

# Argyll and the Isles Coast and Countryside Trust

## Feasibility Study

FINAL REPORT  
June 2012



Argyll & Bute  
Local Services Initiative

a partnership of:



Small Town and Rural Development Group



## CONTENTS

EXECUTIVE SUMMARY	Page 2
1. INTRODUCTION	Page 8
2. REVIEW OF COUNTRYSIDE TRUSTS	Page 11
3. SUPPORT FOR THE ESTABLISHMENT OF AICCT	Page 20
4. VIEWS ON THE PROPOSED OBJECTIVES	Page 25
5. ROLE AND PRIORITIES FOR THE TRUST	Page 35
6. STRUCTURE AND GOVERNANCE	Page 46
7. SUSTAINABILITY	Page 55
Appendix 1: List of participants	Page 62

## EXECUTIVE SUMMARY

### Background

1. This feasibility study aims to inform decision making on whether a Trust is an effective vehicle to address an emerging gap in service delivery of outdoor access, marine and coastal, historic environment and biodiversity projects following budget cuts within Argyll and Bute Council.
2. The study was commissioned by a partnership steering group of representatives from Argyll and Bute Council, Argyll and Bute Social Enterprise Network, Scottish Natural Heritage and Forestry Commission Scotland and has been part funded through the Argyll and Bute Local Services Initiative.
3. The study has been carried out on the Steering Group's behalf by the Small Town and Rural Development Group (STAR) and has involved stakeholder consultation and research on other Countryside Trusts. The conclusions and recommendations in the report are made by STAR based on the results of this work.

### Strong support for the establishment of the Argyll and Isles Coast and Countryside Trust (AICCT)

4. There was strong support evidenced by the consultation for the establishment of the Trust - with 89% of the respondents to the survey supporting the establishment of the Trust. There was very little outright opposition to the establishment of the AICCT.



### Benefits

5. Possible benefits were seen as: the development and promotion of path networks, improved responsible access, preservation and promotion of the natural and cultural heritage, and benefits for communities, local economy and tourism.

### Need to address concerns

6. Support for the Trust came with some qualifications and concerns about how the Trust was set up and how it worked with existing groups. Key concerns were the potential for the Trust, if not established in the right way, to add a layer of bureaucracy, compete with other local Trusts, try to do too much, and find it difficult to

access funding and work effectively over such a large area as Argyll and the Isles.

### Support for the proposed objectives

7. The study tested stakeholders' reaction to eight objectives for the Trust that had been proposed by the Trust Steering Group.

8. All the objectives were approved of – but to varying degrees. Of the eight objectives, those that had the highest 'approval rating' from the survey and stakeholder meetings were:

- Objective 2: Maintain, manage, promote and enhance our biodiversity and historic environment
- Objective 1: Encourage, facilitate and promote responsible access to the coast and countryside
- Objective 4: Maximise external funding opportunities for the benefit of the natural and historic environment and its enjoyment
- Objective 5: Encourage participation and partnership working of existing groups and sharing of best practice with local communities and partners on a matters relating to the objectives.
- Objective 7: Seek to create an economically sustainable business for delivery of the Coast and Countryside objectives

### A focused role for the Trust

9. The study highlighted the need for the Trust to focus at the start on a limited number of project areas based on the gaps, needs, opportunities and concerns identified by stakeholders.

10. The main areas emerging from the study for the Trust to focus on were:

- Developing and promoting improved access networks and related facilities and infrastructure including:
  - the need to improve and maintain core paths
  - developing, way-marking and promoting long distance routes
  - creating links and filling gaps in the path network
  - plugging the gaps in the National Cycle Route
  - developing joined up coastal paths
  - better access points and facilities – piers, slipways, car parks, signage, toilets, interpretation.
- Funding and promotion work that supports the activity of existing groups and raise the profile of the environment and heritage in Argyll and the Isles. This should include:

- generating income for the Trust
- supporting groups in making funding applications
- attracting and providing grants
- directly raising funding for strategic projects.

11. The Trust should have a strong emphasis on an ‘enabling role’ working with and supporting existing groups. However it should also be ready to take a strategic lead in developing and promoting larger scale area and local authority wide partnership projects and initiatives.

### Legal Structure

12. While there are a range of other options that could be considered, we would recommend that the Trust should be established either as a charitable company limited by guarantee or as a Scottish Charitable Incorporated Organisation (SCIO).

13. There are clear benefits demonstrated by other Countryside Trusts in having charitable status and being incorporated. This structure has been important to Trusts in raising funding from a variety of sources including donations and legacies as well as major private and charitable sector funders.

### Governance - Membership and Board of Directors

14. Taking account of the concerns expressed during the consultation it is recommended that the Argyll & Isles Coast and Countryside Trust is established as an independent organisation with a membership open to community groups, businesses, public agencies, national organisations and individuals.

15. It is also recommended that the structure allows for a number of key partner and funding organisations as having the right to ‘appoint’ directors.

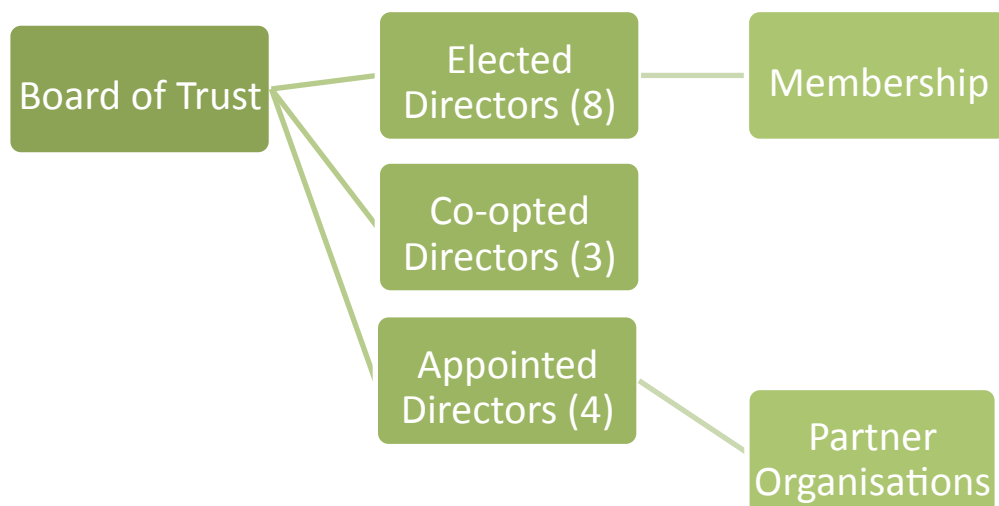
16. This proposed structure will help to ‘build in’ links both to existing grassroots organisations and to partner organisations (Argyll & Bute Council, Scottish Natural Heritage, Forestry Commission Scotland, Argyll & Bute Social Enterprise Network).

17. In creating a board of directors we would recommend that there is a majority of directors elected by the membership and that the elected directors reflect some form of equity across the four administrative areas of Argyll and Bute.

18. As an example, a Board of 15 could be made up as follows:

- 8 elected directors drawn from the membership (2 from each of the 4 local authority areas)

- 4 appointed directors – one each from Argyll and Bute Council, Scottish Natural Heritage, Forestry Commission Scotland, ABSSEN.
- 3 Co-opted Directors to allow the Trust to appoint other partners, represent other interests, or provide specialist skills.



## Staffing

19. Trusts have benefited from having their own staff as well as being umbrella organisations for joint working of existing staff within partner agencies.

20. Key personnel within small Trusts that we reviewed included Senior Executives, project staff and staff involved in fundraising and promotion and volunteer co-ordination. Larger scale Trusts also have ranger services that have been transferred across from the local authority.

21. There would be merit in trying to secure funding to appoint a senior officer to drive the Trust forward from the outset. This could also potentially be achieved through a secondment from one of the partner organisations.

22. The Trust and its role may also benefit from the appointment of a Marketing and Funding Officer that can help develop the Trusts ability to become financially viable from the outset and who can provide assistance to local groups in accessing and managing funding for environmental and heritage projects.

## Financing

23. The Trust should aim to become financially sustainable over a 5 - 10 year period. This will be one of its major challenges.

24. It is clear however from the experience of other Trusts that core funding from partners is needed to establish and support the Trust in its early years.

25. Partner core funding to Trusts has included funding for initial salary costs and some capital funding that has then been vital in levering in other major funding from a wide variety of sources.

*Perth and Kinross Countryside Trust have received £1.57M core funding over a 10 year period - £779,000 staff costs and £791,000 capital for projects. During this time they have been able to raise and invest over £6.5 million on environment and access projects.*

## Reduced dependency and added value

26. Trusts have shown themselves to be able to reduce their dependency on public sector funding over time.

27. Their business model is a 'mixed economy' one based on a mix of core funding, project funds and then a wide range of additional fundraising and income generation.

28. Crucially they have been able to demonstrate the added value of their work in terms of the contribution it makes to the local economy and quality of life as well as the benefits to the environment and heritage. This added value is one of the main arguments for supporting the establishment and ongoing operation of the Trust and to see the merit in continuing to resource it over a number of years.

*The Fife Coast and Countryside Trust was primarily established to promote and improve the Fife Coastal Footpath. The Footpath is now used by over 500,000 walkers per year and contributes over £24 million to Fife's economy.*

## Conclusions

29. The feasibility study results would lead us to conclude that:

- There is support for establishing the Trust - but it needs to take on concerns expressed in the consultation on how it is established and run and how it works with existing groups.

- Its proposed objectives are seen to be fit for purpose – but they should be re-ordered to reflect the strength of support expressed during the consultation
- Top priorities for the work of the Trust should be linked to developing and promoting access networks, and raising funds to support work on the natural and historic environment in Argyll and the Isles.
- There is scope for the Trust to work to enable local groups, but also to take a strategic view and co-ordinate larger scale partnership bids for funding and development of priority projects.
- The Trust should be established as an independent charitable company.
- It should encourage a wide grassroots membership
- Its board of directors should have a mix of elected and appointed directors.
- There will need to be commitment from key partners to provide core funding for its establishment and to provide both revenue and capital funding in its early years.
- There is potential for the Trust to develop a ‘mixed economy’ business model with a mix of core funding from the public, private and charitable sectors, project funding, and income generation.
- The evidence from other Trusts is that the proposed Argyll & Isles Coast and Countryside Trust can provide a cost effective partnership for agencies, communities, businesses and volunteers to work together to add real value to the local environment, heritage and economy.

### Next steps

30. One of the key next steps will be to establish a Steering Group for the Trust (based on the model proposed here for the Board of Directors). The Steering Group would then help steer the Trust into being and up to its first AGM. Key tasks for the Steering Group will include:

- To secure support and initial core funding from a number of key partners (Argyll and Bute Council, Scottish Natural Heritage, Forestry Commission Scotland and others)
- To agree initial priorities for the Trust within the main focus identified in this study
- To seek to recruit a Senior Officer, whose role will be to prepare a 3year business plan for the Trust, take forward a number of agreed priority projects, and apply for additional resources.



## 1. INTRODUCTION

### Background

1.1 The need for an Argyll and the Isles Coast and Countryside Trust (AICCT) has emerged as a result of proposed and potential cuts by Argyll and Bute Council to the delivery of outdoor access, marine and coastal, historic environment and biodiversity projects which also includes invasive non – native species.

1.2 The feasibility study has been commissioned to investigate whether a Trust is an effective vehicle to address this emerging gap in service delivery and provide support to local communities throughout Argyll and the Isles.

1.3 The work is being led by a steering group involving representatives from Argyll and Bute Council, Argyll and Bute Social Enterprise Network, Scottish Natural Heritage, Forestry Commission Scotland and the Argyll and Bute Local Services Initiative.

1.4 The steering group drafted an aim and objectives for the Trust, raised funding for the Feasibility Study, drew up a brief for the study, and commissioned the Small Town and Rural Development Group to carry out the work.

1.5 The study is part funded through the Argyll and Bute Local Services Initiative, a partnership between Argyll and Bute Council, NHS, Third Sector and Carnegie UK Trust to share experiences of the delivery of existing services by the Third Sector and develop innovative responses to new service delivery opportunities.

### Feasibility Study – Scope

1.6 The brief stated that the study should aim to address the following questions:

- Is there sufficient demand and support among the key stakeholders, including the third sector and key agencies for the establishment of the AICCT?
- Is the identified aim and objectives fit for the purpose?
- What is the most appropriate model for the future structure, governance and financing for the AICCT to follow?
- Is the establishment of a new trust a financially sustainable option for delivering the above aims in the context of Argyll and Bute?

## Feasibility Study - Methodology

1.7 The key elements of the study have included:

- Five community based stakeholder consultation meetings held across Argyll and the Isles
- A meeting for strategic stakeholders in Lochgilphead
- A survey emailed to over 350 different stakeholder groups with an interest in the environment and heritage. The survey was also available on the Argyll & Bute Council website.
- A review of other Countryside Trusts and other similar organisations in the UK. These included Cairngorms Outdoor Access Trust, Perth and Kinross Countryside Trust, Fife Coast and Countryside Trust, Yorkshire Dales Millennium Trust, and the Torbay Coast and Countryside Trust.

1.8 In total 135 organisations and individuals (see Appendix 1) participated in the consultations. It is important to note that this was not intended or promoted as a public consultation - it was aimed at organisations and other stakeholders with an interest in environment and heritage in Argyll and the Isles.



Feasibility Study - process & timescale

## Feasibility Study - This report

1.9 The report aims to answer the questions set out in the brief.

1.10 We begin with a review of other Countryside Trusts and their work, and then report on the support for the establishment of the

Argyll and Isles Coast and Countryside Trust and its principle aims and objectives. We identify the role and activities in which a proposed Trust might engage, drawing on the experience of other Trusts and the consultation results, before looking at issues of structure and governance. The final section explores the financing and sustainability questions.

1.11 Separate reports of the survey and consultation meeting results have been produced and are available on the Argyll and Bute Council web site:

<http://www.argyll-bute.gov.uk/planning-and-environment/argyll-and-isles-coast-and-countryside-trust>

## 2. REVIEW OF COUNTRYSIDE TRUSTS

2.1 As part of the feasibility study we have reviewed a number of other Countryside Trusts or similar organisations:

- Cairngorms Outdoor Access Trust (COAT)
- Fife Coast and Countryside Trust (FCCT)
- Loch Lomond & Trossachs Countryside Trust (LLTCP)
- Perth and Kinross Countryside Trust (PKCT)
- Torbay Coast and Countryside Trust (TCCT)
- Yorkshire Dales Millennium Trust (YDMT)

2.2 This section gives an overview of their structure, activities, and financing.

### Legal Structure

#### Charitable Company and its benefits

2.3 All the Trusts we contacted as part of the study were established as Charitable Companies Limited by Guarantee. They identified benefits of this structure and in particular that of having charitable status as being of importance in raising funds including legacies, donations and grants from private and charitable sources. The company status allows them to trade and operate as a legal entity able to employ staff, own land and property, raise funds and enter into contracts in its own right. The limited liability offered through this structure means that the members and directors have limited liability protection as long as the company is trading legally and the Board have acted within Company Law.

#### Trading subsidiaries

2.4 In addition to establishing as Charitable Companies the two trusts we reviewed in England (Yorkshire Dales Millennium Trust and the Torbay Coast and Countryside Trust) had both established trading subsidiaries. In Torbay the Trust operates a significant trading arm to run a café and farm food bar and a range of other income generating activity.

### Governance

2.5 In broad terms the Trusts all had close links with their agency partners embedded into the Board of the Trusts and into their membership structures.

## Membership

2.6 In most cases membership was limited to the key agency partners and occasionally one or two other named individuals. However actual memorandum and articles of association included the potential for other members.

2.7 The main exception was Torbay CCT but their large membership was attracted by benefits linked to free access to the properties and sites owned or managed by the Trust. We also noted that another Trust - the Borders Forest Trust - has a large membership across a number of different membership categories.

2.8 COAT had developed an Affiliate Membership as a way of involving local organisations and have around 50 'Affiliate Members'.

## Board

2.9 The most common governance model was to have a Board of the key partners plus representatives of a range of stakeholder interests.

*In the new Countryside Trust established for the Loch Lomond & Trossachs National Park, members are the National Park Authority, Scottish Natural Heritage and Forestry Commission Scotland. The Board is made up of representatives from the members with additional appointed directors representing recreational interests (Paths for All), conservation interests (RSPB) and landowner interests. There is scope for inviting other appointed directors and this may include local authorities.*

*Perth and Kinross Trust has a board made up of partners (Perth and Kinross Council, Scottish Natural Heritage, Gannochy Trust, Forestry Commission Scotland) and then a number of representatives appointed to represent a number of different interests (one representative each from tourism, recreation, community, and land management interests).*

*Fife Coast and Countryside Trust have a Board of 10 Directors - 4 from Fife Council, 1 Scottish Natural Heritage, and 5 local representatives including a landmanager representative as Chair.*

*Cairngorms Outdoor Access Trust has a Board made up of representatives of their main membership (two representatives from the Cairngorms National Park Authority, one from Aberdeenshire Council, an initial individual member) and three other appointed directors.*

## Management Committee

2.10 Cairngorms Outdoor Access Trust have established a Management Committee that brings together staff from other agencies, representatives from their Affiliate Membership and their

own staff to help with the operation and the delivery of its work programme between Board Meetings.

## Role and Activities - Overview

### Enabling and Direct Action

2.11 All Trusts were involved in a mix of activity that could be broadly categorised into 'enabling' and 'direct' strategic action to improve access, and preserve and enhance natural and cultural heritage.

#### *Enabling*

2.12 There was a strong focus on 'enabling' existing local groups and organisations to carry out their work on the ground and sometimes helping new groups to form.

2.13 In their enabling capacity Trusts assisted groups in accessing and managing funding, in providing technical expertise, in supporting negotiations with land managers, and in providing additional staff resources.

*Yorkshire Dales Millennium Trust is a good example of a Trust that emphasises the importance of this 'enabling role'. They state their role as being:*

- To raise and distribute funds to projects*
- To manage and distribute others' funds to projects*
- Where absolutely necessary, deliver projects directly*

*As an example The Dales Living Landscape Project and Environet raised over £5.5M through Heritage Lottery Fund and the Millennium Commission and the funds were then distributed through YDMT as grants to local groups.*

#### *Strategic and direct action*

2.14 Trusts also took the lead directly on projects of a strategic nature – often making large scale funding applications for area wide projects e.g. long distance paths, tackling invasive species etc. The work often involved co-ordination of a number of local interests to make joint funding bids and in many cases led to the creation of funding programmes that could be then delivered by distributing that funding to local groups.

*Perth & Kinross Countryside Trust is working in partnership with Perth and Kinross Heritage Trust to develop a £2.5M 'Tayside Landscape Partnership' bid to Heritage Lottery Fund. If successful much of the funds will then be distributed to local groups.*

## Working at local and strategic level

2.15 Trusts priorities frequently reflected both the desire to work at the local and strategic level.

Perth & Kinross Countryside Trust state their current priorities as to:  
*Develop and promote path networks in and around towns and villages*  
*Provide technical and financial help and advice for projects that fulfil the Trust's aims*  
*Develop a number of strategic routes throughout Perth and Kinross for walkers, cyclists and horseriders*  
*Promote responsible access to the countryside for local people and visitors.*

## **Main areas and examples of activity**

2.16 Our review of other Trusts identified five main areas of activity:

- Infrastructure and physical work
- Promotion and Marketing
- Financing and Funding
- Education, Training and Research
- Organisational Development and Capacity Building

### *Infrastructure and physical work*

2.17 All Trusts were engaged in one way or another – either in their enabling or direct/strategic role in – supporting the physical improvement of their areas.

2.18 A sample of activities across a number of Trusts include:

- Improvement and maintenance of long distance paths
- Helping local groups to develop paths projects
- Village and environmental enhancement projects
- Managing country parks and other sites
- Biodiversity projects.

*COAT - £2.1M Heritage Lottery Fund/ERDF for improving upland paths throughout the Cairngorms. The four year project will improve 16 paths covering 93 kilometres.*

*COAT - Community Network Paths Project - works with communities to improve the local paths network. To achieve this COAT brought together key funding partners (National Park, Scottish Natural Heritage, Paths for All, Aberdeenshire Council and LEADER). Two access officers have been appointed to support this project - to cover East and West Cairngorms.*

*PKCT - £1.8M for the Big Tree Country Heritage and Access Project - delivered over 6 area clusters and 20 sites.*

*FFCT - Fife Red Squirrel Project - 3 year funding from Fife Environmental Trust, Heritage Lottery Fund and LEADER*

*FFFCT - West Sands Dune Restoration Project (St. Andrews) - with the FFCT bringing together the West Sands Partnership, the R&A, the Links Trust, Scottish Natural Heritage, Fife Council and Fife Environmental Trust.*

*YDMT - Hay Time meadow restoration scheme in Yorkshire Dales National Park and North Pennines Area of Outstanding Beauty funded from the Tubney Charitable Trust, DEFRA, Natural England and the National Park Authority.*

### *Promotion and Marketing*

2.19 A key area for Trust activity that included:

- Promoting and organising events
- Promoting long distance paths e.g.
- Developing and promoting brand images for the area e.g. Big Tree Country in Perth and Kinross
- Developing use of paths through initiatives such as Walking for Health (Cairngorms Outdoor Access Trust, Torbay Coast and Countryside Trusts)
- Developing and managing web sites to promote the area
- Promoting opportunities for involvement in the Trust and its work.

*PKCT promote and develop Geocaching as an outdoor activity in Perthshire. The recent International Mega Event brought 1,400 players into the area from 21 countries and generated around £330K spend - not to mention the ongoing legacy of people returning in future years.*

*PKCT helped to facilitate the bringing of the Long Distance Walking Association annual event to Perthshire. The 100 mile challenge event brought in 530 participants, 1,500 stewards, marshals and helpers, and 1,500 supporters. It is estimated it generated £350,000 directly into the local economy.*

*FCCT - help organise the annual Fife Outdoor Access Festival with Fife Council and the Fife Outdoor Access Forum. Over 1600 now attend this festival which is run in August and links together over 100 separate events.*

*COAT - have set up and run the Walking to Health Programme and helps to establish a 'suite of structured health walk, local Walking to Health groups and train volunteer leaders. The programme is funded by Paths to Health and NHS Grampian.*



### *Financing and Funding*

#### 2.20 This role included:

- Working with local groups to help them secure and manage funding
- Taking the lead in making and managing large scale funding bids
- Developing partnerships and other income streams
- Managing funding programmes on behalf of others and distributing funding to local groups.

*In total over a 12 year period PKTC have raised over £2.9M for project work from the following sources: ERDF, LEADER, Scottish Enterprise Tayside, Breathing Spaces, Community Environmental Renewal Scheme, Forestry Commission Scotland (WIAT, SFGS, and Forests for People), Environmental Justice Fund, Heritage Lottery Fund, Gannochy Trust, The Gleneagles Hotel, Awards for All, SITA Trust, and SRDP.*

### *Education, Training and Research*

#### 2.21 The work of the Trusts included:

- Educational Programmes with schools
- The development of rural apprenticeships
- Research projects aimed at improving the biodiversity of the area

*FCCT organise Natural Connections – an outdoor learning programme which is run in partnership with Fife Council’s Outdoor Education Department.*

*PKCT run outdoor learning projects linked to their Big Tree Country initiative. Their Woodland, Words and Wonders project uses woodlands in walking distance from schools for outdoor learning.*

*Yorkshire Dales Millennium Trust established a Countryside Apprentice Scheme to combine the need for skills in environmental management and conservation with the need to provide opportunities for 16 -24 year olds. It offered a 2 year apprenticeship in partnership with a local college.*

*FFCT organise a ‘Bioblitz’ event to record all living species on a particular site. The information is then passed to Fife Nature, the Trust’s biological recording centre.*

### *Organisation Development and Capacity Building*

#### 2.22 Trusts are involved in:

- Helping to set up new organisations
- Supporting existing organisations with technical assistance

- Developing volunteer schemes and opportunities for involvement of local businesses
- Bringing groups together to work on larger scale projects

*FCCT operate a Volunteer Programme ' Fife Conservation Volunteers'. Volunteers play a crucial part in improving habitats and contributing to the delivery of the Fife LBAP.*

*FCCT also encourage businesses to donate time to projects as part of their Big Green Footprint Scheme. Sky in Dunfermline are a participant in that scheme and donate voluntary staff time to develop projects and also provide materials and equipment for their work.*

*COAT operates two volunteer schemes one for upland paths and one for community paths.*

## Resources

2.23 Staff resources in Trusts vary from the four or five staff within Perth and Kinross Countryside Trust and Cairngorms Outdoor Access Trust – through to Trusts like Fife and Torbay which employ significant numbers of staff (e.g. Fife Coast and Countryside Trust have around 39 staff members)

2.24 The key difference is that the latter two Trusts have either had major assets (e.g. nature reserves and country parks) transferred to them or have been given the responsibility for managing them. This has been accompanied by a transfer of maintenance and ranger staff through TUPE agreements.

### Senior appointment

2.25 Trusts emphasised the importance of having a key appointment – a Trust Senior Executive or Development Manager – from the outset.

### Other staff

2.26 Trusts then typically have grown a mix of:

- Project staff including project managers responsible for the delivery of specific projects that the Trust have been successful in raising funding for
- Marketing and fundraising staff to assist in making fundraising applications, promotional and involvement work and the sustainability of the Trust and its projects
- Rangers and maintenance staff – especially if the Trust is responsible for running and maintaining sites.

*Perth and Kinross Countryside Trust have four staff: Chief Executive, Strategic Routes Officer, Community Grants Officer, Promotions and Awareness Officer.*

### Staff from agency partners

2.27 We note that Trusts emphasise the importance of being able to access the staff resources of key partner organisations as well as their own dedicated staff. As mentioned above Cairngorms Outdoor Access Trust does this through its Management Committee with officers from a range of organisations as well as representatives of their Affiliate Members taking part in this meeting which helps to support the day to day work of the Trust.

### **Financing**

2.28 In all cases a key rationale for establishing the Trusts was to establish charitable companies that were able to attract a range of funding and which had buy in from a number of partners that were able to share the costs of establishing and supporting the Trusts.

### Core Funding

2.29 All the Trusts that we reviewed emphasised the crucial importance of key partners providing initial and continuing core funding. Core funding typically includes funding for key staff and some capital that can be essential to help lever in other funding.

The new Loch Lomond & Trossachs Countryside Trust is being established at a cost of around £50K per annum for revenue and £50K for capital with funding coming from their three core partners (the National Park Authority, Scottish Natural Heritage, and Forestry Commission Scotland) with the bulk of the funding coming from the Loch Lomond and Trossachs National Park Authority. Future funding has been secured through Planning Gain contributions.

At its launch COAT were guaranteed 1 year funding to *'develop and deliver a suite of projects as well as developing a business plan and to secure funding to implement it.'*

Over a 10 year period Perth and Kinross Countryside Trust have received £1.57M core funding from their key partners £779,000 for staff costs, £791K for projects.

2.30 The Trusts that we reviewed all still receive core funding from partners but this source of funding has declined both in actual terms and as a percentage of their total income. This shows that Trusts and

their activities have grown but that their reliance on core funding has decreased.

2.31. Funding is awarded through management agreements or service level agreements that vary from 1 – 5 years in length.

### Additional funding and adding value

2.32 Using their core funding Trusts have managed to lever in funding for projects from a wide range of funding sources. In addition they have been able to reduce their dependence on core grants from partners through fundraising, charging for service, and involving businesses and volunteers.

2.33 The ability to attract ongoing core funding, project funding and other sources of income depends on the ability of the Trusts to demonstrate their ongoing value – not just in terms of the environment but in terms of the wider contribution to the local economy and in general in adding value beyond their core funding.

*'For every £ paid to the Trust by the Council a further £3.34 has been raised thanks to the Trusts Charitable Status.'* (TCCT)

Over a 10 year period PKCT have received £1.57 in core funding and this has generated a further £6.5M of project spend.

In Fife FFCT was primarily established to promote and improve the Fife Coastal Footpath. It is now used by over 500,000 walkers per year and contributes over £24 million to Fife's economy.

2.34 Sources of additional funding and the issue of sustainability are explored further in the final section of this report.

### 3. SUPPORT FOR THE ESTABLISHMENT OF THE AICCT

3.1 This section of the report looks at whether or not there was broad support for the establishment of the Trust.

#### SUMMARY CONCLUSION

##### Strong support for the AICCT

There was strong support evidenced by the survey and stakeholder meetings for the establishment of the Trust.

Possible benefits were seen as: the development and promotion of path networks, improved responsible access, preservation and promotion of the natural and cultural heritage, and benefits for communities, local economy and tourism.

##### Need to address concerns

There was however caution expressed by those who supported the establishment of the Trust – so support was conditional on the Trust being set up in a way that reflected and took heed of a number of concerns.

Key concerns were the potential for the Trust, if not established in the right way, to add a layer of bureaucracy, compete with other local Trusts, and find it difficult to access funding and work effectively over such a large area as Argyll and the Isles.

There were very few stakeholders opposed outright to the establishment of the AICCT.

##### Wider area

It was thought that the Trust should potentially work across the whole of Argyll and the Isles. This would include close collaboration with the new Countryside Trust set up for the Loch Lomond & Trossachs National Park.

#### Results from the Survey

3.2 The survey asked a direct question:

*Does your organisation support the proposal to establish the AICCT?*

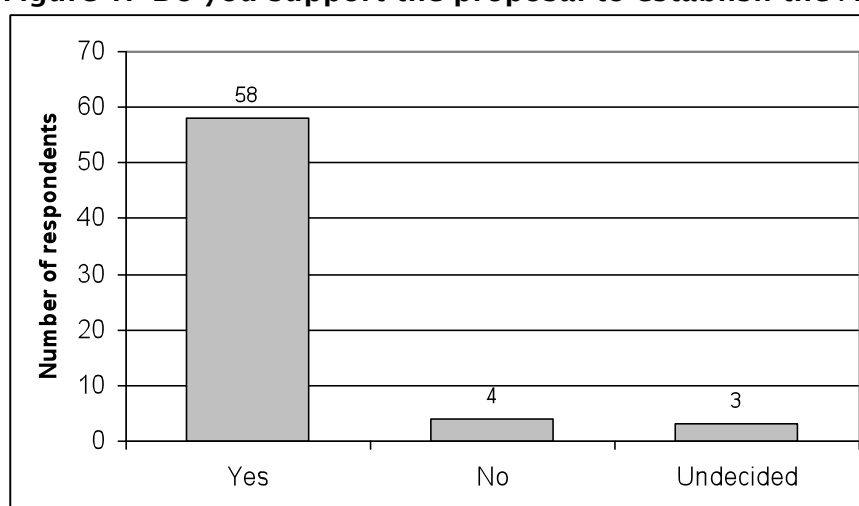
3.3 In asking the question the survey form explained that the aim of the Trust would be to:

*‘work together to sustainably maintain, enhance and promote the coast and countryside of Argyll and the Isles for the benefit of communities, businesses’*

### Large majority support for establishing the Trust

3.4 There was a large majority support in favour of establishing the AICCT. Fifty eight out of the sixty five responses (89%) returned to the questionnaire were in favour. Only four respondents did not support the proposal to establish the Trust and three were undecided.

**Figure 1: Do you support the proposal to establish the AICCT?**



### Perceived benefits of the AICCT

3.5 The survey asked respondents in favour of establishing the Trust to explain why they supported the establishment of the Trust:

*‘If you support the proposal, what do you feel would be the overall benefits to the Argyll and Bute area?’*

3.6 Those who supported the proposal to establish the AICCT saw a number of possible benefits for the Argyll & Bute area, including:

- The development and management of local facilities and infrastructure such as long distance routes, core paths, coast access points, toilets, car parks, information boards, etc.
- Improved responsible access to the local countryside and coast by visitors and local residents

- Preservation and promotion of natural and cultural heritage
- Increased sustainable tourism and better facilities for tourists
- Economic benefits through job creation, skills development and a more strategic, co-ordinated approach to fundraising
- The creation of sustainable local communities and better places to live
- The ability to encourage greater involvement of local communities in conservation and countryside management.

3.7 An emerging theme was that respondents saw the AICCT taking on a more strategic / co-ordinating role which would result in improved communication and more joined-up thinking and working between existing groups.

3.8 In particular it was noted that a co-ordinating role could lead to better management of long distance routes and core paths, and a more coherent and holistic approach to land use and other rural issues in the area.

### Concerns about the proposal to establish the AICCT

3.9 Forty-eight of the 65 (74%) respondents expressed some concerns about the proposal to establish the AICCT. The majority of these concerns were voiced by respondents who supported the creation of the Trust.

3.10 The following issues were highlighted:

- There was a concern that the Trust might introduce increased bureaucracy and 'red tape' — or indeed that the Trust itself might get bogged down in bureaucracy before it is even established.
- There may be difficulties in the Trust obtaining funding, or having sufficient staff resources to be effective. Several respondents felt the Trust needed to avoid becoming dependent on the public sector for funding.
- At the same time, there were concerns that the Trust might end up competing with existing groups for scarce funding — or that it would end up controlling and / or rationing funding for local groups.
- This issue of possible competition for funding was often linked to concerns that the Trust needed to be careful to avoid duplicating or displacing the good work of existing groups and “reinventing the wheel”.
- Some respondents focused on the question of how the Trust would set its priorities — respondents wanted to see “*fairness*” in its delivery of projects across *all* of Argyll & the Isles. At the same time, respondents commented that Argyll & the Isles is a large geographic area with many and diverse needs, and that it may be difficult to reach decisions about which needs to prioritise. There were also concerns that access and interpretation projects might be given priority over conservation / environmental protection projects.

- In relation to this latter point, some respondents highlighted the potential for the work of the Trust to have unintended consequences: i.e. that improving access and creating additional paths, signposts and interpretation boards might result in abuse, disturbance of vulnerable wildlife and a loss of the sense of remoteness which attracts visitors to the area in the first place.
- Other respondents focused on the Trust's structures and processes. People wanted the Trust to be transparent and accountable in its decision-making and finance. In addition, there was a fear that the Trust might be subject to undue influence / control by special interest groups and / or potential conflicts of interest among Board members. Respondents felt it was important for the Trust's Board to have balanced representation from different interests, existing groups and from across the local authority area.
- Finally, there were concerns that the Trust might make the mistake of taking on too much and so achieving little.

3.11 Six respondents said they had no concerns about the proposal to establish the Trust, but then they qualified this statement by highlighting similar concerns to those described above: i.e. *“so long as there is no conflict of interest with existing Trusts”*; *“so long as it has a diverse range of people on the committee”*; *“so long as it is democratic, open and accountable”*; *“so long as it does not magnify issues for species and habitats that are vulnerable to disturbance”*.

### Those not in favour

3.12 The four responses (three of which were responses from individuals) **not** in favour of establishing the AICCT expressed the view that it would be a poor use of money and it would introduce an additional layer of bureaucracy.

### Those undecided

3.13 Of the three respondents who were undecided, one respondent was unclear whether the aims of the AICCT would overlap with their own organisation's aims — and indeed whether other local organisations might already have similar objectives to those proposed by the AICCT — in which case, the respondent felt the AICCT was possibly not necessary. The other two felt they did not have sufficient information about the AICCT upon which to base a view.

## Results from the Community Stakeholder Consultation

3.14 The findings of the stakeholder meetings were similar to those expressed in the survey.



3.15 Attendees at the event were asked to consider the need for the Trust under five main headings:

- Infrastructure – carrying out physical programmes of work
- Promotion
- Education, research and training
- Funding
- Organisational Development



3.16 Participants were given the opportunity to indicate that they did not see a need under any of these headings. However with one or two exceptions they identified a series of opportunities and needs that could be addressed by the Trust. These are discussed more fully in Section 5 of this report.

3.17 However the same cautionary remarks and concerns were made about the way the Trust would work and relate to existing groups, about its need to focus on practical projects and not become a talking shop or over bureaucratic, and how it would structure itself. Concern was therefore focused on the detail of how it would be set up, work and operate rather on whether it should be established or not.

3.18 As with the survey, a few participants felt they could not decide on whether they supported it or not until they saw more detail of what was proposed.



3.19 An additional point was made during the meetings – and specifically at the meetings in Garelochhead and Dunoon – concerning the proposal to exclude the National Park area. Some participants hoped that the Trust if established would include rather than exclude the Loch Lomond & Trossachs

National Park area and would have to work closely and jointly with the new Countryside Trust recently established for the National Park.

3.20 Subsequently, meetings were arranged by the Steering Group to discuss this issue with the National Park Authority. It was agreed that the proposed AICCT would have the ability to work across the National Park boundary if appropriate.

3.21 Fergus Murray, Chair of the Steering Group, attended a meeting of the Regional Branch of the National Farmers Union to present the proposal for the Trust, and to seek views. The sixteen representatives present were largely in favour of the establishment of the Trust.

## 4. VIEWS ON THE PROPOSED OBJECTIVES

### Introduction

4.1 This section reports on the support for the proposed objectives of the Trust.

4.2 The steering group established a number of proposed objectives for the Trust:

### Proposed objectives

*Objective 1: Encourage, facilitate and promote responsible access to the coast and countryside*

*Objective 2: Maintain, manage, promote and enhance our biodiversity and historic environment*

*Objective 3: Deliver a co-ordinated advisory service and education for the benefit of all existing community trusts and other organisations with an interest in the environment*

*Objective 4: Maximise external funding opportunities for the benefit of the natural and historic environment and its enjoyment*

*Objective 5: Encourage participation and partnership working of existing groups and sharing of best practice with local communities and partners on all matters relating to the objectives*

*Objective 6: Create demonstrable social benefits such as opportunities for employment, training and volunteering*

*Objective 7: Seek to create an economically sustainable business for delivery of the Coast and Countryside objectives*

*Objective 8: The Trust may work with transnational partners or neighbouring authorities where opportunities exist to meet its objectives.*

4.3 These objectives were tested directly in the survey with people being directly asked to agree or disagree with each objective.

4.4 The stakeholder meetings asked representatives to determine the need for the Trust under key areas of activity, which can then be related to the proposed objectives.

## SUMMARY CONCLUSION

All the objectives were approved of – but to varying degrees. Of the eight objectives, those that had the highest ‘approval rating’ from the survey were:

Objective 2: Maintain, manage, promote and enhance our biodiversity and historic environment

Objective 1: Encourage, facilitate and promote responsible access to the coast and countryside

Objective 4: Maximise external funding opportunities for the benefit of the natural and historic environment and its enjoyment

Objective 5: Encourage participation and partnership working of existing groups and sharing of best practice with local communities and partners on a matters relating to the objectives.

The stakeholder meetings broadly agreed with the survey findings but more strongly emphasised the need for the Trust to generate income (Objective 7)

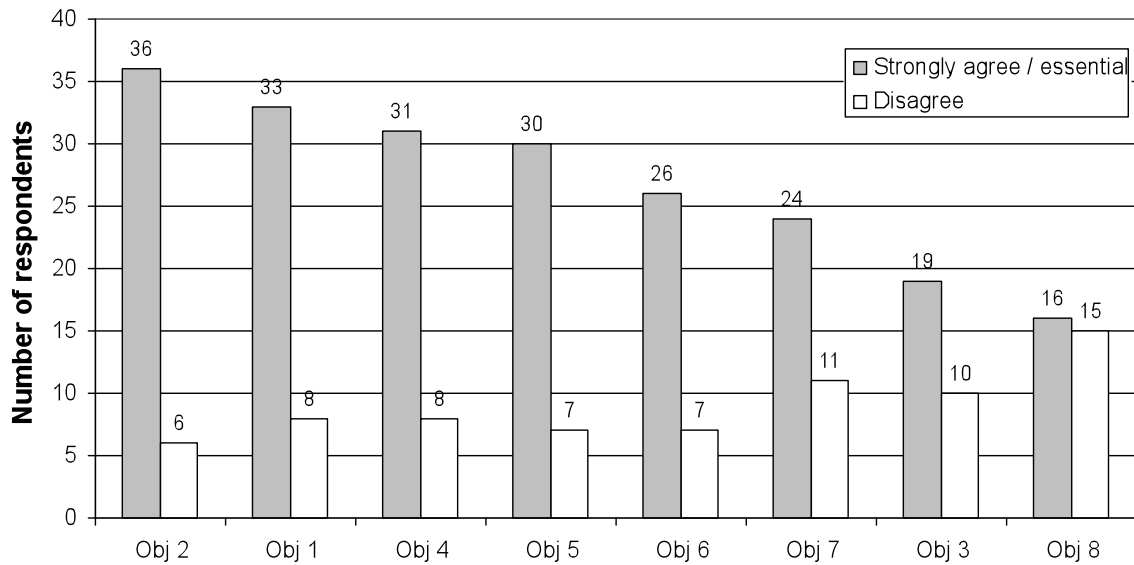
The objectives should all be retained but re-ordered to reflect the findings of the consultation.

## Results from the survey

4.5 In general the findings indicate that those who were in favour of establishing the AICCT were generally also in agreement with the proposed objectives. Those who were not in favour of establishing the Trust or who were undecided generally disagreed with the proposed objectives.

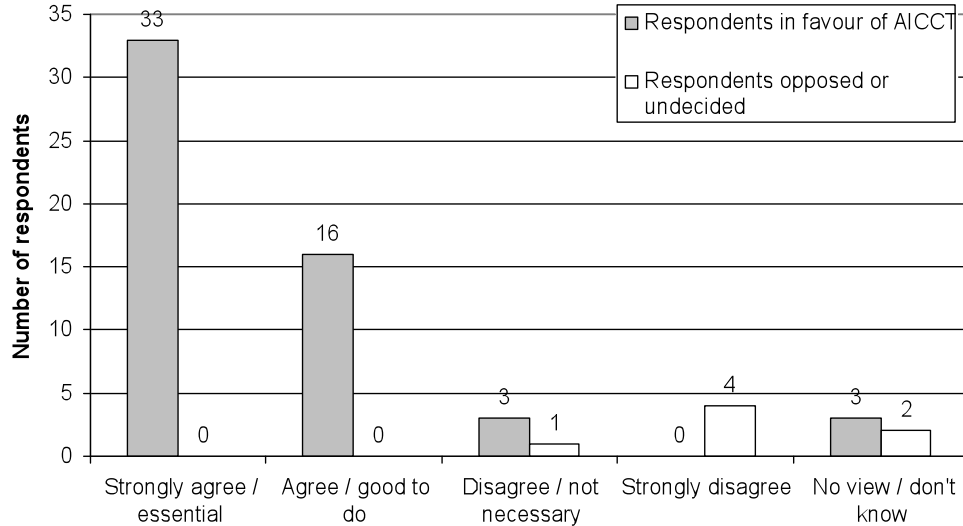
4.6 The strength of view about the different objectives varied as shown in Figure 2 below:

**Figure 2: Number of respondents who felt that the objective was essential to the work of AICCT compared with the number who disagreed**



*Objective 1: Encourage, facilitate and promote responsible outdoor access to the coast and countryside*

**Figure 3: Views on Objective 1 (based on 62 responses)**

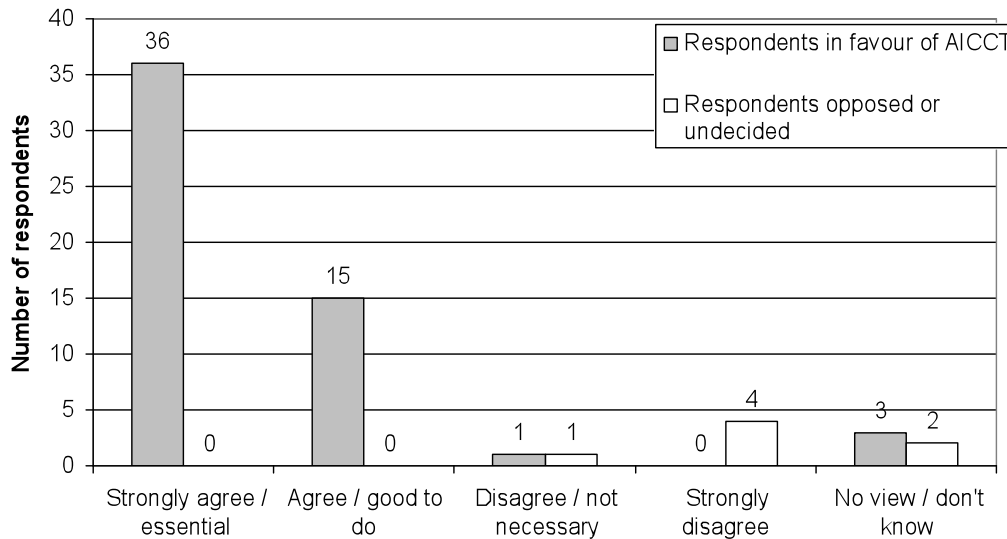


4.7 Positive comments highlighted the need for improvements to outdoor access infrastructure (e.g. signage, interpretation, maintenance of routes, gates/stiles, and car parking access from public roads). There was an emphasis on the encouragement of responsible access.

4.8 Negative comments were related to the view that other organisations e.g. Scottish Natural Heritage were already doing this work.

*Objective 2: Maintain, manage, promote and enhance our biodiversity and historic environment.*

**Figure 4: Views on Objective 2 (based on 62 responses)**

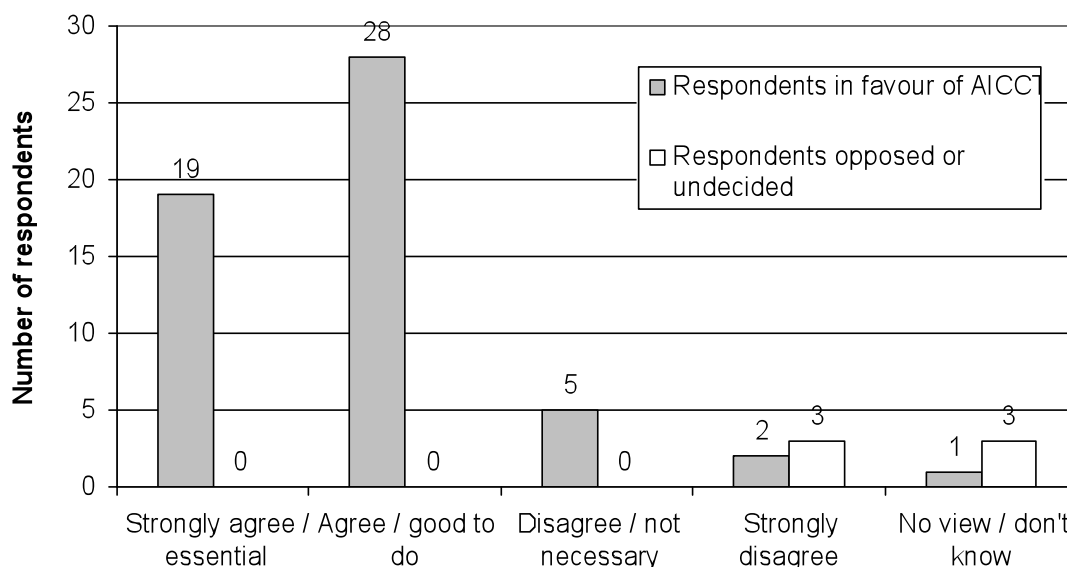


4.9 Those who supported the creation of the Trust saw this objective as an opportunity to work collaboratively and strengthen links with organisations such as Scottish Natural Heritage, Historic Scotland, Forestry Commission Scotland and RSPB.

4.10 Those opposed suggested that the above organisations were already doing the work. Those opposed to this objective were mainly those who were not in favour or who were undecided about the establishment of the Trust.

*Objective 3: Deliver a co-ordinated advisory service and education for benefit of all existing community trusts and other organisations with an interest in the environment.*

**Figure 5: Views on Objective 3 (based on 61 responses)**



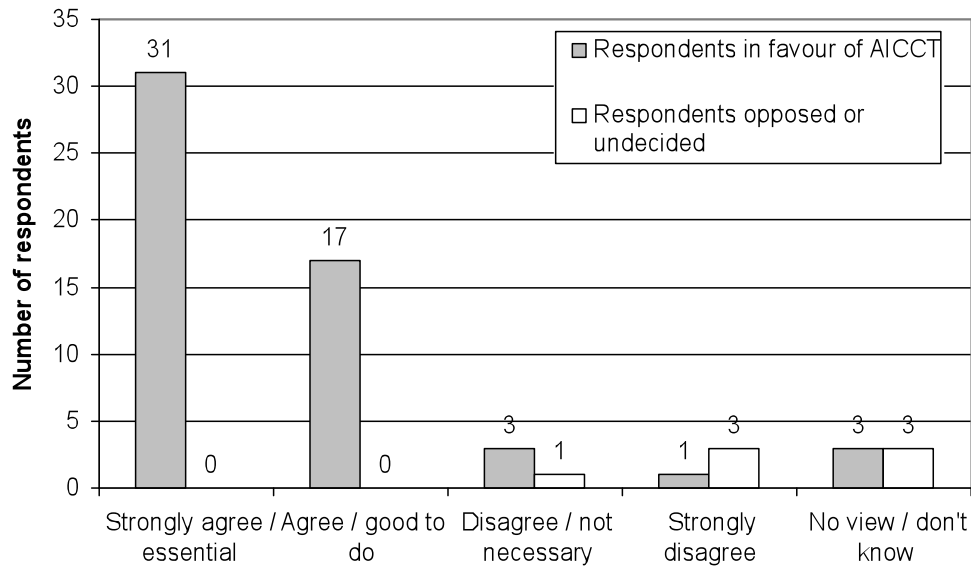
4.11 While respondents felt this should be included as an objective, fewer respondents (compared to Objective 1 and 2) believed that it was an essential objective.

4.12 Those who agreed with this objective stressed that this objective could only be achieved by working with other existing groups and that this would need to be done sensitively.

4.13 Those opposed felt that other groups were already fulfilling this role and that it would be difficult to add value to what was already being done.

*Objective 4: Maximise external funding opportunities for the benefit of the natural and historic environment and its enjoyment.*

**Figure 6: Views on Objective 4 (based on 62 responses)**

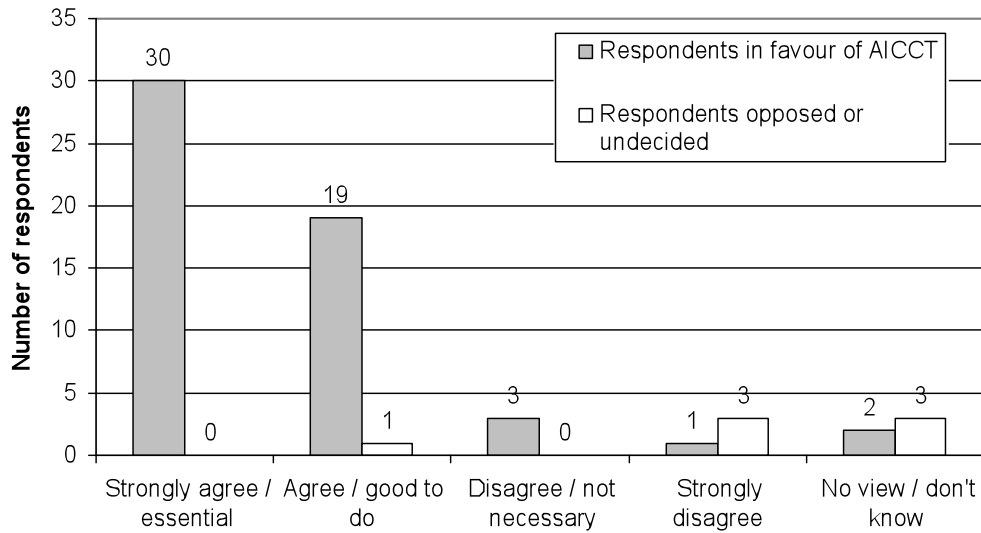


4.14 While there was broad support for this objective there was also concern that the Trust should not compete for funding with other groups and that its activities should not prevent existing organisations from accessing their own funding independently of the Trust.

4.15 It was noted that the Trust should have a role in supporting partnership bids and in helping existing organisations to make successful funding applications.

*Objective 5: Encourage participation and partnership working of existing groups and sharing of best practice with local communities and partners on all matters relating to the objectives.*

**Figure 7: Views on Objective 5 (based on 62 responses)**



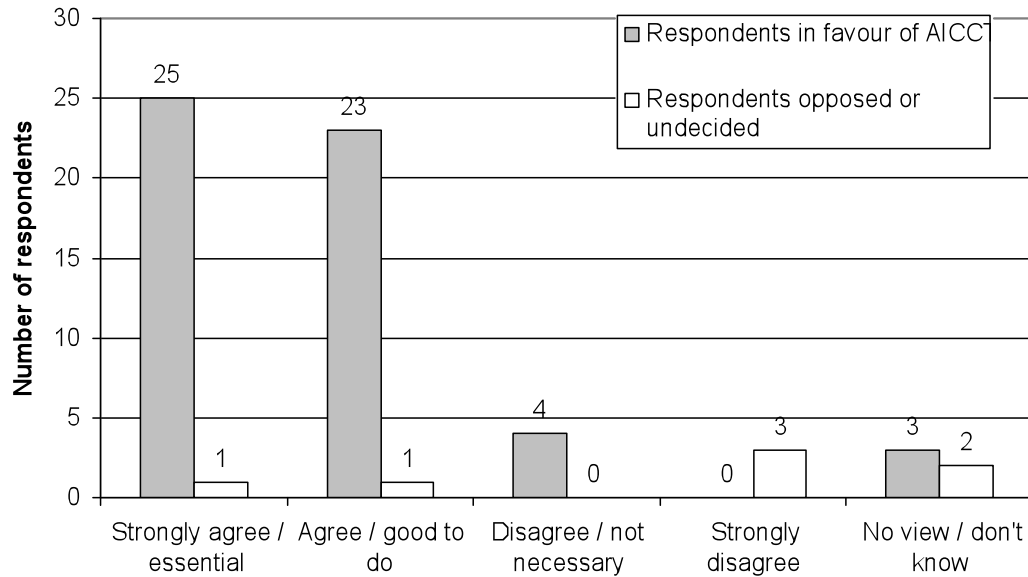
4.16 There was strong support for this objective and respondents felt this was critical for the success of the Trust. Positive suggestions about involving business and developing a web site were made.

4.17 The difficulties of carrying out this objective across a large geographical area were highlighted and it was noted that there were already a number of other forum operating.



*Objective 6: Create demonstrable social benefits such as opportunities for employment, training and volunteering.*

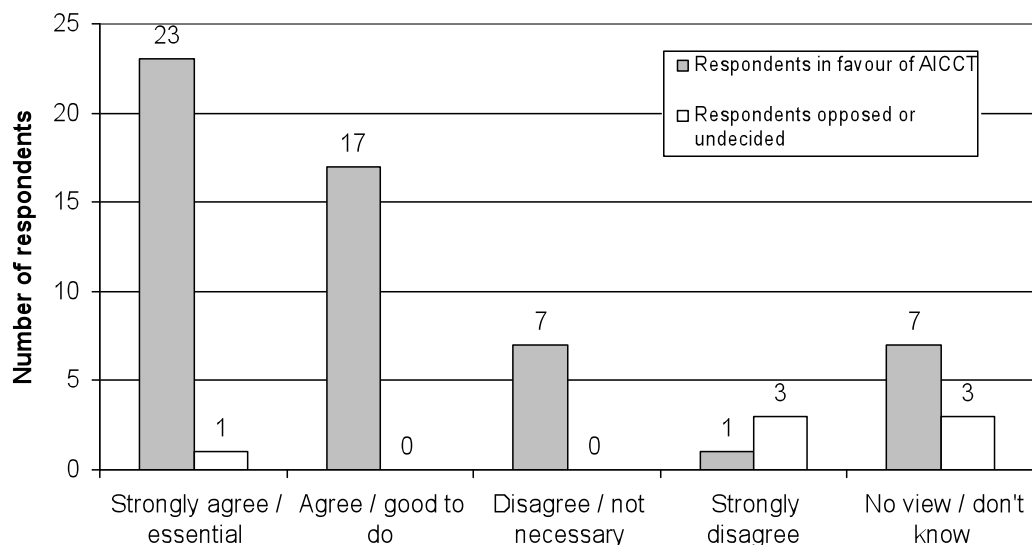
**Figure 8: Views on Objective 6 (based on 62 responses)**



4.18 In general respondents agreed with this objective but not as strongly as they did for others. It was pointed out that this was hopefully an outcome of other activity.

*Objective 7: Seek to create an economically sustainable business for delivery of the Coast and Countryside objectives*

**Figure 9: Views on Objective 7 (based on 62 responses)**

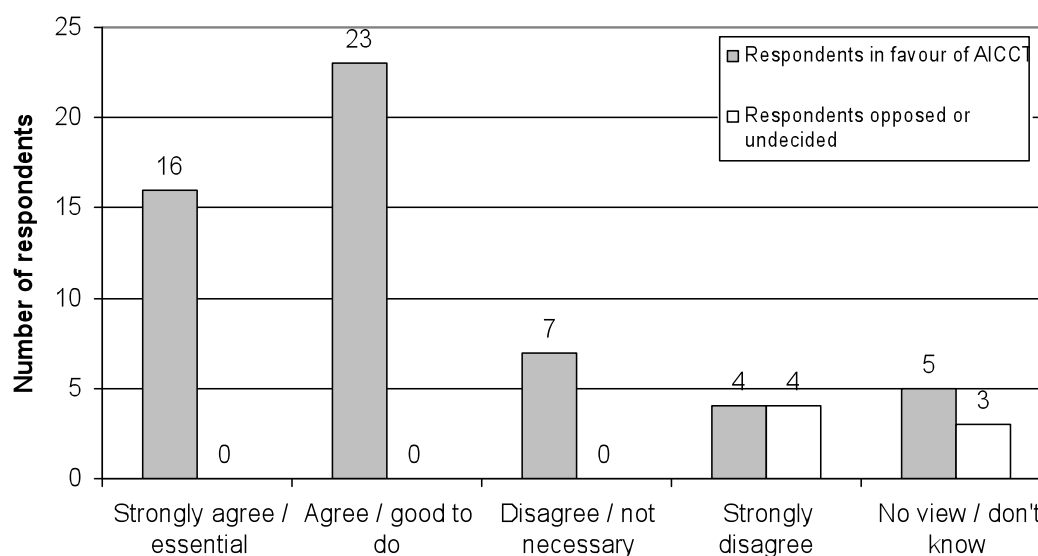


4.19 While again the majority of responses were in favour of this objective there were a larger number of respondents who either disagreed with this objective or felt unsure about whether to support it compared to other objectives.

4.20 Those in favour argued that it was important in the current funding climate but it was also common for respondents to voice concern about the difficulties of creating a sustainable business model given what they knew of other Trusts.

*Objective 8: The Trust may work with transnational partners or neighbouring authorities where opportunities exist to meet its objectives.*

**Figure 10: View on Objective 8 (based on 62 responses)**



4.21 In comparison with other objectives, Objective 8 met with less strong support although again the number of respondents who disagreed was small.

4.22 Those voicing support saw the usefulness of working with neighbouring authorities in relation to cross border paths, and taking opportunities to learn and share information with others.

## Results from the stakeholder meetings

4.23 The stakeholder meetings discussed the need and role for the Trust. From across the meetings the most commonly cited needs and role for a Trust were in:



- Developing paths and access – carrying out physical works
- Improving facilities that provide access to paths and coast
- Generating income to sustain the Trust
- Developing branding, website and promotional material
- Providing support to local organisations to build local capacity
- Supporting volunteering
- Providing grants and cash flow for local projects
- Coordination and sharing of skills and knowledge across local organisations
- Assisting in developing large scale, strategic projects
- Promotion that works with existing group and which takes a ‘joined up’ approach to marketing

4.24 These results most obviously strongly endorse the following objectives:

- Objective 1: Encourage and facilitate and promote responsible outdoor access to the coast and countryside.
- Objective 4: Maximise external funding opportunities for the benefit of the natural and historical environment and its enjoyment
- Objective 5: Encourage participation and partnership working of existing groups and sharing of best practice with local communities and partners on all matters relating to the objectives.
- Objective 7: Seek to create an economically sustainable business for the delivery of the Coast and Countryside Objectives

4.25 While there was less specific mention of biodiversity and historic environment compared to the need to develop access – we would nonetheless consider that comments about promotion, volunteering, coordination and sharing of skills, and support in accessing funding were thought to apply equally to groups involved in all aspects of environment and heritage work. We therefore would suggest there is a tacit and assumed approval within the stakeholder events for Objective 2 as well.

## 5. PROPOSED ROLE AND PRIORITIES FOR THE TRUST

5.1 It is clear from the consultative elements of the study that there is significant support for the establishment of the Trust and its proposed objectives.

5.2 The purpose of this section is to identify the role and priority actions that might be carried out by the proposed Trust to deliver on its objectives.

### SUMMARY CONCLUSION

The Trust should focus on a number of limited project areas based on the gaps, needs and opportunities identified by stakeholders.

Key areas for the Trust to focus on would include:

*Developing and promoting improved access networks and related facilities and infrastructure*

*Developing funding and promotion work that helps to raise the profile and activity of existing groups and of the environment and heritage in Argyll and the Isles*

The Trust should have a strong emphasis on an 'enabling role' working with and supporting existing groups – however it should also be ready to take a strategic lead in developing and promoting larger scale area and local authority wide projects and initiatives.

### The work of other Trusts

5.3 The review of other Trusts identified five main areas of activity:

- Infrastructure and physical work
- Promotion and Marketing
- Financing and Funding
- Education, Training and Research
- Organisational Development and Capacity Building

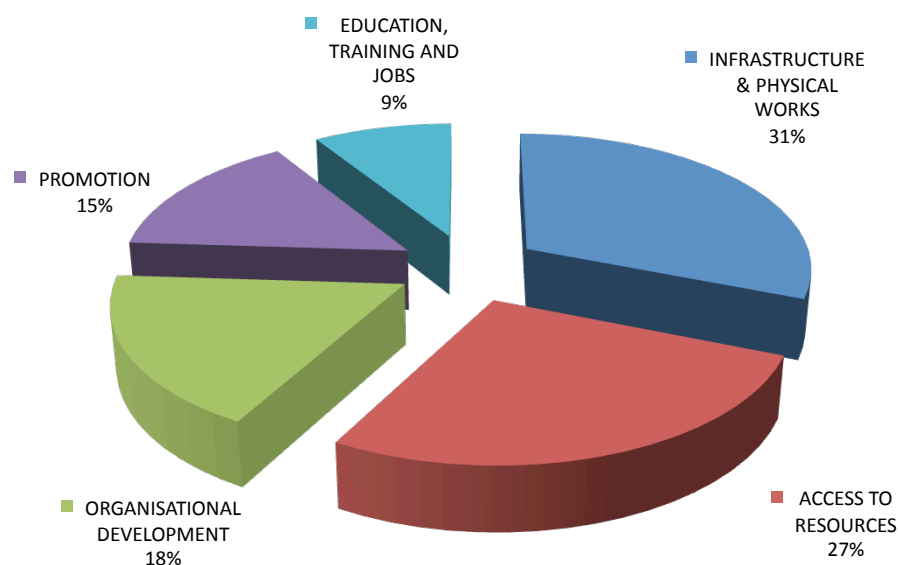
5.4 It also identified that Trusts work at different levels – on one hand working directly to enable and support existing groups, and on the other hand taking the lead in developing larger strategic projects.

5.5 We used this framework for the stakeholder workshops as a basis for discussing the need and role for a Trust in Argyll and the Isles.

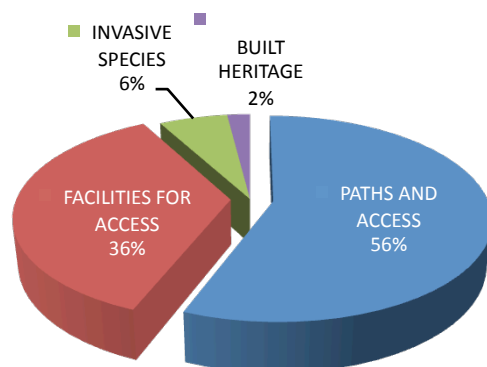
## Stakeholder Meetings

5.6 The stakeholder meetings concentrated on identifying the need for the trust and its activities that it should undertake. Small groups considered the need and role for a Trust as an enabler working with local groups and as more strategic organisation and looked at its potential role under the five headings identified above (infrastructure, promotion, funding, education, organisational development).

5.7 Themes are discussed in order of importance given at the stakeholder meetings.



## Theme 1: Infrastructure



5.8 There was predominantly strong support for improvements linked to access.

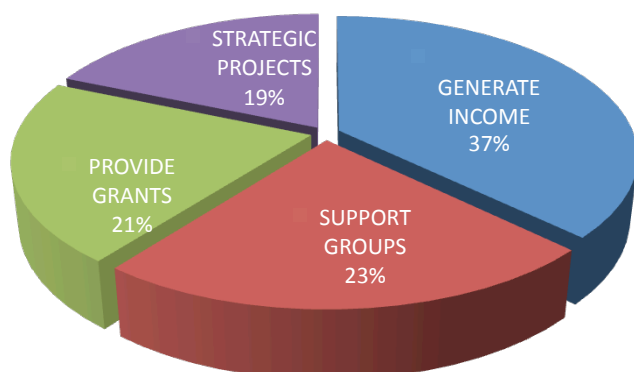
5.9 Access issues identified were:

- The need to improve and maintain core paths
- Developing, waymarking and promoting long distance routes – Pilgrims Route; Kintyre Way; Cowal Way; extension to the West Highland Way; Lorn Way
- Developing links and filling gaps in the path network e.g. links between the Kintyre Way and Cowal Way.
- Plugging the gaps in the National Cycle Route e.g. ‘Tarbert to Kennacraig’
- Developing a joined up coastal path (suggested in Tarbert, Oban and Dunoon)
- Better access points and facilities – piers, slipways, car parks, signage, toilets, interpretation.

*“implement core path plan – development, infrastructure, maintenance”*  
*“larger infrastructure for paths e.g. bridges”*  
*“liaison role for projects involving different landownership- collaborative applications”*  
*“providing links to professional expertise eg Forestry Commission Scotland”*  
*“prepare model leases/way leaves”*  
*“long distance routes and taking up the slack where no paths exist”*  
*“Long distance footpaths – raise profile of Argyll – untapped resource”*  
*“broken cycle routes – Route 78 not joined up”(Oban)*  
*“completion of Sustrans Route” (Garelochhead)*  
*“coastal path going through a number of communities – AICCT could assist with liaison and co-ordination”*  
*“improving access locally – marine access points needed”*  
*“region wide marine trail i.e. Kayaks etc”*  
*“more lay bys and viewpoints”*  
*“revenue stream from some key car parks – transfer of assets from Council”*  
*“Car parking – donations focussed. Clearly NOT the Council”*

5.10 In addition to the focus on access there was also mention of the need for the Trust to help co-ordinate efforts with neighbouring regions and communities to deal with invasive species – e.g. Japanese knotweed, mink, grey squirrels

## Theme 2: Access to Finances



5.11 Respondents saw a need for the Trust to generate income, support groups in making funding applications, providing grants and directly undertaking strategic projects.

### *Generating income*

5.12 Suggestions for generating income included planning gain (e.g. wind farm, gold mine or the Military covenant in Garelochhead); charging for in house services; acquiring assets and developing them to generate income; visitor pay back schemes.

*“secure funding from new sources – not tax payers money”*  
*“... has a role in accessing funding streams that agencies don’t have”*  
*“Planning gain might be made easier if had a Trust”*  
*“adopt run-down buildings- bus shelters, toilets, visitor centres, car parks”*  
*“Tobermory Harbour Association charge for use of facilities – goes back into trust”*  
*“car parking charging for kayakers”*  
*“look at payback scheme in conjunction with AISTP”*

### *Support for local groups to make funding applications*

5.13 Alongside generating additional income, there was a strong need expressed for a Trust as a source of expertise and hands on support to smaller community based groups to make funding applications.

*“Funding advisor – hand holding – sharing experience/good practice”*  
*“groups currently spend a lot of resource (time) on fundraising”*  
*“professional back up needed to support groups”*  
*“applications too time consuming for volunteers .... constantly changing”*

### *Providing Grants and Cash Flow*

5.14 If the Trust is successful in generating income, communities mostly agreed that some of this funding should be distributed to smaller projects as grants or to provide cash flow.

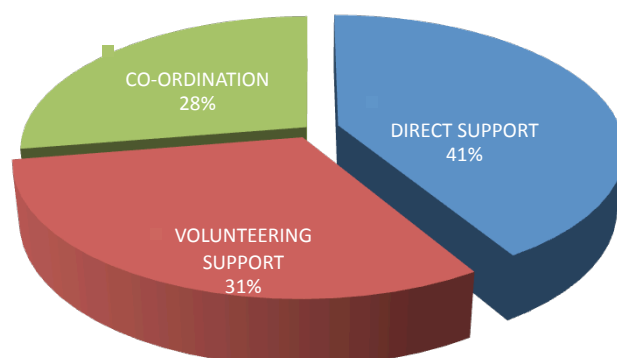
*“bring in money for local groups to access = ‘Countryside Trust Action Fund’?”*  
*“Core funding for established projects”*  
*“bank for larger funding projects to resolve cash flow issues”*

### *Larger Scale Projects*

5.15 The Trust was also seen as having a role in co-ordinating input from smaller trusts or groups to make larger funding applications. One example given was for dealing with invasive species.

*“bring similar projects together - collaborative working”*  
*“Nadair Trust worked well - communities bid into larger pot of money”*

## **Theme 3: Organisational Capacity**



### *Direct Support for local groups*

5.16 The need for support with funding was reflected under this heading as well as the previous one. It is seen as crucial to the development and survival of small groups that they are not bogged down and exhausted by the funding application process. The Trust could also provide technical expertise in other areas.

*“volunteer fatigue at the moment. Can the new Trust help take the pressure off”*  
*“support with technical input e.g. biodiversity, outdoor access, built heritage”*



### Supporting Volunteering

5.17 It was recognised that a huge amount of volunteering goes on in Argyll and Bute, and that there are existing support mechanisms. However, participants saw that there was additional support needed to co-ordinate and provide training for volunteers. There was also a suggestion to develop a volunteer Ranger service.

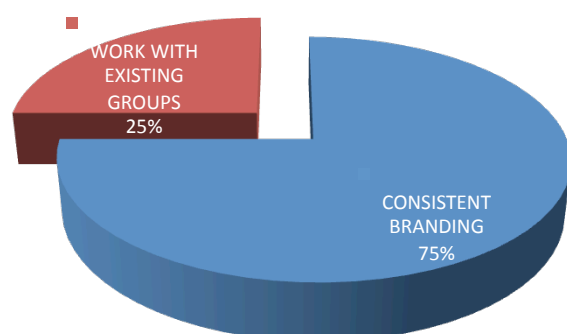
*“promotion of volunteer opportunities, however other Trusts doing this too ... GRAB, LORN, LEAF, AVA etc”*  
*“is there a need for a volunteer Ranger Service?”*

### Co-ordination and Networking

5.18 A networking role was seen for the Trust with it offering a central point of co-ordination and information sharing.

*“co-ordinator to draw on expertise of members of the trust”*  
*“centralised document templates like tender docs, funding application”*

### Theme 4: Promotion



5.19 There was a consistent view that Argyll & Isles – and in particular the countryside – does not promote itself well enough. However, there were split views as to whether this was a priority role for the Trust to take on, or if it should be done by others, or at least in partnership.

*“Argyll good at promoting itself in the towns, but needs more in the countryside”*  
*“Visit Scotland should be part of any Trust as their role to promote A&B strategically”*  
*“yes – support existing groups – Visit Scotland, Heart of Argyll etc”*  
*“Tarbert and Craginish good at promoting themselves already”*  
*“Should promotion not be the work of the Tourist Board?”*  
*“Don’t promote Mull enough”*

## Argyll Branding

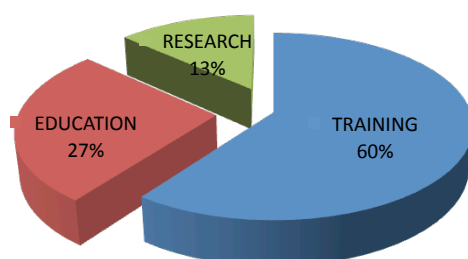
5.20 It was thought there was no consistent branding for Argyll at the moment, and again this was seen as being a potential opportunity for a Trust. There was also a view that there needed to be better linking of similar projects, through a website, or central database of projects.

*“project to project intranet”*  
*“Diary for Argyll...”*  
*“facilitating website portal, but information needs to be input”*

5.21 Promoting what already exists is a priority, particularly focussing on paths and long distance routes

*“need to sell our unique coast – coastal routes – not joined up”*  
*“linking information for long distance walking routes, cycling routes etc”*  
*“tourist trails across Argyll – tick box like Munros”*

## Theme 5: Education, training and research



5.22 This was the lowest priority in terms of number of comments made about the need for a Trust. It was generally the view that this was being covered by other groups and organisations, but that the Trust could add to the picture, but not in a lead role.

*“important but not as high priority as infrastructure or access”*  
*“why don’t SNH and Forestry just employ Education Officers “*  
*“Is this replacing operations previously funded by the Council – i.e. GRAB previously went to schools funded by the council but funding withdrawn”*  
*“working directly with schools, colleges etc”*

## Training

5.23 The majority of comments in this theme focused on a role for the Trust in developing training opportunities linked to access, conservation and rural skills:

*“Rural skills – apprenticeships in dyking, hedge laying, forestry, shepherding”  
 “conservation student, rangering tasks....VSO training opportunities”  
 “support for training young people as volunteers or paid staff”*

### *Research*

5.24 There was some support for the role of the Trust in research, particularly around invasive species and littering. This then led to suggestion that the Trust could also have a role in raising these issues at a higher level.

### **Survey**

5.25 The survey asked respondents to identify gaps in service provision, how a Trust could help their organisations and what the priorities should be for Trust activities.

5.26 The response highlighted the following themes (in order of priority):

#### **Supporting the development of access**

- Supporting the work of existing organisations in developing long distance trails
- Creating links and filling gaps between local path networks
- Improving access points for paths and marine access
- Providing support (technical, financial) to local groups working on local path and marine networks
- Promoting paths and marine access across Argyll
- Developing related facilities e.g. campsites, toilets etc.

#### **Supporting access to funding**

This is a major theme with a role for the Trust identified in both supporting existing groups to access and manage funds, and also helping develop partnership bids or more strategic bids for funding.

#### **Coordinated marketing and promotion**

A need was identified to have a co-ordinated approach to marketing Argyll’s coast and countryside to visitors. There is not thought to be a central portal of information about Argyll’s countryside in general.

#### **Networking, co-ordinating and representing the sector**

Respondents emphasised a need for greater networking and co-ordination of the many existing activities and initiatives being

undertaken across a very diverse and thinly populated region. Their comments referred to a need for “*joined-up thinking*” between government, public bodies and private enterprises in relation to access, information provision and the creation of facilities (such as toilets, for example).

Some respondents saw the Trust having a role to raise awareness of issues and identifying opportunities for coastal and island communities to the attention of local & national politicians and the public.

Respondents also felt the Trust could assist them in providing advice and information about good practice.

### **Conservation and heritage**

The gaps in relation to conservation were perceived as a need to tackle alien invasive species (rhododendron and mink were both mentioned), and re-naturalising habitats which had formerly been used for plantation forests. There was a view that, in general, more attention needs to be focused on conservation and heritage issues than was currently the case. In relation to heritage issues, this could include organising building repairs and the development and promotion of activities, events and attractions.

### **Better interpretation and information**

Respondents identified gaps in information and interpretation in relation to footpaths and marine access points. It was felt that there was a need for better interpretation of key sites for visitors who would like to know about the area’s history, geography and culture.

### **Expertise and capacity**

In addition to a perceived need for an expanded Ranger Service (particularly on the mainland), respondents saw other types of “human resource” needs, for example: a need for technical expertise, skilled path builders to carry out maintenance of footpaths, and countryside managers / wildlife policy officers to manage field staff. One respondent felt there was a need for an organisation that had the ability to draw on and mobilise a volunteer workforce.

### **Education and awareness raising**

Gaps and a role for the Trust were thought to exist in providing education that introduces young people to the outdoors and to the

natural environment, and also provides advice and information to the public in general about responsible access.

Providing environmental education, encouraging people to take an interest in natural history and conservation, and jointly promoting events and activities.

## **Conclusions – a focus for the Trust in Argyll**

5.27 One of the challenges facing a Trust in Argyll and the Isles is to decide on a focus for its activities where it is most likely to add greatest value.

5.28 In our review of the work of other Trusts they emphasised the importance of ‘starting small’. As an example the Fife Coast and Countryside Trust was established it had one initial prime focus – to promote the Fife Coastal Path – and it has then grown from that clear starting point.

5.29 The survey and stakeholder results have emphasised in particular the importance of:

- Developing the access network and related facilities and access points throughout Argyll & the Isles.
- Attracting funding for local groups and larger scale projects
- Promotion and marketing to encourage best use, involvement and support for the environment and heritage in Argyll & the Isles.

## **Developing and promoting managed outdoor access**

5.30 An objective review of the consultation would conclude that access development and management should be a clear focus – initially – for the Coast and Countryside Trust.

5.31 It has been identified as a significant gap in service currently – so is a perceived need, while there is also an opportunity to get behind a number of existing and proposed local and area based initiatives that need support.

## **Funding and Promotion**

5.32 We would add to this role another priority which combines Funding and Promotion. It is clear that there is a need, very early on, to look at developing access to funding for the Trust and for the work of all of those groups involved in environment and heritage in Argyll. This will in a large part – looking at the example of other Trusts – be achieved through promoting and raising the profile of Argyll’s

environment and heritage and the groups that work to protect and enhance it - and to invite participation and involvement in this work from a wide range of partners, funders, volunteers, members, donors, and businesses.

## 6. STRUCTURE AND GOVERNANCE

### Introduction

6.1 The approval for the Trust has come with a range of conditions about how it is established, how it operates, and how it is financed.

6.2 We take these considerations into account in making recommendations in the first instance about legal structure and governance and then in the next section on financing. Our views and recommendations are also guided by the experience of other Trusts.

### SUMMARY CONCLUSIONS

#### Legal Structure

While there are a range of other options that could be considered we would recommend that the Trust should be established either as a charitable company limited by guarantee or as a Scottish Charitable Incorporated Organisation (SCIO).

#### Governance - Membership and Board of Directors

It is recommended that the Argyll & Isles Coast and Countryside Trust develops a 'two tier structure' with an open approach to membership but that it also specifies a number of key organisations as having the right to 'appoint' directors. This will both maintain a link to existing grassroots organisations and provide a link to key organisations (Argyll and Bute Council, Scottish Natural Heritage, Forestry Commission Scotland, ABSEN).

We would recommend membership for: community groups, businesses, public agencies, national organisations and individuals.

In appointing a board we would recommend that there is a balance of elected members over appointed directors - and that the elected directors reflect some form of equity across the four administrative areas of Argyll and Bute.

As an example, a Board of 15 could be made up as follows:

8 elected directors drawn from the membership (2 from each of the 4 areas)

4 appointed directors (Scottish Natural Heritage, Argyll and Bute Council, Forestry Commission Scotland, ABSEN)

3 co-opted to represent other interests, partners or skills (e.g. land management, tourism, recreation)

#### Staffing

The Trust should seek funding to appoint its own staff and in the first instance should appoint a Trust Senior Officer. We would also recommend that it seeks additional funding for a Marketing and Fundraising Officer.

## Legal Structure

### Options

6.3 A presentation was made recently to Argyll and Bute Council on 'arms lengths' organisations that could be considered as alternatives to the direct delivery of Council Services. A number of options were presented that included:

- Community Interest Company
- Company Limited by Guarantee
- Industrial and Provident Society
- Trust
- Co-operative
- Partnership
- Limited Partnership
- Scottish Charitable Incorporated Organisation
- Public Company Limited by Shares
- Limited Liability Partnership
- Private Company Limited by Shares.

6.4. In a similar vein suggestions were made by respondents to the consultation that included: charitable companies, limited liability partnerships, cooperatives, and community interest companies.

6.5 All the Trusts we contacted as part of the study were established as Charitable Companies Limited by Guarantee and noted the benefits of this structure as follows:

- charitable status was seen as important in raising funds including legacies, donations and grants from private and charitable sources. Company status allowed them to trade and operate as a legal entity able to employ staff, own land and property, raise funds and enter into contracts in its own right.
- The limited liability status of the company gave the members and directors protection as long as the company is trading legally and the Board have acted within Company Law.

### Our recommendation

6.6 The only options that offer both charitable and incorporated status are the charitable company and the SCIO. As these are both crucial to delivering the benefits that have been delivered by other Trusts we would simply advise that the Argyll & Isles Coast and Countryside Trust progresses towards establishing itself as a Charitable Company Limited by Guarantee or as a Scottish Charitable Incorporated Organisation (SCIO). The SCIO offers very similar benefits to the Charitable Company as it has both charitable and incorporated status (with associated limited liability).



6.7 Either of these models is able to trade and generate income as long as this is in the course of delivering its objectives. It would also be possible for the organisations to establish trading subsidiaries.

6.8 The next step in carrying this out would be to establish an Interim Board of Directors whose role would be to bring the organisation into being and lead it up until its first AGM.

### **Governance**

6.9 Governance within a Charitable Company involves a membership and a Board of Directors (The Board are also Trustees of the Charity).

### Membership

6.10 The membership can be defined in a number of ways. In some models membership is quite tightly defined and limited to a number of named organisations and in other cases is more widely drawn enabling membership of individuals or organisations across a wide geographic area or community of interest.

6.11 Our review of other Trusts indicated that membership in many cases had been quite tightly drawn and was strongly linked to partner agencies. The extreme version of this is where the sole member is the local authority and the Trust is then effectively 'wholly owned'.

6.12 The consultation feedback identified potential concerns with the above model and in general terms advocated a wider membership and more representative board than was the experience elsewhere.

6.13 The consultation indicated an interest from local community and voluntary organisations involved in environmental and heritage activity in becoming members of the proposed Trust.

6.14 It was also suggested that a membership category for businesses should be created.

6.15 There was feedback that membership should also be extended to national organisations with an interest in the coast and countryside of Argyll and the Isles.

### Our recommendation

6.16 We would endorse the consultation views and therefore recommend that the Trust is established with a broad membership base.

6.17 Consideration should be given to writing into membership clauses in the Memorandum and Articles of Association categories for:

- local community and voluntary groups
- businesses/corporate members
- public agencies
- national organisations
- (and potentially also) individuals.

6.18 A consequence of these recommendations is that the new Trust would have to develop a process for recruiting and servicing a significant body of members – something that none of the other Countryside Trusts in Scotland do. Perhaps the closest model is the Borders Forest Trust that has a significant membership across a number of different categories – with the membership electing the Board of Trustees.

### Board

6.19 The most common governance model for other Trusts is a Board of the key partners plus representatives of a range of stakeholder interests.

6.20 The broad view from the consultation however was that the Board should be elected by and be representative of a wider membership.

6.21 There were different views regarding the representation of agencies on the Board – with some advocating that the agencies should not be on the Board but attend Board meetings in an advisory capacity.

6.22 It was also suggested that a Board should be made up of a composition of different interests, skills, and be representative of different areas across the local authority area.

6.23 Another factor to consider is that the consultation indicated a desire for the Trust to have strong two-way links – to grassroots organisations and equally to a number of agency partners.

6.24 Taking account of the experience of other Trusts and the issues raised in the consultation we would propose the following principles for the board composition:

- A majority of elected directors appointed by the membership
- A number of appointed directors from key agency partners
- A number of co-opted directors for their skills and ability to represent different sectoral interests.

6.25 It is also suggested that the elected directors reflect some form of equity across the four administrative areas of Argyll and Bute as well as being broadly representative of a range of environmental and heritage issues and interests.

- 6.26 As an example a Board of 15 could be made up as follows:
- 8 elected directors drawn from the membership (2 from each of the 4 areas)
  - 4 appointed directors (Scottish Natural Heritage, Argyll and Bute Council, Forestry Commission Scotland, ABSEN)
  - 3 co-opted to represent other interests or skills (e.g. landmanager, tourism, recreation)

### **An Independent Trust**

6.27 Taken together the proposals for membership and governance would mean the creation of a Trust that was more clearly independent than other Coast and Countryside Trusts that we reviewed.

6.28 This would lead to the creation of a truly independent organisation rather than an ‘arms – length’ organisation of the Council. It should be noted that this has some implications for procurement. Other Trusts established by local authorities to deliver services at arms length have often been established as limited companies wholly owned by one or more local authority and are then able to deliver services on their behalf without having to go through European Procurement requirements. It is our understanding for example that Fife Coast and Countryside Trust was established in this way. In these cases the Council is able to decide who is appointed to the Board.

6.29 An independent body as recommended above would have to comply with procurement requirements.

6.30 On the positive side however and importantly an independent body will be free to trade beyond the confines of the public sector.

### **Staffing**

#### Other Trusts

6.31 Other Trusts emphasised the importance of having a key appointment from the outset.

6.32 As Cairngorms Outdoor Access Trust reported *‘At our launch we were guaranteed 1 year funding to develop and deliver a suite of projects as well as developing a business plan and to secure funding to implement it.’*

6.33 Trusts then typically have grown a mix of:

- project staff including project managers linked to the delivery of specific projects that the Trust have been successful in raising funding for
- Marketing and fundraising staff to assist in making fundraising applications, promotional and involvement work
- Rangers and maintenance staff – especially if the Trust is responsible for running and maintaining staff

6.34 We note that other Trusts emphasise the importance of being able to access the staff resources of key partner organisations as well as their own dedicated staff. Cairngorms Outdoor Access Trust does this through its Management Committee with officers from a range of organisations as well as representatives of their Affiliate Members taking part in this meeting which helps to support the day to day work of the Trust.

### Consultation

6.35 The consultation highlighted the importance of the Trust having staff resources to develop and implement its programme of work. A number of options were suggested.

### *Options for Staffing*

Option	Pros	Cons
Include duties within job description of existing member of Council (or other agency) staff	No additional cost Would have existing knowledge/contacts Could be implemented fairly quickly	Lack of independence from Council/agencies May not have necessary skills or experience Trust lacks own identity and committed resource
Fund additional hours for existing staff in other Trusts	Builds on and supports existing capacity Could provide geographical spread of resources	Very locality focused without having a strategic overview. Trust lacks own identity and committed resource
Appoint “Project officer” level post for one year	Low cost option – under £25k salary + costs for one year Short contractual commitment Focussed effort to get result	Difficulty in recruiting for one year Likely to get poorer candidate and may leave Role at this level less able to operate at strategic level/no “clout” Difficult to achieve significant results/impact in one year
Appoint Senior Officer for one year	As above, but higher cost (approx £35k+) Senior Exec able to operate at more strategic level Bring more experience and skills to role	As above – risks of getting poorer level candidate for one year, and of post holder leaving before end of contract.
Appoint Senior Officer for 3 years	Will attract high level candidate Ability to work at strategic level and secure funding over longer period = more sustainable	Most costly option over longer period – more commitment for core funding required

6.36 The importance of ‘appointing the right person’ was also strongly emphasised during the consultation along with the concern the concern that the initial contract should be at least 3 years in order to provide continuity and time to establish the Trust.

### Our recommendation

#### *Senior Officer*

6.37 The review and the results of the consultation would suggest that the Trust should appoint its own Senior Officer as an initial step in resourcing the organisation. The role would include helping to establish the Trust, developing a 3 year business plan, working with the Board to identify key priorities and projects, implementing an initial work programme, and making funding applications for additional resources to implement the programme.

6.38 We would recommend that if possible an appointment is made for a 3 year period. In some cases appointments have been achieved through secondment in the first instance.

6.39 Salary scale may be an issue in appointing the right person. We note that the post within the new Countryside Trust for Loch Lomond & Trossachs is being advertised at between £28,000 - £34,000 per annum and would recommend that this or indeed a slightly higher scale be considered.

#### *Marketing and Fundraising role*

6.40 Given the priorities emerging from the consultation we would also recommend that there is a key role to be played in Argyll and the Isles for a Marketing and Fundraising Officer. The role of this post would include developing membership, establishing and promoting systems for donations and legacies, developing visitor pay back schemes and other forms of business sponsorship and involvement, developing other income and fundraising activity, and providing advice and support to environmental and heritage groups in identifying and making successful funding applications.

#### *Partnership working*

6.41 Drawing on the lessons from other Trusts we would also recommend that the Trust becomes a way of encouraging joint working together of relevant staff from across partner agencies (a “partners staff group”). We would suggest that this should be an important aspect and ability of any new Trust in Argyll and the Isles. The aim would be to use the Trust as a rallying and focal point for a range of officers that will still be working in Forestry Commission

Scotland, Scottish Natural Heritage and Argyll and Bute Council as well as for any staff employed directly by the Trust.

6.42 This would help to address issues and needs raised in the consultation about the Trust being able to ‘coordinate’, ‘join up’ and ‘foster partnership working’.

*Building on the capacity of existing groups*

6.43 There may also be merit in exploring further the idea of buying into the experience of other local Trusts by funding additional hours from existing staff that have the required experience and would provide the geographic spread. In considering this option it would be worth looking at the way in which Perth and Kinross Countryside Trust provide Community Grants to existing environmental and heritage organisations to enable them to part fund ‘development officers’ to help carry out work that is in keeping with the aims of the Countryside Trust and which helps deliver projects on the ground at the local level.

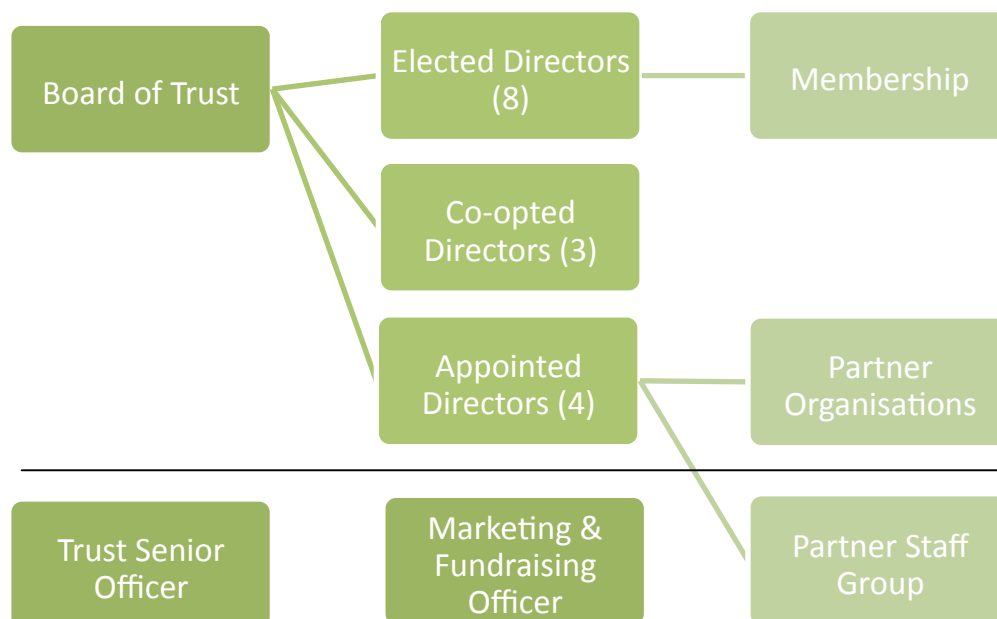


Diagram showing proposed structure of Trust and Staffing.

## Operational base

### Within the Council or independent?

6.43 Trusts that we reviewed had varying arrangements. Fife Coast and Countryside Trust were very clear about the importance of operating out of their own premises and not being based within the Council. They have developed their own premises in the old Harbourmasters House in Dysart which now operates as an interpretation centre to the Fife Coastal Path. In contrast Perth and Kinross Countryside Trust operates out of Council premises and has had the resultant cost and service benefits – although they are now increasingly being charged for their use of Council services.

### Location

6.44 Cairngorms Outdoor Access Trust have two operational bases one on either side of the Park Authority area. Their office in the west side of the Park was donated by Rothiemurchus Estate.

6.45 Borders Forest Trust covering a large part of South of Scotland also has two office bases.

6.46 The issue of premises and location was raised and debated throughout the consultation without any great conclusion being reached. Emphasis was on the difficulty in working across such a large area from a central base.

6.47 Options discussed included the ability of staff to be able to make use of a number of partner locations across the area, and/or being home based in the first instance.

6.48 The issue of operational base is closely connected to how staff are deployed and as mentioned above we noted with interest the model used by Perth and Kinross Countryside Trust of having a central base in Perth but also using a portion of their core cost budget to help fund ‘community officers’ located within existing groups and joint funded by these groups.

6.49 It was also noted throughout the consultation that having a consistent and recognisable “web presence” would be important for the Trust. This would be an effective way of connecting projects and groups, and also of promoting the work of the Trust, and is particularly important given the dispersed geography of the area.

## 7. SUSTAINABILITY

7.1 This final section looks at the ways in which Trusts have been able to sustain themselves. In particular we look at how Trusts are trying to reduce their dependence on core funding from public sector partners.

### SUMMARY CONCLUSION

Trusts are showing themselves to be flexible and adaptable to different funding conditions. Their business model is a 'mixed economy' one based on a mix of core funding, project funds and then a wide range of additional fundraising and income generation.

They have been able to draw in significant funding into their local authority areas and have therefore been able to sustain a high level of activity which improves and enhances the natural environment and built heritage. This in turn has had a significant impact on the local economy.

Financial sustainability would appear to depend on a number of key factors:

*Initial and continuing core funding from a number of partners*

*The growing ability of the Trust to raise 'unrestricted funding' from a wide range of sources - both private and charitable - and not continuing to be solely reliant on core funding from public sector partners*

*The ability of the Trusts to involve volunteers in their work*

A crucial element in achieving this will be to show that the Trust is worth supporting in that it not only adds value to the environment and heritage but that it makes a significant contribution to the wider local economy of Argyll and the Isles.

### Mixed economy business model

7.2 Trusts have evolved a business model that delivers big results from small resources. The model relies on:

- core funding from partners
- developing other sources of 'unrestricted' funding



- developing successful projects with built in costs for the core operation including project officers.

7.3 The strategic stakeholder meeting in Lochgilphead spent some time looking at this issue and identified the need for the Trust to explore a wide range of funding sources in exactly the same way as other Countryside Trusts have been able to do.

7.4 The consultation also raised the issue of the previous Countryside Trust that have been established in Argyll and Bute in the 1990s. The view was that this Trust had been ahead of its time and had not been able to successfully develop this mixed economy model, finding it difficult to core funding, develop projects that contributed to its unrestricted income and pay for core staff, or generate additional sources of income.

### Core funding and unrestricted funding

7.5 As previously noted in our review of Trusts – core funding for revenue and capital is a vital aspect of the sustainability of Trusts. In particular from a charity’s point of view it is a source of unrestricted funding. The challenge for all charities (and the Trust would be no exception) is to secure sufficient unrestricted income to fund core function, and use restricted funding to add value or undertake specific projects.

*There is an important distinction to be made in the charitable sector between restricted and unrestricted funds. Restricted funds are given to the charity for a specific purpose and must be spent on that purpose only. Unrestricted funds are given or earned without qualification and can therefore be applied to any purpose (including core staff and operational costs).*

### Beyond Core Funding from the public sector

7.6 The key will be for the Trust to adopt a similar approach to other Trusts in seeking additional funding from a variety of sources.

7.7 There are indications that some of the Trusts have been able to raise between one third and a half of their core costs from funding sources beyond their original key partners. Importantly these sources have helped to contribute to the unrestricted funds available to the Trusts. This is becoming an imperative for most Trusts as they find their core costs being cut.

*‘In total £80K of our £210K unrestricted income comes from earned income now’ (COAT)  
 ‘.....Within that (unrestricted income of £880K) the voluntary fundraising donations of £379,609 were the highest ever thanks to the loyalty and generosity of our supporters’. (YDMT)*

## Strategies for diversifying income

7.8 We look below at the range of ways Trusts work to sustain their operations.

### Involving other partners

7.9 Trusts have worked to develop the number of partners that support them and see this as an important part of a strategy to diversify funding

*COAT aims to bring in additional funding through diversifying and growing its partner base and this now includes Scottish Enterprise, HIE, RSPB and Paths to Health.*

*YDMT note that one of their main responses to loss of core grants from existing partners is to try to widen their partnership base. They highlight their growing relationship with the Peoples Postcode Lottery whose contribution of £78K per annum is now the largest single source of unrestricted income.*

*PKCT key partners have included The Gannochy Trust and Scottish Enterprise Tayside.*

### Voluntary payback schemes

7.10 Trusts have developed voluntary pay back schemes working with local hotels and other businesses as a way of raising income for their activities.

*PKCT operates a voluntary payback scheme with Gleneagles Hotel that has raised over £100K for the Trust over the last two years. The scheme involves a £1 per bed night surcharge that is automatically charged to customers unless they opt not to pay it.*

*FCCT have a wider scheme to promote business involvement in their work. The Big Green Footprint programme was established in 2010 to encourage businesses to donate funds and/or voluntary time. They have a successful volunteer visitor levy scheme with the Fairmont Hotel in St. Andrews which operates in the same way as the PKCT arrangement with Gleneagles.*

### Planning Gain

7.11 Trusts can also be recipients of Planning Gain.

*The newly established Loch Lomond & Trossachs Countryside Trust has negotiated a £50K a year contribution for the next 8 years linked to planning approval for the Tyndrum Gold Mine.*

## Community benefit funds

7.12 Trusts have been beneficiaries of Aggregate and Landfill Tax Funds and there is the aspiration expressed during the consultation to see the AICCT benefit from windfarm developments in Argyll.

*Highland Council have recently released a policy statement which calls on developers to sign up to a £5K per megawatt benchmark for community benefit funds with the first £100K going to local communities and managed within a local fund. Of the community benefit that remains 30% is recommended to go to one of 10 area funds within Highland and 15% to an overarching Highland Trust Fund.*

*In Dumfries and Galloway the Council has announced that it expects developers to contribute up to 50% of proposed community benefits to its region wide socio - economic fund*

## Generating income from assets

7.13 Ownership of assets or management agreements has brought in some funds for Trusts.

*Cairngorms Outdoor Access Trust (COAT) manage the car park at Spittal of Glenmuick which generates around £30 - £40K per annum for the Trust at a cost of around £7K.*

*TCCT generate around £75K a year from their management of car parks that were previously managed by the local authority (and note that they are generating twice as much as they did under Council management).*

7.14 It was suggested during the consultation that an Argyll & Isles Coast and Countryside Trust could be more directly involved in developing its own renewable energy project as a way of generating its own income in time. To facilitate this it was suggested that one of the key partners should explore transferring some land as an asset that could then be used by the Trust for a renewable energy project.

## Donations and Legacies

7.15 Trusts have developed their capacity to attract donations and legacies and see this as a significant source of income.

*Torbay Coast and Countryside Trust report that they now generate 20% of their income from donations and legacies.*

*The Yorkshire Dales Millennium Trust focus strongly on attracting donations for their work and their web site offers a range of ways for people to make donations.*

*The Borders Forest Trust has evolved systems for encouraging donations and legacies. Their approach often involves seeking donations and legacies relating to specific projects e.g. the purchase of a woodland.*

### Membership fees

7.16 Membership fees have generated a small income for some Trusts.

*The Borders Forest Trust raised £12,000 from membership fees in 2010 from around 780 members. Membership fees for BFT are £50 for a group, £20 for an individual, £30 for a family, £3500 for life membership, £250 for corporate membership. They also have fees for overseas members and discounted fees for the unwaged.*

### Charging for services and products

7.17 Trusts are starting to generate a small amount of income through charging for managing funds, consultancy contracts, path maintenance contracts and the sale of promotional materials e.g. leaflets, maps.

*Yorkshire Dales Millennium Trust managed the North Yorkshire Aggregates Grant Scheme with approximately £300K of funds available on an annual basis and charged a management fee of around £21K per annum for this service.*

*COAT generates income from the sale of promotional material and charge for carrying out contract work.*

### Income Generation from social enterprise activity

7.18 There are currently limited examples of this within the existing Trusts.

*Torbay Coast and Countryside Trust run a farm shop and café and related ventures. It employs around 22 FTE staff within this social enterprise which 'is moving towards profitability in its 5<sup>th</sup> year of trading.'*

### Volunteer support and cost efficiency

7.19 Many of the Trusts we talked to emphasised the importance of volunteers as part of their ability to get things done and that their involvement had a significant bearing on their sustainability.

*TCCT report that they benefit from around 7,500 hours of volunteering - given each year by over 100 people.*

*FCCT operate a Volunteer Programme ' Fife Conservation Volunteers' and note ' without our volunteers many of the projects that we undertake would never be completed and in some cases would not even get started'. They play a crucial part in improving habitats and contributing to the delivery of the Fife LBAP.*

*FCCT also encourage businesses to donate time to projects as part of their Big Green Footprint Scheme. Sky in Dunfermline are a participant in that scheme and donate voluntary staff time to develop projects and also provide materials and equipment for their work.*

*COAT operates two volunteer schemes one for upland paths and one for community paths.*

### **Proving your worth**

7.20 As noted in our review of other Trusts the ability to attract ongoing core funding, project funding and other sources of income depends on the ability of the Trust to demonstrate its ongoing value - not just in terms of the environment but in terms of the wider contribution to the local economy and in general in adding value beyond their core funding.

*PKCT have been able to highlight the knock on effect of their work to the wider local economy:*

*An EKOS study showed that the net benefits to the economy of the PKCT Heritage and Access Project were £1.804m per annum.*

*The Trust established the Enchanted Forest Event which they have now hived off to a social enterprise. It is estimated to bring in around £1.1m per annum into the wider economy.*

*Studies on the economic benefits of local path networks show significant benefits to the local economy - the Dunkeld Path Network study indicated that the network was worth £4m per annum; and similarly a study of benefits of the Loch Leven Heritage Trail showed benefits of around £4m as well.*

*PKCT also promote and develop Geocaching as an outdoor activity in Perthshire. The recent International Mega Event brought 1,400 players into the area from 21 countries and generated around £330K spend - not to mention the ongoing legacy of people returning in future years.*

*PKCT also helped to facilitate the bringing of the Long Distance Walking Association annual event to Perthshire. The 100 mile challenge event brought in 530 participants, 1,500 stewards, marshals and helpers, and 1,500 supporters. It is estimated it generated £350,000 directly into the local economy.*

*'TCCT is seen as being a cost efficient model as its costs are relatively low thanks mainly to the extensive use of volunteers and the income that it is able to generate from external sources'(TCCT)*

## Appendix 1: List of participants (total number – 135)

### 1. Sorted alphabetically

Organisation	Type	Consult	Strategic	Survey
A&E Lauder	B			X
ABSEN	D	X	X	X
Allan J Colthart	I			X
An Roth Trading Ltd	B	X		X
Ardkinglas Estate	F	X		X
Ardrishaig Community Trust	C			X
Ardroy Outdoor Centre	R	X		
Argyll & Bute Access Forum	A	X	X	
Argyll & Bute Council - Access	A		X	
Argyll & Bute Council - Biodiversity	E		X	
Argyll & Bute Council - Built Heritage	H		X	
Argyll & Bute Council - Funding & Third Sector	D		X	
Argyll & Bute Council - Marine	M		X	
Argyll & Bute Council - Planning	D		X	
Argyll & Bute Council, Community Development	D	X		
Argyll & Bute Council, Criminal Justice Services	Ed			X
Argyll & Bute Council, Sport, Leisure and Youth	R			X
Argyll & Isles Tourism Partnership	B		X	
Argyll Bird Group	E	X	X	
Argyll College	Ed		X	
Argyll Voluntary Action	D	X		
Arrochar&Tarbet CC	C	X		
Arrochar, Tarbet&Ardlui Heritage Group	H	X		
Avich and Kilchrenan Community Council	C			X
Balmillig B&B and Lomond Guides	B			X
Bid 4 Oban – local business	B	X		
Biodiversity forum	E	X		
Blarbuie Woodland project	E	X		
Botanical Society of the British Isles	E			X
British Horse Society	A	X		
Business Gateway	B	X		
Cairndow Community Council	C			X
CALMAC	B	X		
Cardingmill Bay	E	X		
Cardross Community Council	C			X
Clyde Forum	E		X	
Coastal Shipping Services	M	X		
Colglen Development Trust	D	X		
Community Planning	D		X	
Connel Community Council	C	X		X

Cove & Kilcreggan Community Council	C			X
Cowal Fest	H	X		X
Cowal Marketing Group	B	X		X
Cowal Red Squirrel Group	E	X		
Cowal Way	A	X		
Craignish CC	C	X		X
Creative Branch	B			X
Crown Estate/Bidwells	F		X	
Cyclists Touring Club	R	X		
Dalmally Community Company Ltd	C			X
Dalriada Project	H			X
Donald Ewen Darroch	F			X
Donaldson Environmental Consultancy Ltd.	B			X
Dr James Paterson	I			X
Dunollie Preservation Trust	H	X		
Dunoon Community Development Group	D	X		
Dunoon Grammar School	Ed			X
Easdale Island (EIRPOA)	C			X
Feringa Farming	F			X
Fiddle Folk	H	X		
Forestry Commission Scotland	F	X	X	X
Friends of Calgary Bay	E	X		
Friends of Duchess Wood	E	X		X
Fyne Futures - Towards Zero Carbon Bute	E			X
Garelochhead & Portincapple Comm Trust	D	X		
Geodiversity Argyll & Islands	E	X		X
GRAB Trust	E	X	X	X
Hebridean Whale and Dolphin Trust	E			X
Helensburgh & District Access Trust	A	X	X	X
Helensburgh Advertiser	D	X		
Helensburgh Greenbelt Group	E			X
Highland Council Long distance routes	A		X	
Ionad Chalum Chilleile	C			X
Isle of Eriska Hotel, Spa and Island	B			X
Isle of Gigha Heritage Trust	D	X		
Isle of Gometra	C			X
Isle of Luing Trust	D	X		
Kenneth Robb	F			X
Kilfinan Community Forest	E	X		
Kilmartin House Trust	H			X
Kintyre Civic Society	D	X		
Kintyre Cultural Forum	H	X		
Kintyre Way	A	X		
LLTNPA Community Partnership	D	X		
Lochgilphead CC	C	X		X
Lochgilphead Phoenix Project	D	X		X
Lochgoil CC	C	X		



Lochgoil Dev Trust	D	X		
Lorn Environmental Forum	E	X		
Love Lochlomond	B	X	X	
Luing Community Council	C			X
Luing History Group	H	X		
Mambeg Country Guest House	B	X		
Margaret Stratton	I			X
Marine Scotland	M	X		
Mid Argyll Community Pool (MacPool)	R			X
Mull & Iona Community Trust	D	X		
NFU Scotland	F	X	X	X
Norman Rodger	I			X
NWM Community Woodland	E	X		
Oban CC	C	X		
Oban Litter Busters	E	X		
Opportunity Kintyre - Forest Schools	Ed	X		
Paula Smalley	I			X
Peninsula Paths Group	A	X		X
Penny Cousins	I			X
Peter Isaacson	I			X
Rhu& Shandon CC	C	X		X
Rhu Gala Committee	R	X		
Roger Woodford	I			X
Rosneath Peninsula West CDT	D	X		X
Royal Society for the Protection of Birds (RSPB)	E			X
RSPB	E		X	
Salen Primary School / Bunsgoil an t-Sailein	Ed			X
Sandbank Community Development Trust	D	X		
Scottish Canals	R			X
Scottish Canoe Association	R			X
Scottish Islands Federation	D	X		
Scottish Native Woods	E		X	
Scottish Natural Heritage	E			X
Scottish Sea Farms	B	X		
Seil Natural History Group	E	X		X
South Kintyre Development Trust	D	X		X
Southend CC	C	X		
Stonefield Farm	F	X		X
Stramash	Ed	X		
Sustainable Oban	D	X		
Tarbert&Skipness CC	C	X		
The Auchindrain Trust	H			X
The Marine Resource Centre Ltd	B			X
The Tradesman`s Box	H			X
Tiree Access Group	A			X
Tiree Rural Development	C			X
Tony Charlesworth	I			X

Walkhighlands	B			X
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## 2 Sorted by Type of Organisation

Organisation	Type	Consult	Strategic	Survey
Argyll & Bute Access Forum	A	X	X	
Argyll & Bute Council - Access	A		X	
British Horse Society	A	X		
Cowal Way	A	X		
Helensburgh& District Access Trust	A	X	X	X
Highland Council Long distance routes	A		X	
Kintyre Way	A	X		
Peninsula Paths Group	A	X		X
Tiree Access Group	A			X
A&E Lauder	B			X
An Roth Trading Ltd	B	X		X
Argyll & Isles Tourism Partnership	B		X	
Balmillig B&B and Lomond Guides	B			X
Bid 4 Oban – local business	B	X		
Business Gateway	B	X		
CALMAC	B	X		
Cowal Marketing Group	B	X		X
Creative Branch	B			X
Donaldson Environmental Consultancy Ltd.	B			X
Isle of Eriska Hotel, Spa and Island	B			X
Love Lochlomond	B	X	X	
Mambeg Country Guest House	B	X		
Scottish Sea Farms	B	X		
The Marine Resource Centre Ltd	B			X
Walkhighlands	B			X
Ardrishaig Community Trust	C			X
Arrochar&Tarbet CC	C	X		
Avich and Kilchrenan Community Council	C			X
Cairndow Community Council	C			X
Cardross Community Council	C			X
Connel Community Council	C	X		X
Cove & Kilcreggan Community Council	C			X
Craignish CC	C	X		X
Dalmally Community Company Ltd	C			X
Easdale Island (EIRPOA)	C			X
IonadChaluimChilleile	C			X
Isle of Gometra	C			X
Lochgilphead CC	C	X		X
Lochgoil CC	C	X		
Luing Community Council	C			X
Oban CC	C	X		
Rhu& Shandon CC	C	X		X
Southend CC	C	X		
Tarbert&Skipness CC	C	X		

Tiree Rural Development	C			X
ABSEN	D	X	X	X
Argyll & Bute Council - Funding & Third Sector	D		X	
Argyll & Bute Council - Planning	D		X	
Argyll & Bute Council, Community Development	D	X		
Argyll Voluntary Action	D	X		
Colglen Development Trust	D	X		
Community Planning	D		X	
Dunoon Community Development Group	D	X		
Garelochhead&PortincapleComm Trust	D	X		
Helensburgh Advertiser	D	X		
Isle of Gigha Heritage Trust	D	X		
Isle of Luing Trust	D	X		
Kintyre Civic Society	D	X		
LLTNPA Community Partnership	D	X		
Lochgilphead Phoenix Project	D	X		X
Lochgoil Dev Trust	D	X		
Mull & Iona Community Trust	D	X		
Rosneath Peninsula West CDT	D	X		X
Sandbank Community Development Trust	D	X		
Scottish Islands Federation	D	X		
South Kintyre Development Trust	D	X		X
Sustainable Oban	D	X		
Argyll & Bute Council - Biodiversity	E		X	
Argyll Bird Group	E	X	X	
Biodiversity forum	E	X		
Blarbuie Woodland project	E	X		
Botanical Society of the British Isles	E			X
Cardingmill Bay	E	X		
Clyde Forum	E		X	
Cowal Red Squirrel Group	E	X		
Friends of Calgary Bay	E	X		
Friends of Duchess Wood	E	X		X
Fyne Futures - Towards Zero Carbon Bute	E			X
Geodiversity Argyll & Islands	E	X		X
GRAB Trust	E	X	X	X
Hebridean Whale and Dolphin Trust	E			X
Helensburgh Greenbelt Group	E			X
Kilfinan Community Forest	E	X		
Lorn Environmental Forum	E	X		
NWM Community Woodland	E	X		
Oban Litter Busters	E	X		
Royal Society for the Protection of Birds (RSPB)	E			X
RSPB	E		X	
Scottish Native Woods	E		X	

Scottish Natural Heritage	E			X
Seil Natural History Group	E	X		X
Argyll & Bute Council, Criminal Justice Services	Ed			X
Argyll College	Ed		X	
Dunoon Grammar School	Ed			X
Opportunity Kintyre - Forest Schools	Ed	X		
Salen Primary School / Bunsgoil an t-Sailein	Ed			X
Stramash	Ed	X		
Ardkinglas Estate	F	X		X
Crown Estate/Bidwells	F		X	
Donald EwenDarroch	F			X
Feringa Farming	F			X
Forestry Commission Scotland	F	X	X	X
Kenneth Robb	F			X
NFU Scotland	F	X	X	X
Stonefield Farm	F	X		X
Argyll & Bute Council - Built Heritage	H		X	
Arrochar, Tarbet&Ardlui Heritage Group	H	X		
Cowal Fest	H	X		X
Dalriada Project	H			X
Dunollie Preservation Trust	H	X		
Fiddle Folk	H	X		
Kilmartin House Trust	H			X
Kintyre Cultural Forum	H	X		
Luing History Group	H	X		
The Auchindrain Trust	H			X
The Tradesman`s Box	H			X
Allan J Colthart	I			X
Dr James Paterson	I			X
Margaret Stratton	I			X
Norman Rodger	I			X
Paula Smalley	I			X
Penny Cousins	I			X
Peter Isaacson	I			X
Roger Woodford	I			X
Tony Charlesworth	I			X
Argyll & Bute Council - Marine	M		X	
Coastal Shipping Services	M	X		
Marine Scotland	M	X		
Ardroy Outdoor Centre	R	X		
Argyll & Bute Council, Sport, Leisure and Youth	R			X
Cyclists Touring Club	R	X		
Mid Argyll Community Pool (MacPool)	R			X
Rhu Gala Committee	R	X		
Scottish Canals	R			X
Scottish Canoe Association	R			X



**Key:**

<b>Type of Organisation</b>	
A	Access
B	Business/Private sector
C	Community Council
D	Local development group
E	Environment/woodland
Ed	Education/Training
F	Farming/landowning
H	Heritage/culture
I	Individual
M	Marine
R	Recreation

<b>Involvement in consultation</b>	
Consult	Consultation Event
Stakeholder	Stakeholder Workshop
Survey	Survey Questionnaire