the Charity Trustees have approved the application. An application submitted by a Group must be signed on behalf of that Group.
18.2	The Charity Trustees shall consider applications for associateship promptly. The Charity Trustees shall assess each application to determine whether the applicant meets the criteria for becoming an Associate.
19	The Charity Trustees shall cause a register of associates to be maintained containing: <ul style="list-style-type: none"> (a) the name and address of each Associate; (b) the date on which each Individual or Group was registered as an Associate; and (c) the date at which any Individual or Organisation ceased to be an Associate.
20	An Associate shall cease to be an Associate if:
20.1	that Associate sends a written notice of resignation to the Organisation;
20.2	that Associate becomes a member of the Community;
20.3	a resolution that that Associate be expelled from being an Associate (where that Associate's conduct, in their capacity as Associate, has been detrimental to the effective functioning of the Organisation) is passed by special resolution at a GM (notice of which shall state: (a) the full text of the resolution proposed; and (b) the grounds on which it is proposed) at which the Associate is entitled to be heard);
20.4	in the case of an Individual: <ul style="list-style-type: none"> (a) that Individual becomes insolvent or apparently insolvent or makes any arrangement with their creditors; or (b) that Individual has died; or

20.5	in the case of a Group, that Group goes into receivership or liquidation, or is dissolved or otherwise ceases to exist.
	GENERAL MEETINGS (Meetings of the Members)
21	The Board may call a GM at any time and must call a GM within 28 days of a valid requisition. To be valid, such requisition must be signed by at least 5% of the Members, must clearly state the purposes of the meeting, and must be delivered to the registered office of the Organisation. The requisition may consist of several documents in like form each signed by one or more of the Members.
	Annual General Meeting
22	The Board shall convene one GM a year as an AGM. An AGM need not be held during the calendar year during which the Organisation is incorporated, provided an AGM is held within 15 months of the date of incorporation. Thereafter, not more than 15 months shall elapse between one AGM and the next.
22.1	The business of each AGM shall include: <ul style="list-style-type: none"> (a) a report by the Chairperson on the activities of the Organisation; (b) the election of Elected Charity Trustees; (c) the fixing of annual subscriptions; (d) consideration of the accounts of the Organisation; (e) a report of the auditor if applicable; and (f) the appointment of the auditor if applicable.
	Notice of General Meetings
23	Subject to the terms of clause 67, notice of a GM shall be given as follows:
23.1	At least 14 Clear Days' notice must be given of any GM.
23.2	The notice must specify the place, date and time of the GM, the general nature of business to be dealt with at the meeting; and <ul style="list-style-type: none"> (a) in the case of a resolution to alter the constitution, must set out the exact terms of the proposed alteration(s); and

	(b) in the case of any special resolution (as defined in clause 30) must set out the exact terms of the resolution.
23.3	Notice of every members' meeting must be given to all the members of the organisation, and to all the Charity Trustees; but the accidental omission to give notice to one or more members will not invalidate the proceedings at the meeting.
CHAIRPERSON OF GENERAL MEETINGS	
24	<p>(a) The Chairperson of the organisation shall act as Chairperson of each GM.</p> <p>(b) If the Chairperson is not present or willing to do so the Vice-Chairperson of the organisation shall act as Chairperson of the GM.</p> <p>(c) If neither the Chairperson nor the Vice-Chairperson is present or willing to act as Chairperson of the GM within 15 minutes after the time at which it was due to start, the Charity Trustees present shall elect from among themselves one of the Elected Charity Trustees who will act as Chairperson of that GM.</p>
QUORUM AT GENERAL MEETINGS	
25	<p>The quorum for a GM shall be the greater of:</p> <p>(a) eleven Members; or</p> <p>(b) 10% of the Members,</p> <p>present either in person or by proxy.</p> <p>No business shall be dealt with at any GM unless a quorum is present.</p>
25.1	If a quorum is not present within 15 minutes after the time at which the GM was due to start (or if, during a GM, a quorum ceases to be present) the GM shall be adjourned until such time, date and place as may be fixed by the Chairperson of the GM.
25.2	The Board may make arrangements in advance of a GM to allow members (or their proxies) to fully participate remotely, so long as all those participating in the meeting can communicate with each other; and all Members (or their proxies) may vote during the meeting. A Member or proxy

	participating remotely by such means shall be deemed to be present in person at the GM.
	VOTING AT GENERAL MEETINGS
26	The Chairperson of the meeting shall endeavour to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote.
26.1	Each Member shall have one vote, to be exercised in person or by proxy, by a show of hands
26.2	A secret ballot may be demanded by: <ul style="list-style-type: none"> (a) the chairperson of the GM; or (b) at least two Members present at the GM, before a show of hands and must be taken immediately and in such manner as the chairperson of the GM directs. The result of a secret ballot shall be declared at that GM.
27	Whilst the attendance of Members at GMs is encouraged, a Member may appoint a proxy to attend a GM on behalf of that Member. A proxy appointed to attend and vote at a GM on behalf of a Member need not be a Member and shall have the same rights as the Member who appointed them to speak and vote at the GM.
27.1	The form appointing the Proxy shall be in the form set out in Schedule 1 annexed to these Clauses;
27.2	The form appointing a proxy and the power of attorney or other authority (if any) under which it is signed, or a certified copy thereof, shall be lodged at the Registered Office not less than 48 hours before the time of the GM at which the proxy is to be used; and
27.3	No form of proxy shall be valid more than 12 months from the date it was granted.
28	In the event of an equal number of votes for and against any resolution, the Chairperson of the meeting shall have a vote in their capacity as a member of the organisation.
	Resolutions

29	At any GM an Ordinary Resolution put to the vote of the meeting may be passed by a simple majority of the Members voting (in person or by proxy).
30	<p>Certain resolutions must be passed as Special Resolutions, including resolutions:</p> <ul style="list-style-type: none"> a) to alter the name of the Organisation; or b) to amend the Purposes; or c) to amend these Clauses; or d) to wind up the Organisation in terms of clause 72. <p>At any GM a Special Resolution put to the vote of the meeting may be passed by not less than two thirds of the Members voting (in person or by proxy).</p>
31	Ordinary and Special Resolutions may be passed in writing, rather than at a General Meeting, and shall have effect as if they had been passed at a GM, provided the terms of this Clause are followed.
31.1	An Ordinary Resolution may be passed in writing if signed by a simple majority of all the Members.
31.2	A Special Resolution to wind up the Organisation may be passed in writing if signed by all the Members.
31.3	Any other Special Resolution may be passed in writing if signed by not less than two thirds of all the Members.
31.4	Written resolutions must be sent to all Members at the same time (the "Circulation Date") in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed), or by means of a website.
31.5	<p>Written resolutions must be accompanied by a statement informing the Member:</p> <ul style="list-style-type: none"> (a) how to signify agreement to the resolution; (b) how to return the signed resolution to the Organisation (in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed)); (c) the date by which the resolution must be passed if it is not to lapse (that is, the date which is 28 days after the Circulation Date); and (d) that they will not be deemed to have agreed

	to the resolution if they fail to reply.
31.6	A written resolution may consist of several documents in the same form, each signed by or on behalf of one or more Members.
31.7	Once a Member has signed and returned a written resolution in agreement thereto, that Members' agreement is irrevocable.
31.8	The Members may require the Organisation to circulate a written resolution.
31.8.1	The resolution must be requested by at least 5% of the Members. Requests must be in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed), must identify the resolution and may be accompanied by a statement not exceeding 1,000 words which the Organisation will also be required to circulate.
31.8.2	The Board may reject the resolution but must provide reasons for doing so to the members requesting the resolution.
31.8.3	If accepted, the Organisation must circulate the resolution and any accompanying statement within 21 days, and may require the requesting Members to cover the expenses it incurs circulating the resolution.
	MEETING ADJOURNMENT
32	The Chairperson of the GM may, with the consent of a majority of the Members voting (in person or by proxy), adjourn the General Meeting to such time, date and place as the Chairperson may determine.
	ORGANISATION MANAGEMENT
33	The affairs, property and funds of the organisation shall be directed and managed by a Board of Charity Trustees. The Board:
33.1	shall set the strategy and policy of the Organisation;
33.2	shall, where no employees or managers are appointed, be responsible for the day-to-day management of the Organisation;

33.3	shall hold regular meetings between each AGM, meeting as often as necessary to despatch all business of the Organisation;
33.4	shall monitor the financial position of the Organisation;
33.5	shall direct and manage the affairs and Property of the Organisation;
33.6	shall generally control and supervise the activities of the Organisation;
33.7	may, on behalf of the Organisation, do all acts which may be performed by the Organisation (other than those required to be performed by the Members at a GM);
33.8	may exercise the powers of the Organisation; and
33.9	may not also be paid employees of the Organisation.
INTERIM BOARD	
34	Upon incorporation of the organisation, the individuals who signed the Charity Trustee declaration forms which accompanied the application for incorporation of the organisation shall be deemed to have been appointed by the members as Charity Trustees with effect from the date of incorporation of the Organisation.
34.1	The Interim Board shall retire at the first GM, which shall be held as soon as practicable following incorporation, but shall remain eligible for re-election (the period of office between the date of incorporation and the date of the first GM not being regarded as a "term of office" for the purposes of clause 24.6).
COMPOSITION OF THE BOARD OF CHARITY TRUSTEES	
35	The number of Charity Trustees shall be not less than three and the total number of Charity Trustees shall not be more than ten.
APPOINTMENT OF CHARITY TRUSTEES	

36	From and after the first General Meeting of the organisation, the Board shall comprise the following individual persons (a majority of whom shall always be Elected Charity Trustees):
36.1	up to ten individual persons elected as Charity Trustees by the Members in accordance with clause 37 (“the Elected Charity Trustees”), who must themselves be Ordinary Members; and
36.2	up to one individual persons appointed by Kilfinan Community Council in accordance with clause 38 (“the Appointed Charity Trustees”); and
36.3	up to two individual persons co-opted in accordance with clause 39 (“the Co-opted Charity Trustees”), so as to ensure a spread of skills and experience within the Board.
36.4	Employees of the organisation may not be nominated as or become Charity Trustees.
	ELECTED CHARITY TRUSTEES
37	At the first General Meeting of the Organisation, the Members shall elect up to ten individual Ordinary Members as Elected Charity Trustees.
37.1	Elected Charity Trustees must be nominated in writing by at least two Members. Such nominations must contain confirmation from the nominee that they are willing to act as an Elected Charity Trustee and must be delivered to the registered office of the Organisation at least seven days before the GM.
37.2	Each Member has one vote for each vacancy in the Elected Charity Trustees on the Board.
37.3	Provided the first GM is not also the first AGM, there shall be no changes in the Charity Trustees at the first AGM (except to fill any vacancies left following the first GM or caused by retirements since the first GM).
37.4	At the second and subsequent AGMs, one-third of the Elected Charity Trustees (rounding upwards if this is not a whole number) shall retire from office at the close or adjournment of that meeting.
37.5	A retiring Charity Trustee shall be eligible for re-election after one term of office. A retiring Charity

	Trustee shall not be eligible for re-election after two consecutive terms of office until a period of one year in which they have not been a Charity Trustee has passed.
37.6	The Elected Charity Trustee(s) to retire at an AGM shall be those who have been longest in office since their election/re-election (unless other Elected Charity Trustee(s) have agreed to retire at that AGM). As between Individuals who were appointed as Elected Charity Trustees on the same date, the Elected Charity Trustee(s) to retire shall be agreed between the Individuals appointed on the same date or determined by lot.
APPOINTED CHARITY TRUSTEES	
38	Subject to clause 35, up to one individual may be appointed by [Kilfinan Community Council, or its successors, in respect of which the following shall apply:
38.1	Nominations, which must contain confirmation from the nominee that they are willing to act as an Appointed Charity Trustee, must be delivered to the registered office of the Organisation at least two days before the first GM or at least two days before an AGM. If no new nomination is delivered in accordance with this clause, any Charity Trustee previously appointed shall remain in office.
38.2	For the avoidance of doubt, an Appointed Charity Trustee may attend and vote at Board meetings (subject to clause 63).
38.3	Kilfinan Community Council (or its successors) may appoint or remove its Appointed Charity Trustee at any time, by written notice to that effect delivered to the Registered Office not less than 2 days before the change is to take effect.
CO-OPTED CHARITY TRUSTEES	
39	Subject to clause 35, the Charity Trustees may appoint Individuals as Charity Trustees to ensure a spread of skills and experience within the Board ("Co-opted Charity Trustees") and may remove a Co-opted Charity Trustee at any time.
39.1	A Co-opted Charity Trustee shall retire at the AGM following their appointment unless re-appointed by

	the Charity Trustees.
39.2	A Co-opted Charity Trustee can be removed from office at any time by a simple majority of the Board.
39.3	For the avoidance of doubt, a Co-opted Charity Trustee may participate fully in at all Board meetings which they attend, and is eligible to vote at them.
	VACANCY
40	The Board may from time to time fill any casual vacancy arising as a result of the retiral (or deemed retiral for any reason) of any Elected Charity Trustee from or after the date of such retiral or deemed retiral until the next AGM.
	CHARITY TRUSTEES – GENERAL DUTIES
41	Each of the Charity Trustees has a duty, in exercising functions as a Charity Trustee, to act in the interests of the organisation; and, in particular, must:
41.1	seek, in good faith, to ensure that the organisation acts in a manner which is in accordance with its purposes;
41.2	act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;
41.3	in circumstances giving rise to the possibility of a conflict of interest between the organisation and any other party, put the interests of the organisation before that of the other party; where any other duty prevents them from doing so, disclose the conflicting interest to the organisation and refrain from participating in any deliberation or decision of the other Charity Trustees with regard to the matter in question;
41.4	ensure that the organisation complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.
42	In addition to the duties outlined in clause 41, all of the Charity Trustees must take such steps as are reasonably practicable for the purpose of ensuring:

42.1	that any breach of any of those duties by a Charity Trustee is corrected by the Charity Trustee concerned and not repeated; and
42.2	that any Charity Trustee who has been in serious and persistent breach of those duties is removed as a Charity Trustee.
43	Provided they have declared their interest - and have not voted on the question of whether or not the organisation should enter into the arrangement - a Charity Trustee will not be debarred from entering into an arrangement with the group in which they have a personal interest; and (subject to clause 61 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005), they may retain any personal benefit which arises from that arrangement.
44	No Charity Trustee may serve as an employee (full time or part time) of the organisation; and no Charity Trustee may be given any remuneration by the organisation for carrying out their duties as a Charity Trustee.
45	The Charity Trustees may be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.
CODE OF CONDUCT FOR CHARITY TRUSTEES	
46	Each of the Charity Trustees shall comply with the code of conduct (incorporating detailed rules on conflict of interest) prescribed by the Board from time to time.
46.1	The code of conduct shall be supplemental to the provisions relating to the conduct of Charity Trustees contained in this constitution and the duties imposed on Charity Trustees under the Charities and Trustee Investment (Scotland) Act 2005; and all relevant provisions of this constitution shall be interpreted and applied in accordance with the provisions of the code of conduct in force from time to time.
REGISTER OF CHARITY TRUSTEES	
47	The Board must keep a register of Charity Trustees,

	<p>setting out for each current Charity Trustee:</p> <ul style="list-style-type: none"> a) the name of the Charity Trustee; b) the address of the Charity Trustee; c) the date on which they were appointed as a Charity Trustee; and d) any office held by them in the organisation.
47.1	<p>Where a Charity Trustee is not an individual the register must also contain:</p> <ul style="list-style-type: none"> a) Any other name by which the Charity Trustee is known; b) the principal contact for the Charity Trustee; c) any number assigned to it in the Scottish Charity Register (if it is a charity); and d) any number with which it is registered as a company, if it is a company.
47.2	<p>Where the Charity Trustee is appointed by OSCR under section 70A of the 2005 Act it must be recorded in the register.</p>
47.3	<p>For each former Charity Trustee the register must set out, for at least 6 years from the date on which they ceased to be a Charity Trustee:</p> <ul style="list-style-type: none"> a) the name of the Charity Trustee; b) any office held by the Charity Trustee in the Organisation; and c) the date on which they ceased to be a Charity Trustee.
47.4	<p>The Board must ensure that the register of Charity Trustees is updated within 28 days of receiving notice of any change.</p>
47.5	<p>If any person requests a copy of the register of Charity Trustees, the Board must ensure that a copy is supplied to them within 28 days, providing the request is reasonable; if the request is made by a person who is not a Charity Trustee of the Organisation, the Board may provide a copy which has the name and address of any of the Charity Trustees blanked out. The name of a Charity Trustee may only be blanked out if the Organisation is satisfied that including that information is likely to jeopardise the safety or security of any person or premises.</p>

TERMINATION OF CHARITY TRUSTEES OFFICE	
48	A Charity Trustee will automatically cease to hold office if: -
48.1	they give the Organisation a notice of resignation, signed by them;
48.2	they become an employee of the Organisation;
48.3	in the case of a Charity Trustee elected under clause 37) they cease to be a member of the Organisation;
48.4	in the case of a Charity Trustee appointed under clause 38) they cease to be a member of the appointing group;
48.5	in the case of a Charity Trustee co-opted under clause 39) the Board under clause 39.2 vote to end the appointment;
48.6	they become disqualified from being a Charity Trustee under the Charities and Trustee Investment (Scotland) Act 2005;
48.7	they are absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board - but only if the Board resolves to remove them from office;
48.8	they become incapable for medical reasons of carrying out their duties as a Charity Trustee - but only if that has continued (or is expected to continue) for a period of more than six months;
48.9	they are removed from office by resolution of the Board on the grounds that they are considered to have committed a material breach of the code of conduct for Charity Trustees (as referred to in clauses 46);
48.10	they are removed from office by resolution of the Board on the grounds that they are considered to have been in serious or persistent breach of their duties under section 66(1) or (2) of the 2005 Act;
48.11	they become prohibited from being a Charity Trustee by virtue of section 69(2) of the 2005 Act

48.12	they commit any offence under section 53 of the 2005 Act.
49	Clauses 48.9 and 48.10 apply only if the following conditions are met:
49.1	the Charity Trustee who is subject of the resolution is given reasonable prior written notice of the grounds upon which the resolution for removal is to be proposed;
49.2	the Charity Trustee concerned is given the opportunity to address the meeting at which the resolution is proposed prior to the resolution being put to a vote; and
49.3	at least two thirds of the Charity Trustees then in office vote in favour of the resolution.
CHAIRPERSON AND VICE-CHAIRPERSON	
50	The Board shall meet as soon as practicable meeting immediately after each AGM or following the resignation of the existing Chairperson/Vice-Chairperson to appoint: (a) an Elected Charity Trustee to chair Board meetings and GMs (the "Chairperson"), and (b) an Elected Charity Trustee to chair Board meetings and GMs in the event that the Chairperson is not present and willing to do so (the "Vice Chairperson").
50.1	In the event that: (a) the Chairperson is not present and willing to act within 15 minutes of the time at which the GM/Board meeting is due to start, or no Chairperson is currently appointed; and (b) the Vice-Chairperson is not present and willing to act within 15 minutes of the time at which the GM/Board meeting is due to start, or no Vice-Chairperson is currently appointed, the Charity Trustees present must appoint an Elected Charity Trustee to chair the GM/Board meeting.
BOARD MEETINGS	
51	The quorum for Board meetings shall be not less than

	50% of all the Trustees, a majority of whom are Elected Charity Trustees. No business shall be dealt with at a Board meeting unless such a quorum is present.
51.1	A Charity Trustee shall not be counted in the quorum at a meeting (or at least the relevant part thereof) in relation to a resolution on which, whether because of personal interest or otherwise, they are not entitled to vote.
51.2	The Board may make any arrangements in advance of any Board meeting to allow members to fully participate in such meetings so long as all those participating in the meeting can clearly comprehend each other; a member participating in any such means other than in person shall be deemed to be present in person at the Board meeting.
52	7 Clear Days' notice in writing shall be given of any meeting of the Board at which a decision in relation to any of the matters referred to in clause 30 is to be made, which notice shall be accompanied by an agenda and any papers relevant to the matter to be decided.
52.1	All other Board meetings shall require not less than 7 days' prior notice, unless all Charity Trustees agree unanimously in writing to dispense with such notice on any specific occasion.
52.2	On the request of a Charity Trustee the Chairperson shall summon a meeting of the Board by notice served upon all Charity Trustees, to take place at a reasonably convenient time and date.
53	No alteration of the Clauses and no direction given by Special Resolution shall invalidate any prior act of the Board which would have been valid if that alteration had not been made or that direction had not been given.
54	The Board may act notwithstanding any vacancy in it, but where the number of Charity Trustees falls below the minimum number specified in clause 35, it may not conduct any business other than to appoint sufficient Charity Trustees to match or exceed that minimum.
55	The Board may invite or allow any person to attend and speak, but not to vote, at any meeting of the Board or of its sub-committees.

56	The Board may from time to time promulgate, review and amend any Ancillary Regulations, Guidelines and/or Policies, subordinate at all times to these Clauses, as it deems necessary and appropriate to provide additional explanation, guidance and governance to members/Charity Trustees.
VOTING AT BOARD MEETINGS	
57	The Chairperson of the Board meeting shall endeavour to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote,
57.1	Each Charity Trustee present (and who is eligible to vote) has one vote. In the event of an equal number of votes for and against any resolution at a Board meeting, the Chairperson of the meeting shall have a casting vote as well as a deliberative vote.
57.2	A resolution in writing shall be as valid and effectual as if it had been passed at a meeting of the Board or of a sub-committee. A resolution may consist of one or several documents in the same form each signed by one or more Charity Trustees or members of any relative sub-committee as appropriate.
SUB-COMMITTEES	
58	The Board may delegate any of its powers to sub-committees, each consisting of not less than one Charity Trustee and such other person or persons as it thinks fit or which it delegates to the committee to appoint.
58.1	Any sub-committee so formed shall, in the exercise of the powers so delegated, conform to any remit and regulations imposed on it by the Board. The meetings and proceedings of any such sub-committee shall be governed by the provisions of these Clauses for regulating the meetings and proceedings of the Board so far as applicable and so far as they are not superseded by any regulations made by the Board.
58.2	Each sub-committee shall ensure the regular and prompt circulation of, the minutes of its meetings to all Charity Trustees.

	CONSTRAINTS ON PAYMENTS/BENEFITS TO MEMBERS AND CHARITY TRUSTEES
59	The income and property of the Organisation shall be applied solely towards promoting the Purposes and do not belong to the members. Any surplus income or assets of the Organisation are to be applied for the benefit of the Community.
60	No part of the income or property of the Organisation shall be paid or transferred (directly or indirectly) to the members of the Organisation, or to any other individual, whether by way of dividend, bonus or otherwise, except in the circumstances provided for in clause 61.
61	No benefit (whether in money or in kind) shall be given by the Organisation to any member or Charity Trustee except the possibility of:
61.1	repayment of out-of-pocket expenses (subject to prior agreement by the Board);
61.2	reasonable remuneration in return for specific services actually rendered to the Organisation (in the case of a Charity Trustee such services must not be of a management nature normally carried out by a Trustee of an Organisation);
61.3	payment of interest at a rate not exceeding the commercial rate on money lent to the Organisation;
61.4	payment of rent at a rate not exceeding the open market rent for property let to the Organisation;
61.5	the purchase of property from any member or Charity Trustee provided that such purchase is at or below market value;
61.6	the sale of property to any member or Charity Trustee provided that such sale is at or above market value; or
61.7	payment by way of any indemnity, where appropriate in accordance with clause 94.
62	Where any payment is made under clause 61, the terms of clause 63 must be observed.
	PERSONAL INTERESTS & CONFLICTS OF INTEREST

63	Whenever a Charity Trustee finds that there is a personal interest, as defined in sub-clauses 63.3 and 63.4, they have a duty to declare this to the Board meeting in question.
63.1	A Charity trustee must not vote at a Board meeting (or at a meeting of a sub-committee) on any resolution which relates to a matter in which they has a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO.
63.2	<p>It will be up to the Chairperson of the meeting in question to determine:</p> <ul style="list-style-type: none"> (a) whether the potential or real conflict simply be noted in the Minutes of any relevant meeting, or (b) whether the Charity Trustee in question, whilst being permitted to remain in the meeting in question, must not partake in discussions or decisions relating to such matter, or (c) whether the Charity Trustee in question should be required to be absent during that particular element of the meeting. Where a Charity Trustee leaves, or is required to leave, the meeting they no longer form part of the quorum for that meeting.
63.3	An interest held by an individual who is “connected” with the Charity trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that Charity trustee;
63.4	A Charity trustee will be deemed to have a personal interest in relation to a particular matter if a body in relation to which they are an employee, director, member of the management committee, officer or elected representative has an interest in that matter.
63.5	The Board shall determine from time to time what interests shall be relevant interests and shall ensure that a Register of Notices of Relevant Interests is maintained, which shall be open for inspection by both the Board and members of the Organisation and, with the express prior written approval of the Charity Trustee or employee concerned, by members of the public.

	OFFICER BEARERS
64	The Board may appoint office bearers for such term and upon such terms and conditions as they think fit. Any officer bearer may be removed by the Board at any time
64.1	<p>The Board may appoint a treasurer for such term and upon such terms and conditions as they think fit. The treasurer may be removed by the Board at any time. The treasurer may be required to attend Board and sub-committee meetings but:</p> <ul style="list-style-type: none"> (a) may not participate in such meetings for voting or quorum purposes unless they are also a Charity Trustee; (b) may not attend meetings (or parts of meetings) at which their remuneration or employment is to be discussed; and (c) (if the treasurer is not a Charity Trustee) may not attend meetings at which confidential matters are to be discussed.
	FINANCES & ACCOUNTS
65	The Board shall determine:
65.1	which banks or building societies the bank accounts of the Organisation shall be opened with;
65.2	how bank accounts shall be maintained and operated; and
65.3	how cheques and other negotiable instruments, and receipts for monies paid to the Organisation, shall be signed, drawn, accepted, endorsed or otherwise executed.
66	The Board shall cause accounting records to be kept for the Organisation in accordance with the requirements of the 2005 Act and other relevant legislation.
66.1	The accounting records shall be maintained by the Treasurer (if there is one) and overseen by the Principal Officer (if there is one), or otherwise by, or as determined by, the Board. Such records shall be kept at such place or places as the Board thinks fit and shall always be open to the inspection of the

	Trustees.
66.2	The Board must prepare annual accounts, complying with all relevant statutory requirements, and must ensure the accounts are examined or audited, as appropriate, by a qualified examiner or auditor.
66.3	At each AGM, the Board shall provide the members with a copy of the accounts for the period since the last preceding accounting reference date (or, in the case of the first account, since the incorporation of the Organisation). The accounts shall be accompanied by proper reports of the Board.
66.4	Copies of such accounts shall, not less than 21 clear days before the date of the General Meeting, be delivered or sent to all members, Charity Trustees, the Office Bearers and the auditor, or otherwise be available for inspection on the website or other location of the Organisation (with all members, Charity Trustees, the Organisation Secretary and the auditor being made aware that they are so available for inspection there).
	NOTICES
67	The Organisation may serve a notice on a Member in hard copy (addressed to the address given for that Member in the register of members, and posted or hand-delivered) or electronic form (faxed or e-mailed). A notice is deemed to have been served on the day following the day on which it is hand-delivered, posted faxed or e-mailed.
68	The Organisation may communicate with a Member by electronic means (including fax and e-mail) unless the Member has requested that communications from the Organisation be sent in hard copy. The Organisation may publish notifications by means of a website provided the Organisation has advised Members of this and taken reasonable steps to notify Members who have informed the Organisation that they do not have internet access.
	RECORDS OF MEETINGS
69	The Board shall cause minutes to be made of all appointments of officers made by it and of the proceedings of all General Meetings and of all Board

	meetings and of sub-committees, including the names of those present, and all business transacted at such meetings and any such minutes of any meeting, if purporting to be signed after approval, either by the Chairperson of such meeting, or by the Chairperson of the next succeeding meeting, shall be sufficient evidence without any further proof of the facts therein stated.
	INDEMNITY
70	Subject to the terms of the 2005 Act and without prejudice to any other indemnity, the Charity Trustees, or member of any sub-committee, the Organisation Office Bearers and all employees of the Organisation may be indemnified out of the funds of the Organisation against any loss or liability (including the costs of defending successfully any court proceedings) which he, she or they may incur or sustain, in connection with or on behalf of the Organisation.
	ALTERATION TO THE CLAUSES
71	Subject to the terms of this clause, this constitution may be altered by a Special Resolution of the members passed in accordance with clause 30 or 31.3
71.1	Any changes to the purposes set out in clause 4 are subject to written consent being obtained from OSCR (and its successors) in terms of section 16 of the Charities and Trustee Investment (Scotland) Act 2005
71.2	The Board must notify OSCR (and its successors) of any changes to the constitution not relating to the purposes, in terms of section 17 of The Charities and Trustee Investment (Scotland) Act 2005
	DISSOLUTION
72	The Organisation may be wound up or dissolved only on the passing of a Special Resolution for that purpose in accordance with clauses 30 and 31.4, and subject to written consent being obtained from OSCR.
72.1	If, on the winding-up of the Organisation, any property or assets remains after satisfaction of all its debts and liabilities, such property shall be given or transferred to such other community body or

	<p>bodies or charitable group, which has purposes which resemble closely the purposes of the Organisation, as may be:</p> <ul style="list-style-type: none">(a) determined by not less than two thirds of the Ordinary Members of the Organisation voting (in person or by proxy) at a General Meeting called specifically (but not necessarily exclusively) for the purpose; and(b) approved by OSCR (and its successors).
--	--

Appendix 3 - FOGW Steering Group

Lucy Roper

Mrs Lucy Roper-relocated from Nottingham to build a house and settle in Portavadie eight years ago.

Secondary school teacher, teaching Design and Technology in Rothesay Academy (Isle of Bute). Have a degree in Architecture from Liverpool University. Also worked in various other fields since arriving in Scotland, including baking at Portavide Marina, supply teaching in schools across Argyll and Bute and administrator for youth Charity based in Dunoon. Part of a Resource Group, which meets monthly to support and facilitate the work of eXp-the charity mentioned above.

Qualified as a Nordic Walking instructor. Elder at Kames Church of Scotland, and volunteer with Cubs/Scouts and run a local fortnightly youth club. Interests include walking and cycling and baking.

Andree Hawke

Lives in Kames, near Tighnabruaich, and in Edinburgh. Retired. Worked in medical research and in virology. Taught at university level (microbiology) and secondary school biology with an interest in the environment. Hon Vice President Lawn Tennis Association, Served on Lawn tennis Association Council 2007 -13. On LTA Disciplinary Panel 2009 to present. Qualified LTA referrer.

Qualified as a mountain leader and sailing instructor and introduced many secondary pupils to camping and outdoor activities when teaching. Involved in the 'Shore thing' Project, surveying shorelines and recording non-native invasive marine life. Past member of the Tighnabruaich & District Development Trust. Carried out an audit and mapped Japanese and Himalayan Knotweed in readiness for the eradication programme.

Now footpath consultant to TDDT. Has been involved in the mapping, grading and way-marking of the local footpaths, and in developing footpath leaflets for the area, as well as obtaining funding for path repairs. Trustee on the board of the Argyll and Islands Coast and Countryside Trust. Member of the British Lichen Society, Scottish Wildlife Trust and National Trust for Scotland

Eve MacFarlane

Eve lives in Portavadie with her young family. Eve has more than 15 years' experience in communications. She set up the communications consultancy Westcoasting in 2011, and works with several local organisations, including Argyll & The Isles Tourism Alliance, Kyles Marketing Group and Portavadie, Prior to this she was Communications Manager at the University of Bristol and worked as a fundraiser, campaigner and communicator for several charities. She took a sabbatical year in 2009 to work with Voluntary Service Overseas in Sri Lanka, where she worked with local staff to develop their skills and capacity in communications. Eve was a Director of Kilfinan Community Forest, is a member of Kyles Allotment Group, was Chair of Tighnabruaich Toddlers and is a member of the steering group looking to establish a community childcare initiative in the Kilfinan area.

Mark Appleton

Mark Appleton lives in Portavadie with his family. He currently works as a freelance copywriter. With a degree in French and a background in journalism and corporate communications, he has worked in both print and digital publishing as well as in press office roles in a variety of sectors, including automotive, airline and energy. Mark is a member of Kyles Coastal Rowers and helped to build the local skiffs.

Mick Eyre

Mick works at Kilfinan Community Forest where he is responsible for running volunteer and community activities. Along with his family, he has taken on one of KCFC's woodland crofts and will be converting it to productive native broad leaf woodland over the next few years. Mick's experience includes addiction work, youth work, community integration work with refugees and a few years as a Constituency Caseworker for a member of the Scottish Parliament. After leading a group of young conservation volunteers at RSPB Lochwinnoch, Mick went on to organise environmental volunteers across the Garnock Valley in North Ayrshire carrying out activities such as path building, invasive species control, tree planting and woodland management. As well as crofting and working at the Community Forest Mick works part-time at King's Court, a local addiction rehab in Tighnabruaich.

Robbie Baird

Robbie works as Portavadie Marina's Events and Activities Manager. Robbie spent his childhood holidays in Argyll with his parents. In 2005 the family made the move to Tighnabruaich permanently. After graduating Drama and Musical Theatre in Carlisle, Robbie returned home and has since settled here. Robbie has always considered himself a creative. He worked as a full time artist and ran Tighnabruaich Gallery for 3 years. He is active in the community, sitting on several boards including the Kyles Marketing Group. Whilst some find it surprising that younger generations may settle here, Robbie is a true advocate of the joys and benefits of living and working in the area.

Rob Borruso

Robert is the operations manager at the nearby Kilfinan community forest. With responsibility for the day to day running of one of the largest and most successful community woods in the country. Starting off as a mechanical engineer and arriving in a community forest via environmental science and sustainable construction. He is also currently a director of the community woodlands association and has an excellent understanding of what it takes to make a success of community ownership.

Heather Muir

Heather lives in Ardlamont, Kames and moved to Scotland from England a year ago. She is currently retired. She worked in the IT industry for 30 years covering roles such as computer analysis and programming, team leading and quality management. She retrained as a psychotherapist. Her workload involved seeing individual clients as well as running support groups. Along with her partner Ian, she takes the mindfulness sessions at Kilfinan Community Forest.

Robin Webster

Professor Robin Webster OBE RSA FRIAS RIBA FRSA MA (Cantab) MA (Arch). Professor Emeritus, The Robert Gordon University, Aberdeen. Architectural Education, University of Cambridge, 1958-62 MA (Fine Arts Tripos), Bartlett School of Architecture, University College London 1963-65 MA(Arch)

Professional Experience

Partner, cameronwebster architects Glasgow, from 2005-present.

Consultant, Glasgow City Heritage Trust, 2013-present

Partner, Robin Webster Associates, Aberdeen & Glasgow, from 1984-2004

Partner, Spence + Webster Architects, London, from 1972-1984

Architect, Llewelyn-Davis Weeks architects 1967-1970

Architect, The National Building Agency, 1965-1967

Architectural Assistant, Gillespie Kidd & Coia, Glasgow 1962-63

Some Recent Building Projects

“Due West” Residence at Lunga RIAS Award 2017
Residence at Millbuies, Edinburgh GIA Award 2017
Cove Park Centre Building, Cove, Rosneath, GIA & Timber Award, 2017
Highland Steading, Perthshire, RIAS Award, 2016
North Gardiner Street, Glasgow, RIAS Award, 2013
Residence, 5.35’ West, Craignish, GIA and Saltire Award, 2011
The Printworks, Glasgow RIAS & RIBA Awards 2009

Third Sector Experience

Treasurer, The Royal Scottish Academy, 2017-present
Trustee and Hon Secretary, The Walmer Crescent Association, 2006- present
Trustee, Glasgow City Heritage Trust, 2007-2013
Trustee, House for an Art Lover 2009-2014
Chair, The Alexander Thomson Society, 2010-2013
Trustee, The Scottish Stained-Glass Trust, 2013 - present
Chairman, Clyde Classic Keelboats, 2017 – present
Trustee, Friends of Glenan Wood 2017-present
Trustee, Friends of Pollok Country Park 2017-present

Teaching Experience

Professor of Architecture and Head of School, The Scott Sutherland School of Architecture, The Robert Gordon University, Aberdeen, 1984-2005
Part time Lecturer, The Mackintosh School of Architecture, Glasgow School of Art, Glasgow 1978-1984
Part time lecturer, University of Cambridge 1975-1978
Lecturer, Bartlett School of Architecture, University College London 1970-1975
Visiting lecturer, Washington University, St Louis, USA 1975
External Examiner at Universities of Newcastle, Brighton, Leeds, Plymouth, Cardiff, Singapore and Glasgow, variously between 1985 and 2005.

Other Experience and Posts

Chair, North Highlands Renewal Built Environment Advisory Panel, 2004-2010
Commissioner, The Royal Fine Art Commission for Scotland, Edinburgh, 1990-1996
Govan and Craigton Planning Board, 2006-2008
Royal Institute of British Architects Visiting Board, variously from 1985- 2004
Chair, Aberdeen Society of Architects, 1992-1996

Publications

M Edge R Webster et al: “Mapping Survey of Non-Technical Research on the Social Value & benefit of Good Architectural Design” pub 2003
Webster R et al “Stonecleaning in Scotland” Pub Donhead. 1993
Webster R et al “Stonecleaning in Scotland, Research Reports, Vols 1-3 + Summary, Pub. Donhead 1

Appendix 4 Expressions of support

Attn
Eve MacFarlane
Friends of Glenan Wood
Tigh Eoin
Portavadie, Tighnabruaich
Argyll and Bute
PA21 2DA

Portavadie Estate LTD are pleased to hear about Friends of Glenan Wood's (FOGW) application to bring Glenan Wood into community ownership and would like to offer our support for your efforts.

The resort and marina at Portavadie has developed to a high standard over recent years to the point where we attract over 30,000 visitors per annum and employ around 100 people. We have a gold Green tourism award which demonstrates our environmental commitment and credentials. Many of our visitors are keen to enjoy the surrounding coast and countryside, often with their dogs. Better paths and associated facilities near at hand in Glenan would be a popular addition. We already help by cutting the grass around the picnic area and have sponsored events at Glenan such as the recent Bioblitz.

Given the unusual wildlife and ancient native woodland found at Glenan we would be interested in discussions with FOGW on the siting of suitable interpretation about the wood that would inform our visitors and enhance their experience at Portavadie.

There may be other opportunities that we would be willing to consider in due course, when FOGW plans become clearer.

At this stage, we are pleased to maintain regular communication with the Friends of Glenan Wood and we will continue to offer whatever support and advice we can.

My best regards

Iain Jurgensen

General Manager

t.01700 811075 ext 0203

m.07791 266115

Portavadie | Loch Fyne | Argyll | PA21 2DA



Argyll and Bute Council

Comhairle Earra Ghàidheal agus Bhòid

Community Services

Executive Director: Anne Marie Knowles



Tighnabruaich Primary School

Tighnabruaich

Argyll, PA21 2BE

Head Teacher: Mrs Fiona Hamilton

Tel: 01700 811413 Fax: 01700 811413

e-mail: enquiries-Tighnabruaich@argyll-bute.gov.uk

9th May, 2018

To Whom It May Concern

Glenan Woods

I write in support of the community purchase of Glenan Woods. This is an important asset for the school as it provides a contrast between the plantation forest surrounding the school and a more natural, ancient oak woodland.

We have been able to refer to Glenan when looking at Plantlife Scotland's Celtic Rainforest resource as it is a very fine example. We have also enjoyed exploring the woodland and shore paths with groups in the past. Many of the families in the area enjoy visiting the woods at weekends, especially those who live in the Portavadie area.

The whole school and our neighbouring school will be involved in conducting a bioblitz with the community in the woodland. This is a great contribution to our science curriculum and will give a very memorable experience for the children from P1 to P7 and demonstrates what an asset Glenan is to all, whether for leisure or learning.

Yours faithfully

(Fiona Hamilton)

Head Teacher

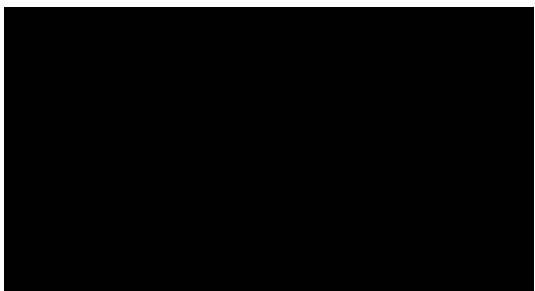


Tighnabruaich District Development Trust
C/o Glenelg
Tighnabruaich
PA21 2ED
Email: info@tddt.org.uk

To whom it may concern,

The Tighnabruaich Development trust strongly supports the transfer of Glenan Wood to the community (Friends of Glenan wood). To that end we support the feasibility study & application for stage 2 funding.

Yours faithfully



Michael Furminger (Secretary TDDT)

On behalf of

Tighnabruaich District Development Trust



Kilfinan Community Forest

Tighnabruaich, Argyll and Bute, PA21 2BD
01700 811 159 info@kilfinancommunityforest.com

Eve MacFarlane
Friends of Glenan Wood
Tigh Eoin
Portavadie, Tighnabruaich
Argyll and Bute
PA21 2DA

Dear Eve,

The Board at Kilfinan Community Forest are very excited to hear about Friends of Glenan Wood's plans to bring Glenan Wood into community ownership and would like to register our support for your efforts.

Since our formation in 2007, Kilfinan Community Forest has shown how community ownership of the forest estate can be a force for positive social and economic change. Community control has allowed us to: create allotments and poly tunnels for local growers; install a hydro generator; install community composting facilities; build workshops and a sawmill; develop a firewood business; improve access for walkers; and, clear areas blanketed by rhododendron.

We have been able to survey and rediscover various archaeological and heritage sites which we are now able to promote to visitors, and we have installed new ponds and nature trails to encourage local kids to have a closer relationship with their environment. The local primary school runs forest school on a weekly basis using part of our native woodland, and we have worked hard to develop the Forest as a valuable amenity for other leisure and educational activities.

In the near future we will be able to announce the final registration of our first three woodland crofts, our low-cost housing, and our event space and bunkhouse accommodation. While Glenan Wood is a different sort of landscape containing larger areas of ancient native forest, some of the lower-impact development and management opportunities will be viable for the Friends of Glenan Wood to pursue once the forest is brought in to community ownership.

Our message is one of enthusiastic support and confidence in the ability of the Friends of Glenan Wood to preserve the ancient elements of the forest while promoting sensitive development that will improve access and usage, remove invasive non-native species, and consolidate the position of Glenan Woods as a treasured part of the local landscape. We are delighted to have close relations with the board of Friends of Glenan Wood and will continue to offer whatever support and advice we can.

With best wishes,

Mark Bamford
Co-chair Kilfinan Community Forest

Kilfinan Community Council

Dunbeag
Tighnabruaich
Argyll, PA21 2DU

17th April 2018

Glenan Wood Group

To whom it may concern

SUBJECT: Support for Glenan Wood Community Woodland Purchase

We would like to formally write in support of the community purchase of Glenan Wood through the National Forest Land Scheme. Our Portavadie based community have already demonstrated their will and enthusiasm in this purchase and we would like to support this group as much as we can.

The process of a community purchase of woodland is not for the faint-hearted, however, as a large community purchase of woodland has already been demonstrated locally this can only be encouraged. The possibilities in this oakwoods protection and enhancement are endless.

Yours sincerely

Michaela Blair
Convenor
Kilfinan Community Council

Brendan O'Hara MP
Argyll and Bute



HOUSE OF COMMONS
LONDON SW1A 0AA

26 April 2018

To whom it may concern,

As the Member of Parliament for Argyll and Bute, I would like to take this opportunity to lend my support to the Friends of Glenan Wood as they apply to acquire Glenan Wood for the community through the Community Asset Transfer Scheme.

In my opinion when a community is given ownership and responsibility for an asset or to provide a service, we can be assured that it will be managed in the best interests of that community and it is where we see ordinary people do extraordinary things.

I am particularly excited to hear of their plans to preserve this unique habitat and its wildlife together with its historic sites and also increase access through their path improvement plans for everyone of all ages to enjoy for years to come.

I am sure that Glenan Wood would be in very safe hands and therefore have no hesitation in supporting this development.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Brendan O'Hara', with a horizontal line extending to the right.

Brendan O'Hara MP
Argyll and Bute

8 Colquhoun Square
Helensburgh, G84 8AD
Telephone: 01436 670 587
Email: brendan.ohara.mp@parliament.uk

**Councillor Yvonne McNeilly
Ward 6 - Cowal**



**Kilmory
Lochgilphead
PA31 8RT
Tel: 01369 708479 or 01546 604014
Email: yvonne.mcneilly@argyll-bute.gov.uk**

To whom it may concern

Our Ref: YMcN/AMcN

Re: Friends of Glenan Wood

7th June 2018

The Friends of Glenan Wood have been working for some time now to maintain this unique ancient oak woodland for the benefit of the local community. I know that they are enthusiastic and committed, and have done much to involve local people and showcase just what a valuable asset this woodland can be.

They are promoting as a real attraction for the local area, highlighting its stunning walks, wildlife and biodiversity and hosting activity days to help people learn more about the characteristics of this beautiful wooded area.

I am particularly encouraged by their engagement with local schools and youth organisations and wish them every success in their endeavours to secure Glenan Wood for the community.

Yours sincerely



Cllr Yvonne McNeilly
Councillor, Ward 6 – Cowal
Argyll and Bute Council

Kyles Marketing Group

Tighnabruaich PA21 2AH

web: www.argyllsecretcoast.co.uk email:
info@argyllsecretcoast.co.uk



16th April 2018

Re: Glenan Woods Community Acquisition

Kyles Marketing Group has a membership of over 30 local businesses (around 80% of all businesses) in the area and is a member of the official regional tourism body 'Argyll and the Isles Tourism Co-operative'. We whole heartedly support the community acquisition of Glenan Woods.

It has long been recognised that Glenan Woods plays an important role within our visitor experience in the area. The opportunity to work with the community to ensure the asset is preserved and enhanced to the advantage of the tourism industry, as well as the enjoyment of residents, is very welcome.

It cannot be underestimated how crucial the tourism industry is to our local economy and to the sustainability of employment and families residing in the area. The community acquisition of Glenan Woods will go a long way to ensuring this sustainability is in the trusted hands of those with a vested interest in the success of the area.

Fiona McPhail
Treasurer
Kyles Marketing Group

Emily and Grant Allan – Fyne Fitness

We would definitely support any upgrades to the surrounding forestry paths in Glenan wood. This improvement of this can improve many aspects of people's health and will improve the range of activities that can happen in the local area.

Activities from Dog walkers, hill walkers, joggers and cyclists are all activities that could see a significant increase due to these upgrades.

As well as physical benefits, physiological benefits will be beneficial as these activities inspire healthier lifestyles, increase in social activity and being surrounded by beautiful surroundings.

I hope this helps and any other information or statements you require please let me know.

Thanks

Emily and Grant
Directors

Kyles Medical Centre

Tighnabruaic
h PA21 2BE

Dr Alida J MacGregor Tel: 01700 81 1207 Dr Nicola Hallum Fax: 01700 81 1766

C/O Eve McFarlane Friends of Glenan Wood, Portavadie.

6th June 2018

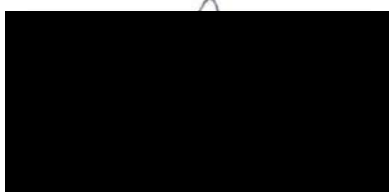
To whom it may concern,

As GP partners at Kyles medical Centre we fully support the community asset transfer of Glenan Wood.

The Chief Medical Officer for Scotland, Dr Catherine Calderwood, has previously stated that outdoor learning, exercise and play improve childhood health, wellbeing and physical and mental development.

Research clearly shows that there are also benefits to adult physical and mental health from outdoor activity. As such, the availability of Glenan Wood for the local population would be a fantastic resource for community engagement, outdoor activity and health improvement.

Yours faithfully,



Dr AJ MacGregor AJ MacGregor

Dr N Hallum

Appendix 5 Role description and costings for a development officer post and a forest ranger post to take the project forward

Development Officer Post

Summary

Requires experience in business/project development with a strong interest in the countryside. A higher-level qualification in a relevant subject, IT skills and a driving licence would be desirable.

The post holder would be able to or have the following practical skills:

- Developing and managing projects on a tight budget (expertise in raising funding for woodland projects would be helpful)
- Experience of working to a Board – submitting regular papers and updates
- Native woodland management planning experience
- Ability to supervise others, and work as part of a team
- Ability and confidence to manage long-term projects
- Managing, assets, machinery and equipment
- Keeping accurate work records
- Making sure health and safety policies are followed

Forest and Community Ranger Post

Summary

Convey enthusiasm about the natural and cultural environment at Glenan. Speak with people and answer questions about the wildlife and landscapes and assist people and groups visiting Glenan. Identify, plan and deliver repairs to paths and signs. Carry out habitat improvement activities safely and effectively.

The post holder would be able to:

- Plan and create habitats to conserve plants, animals and birds
- Plant trees manage water courses and other practical tasks
- Do field surveys to record cultural features and monitor changes in the environment
- Patrol sites to help visitors and to discourage anti-social behaviour or damage
- Give talks and lead guided activities and walks for a variety of audiences
- Take part in community projects
- Work with neighbouring landowners/groups and businesses whose activities may affect the wood
- Keep records and write reports
- Experience and qualifications in using tools and equipment
- First Aid qualification and an awareness of personal (lone working) and group health and safety issues
- Assist FOGW Directors with planning future site development

IT skills and a driving licence would be desirable

See Section 7 for costing and possible employment implications

Appendix 6 FOGW Proposed activities

Overview

Glenan Wood is 146 hectares of ancient woodland on 'Argyll's Secret Coast' on the Cowal Peninsula in Argyll, Scotland. Sections of the woodland are marked on maps dating 1750 and 1860.

It's one of the finest remaining Atlantic oak woods in the country. The unique habitat is rich in flora and fauna. Adders, red squirrels, otters, bats, deer, pine martens and water voles all make their homes here, as do night jays, cuckoos, wood warblers, ravens, tawny owls and other birds. Rare lichens, moss, ferns and wild flowers thrive among the gnarled broadleaf trees, rocky outcrops and coastline. The woodland has a rich heritage too. Glenan Village is a deserted settlement deep in the wood with eight to nine tumbling houses made of local stone. There's also the remains of a chapel and a cairn.

A circular walk along the shore path takes you to Glenan Bay and you can return via a high path which affords stunning views across Loch Fyne to Kintyre. An additional path leads to Glenan Village. There's a car parking area and grassy picnic area next to the woodland. This is next to the CalMac Portavadie ferry terminal and the Portavadie, Loch Fyne development. Forestry Commission Scotland is currently selling Glenan Wood. The group has a Note of Interest in acquiring the woodland.

Aims and objectives

Friends of Glenan Wood is a community group formed to work with and for the local community to manage and develop their unique ancient woodland, creating opportunities for a sustainable future for:

The environment

To preserve the unique habitat and the array of wildlife that thrives here and create a habitat that will thrive into the future.

Activities could include:

- Bat, owl and squirrel boxes
- Habitat management
- Research
- Bracken and rhododendron control

Recreation & tourism

To encourage everyone to explore and enjoy the woodland as a leisure resource by increasing access through path improvement and wildlife and heritage interpretation.

Activities could include:

- Path maintenance and path development
- Interpretation panels
- Preservation and development of historical sites
- Ranger-led walks
- Visitor centre

- Bunkhouse
- Wildlife hides
- Dark Skies
- Participation in events such as Cowal Fest.
- Orienteering/outdoor gym
- Adventure playground
- Polytunnel/bees

Education

To bring the forest to life for all ages and to increase understanding about the importance of this woodland habitat.

Activities could include:

- Nature and heritage trails
- Wildlife guides
- Forest school
- Woodland workshops

The local economy

To boost the fragile local economy by providing training, creating jobs and boosting local business income.

Activities could include:

- Forestry operations (there is a small amount of plantation woodland)
- Wood products & woodland skills workshops
- Developing and marketing the woodland as a tourism asset
- Develop a visitor centre and bunkhouse
- Develop a Wildlife Ranger post, shared with Kilfinan Community Forest

Heritage

To preserve and develop sites of historic interest and other importance to the Community.

Activities could include:

- Archeological excavations
- Interpretation
- Mapping

Partnerships

Friends of Glenan Wood would work with several supportive partners locally. Including:

- Kilfinan Community Forest, a well-established nationally-leading community woodland which serves the same population as Friends of Glenan Wood. As well as providing resources and expertise, several joint projects are also in discussion.
- Kyles Marketing Group, the local destination marketing group made up of local businesses which promotes the area as 'Argyll's Secret Coast'

- Portavadie, Loch Fyne, a tourism destination adjacent to the woodland.
- Tighnabruaich Development Trust

Funding

Funding for the acquisition would be from Scottish Land Fund. Other funding streams could include membership fees and donations, fundraising events, grant funding for projects (for example Paths for All), income generated through bunkhouse, courses & timber.

Appendix 7 – Site maps

(a) Site boundary defining area for sale

In separate file

(b) Glenan Wood in the context of other parts of the National Forest Estate

In separate file

Appendix 8 Projected core income and expenditure accounts

PROJECTED CORE INCOME AND EXPENDITURE ACCOUNTS FOR:											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	£	£	£	£	£	£	£	£	£	£	
INCOME											
<i>Sponsorship, Donations and fundraising</i>											
Sponsorship projects	200	200	200	200	200	200	200	200	200	200	
General donations and legacies	1800	1800	1800	1800	1800	1800	1800	1800	1800	1800	
Honesty Box - beginning of paths network	500	500	500	500	500	500	500	500	500	500	
Clothing sales (e.g. fleeces)	600	200	200	200	200	200	200	200	200	200	
	3,100	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	
<i>Income from Woodlands</i>											
Cladding and fencing rails	750	750	0								
Firewood sales	300	300	300	300	300	300	300	300	300	300	
	1,050	1,050	300	300	300	300	300	300	300	300	

Total Income	4,150	3,750	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000		
EXPENDITURE												
Woodland officer												
Salary	10,000	10,000	0	0	0	0	0	0	0	0		
Employer's pension contributions	200	200	0	0	0	0	0	0	0	0		
Woodland officer's expenses	610	610	0	0	0	0	0	0	0	0		
Employer's liability insurance	190	190	0	0	0	0	0					
	11,000	11,000	0	0	0	0	0	0	0	0		
Grant assistance from Scottish Land Fund or DTAS	(11,000)	(11,000)	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		
Other overheads												
Clothing purchases (for resale)	300	100	100	100	100	100	100	100	100	100		
Insurance combined policy	750	750	750	750	750	750	750	750	750	750		
Internet and Website maintenance	100	100	100	100	100	100	100	100	100	100		
Independent examination	500	500	500	500	500	500	500	500	500	500		

Hall hires/meetings expenses	100	100	100	100	100	100	100	100	100	100		
Posts, printing and stationery	100	100	100	100	100	100	100	100	100	100		
Subscriptions	150	150	150	150	150	150	150	150	150	150		
Small tools and safety equipment	500	200	200	200	200	200	200	200	200	200		
Repairs and maintenance	300	300	300	300	300	300	300	300	300	300		
Volunteers expenses	250	250	250	250	250	250	250	250	250	250		
Honoraria	200	200	200	200	200	200	200	200	200	200		
Open day/barbeque expenses (net of sponsorship)	0	0	0	0	0	0	0	0	0	0		
General expenses	200	200	200	200	200	200	200	200	200	200		
	3,450	2,950	2,950	2,950	2,950	2,950	2,950	2,950	2,950	2,950		
Total expenditure	3,450	2,950	2,950	2,950	2,950	2,950	2,950	2,950	2,950	2,950		
SURPLUS/(DEFICIT) FOR YEAR	700	800	50	50	50	50	50	50	50	50		
Accumulated Surplus/(Deficit) on General funds	700	1,500	1,550	1,600	1,650	1,700	1,750	1,800	1,850	1,900		

Appendix 9

Illustrative hostel project

Background

There are over 200 hostels in Scotland registered with VisitScotland's Quality Assurance scheme, made up of three groups: SYHA (Scottish Youth Hostel Association), SIH (Scottish Independent Hostels), and independent properties with no ties to any association. The majority (67%) of these hostels are graded at Visit Scotland QA 3 or 4-star standards.

The Scottish Hostel Sector Review of February 2014 and more recent occupancy surveys noted that:

- Hostels have maintained a strong performance within the Scottish accommodation sector, with occupancy levels – both domestic and international continuing to rise;
- The average annual bed occupancy for Scottish hostels in 2016 was 57%, with the busiest season being between May and September, peaking in August with average bed occupancy of over 70%%;
- Weekends are the busiest time of the week for the hostel market.
- The North of Scotland has generated the highest number of trips (visits are longer). This may be due to more hostels in the north and the range of outdoor activities on offer;
- 45-54 year olds are the largest age group for hostel use in Scotland by a domestic market. Females tend to stay longer and spend more.
- Figures from the Scottish Youth Hostel Association's (SYHA) 2012 customer survey indicate that most respondents travel alone to hostels, which may validate the belief that hostel consumers use this particular form of accommodation in order to meet like-minded people on similar breaks.
- Hostels are most popular with Dutch visitors amongst international visitors;
- For consumers staying in hostels during 2008 to 2012, the average spend per trip was £304 and £51 per night, with consumers staying an average of 6 nights in hostels (Average 2- 3 nights per hostel).

Trends in Hostel Markets

There are several significant trends in the hostel market:

- Flashpackers – Flashpackers are likely to stay in budget accommodation, but splurge on the higher value experiences within their chosen destination. Although travelling light, they are more likely to have new technology like smart phones and tablets.
- Health and wellbeing – hostels have recognised that the surrounding environment is an excellent location for wellbeing activities allowing consumers to discover other aspects of the local area, which may not have been their original intention.
- Focus on families – good value private rooms, often with ensuite facilities within hostels are an incentive for the family market as a more obvious level of safety and security is offered to parents.
- Pet friendly – care for animals whilst on holiday for consumers can be costly and facilities can be provided for dog walkers.

Suggested Hostel Criteria

Most hostels are in converted buildings or in existing buildings with additions or extensions. Sympathetic conversion and treatment of vernacular buildings can create an attractive and 'cosy' feeling, but often at high cost if energy efficiency, all ability access measures and other building regulations are included.

New build offers advantages in terms of dedicated design, appropriate materials, reduced running costs, meeting modern building regulations and the opportunity to create atmosphere and 'kerb' appeal in photographs and descriptions for new customers.

Most hostels have opted for around 20 bed spaces. Too many spaces and the hostel can lose atmosphere, too few and capacity, especially in the summer, is soon reached. There is a growth in 'mini coach' tourism groups (Rabbies, Haggis, Timberbush, etc with 15 -20 seat vehicles), but they tend to use hostels on the main routes north and west in the Highlands. It is worth noting 45-54-year olds are the largest age group for hostel use and they are seeking likeminded travellers and a degree of peace and quiet in 'out of the way' places.

To help with marketing many hostels are affiliated to the SYHA or are members of independent hostel marketing groups.

It is suggested that successful hostels in rural locations offer some or all of the following facilities:

- Accommodation for individuals, families or groups (suggest space for 20 - 30 people – option to shut off some rooms over the winter). Rooms to have individual storage, hooks, shelves, bed lights, plugs and USB charging points etc associated with each bed space;
- Flexible room arrangement suitable for family, couples and singles;
- Fully equipped self-catering kitchen(s), food storage and plenty of dining space. Possible option for providing B&B in association with WDC café (when open);
- Lounge area with a wood burning stove and comfy seating, storage for guide books and music;
- Central heating system – to allow year-round use;
- Wireless internet available throughout the building;
- Level access throughout shared spaces to facilitate disabled access, with accessible WC and wet room, one room to be fully accessible;
- Plenty of showers;
- Drying room;
- Access to laundry facilities;
- Rental opportunities for towels and linen;
- Quality Assurance – Visit Scotland (4star) and Green Tourism (gold);
- Outside space for BBQ, etc;
- Recycling space;
- Secure bike/canoe storage (with basic tools for running repairs);
- Car parking;
- Electric vehicle charging point;
- Possible facilities for pets – external kennel space;
- Range of other services linked to local suppliers, information and interpretation of the local area and environments.

Lessons for Glenan

From our analysis of hostels, the key points for Glenan are:

- Merit in new build option to meet modern building regulations;
- Additional spend from hostel users in Portavadie Resort – breakfast, evening meals and bar;
- Indoor space for training events;
- Storage for cycles, canoes, dive equipment and other outdoor gear

The area and configuration of space for hostels or bunkhouses can range considerably. Based on a total internal area of 200m² to accommodate 20 people with 4 bedrooms with bunk beds/twin room configurations, combined dining/living room, kitchen, drying room, toilets and showers.

The total estimated capital cost of such a building at current price, utilising a design and build approach, is £350,000 (excluding professional fees and fitting out). Including all costs might give a total in the range £400, 000. Site conditions and civil works are unknown at this stage, so this price should be considered as illustrative.

FOGW could build the hostel and lease it to another body, which would manage and operate it, or it might be built (potentially with grant aid) by another body.

Indicative Income

The basic unit of hostel income (per person per night in shared room) appears to be around £20.00 - £25.00. New builds and more remote hostels (e.g. on islands) seem to be able to charge a little more as accommodation is scarce, and new builds appear to offer a more attractive product. Around their base price, most hostels offer a differential pricing structure associated with group size, time of year, level of occupancy (book entire hostel), etc.

Table 1 shows a comparison of gross income based on three different hostel scenarios of bed spaces, occupancy and price per person per night (pppn) (note that 57% occupancy is the national annual average for Scotland). It is assumed on average visitors will stay two nights. For more detailed business planning, a target average occupancy rate of 50% (or perhaps 60%) could be a starting point. It is assumed on average visitors will stay two nights and there will be 100% bed use when the hostel is occupied.

Bed spaces	Occupancy	Bed nights	Visitor numbers	pppn£	Gross Income £
25	365 x 0.50	4563	2282	22.50	£102,656
25	365 x 0.57	5201	2600		£117,022

The average daily spend of hostel users is over £50 which suggests, after accounting for accommodation costs, significant additional spend could be attracted into nearby facilities such as café and shop.

Indicative Operational Expenditure

Items of expenditure relating to hostel operation include the following.

- Marketing and promotion;
- Staffing;
- Rates (if applicable);
- Electrics;
- Heating and hot water;

- Cleaning;
- Laundry and linen;
- Consumables;
- Repair and maintenance.

New design including high levels of insulation and renewable energy plus efficient operation could keep these costs down to a total of around £50,000 per annum, which would give a margin that could go to covering capital finance etc

Illustrative Projected Profit and Loss Account for a ‘Glamping’ Project including Six Eco Pod/Cabins

Market

Glamping has seen an increase in popularity in recent years and amongst the most popular and robust glamping unit are timber eco pods or cabins. Pods can be prefabricated timber clad structures of a proprietary uniform design and are essentially ‘camping cabins’. Of timber frame construction, they usually have an external cladding of either European larch or Douglas fir with, the makers claim, an expected life-span equal to that of a modern home. Designed to be warm and weather proof, they are well insulated and can be heated. Various shapes are available, from the ark or barrel shape to a conical tipi shape.

In 2011, Mintel recorded that 1 in 3 people reported that they had been on a camping, caravanning or glamping holiday in the past three years, an increase from 1 in 5 recorded in 2009. The 2015 VisitScotland Survey reported that Scottish residents were the most likely to stay in static (5%) & touring caravans (8%) and go glamping (3%). 30% of all visitors used budget accommodation. Users were more likely to be in younger age groups – 16 to 24s (49%) and 25-34s (44%) – and there is potential to focus on the budget sector where expectations are not currently being met.

Product

Wigwamholidays.com have over 70 franchised eco pod/cabin sites across the UK with a significant number in Scotland, many on farms and crofts. In addition, many independent operators offer very similar products in a wide range of locations – often as individual pods/cabins or small groups discretely and sensitively sited in woodland locations. There are geographical gaps in eco pod/cabin provision in Cowl.

Ark shaped versions have a centrally positioned entrance door in the gabled front elevation. Natural light is provided by a roof light on a side elevation. Different designs have different configurations. The models used in the example outlined below have smaller 2 bed versions with floor dimensions of 2.15m x 2m and a height of 2m. Larger 5 bed versions have a floor dimension of 2.4m x 3.6m. Beds are in the form of sleeping platforms around the walls.

Smaller cabins do not require any services or foundations – each is sited on a sand and gravel pad. They are fabricated off site and craned into place. Larger cabins would be positioned on concrete block foundations. They can be fitted with water, waste water disposal, and an electricity supply. Smaller cabins may just have an electrical supply. Alternatively, bespoke cabins may be designed to fit with the site and be tailored to specific needs. Installation is quick and predictable. Cabins can be earning income as soon as they are installed.

Projected Financial Statements

A Profit and Loss account is presented below for the potential ‘glamping’ project for an “aspirational” year, say Year 3 of operation. We have assumed that there will be a capital project to

build 5 cabins with a further cabin as a washroom with toilets, showers and small kitchen space. Project costs are estimated at £61,000 (including VAT), comprising £48,000 for the cabins, £5,000 for site preparation and utility connection, £3,000 for signage, £3,000 for minor furnishings and equipment (in addition to those supplied within the basic “cabin” design), and £2,000 for miscellaneous costs. Specific funding would be required for the project costs and could be assembled from a mixture of grant funding (as available at the time), charitable parent company investment in share capital / loan finance or commercial borrowing.

Basic Assumptions

- i) The projections are illustrative and based on our background knowledge and tourism statistics for the area.
- ii) We have assumed that the company carrying out the project (likely to be a trading subsidiary) will not be VAT registered. All expenses projected are therefore assumed to be inclusive of VAT, where applicable.
- ii) Inflation has not been built into the model.
- iv) The activity of letting five cabins to the general public for purely holiday purposes is “non-primary purpose trading” (for charitable purposes) and is therefore potentially taxable, if carried out directly by the charity. Consideration should therefore be given to conducting this activity through a trading subsidiary. Ideally the assets should be paid for and financed via the subsidiary. Any profits arising annually could be gift aided to the parent company, thus avoiding (or substantially avoiding) corporation tax. In practice, specialist planning advice should be sought from the company’s accountants before proceeding. In particular, it should be noted that there are complex rules governing the financing of trading subsidiaries by parent charitable companies and that care has to be taken to do this correctly
- v) It is assumed that business rates will not be payable and that exemptions applicable to small businesses would apply.

Projected Profit and Loss

Income

Assumptions underlying the calculations for rental income are provided below the projections. We have assumed that the cabins will be available for let to the general public for 30 weeks (210 days) of the year, with a weekly occupancy of 50% (105 days), although in practice the occupancy could be higher in the peak summer months and the season could be longer. Projected annual income from holiday lets is £25,200.

[Note that Wigwam Holidays estimate an average of 160 days at £45 per unit per night and advise that average revenue per wigwam varies between £5,000 and £8,000 per annum].

Expenditure

We have provided broad estimates for likely expense categories. Depreciation is assumed at 5% on building costs and 20% on those furnishings and equipment which are not part of the original cabin specification.

Net Profit before Finance Costs

The projected profit and loss account presented below is for an “aspirational” year, e.g. Year 3 of operation, and is intended to be illustrative only of possible performance. In practice, the ‘glamping’ project should be the subject of a detailed business plan before commencement – to identify a suitable site, to assess the market robustly, to establish project costs and finance, and to investigate potential income and expenditure. Nevertheless, based on projected occupancy of 50%, for a 30-week season, our model shows a projected net annual profit of c£7,000 including depreciation but before finance costs. This suggests that the ‘glamping’ project should be viable, allowing it to service and repay some element of borrowing, as part of its finance structure.

Potential Future Development

It would be prudent to develop a site that could take more than 5 units should the initial development prove successful. Additional provision could be similar or different accommodation.

GLAMPING PROJECT INCLUDING 5 CABINS									
PROJECTED PROFIT AND LOSS ACCOUNT									
								ASPIRATIONAL YEAR	
								say for Year 3 of operation	
								£	£
INCOME									
CABINS									
Cabins Letting income									25,200
Total income									25,200
EXPENDITURE									
SELF CATERING CABINS									
Electricity, other heat, power & water								2,500	
Changeovers and cleaning								4,000	
Rates								0	
Insurance								600	
Crockery and other renewals								500	
Repairs and maintenance								2,500	
Additional administration								1,000	
Marketing costs (10% of sales)								2,500	
Accountancy (assumed for trading company)								600	
General expenses								500	
Depreciation of cabin structures (5%)								2,900	
Depreciation of Furnishings and equipment (20%)								600	
Total									18,200
Net profit before finance costs									7,000
NOTES									
1) Calculation of letting income from cabins									
Cabins	Type	Equivalent weeks available	nights pw	Bedspaces	Occupancy	Bednights	Tarriff £	£	
	4 2 BERTH	30	7	8	50%	840	20	16,800	
	1 4 BERTH	30	7	4	50%	420	20	8,400	
						1,260		25,200	

Capital cost

There are a range of glamping eco -pod/cabin suppliers. Typical pricing from Edinburgh based wigwamcabins.com is:

Wee Brave Eco pod/cabin

Specification: Dimensions: 2.8 x 4.6m (2 berth)

- 100mm mineral wool insulation to roof, floor and walls
- Double glazing (1 no. 600x900mm opening and 1 no. 350x500 fixed windows) with lined curtains to fit
- 100mm foam mattress with removable cover
- Electrical fit out: 1 no. 0.75Kw Dimplex panel heater, internal and external lights, double socket, TV socket, smoke and CO alarms
- 45mm pine door with thumb turn lock, Sleeping platforms, Table, Storage, Back rests

Cost:

- Cabin £5,350
- Soft Furnishings £450
- Net £5,800
- VAT at 20%: £1,160
- **Gross £6,960**

Big Chief Eco pod/cabin

Specification: Dimensions: 3 x 6m (3 to 5 berth)

- Fixtures like above plus velux window

Cost:

- Cabin £ 7,500
- Soft Furnishings £650
- Net £ 8,150
- VAT at 20%: £1,630
- **Gross £ 9,780**

Running Water 1 Eco Pod/cabin

Specification: Dimensions: 3 x 6.2 (3 to 4 berth)

- As for Big Chief but includes double bed and sofa bed, sink and toilet.

Cost:

- Cabin £9,250
- Soft Furnishings £975
- Net £10,225
- VAT at 5%: £511
- **Gross £10,736**

Running Water 2 Eco Pod/cabin

Specification: Dimensions: 3 x 6.2 (3 to 4 berth)

- As for Running Water 1 but includes shower and space saving kitchen
- Deluxe version with glazed patio doors and separate shower cubicle

Cost

- **Gross £12,225**
- Deluxe version of Running Water 2 Gross £13,620

Hard Standing Sites for Motorhomes

FOGW would investigate sites accommodate two motorhomes each and seek the necessary permissions from A&B Council.

The intention would be for the sites to form a base for several days holiday in the area or heading for the Tarbert Ferry.

Sites would be sought that provided:

- For motorhomes (max 7.5 metres) with their own toilet and wash facilities;
- Bookable and payable online;
- Scenic views and walks;
- Hook up for power but maybe only at one of the sites initially;
- Rubbish and recycling facilities;
- A water supply;

We would target a price of £18 -20 per night (incl. VAT)

Four months potential usage – 30 days x 4 = 120 (x 6 sites) = 720 nights

60% occupancy 432 nights' target @ £18 = £7776

Expenditure @ £5 per night delivers a surplus of £5616

We would establish best practice for disposal of both grey water and toilet waste

We would not accept caravans or tents on the sites.

We would not have toilet or shower facilities on site.

Capital cost for hard standing

- Each motor home pitch requires 9m x9m = 81m² – may need additional surface to allow vehicles to access the site.
- Each space requires 3m between vehicles.
- Construction costs for a pitch (300mm of type 1 hard core sub base on geotextile with 25mm of 6mm dust rolled surface) estimated @ £20 - 30 per m² dependent on ground conditions. Drainage ditches and 300/450mm culvert pipes may be extra.
- Site material to be excavated is likely to be organic soil and turf and loose stone. Rock breaking would cost around @£60 per m².

- If required stock fencing around the site with square posts 5 strands line wire and rylock netting, all high tensile grade @£8 per m.
- If required by planning access from public road may require Tarmac bell mouth @ approx. 100-125mm depth, base, binder and surface course = approx. £45-50 m2.
- Cost of hook ups suitable for use by motor homes dependent on proximity of services – and will need professional installation plus regular inspection and maintenance - may need to budget £500 - £1000 per hook up.

Appendix 10 PAWS Report

See separate file.