





Business Plan

2008 - 2013



Executive Summary

Community woodlands can provide opportunities for recreation, facilities for education and in the protection and enhancement of habitats and biodiversity. Increasingly woodland groups view land as a resource to address particular concerns within their communities such as social inclusion, employment, and climate change. The responsibilities and achievements of woodland management can empower, build confidence, create social equity and invigorate the communities themselves.

This business plan outlines the main activities and outcomes that the Kilfinan Community Forest Company aim to achieve in the first 5 years. These are:

- Develop new recreational access paths, a safe play area for children, all abilities trails and reinstate part of the Kilfinan right of way
- Install management access into and within Acharossan Forest
- Facilitate the generation of direct and indirect employment to stimulate the local jobs market and support training and skills development using the forest resource
- Sustainable land management and enhancing biodiversity
- Develop and promote renewable energy sources through woodfuel and reducing dependence on fossil fuels

Extensive local community consultations in the Kilfinan area have identified that the community recognise the need for more permanent and economically active residents and more recreational opportunities. Families and their children are leaving the village and local services are being compromised by the lack of full-time residents. The community have no access into Acharossan Forest for recreation, employment or education and the Kilfinan Path through Acharossan is in serious disrepair.

The community fully understands that the acquisition of the forest is a serious undertaking, and a Feasibility Report was commissioned with a view to identifying the most appropriate approach for acquisition and project development to ensure that community ownership delivers maximum public benefit, and is undertaken in a well managed, efficient and effective manner. This document considers the potential of the community acquisition to deliver KCFC objectives and the activities, which could be enabled, by community ownership. It analyses the capacity of the community to manage and develop the project and the financial implications and the associated benefits.

These plans for the forest would undoubtedly bring significant additional benefits to the local community and to visitors to the area. The amenity of the area would be greatly enhanced through access and environmental improvements; all sectors of the community would have an opportunity to engage at some level with the forest through a range of practical and recreational activities; and individuals could have the opportunity to pursue small-scale forestry and farming activities and so derive income from forest-based economic activities. Local employment could be created or sustained in the commercial harvesting and extraction of timber and also in the subsequent replanting of a more diverse and environmentally sustainable forest.

Michaela Hunter, Company Secretary
May 2008



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Organisation Summary

The aim of the project is to acquire 447 ha of National Forest Land from the Forestry Commission Scotland under the National Forest Land Scheme. Community acquisition of forest land gives communities the opportunity to sustainably manage and develop their own local resources and assets for the benefit of the local and wider community.

The Kilfinan Community Forest Company is a charitable company limited by guarantee. The company was set up in October 2007 to support, promote and develop the Kilfinan Community Forest Project on behalf of the Kilfinan Community in the Cowal peninsula, Argyll.

Community acquisition of this part of Acharossan Forest would allow local community development of a local forest resource to:

- Create all abilities access paths, reinstate the Kilfinan Path and develop new recreational facilities in the forest
- Facilitate the provision of training and employment opportunities for the local and wider community
- Create opportunities for small business enterprises through the provision of leased areas of land or small-holdings
- Sustainable development of the forest resource with restructuring and invasive plant control to protect and enhance the biodiversity and the forest.

The benefits which community control of this area of Acharossan Forest would provide to the local, wider community and visitors to the area are:

- Immediate access to the forest, new recreational facilities in walking, hiking, cycling and riding
- Provision of local employment, training and skills development opportunities
- Small business enterprise support
- Greater environmental biodiversity benefiting both wildlife and people
- An educational resource and a healthy, secure and diversified community

This will enable the retention and attraction of economically active families and individuals. It will support small business enterprises in woodfuel, sustainable timber resources and facilitate employment and training opportunities. New recreation facilities in the forest will enable everyone access into the forest to play and for healthy walks for all levels of abilities. The Kilfinan Path will be reinstated, within the community acquisition area, and everyone in the community to have many opportunities to get involved in the woodland through recreation, skills development, volunteering and education.

The Board of Directors currently comprise of 12 full-time resident members of the community. The Directors were officially nominated by the members and voted onto the board at the first Annual General Meeting held on 26th March 2008.



The Board of Directors

Vanessa Barlow, Otter Ferry
Peter Black, Otter Ferry
Rob Blair, Tighnabruaich
Ken Coley, Otter Ferry
William Fairweather, Kames
Ian Holt, Otter Ferry
Michaela Hunter, Tighnabruaich, Company Secretary
Stuart Jack, Kames, Chair of Kilfinan Community Council
Ronnie Irvine, Tighnabruaich
Brian Leech, Ardlamont
Kristen Leicht, Otter Ferry, co-opted member & Treasurer
Isobel Lindsay, Vice-Chair, Millhouse
Selina Robinson, Chair, Kames

The Board currently represent over 140 resident community members who have signed up to the objects of the charity. The Board also communicate regularly with the wider community through community noticeboards, exhibitions, public meetings and information bulletins on the website <http://www.kilfinanforestpark.org.uk> and to interested individuals in the wider community.

Project Background

The Kilfinan Parish is situated in the western side of the Cowal Peninsula includes the settlements of Tighnabruaich, Kames, Ardlamont, Millhouse, Portavadie, Kilfinan and Otter Ferry. The full-time resident adult population is around 700 people. See Appendix 5 for a map of the Kilfinan Parish area.

The Kilfinan Community Forest Company originated as the Kilfinan Community Forest Project, a community based organisation set up in 2005 after the launch of the National Forest Land Scheme. Extensive community consultations from 2005 to 2007 identified a range of issues by the local community. These include the need for more full-time residents, lack of housing and recreational opportunities for people, and the need for local jobs and training opportunities in the area. See appendix 1 for the full range of community consultation exercises conducted.

Community Consultation Methodology

The needs of the community were identified by a series of community consultation activities from the beginning of 2005 to date. Local community amateurs were engaged to liaise directly with the community. They acted as informal community communicators by giving the community the opportunity to ask questions and comments on the project informally in their own home if they wished. Community questionnaires were distributed door-to-door to every permanent resident in the area. They promoted public meetings and involved the community in local interactive exhibitions in the community halls. Community notice boards have also held regular monthly newsletters to keep everyone informed on the project's developments. An



eNewsletter is posted out to other interested members of the project who may not live locally and the website is regularly updated with news, information and consultation documents to enable everyone access to the project's developments. A list of the consultation exercises conducted in included in Appendix 5.

Community Support

Community support for the project was established by a full public ballot, which was administered by Argyll & Bute Council, held in June 2007. The results were that 392 votes were cast out of a possible 622 (64% responded). There were 297 votes for "Yes" for the project to proceed with a community acquisition of Acharossan Forest (76%), and 94 for "No" (24%). Argyll & Bute Council validated these results.

Community Profile

The full-time residential voting population of Kilfinan Parish is currently around 700 people. The community previously numbered around 2,000 people in the 1950's with a vibrant economy in tourism, fishing and fish farming, forestry, and in local gunpowder works and slate quarries. However, in recent times there have been significant job losses. The Forestry Commission once employed up to 37 people in the local area, but this gradually fell as planting work tailed off. FCS now employs one person in the local area.

Current local employment include tourism (30%), construction & building (15%), hospitality (5%), land management and gardening (over 10%) and recreation.

Housing

The area is popular with holiday home owners and retirees who now form 70% of the adult population. The national average elsewhere is 30%. Since the 1950's the relative number of young families and children has greatly reduced due to the significant contraction of the local jobs market and the availability of affordable homes.

There are approximately 450 privately owned houses in the parish and 35 Argyll Community Housing Association rented homes and around 20 holiday chalets, which are permanently occupied. Approximately 60% of the private homes are second homes with 10 of these on long-term let. The shortage of affordable houses either to purchase or rent has given rise to a hidden homelessness problem. Three season accommodation (for spring/summer/ autumn use) is now occupied full-time and informal forms of temporary and longer-term housing are now in demand. This coupled with limited job opportunities acts as a disincentive for families to move to this area.

A housing needs survey, conducted in May 2007, identified 8 families or individuals who were interested in small holdings or crofts to support a range of small scale business enterprises and 6 families or individuals interested in alternative housing provision in down-sizing or in 3-bedroom family homes. Kilfinan Community Council has also identified the need for larger family homes to retain young families and attract key workers to the area.



Local Economy

The number of shops has decreased in recent years and the school roll has fallen from 60 pupils in the 1980's down to around 30 children at the present time. Around 40 people in the parish are self-employed, mostly in landscaping and gardening work, construction, retail/sales work and providing essential community services.

Recreation

The Kilfinan path is a local right of way and part of the path winds through Acharossan Forest to connect Tighnabruaich with the village of Kilfinan. Since the area was planted in 1963 and 1973 the forest has been relatively unmanaged. As a result, the Kilfinan Path is now overgrown with invasive rhododendron, fallen trees obscure the route of the path and part of it has been planted over. It is difficult to traverse and is only passable in Wellington boots and with great care. Other available path networks such as the Cowal Way is also in a state of disrepair and may shortly be removed from the Local Area Path Network due to its condition. Many local people used to use these paths but due to their bad condition and the lack of low level walks, are now unable to access the forest or allow their children into the local woodlands.

The local community provide a range of activities, classes and clubs and several which cater specifically for senior citizens. Although a number of sports activities are open to people of all ages, it is clear that the number of groups and clubs catering for younger people have ceased in recent years. This is due to a combination of declining numbers of children and Disclosure and Health & Safety legislation. There is a need for safe recreational facilities for younger children and for older children to get involved in the forest.

Community control over Acharossan Forest could provide a range of local and wider public benefits by attracting and retaining economically active residents, create new public access and recreation opportunities, and facilitate local jobs and training opportunities associated with the forest.

Supporting Organisations

The Chair of the Kilfinan Community Council sits on the KCFC Board and is very active in promoting and supporting the aims and objectives of the organisation.

The Maxi Richards Foundation at Kings Court in Tighnabruaich is a local Christian charity and works with disassociated youths by involving them in community work in this area. The Foundation is based in Kames and is keen to become involved in this community project, once the land is acquired, to help rehabilitate these young people in community engagement and outdoor work.

A local riding school currently based in Ardlamont is keen to work with the project to enable less-abled children access into the forest for equestrian recreation in a woodland environment.

The local Parents & Teachers Association fully supports the aims of the organisation to develop safe play areas for the children and for older kids.



The interim steering group and now the current Board of Directors have now had over 2 years of experience in community consultation, developing discussions and attracting funding to help explore the community acquisition of Acharossan Forest. Relationships have been built with a wide range of public sector organisations that all believe that this project could set the precedence for community development of a woodland resource to tackle a variety of issues.

Two local community councillors are actively helping and supporting the community in liaising with Argyll & Bute Council in facilitating the aims of the project.

Community Capacity

The community has demonstrated through a recently conducted community skills audit that many of the skills and experienced required to manage the forest sustainably already exist locally. The Community Skills Audit, carried out as part of the Feasibility Study, also identifies a healthy depth and range of skills and experience within the community which, given appropriate support from funders and involved organisations, should allow the community to competently manage the forest. The findings of the Skills Audit are in Appendix 6.

The current Board of Directors also has a broad range of experience in forestry, landscaping, project management, finance, construction, renewable energy and health and the arts. Two board members have already attended a two-day course on Non-Executive Director Training by the Scottish Director Development Centre. However any relevant and suitable training courses being run by the public sector i.e. Development Trust for Scotland, Community Woodlands Association, Forestry Commission Scotland etc, to help develop the skills and capacity of the Board and volunteers will be made available to anyone interested.

There is a range of specialists, outwith the community, who are keen to help and assist the project. KCFC will ensure that its members and interested parties have opportunities to use and develop their range of skills through identifying training needs and facilitating skills development.

Strategic Context

In recent years there has been a growing political awareness of the types of issues affecting rural communities just like the Kilfinan Parish. There are 3 specific areas of policy which specifically relate to what the community's aspirations hope to achieve, namely:

- The National Strategy for the Scottish Rural Development Programme (SRDP) 2007
- The Scottish Forest Strategy (SFS) 2006
- Scottish Sustainable Development Strategy

The National Strategy for SRDP aims to support environmentally sensitive, sustainable agriculture, forestry, food production and diversification of economic development as a catalyst for rural regeneration and securing the long-term viability of rural businesses. The main



outcome of the programme includes well-maintained landscapes and biodiversity benefiting people and businesses and rural development benefiting local communities.

The Scottish Forest Strategy seeks to encourage the positive and creative use of Scotland's forest resources, which is integrated with other land uses and businesses as a key element in securing long-term viability and sustainability of rural communities.

The Scottish Sustainable Development Strategy aims to encourage sustainable communities who embody the principles of sustainable development at a local level.

Project Delivery

Acharossan Forest Acquisition Feasibility Study

The Acharossan Forest Acquisition Feasibility Study (Gauld & MacIntyre, 2008) assessed the options for Kilfinan Community Forest Company on the potential for Acharossan Forest, located in the Kilfinan Parish, Argyll. to deliver tangible social, economic and environmental benefits to the local and wider community and visitors to the area. This document outlines the context of the community's proposal and considers the potential of the community acquisition to deliver KCFC objectives and the activities, which could be enabled, by community ownership. It analyses the capacity of the community to manage and develop the project and the financial implications and the associated benefits in full. See Appendix 7.

The report states that although 447 ha is a sizable area for any community to manage, this larger forest area includes a commercially viable area in the North of the forest which could, under community management, provide a vital future income stream to help fund other non-income generating aspects of the project. This could also assist in subsidising the management of the southern area of the forest, which is not economically viable. The 447 ha are key to the future financial sustainability of the project and would allow KCFC to manage the forest for local and wider benefit without the need for additional public funding support. A single acquisition would also negate the need for any future acquisition process.

Single purchase would improve the access options available to the community. Currently there is no access into or within the forest. A smaller area would require more expensive access infrastructure and funding, as the community would be unable to obtain funding to build access roads to connect with neighbouring holdings in the North. Other considerations, which support a single acquisition, are that currently the future funding of community assets is uncertain, single purchase of this area allows the community to realise its objectives and the necessary flexibility to provide the greatest public need.

KCFC is a locally democratic membership organisation and fits the eligibility criteria for applying both to acquire the forest through the NFLS and funding from Lottery funds.

In the initial stages of managing the woodland KCFC will contract out the majority of the woodland management operations. KCFC would also operate as a facilitating organisation to enable the development of local businesses.



A small number of smallholdings could be leased long-term from the community to individuals, or small business enterprises. Any woodland management operations would have to be agreed and included as part of the overall woodland management objectives of the forest.

Funding for a project manager is also being applied for to BLF to develop and take forward key aspects of the project and working with the community. The role bearer will have both general, organisational / management skills to bring in or sub-contract specialist advice or forestry services as required. The project manager will plan and coordinate the development activities, including the woodland management plan, and identify and secure match funding to support these.

A phased approach will enable the project to be delivered in a measured way, allowing the project to gather momentum and confidence in a planned and well-managed way.

Delivery Timescale

The delivery timescale of the main aspects of the project are:

		Funding
Phase 1 - Year 1 & 2	<ul style="list-style-type: none"> • Project Start-up <ul style="list-style-type: none"> ○ Employ project development officer for 5 years ○ Woodland survey and management plan ○ Community consultations ○ All abilities path clearance ○ Initial access to forest with car park and interpretation 	GCA, HIE – CLU HIE Argyll Enterprise SRDP KCFC funding
Phase 2 – Year 1 & 2	<ul style="list-style-type: none"> • Economic & management activity <ul style="list-style-type: none"> ○ Business plan for economic development (years 3 – 5) • Forest infrastructure <ul style="list-style-type: none"> ○ Class A roads ○ Procure capital equipment for access ○ Biodiversity Action Plan ○ Woodland footpaths ○ Deer management • Outdoor Education initiatives 	GCA, HIE – CLU HIE Argyll Enterprise SRDP KCFC funding
Phase 3 – Year 3 - 5	<ul style="list-style-type: none"> • Forest management <ul style="list-style-type: none"> ○ Felling ○ Restocking ○ Deer management • Access & Recreation 	GCA, HIE – CLU HIE Argyll Enterprise SRDP KCFC funding

	<ul style="list-style-type: none"> ○ Multi-purpose paths ○ All abilities path ● Leaseholds/smallholdings infrastructure 	
Phase 4 – year 3 onwards	<ul style="list-style-type: none"> ● Forest management ● Economic activity development <ul style="list-style-type: none"> ○ Business plan <ul style="list-style-type: none"> ▪ Woodfuel survey ▪ Timber processing ▪ Invasive Plants 	GCA, HIE – CLU HIE Argyll Enterprise SRDP KCFC funding
Phase 5 – Year 5 onwards	<ul style="list-style-type: none"> ● Feasibility Study for next 3 years & business plan ● Forest management 	GCA, HIE – CLU HIE Argyll Enterprise SRDP KCFC funding

Project Development Opportunities

Access & Infrastructure

Extensive internal management access roads will allow recreational opportunities to be developed and immediate access to the forest resource from Tighnabruaich. Training, skills development and small businesses will be able to get involved in implementing the access infrastructure and other woodland management operations such as rhododendron removal, small-scale felling and timber processing. The project proposes to include approximately 4,000m of internal Class A roads and a further 5,600m of tractor/trailer roads as well as the development costs for the infrastructure, which would be key to community woodland management operations, and for any economic development to be realised.

Woodland Management

The Acharossan Community Forest Management Plan (Quelch & Black, 2007) has identified that over half of the forested area is currently subject to windthrow and is of poor quality timber. There are also areas of the forest, which are in need of immediate management, which may not be cost-effective to deal with in terms of conventional woodland management. It suggests that alternative community-based approaches will be required to carry out woodland management operations in some areas of isolated and poor quality forestry for economic reasons. There are also better stands of trees in more isolated areas containing more valuable sawlogs, which makes conventional harvesting economically unviable. The management plan suggests that this is an opportunity for small-scale forest management activities, which will help to facilitate small business enterprises in rhododendron control, manual timber extraction, milling timber in situ for local markets and fuelwood project initiatives.

The early inclusion of the infrastructure required for management access roads and multi-use trails in the early stages means that commercial harvesting could be undertaken in the north and small-scale community-based woodland management in more inaccessible areas in the



south and east of the forest. Essential access infrastructure installed early in the project means that the forest can be managed by the community in a variety of viable ways (both commercial and small-scale management).

Economic Development

It is envisaged that local woodfuel initiatives will be of increasing importance and support is available to develop a woodchip supply chain if necessary. Small business enterprises will be encouraged to develop business ideas. However, with full access route to the North established, harvestable timber could be sold as standing timber for local and wider markets. Local employment and skills development in managing and creating the access infrastructure will allow local people the opportunity to stay and work in their local area and attract more economically active families to the area.

The access infrastructure would facilitate immediate access for recreation, education and small business development in the forest environment for the community and visitors. The management access would allow the commercial felling and extraction of timber by forestry contractors and the sale of standing timber would help support other non-income generating activities of the project. Establishing the infrastructure for the management and recreational access into and within the forest would allow active immediate management and skills development. Facilitating the development of small business enterprises associated with the forest would enable local employment opportunities for local people.

Project Resources

A range of resources will be required to be in place to realise the aims of the community project.

BLF – Growing Community Assets (GCA)

A full funding application is currently being submitted to Big Lottery Fund for the full acquisition costs of this area of Acharossan Forest and for the capital costs in developing the project's aspirations.

The GCA is particularly interested in projects which:

- regenerate the local area and create sustainable livelihoods
- improve the appearance, safety, accessibility, and biodiversity of community environments and green spaces
- provide essential community services, and increase access to these
- produce and celebrate healthy, sustainable food, for example community orchards, food fairs or cafes
- generate renewable energy, sustainable buildings and the sustainable use of resources
- enable better access to local services and environments through cycling, walking and sustainable motorised transport.



SRDP

The Scottish Rural Development Programme Funding includes non-competitive grants for the costs of creating the roads and access infrastructure for harvesting, creating and maintaining public access and small scale woodland planting. Other grants in Rural Priorities, which are under competitive application, include afforestation, restructuring, creating a forest plan, woodland improvement and biodiversity grants, capital grants for timber processing, and renewable energy initiatives in woodchip and woodfuel are also available. AliEnergy and SRDP are also keen to support community initiatives in woodfuel and potentially in combined, heat and power installations which are 100% fully funded.

Human Resources

A project manager position is being included in the application to GCA for the first 5 years. They will be directly accountable to the Board and its members. The postholder will work closely with funding bodies, the Forestry Commission Scotland and/or other agencies to ensure clear and transparent communications and coordination of the project activities. A draft job description is included in Appendix 2.

Community Contribution

Community contributory funding will include funding raised from the following sources:

- Charitable Trusts. There are a number of grant giving charitable trusts who have supported community land initiatives in the past (e.g. the Tubney Trust or the Carnegie Trust)
- Private donors. Many of the large community land buyouts have been assisted by sizeable donations from private individuals who have had links with the area, or support the communities' objectives
- Local fundraising. This can take the form of fundraising events (sponsored activities such as walks, swims etc), ceilidhs, raffles, bring and buy etc.
- Use of pledges within the appeal process.
- Holding a public appeal. This option has been successful for other community land initiatives when looking to raise funds for land acquisition and subsequent land development. It entails contacting / reaching out to people who have a connection with the Kilfinan area (e.g. people have been coming to visit the area for generations) and / or those who would like to support the aims and objectives of KCFC. Elements of a public appeal include:
 - Public launch of appeal
 - Use of all available media – local radio, national and local press, Scottish Community Land Network etc
 - Production of appeal fliers
 - Use of KCFC website
- Potential for the establishment of a non-voting membership scheme - "Friends of KCFC". This would allow for non-local people to be able to be involved and part of KCFC on an on-going basis. Such friends-of schemes in similar community land initiatives are an important source of regular, non-allocated funding and support.
- Establishment of a "patrons" scheme for funders and organisations which have donated



significant amounts. Funder and recipient both benefit and achieve their own objectives when they are part of developing a successful project together. It is vital that a positive and enthusiastic relationship is developed and maintained - studies show that once a funder has successfully invested in a project, then they are more likely to recognise the mutual benefits of continuing their involvement.

The Maxi Richards Foundation is very keen to involve its youth programmes in volunteering and skills development associated with the forest. There is also a wealth of local interest in developing woodland management skills and environmental education and arts opportunities in the community.

A board member is a Lantra instructor in tree-felling and forest related skills. A number of training days have already been arranged and delivered in the local area and Ardlamont Estate is keen for its employees to become fully trained in forestry skills and work in Acharossan Forest.

A volunteer programme of activities will be developed throughout the 5 year life of the project. Around 23 individuals in the community have expressed a willingness to volunteer in the project. They will be initially assessed and regularly monitored to establish their training needs and expectations before any work is carried out in the forest. External funding and local fund-raising activities will support informal and formal training days and volunteer activities to further develop their skills and training needs.

The skills audit also revealed that there is a wealth of skills within the community, and an encouraging level of willingness to participate and volunteer in the Kilfinan project. All volunteers and staff employed by KCFC or by a trading subsidiary will be protected by the legal framework of public and employee liability insurance. A full summary of these findings is in Appendix 6.

Project Costs

A funding application is currently being submitted to the BIG Lottery Fund's Growing Community Assets Fund for the full acquisition costs of this area of Acharossan Forest and for the capital development costs required. The BLF Board will assess the application on 10th September 2008 when a decision will be made.

Acquisition Costs

The GCA and Community Land Unit of HIE require that the community contribute at least 6% of the acquisition costs. The District Valuer's valuation of the 447 ha of Acharossan Forest was given at £500,000.

Acquisition Funding

The principal sources of funding for the main acquisition of the forest, as used in similar circumstances by other community land initiatives is summarised in the below table:



Funding Source	% of Acquisition Costs	Amount
Growing Community Assets (maximum)	85	£429,250
Community Land Unit (approximately)	9	£45,450
Community contribution (minimum)	6	£30,300
TOTAL	100	£505,000

The GCA can fund projects to:

- purchase, improve or develop assets
- pay for technical assistance such as project design and planning, risk assessment, and surveys
- employ development staff and help groups obtain the skills they need to develop or manage an asset.

The GCA will fund up to a maximum of 85% of the acquisition costs. Discussions with the GCA indicate that it would be best for an approach for funding for land acquisition to be accompanied in the same application for development funding. The GCA is administered on behalf of the Big Lottery Fund by the Community Land Unit of Highlands and Islands Enterprise.

Highlands & Islands Enterprise (HIE) Funding

HIE's Community Land Unit can provide financial support for both the acquisition and the subsequent development of community land projects and this can form a vital funding bridge for any community land purchase. For acquisition, HIE can provide an additional level of funds which, when combined with the GCA funding, up to a maximum of 94% of the acquisition costs. Thus if the GCA was to offer a grant of 85%, HIE would be able to give a grant of a further 9% of acquisition costs.

Community Contribution

A necessary element of land acquisition funding is the raising of a proportion of the price paid by the community itself. The GCA and Community Land Unit of HIE require that the community contribute at least 6% of the acquisition costs. Thus given acquisition costs of £505,000, KCFC can expect to have to raise in the order of £30,300 as the community contribution.

Project Development Costs

The projected development income and expenditure is outlined in the tables below and is fully set out in Appendix 3. This is based upon several assumptions:

- Operations follow the phasing outlined in Section 6.3 and the woodland management prescriptions set out in the Management Plan.
- KCFC contract out the majority of woodland management work and thus would not need to employ staff (other than a Project Manager) or purchase the full extent of capital equipment required.

- Buildings associated with woodland management, access infrastructure and a limited range of capital equipment are proposed.
- KCFC establish a trading subsidiary to carry out trading operations. This would include some sawmilling being carried out by contracting in a local mobile sawmill contractor with the timber being sold on once dried. It would also include a small firewood operation. Both trading activities would entail the lease of premises and equipment from KCFC and the purchase of timber (as a raw product) from the parent company.

It is expected that the majority of the initial costs will relate to the construction of the necessary access and woodland management infrastructure. This will mean that the community has to find a comparatively higher amount of development funding (acquisition funding from GCA and HIE can be 94%, whereas GCA will only grant up to 50% development funding). The estimated cost of installing road and access infrastructure, along with recreational access provision is estimated to be approximately £300,000 over the first 5 years of the project.

The projected project development expenditure is summarised below and is roughly based upon the Project Phases and the management prescriptions outlined in the Management Plan (see Appendix 7).

Project Development Expenditure Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Employment costs	33,040	30,560	32,840	32,960	32,860	162,260
Aftercare	1,500	1,000	1,000	1,000	8,500	13,000
Forest infrastructure		110000	34500			144,500
Capital equipment	2,250	33,500	6,100			41,850
Environmental management	14,250	21,000	21,000	6,000	6,000	68,250
Recreational access	12,000	20,000	137,000	20,000		189,000
Interpretation and education	1000	1500	4200			6,700
Woodland crofts			5,750			5,750
Woodland management	6,175		34,350	6,150	2,000	48,675
Total Expenditure	70,215	217,560	276,740	66,110	49,360	679,985

Table: Project Development Expenditure Summary

Assumptions

The project development expenditure set out makes the following assumptions:

- **Employment.** A full time Project Manager is employed at £24k / annum with a £2k increment in Year 3. It may be possible to apply to the GCA and HIE for additional funding for an administrator / bookkeeper one day per week at £15k pro rata.

- **Forest roading / access.** Class A roads have been costed at £40/m. It is anticipated that the main access link road with the FCS block to the north will be completed in Year 1 (see map) along with an access spine (with spurs) through the forest to join up with public road access at the south of the forest. Depending on the route chosen, it is estimated that the initial length of class A roads required will be in the region of 2,750m. Further Class A roads may be constructed in the future to extract timber from any future commercial harvesting in Compartment 1. A stacking yard is assumed at a cost of £2,000 (if created as part of road construction contract)
- **Harvesting costs.** Harvesting and extraction costs have been factored in to the net income from standing timber sales. Figures are based on costs of timber at roadside at £12/m³. As per the Management Plan, total sawlog output from cpt 2a and 2b is estimated at 5,000m³ of sitka spruce and 3,000m³ of other species including western hemlock and larch. This gives an approximate output of 3,075m³ for the 25ha clearfell envisaged in the Management Plan. The harvesting of roundwood for firewood sales is costed at £10 / tonne.
- **Forest establishment.** A rough costing has been made for woodland establishment on the 15ha of the 25ha clearfell site (leaving enough open space for the creation of crofts). Costs include fencing, ground preparation, planting/seeding, weeding and beating up costs (replacing failed plantings).
 - Broadleaved woodland: £2,200/ha. This assumes a stocking density of 1,500/ha, deer fencing at £500/ha, and using a mix of natural regeneration and planting. A further cost of £300/ha would be incurred in the following year for beating up (assumes 15% losses) and weeding (cutting back competing vegetation from the base of the young trees).
 - Conifer woodland: £1,770/ha (assumes stocking density of 2,500/ha). A further cost of £230/ha would be incurred in the following year for beating up (assumes 15% losses) and weeding.
- **Rhododendron control.** Taken at £3,000/ha for an estimated 20ha (mainly the southern edge of the forest). This is based upon an average rhododendron density of 50%, using a squad of between 3 and 6 using chainsaws and burning the cleared rhododendrons. Re-growth would require spraying in subsequent years.
- **Recreational access.** Multi-use tracks, which will also be able to be used as tractor trailer roads for extraction, have been costed at 20/m. Estimated initial length required is 5,600m. All abilities trails (total length 1,250m) and woodland footpaths (4,000m) are costed at £25/m and £10/m respectively.

Project Income

It is expected that KCFC will need to access funds from a range of public bodies and agencies. Funding opportunities will of course depend upon the activities being carried.

In order to balance income and expenditure, KCFC will need to contribute its own funds towards a proportion of the project development costs. The higher the community's own contribution, the easier it will be to lever in grant funding. One means of achieving this would be to include any woodland management activities proposed in the Management Plan in the project development



expenditure / income forecasts – e.g. harvesting a 25ha clearfell site in the 1963 plantings in the south of the forest. Estimated figures for income and expenditure show the felling and extraction to be financially marginal. However, it is recommended that the full costs of timber harvesting and extraction, and income from timber sales are included in any financial projections carried out for the project. This will both reflect the true income/expenditure of the project and help demonstrate KCFC’s financial contribution to the project and will thus help lever in grant funding.

	GCA Maximum Funding available % of costs	HIE Maximum Funding available % of costs
Development - Capital costs	50%	20% (Variable - through Local Enterprise Company)
Development - Revenue costs (e.g. employment costs for Project Manager)	75% (for up to 5 years)	25% (through Community Land Unit)
Aftercare (professional advice, training etc)	100%	

Table: Project Development - Funding Sources

Project Development Income

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
GCA						
Capital Funding (@ 38% of costs)	11,210	70,680	79,249	9,880	2,280	
Revenue Funding (@75% of costs)	24,780	22,920	24,630	24,720	24,645	
Aftercare funding (@100% of costs)	1,500	1,000	1,000	1,000	1,000	
Sub-total						307,994
HIE Community Land Unit	8,260	7,640	8,210	8,240	8,215	40,565
HIE Argyll & Islands Enterprise	450	6,700	1,220			8,370
SRDP						
Forest infrastructure (@ 30% of costs)		33,000	10,350			
Environmental management (@ 50% of costs)	7,125	10,500	10,500	3,000	3,000	
Woodland management (@ 30% of costs)	1,853		10,305	1,845	600	
Recreational access (@ 50% of costs)	6,000	10,000	68,500	10,000		
Interpretation & education (@ 50% of costs)	500	750	2,100			
Sub-total						189,928
KCFC own contribution						
Sale of standing timber		38,925				
Lease of small holdings or forest area			60,000			
Local fundraising	5,223					
Income from Trading Subsidiary (see below table)			10,185	9,135	9,660	
Sub-total						133,128
TOTAL PROJECT DEVELOPMENT INCOME	66,901	202,115	286,249	67,820	56,900	679,985



KCFC Income from Trading Subsidiary	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Lease of sheds (@ 5% of cost)			1,725	1,725	1,725	5,175
Lease of equipment (@ 10% of cost)			4,185	4,185	4,185	12,555
Sale of timber for firewood			2,025	2,475	3,000	7,500
Sale of timber for wood products			2,250	750	750	3,750
TOTAL	0	0	10,185	9,135	9,660	28,980



The following funding sources and assumptions were made in completing the projected Project Development Income table:

Growing Community Assets Fund

The funding intervention rates for the GCA are set out in the below table. The GCA will fund up to 50% of capital costs though it is recommended that, if possible KCFC seek a lower intervention rate (30-40%) to make development funding more attractive. The GCA will fund up to 75% of revenue costs associated with the employment of a Project Manager.

Discussions with the GCA indicate that applications for development funding should be included in the acquisition funding application. This may be difficult as many of the elements of the development project may not be sufficiently worked up to be able to identify the "outcomes" as desired by the GCA. It may be possible to put in a phased application to partially overcome this difficulty.

Highlands & Islands Enterprise

HIE grant intervention rates are set out in the table above. HIE's Community Land Unit can provide funding for up to 25% of revenue costs associated with the employment of a Project Manager. An application to Argyll and Islands Enterprise for assistance with capital costs associated with development of economic development opportunities may be sought for funding of around 20%.

Scottish Rural Development Programme

SRDP funding will form a significant element of funding for development costs and may include grants for woodland management and restructuring, environmental improvement, access and recreational provision. The guidance and financial intervention rates for the SRDP are still to be expected later on in Summer 2008. As such it is not currently possible to provide any accurate figures for grant income for these activities. However, to enable an Income / Expenditure analysis to be carried out, the following intervention rates have been assumed:

- Woodland management activities and forest infrastructure: 30% of costs
- Environmental management, recreation, interpretation, education and access provision: 50% of costs

KCFC's Own Contribution

KCFC will make a significant contribution towards project costs. This should be readily achievable and the projected Project Development Expenditure assumes the following income streams:

- **Local fundraising.** It is expected that KCFC will continue to raise funds through its membership, supporters, donations, grants from charitable trusts etc. This type of funding is "unallocated" (i.e. not tied to any particular KCFC project) and is thus important to the ongoing ability of the organisation to meet its financial commitments.
- **Standing Timber sales.** Production from felling 25ha in Cpt 2a; According to the Management Plan, sawlog production in the 65ha of Cpts 2a and 2b would be 5,000m³ of Spruce and 3,000 m³ of other species. Thus felling 25ha should produce approximately 3,075 m³ of sawlogs. Scottish Woodlands, which markets timber locally, has given a standing sales price of £12 - £15/tonne for sawlogs. As a rough guide, taking 1m³ to be 0.75 tonnes, this would give an income of £9 - £11.75/m³ for sawlogs. (estimated value: 3,075 m³@ £9 = £27,675) Standing sales for roundwood is valued at approximately at £3 - £5 / tonne - i.e. £2.25 - £3.75 / m³. Given that the forest has considerably more roundwood than sawlogs, a total production of roundwood from the 25 ha has been estimated at 5,000 m³ (estimated value: 5,000 m³ @ £2.25 = £11,250).

- **Leaseholds/Small holdings.** The lease of 6 small holdings or woodland crofts @ £10,000 each is projected for Year 3. This assumes that :
 - access and services are in place in any crofting development area.
 - Permission from the GCA, HIE and other funders is forthcoming
 - There is a relaxation of grant conditions and any standard securities taken out over the land by funders.

- **Trading subsidiary income**
 - Timber sales in Year 3 are projected on the basis of 150 m³ of timber being sold to Fyne Homes, other housing provider or woodland crofters for housing construction. KCFC would supply the raw timber from the commercially harvested areas of compartment 2a to a KCFC trading subsidiary at approximately £15 / m³. The subsidiary would then contract a local mobile sawmill contractor to mill the timber with the air dried timber then sold by the subsidiary to the relevant third party / parties. Subsequent year's sales of timber for milling and onward sale by the trading subsidiary are taken at 50m³ / annum.
 - Lease of land and buildings: In order to circumvent State Aid regulations, a market rental would have to be paid by the trading subsidiary to KCFC. Annual rental income is estimated at 5% of the construction cost of shed, drying shed and yard.
 - Lease of equipment: Again, due to State Aid restrictions, a market rate for the lease of equipment would have to be paid by the trading subsidiary to KCFC. This is estimated at 10% of the capital cost.
 - Timber sales for firewood: Assumes a local demand of 135 tonnes per annum in year 3 rising to 200 tonnes in year 5. The trading subsidiary is assumed to pay a market price to KCFC for delivered roundwood of £15 / tonne.

Risk Analysis

Access to the forest and its resources is a key issue. In order to be able to efficiently and effectively carry out the full range of social, environmental and economic development activities envisaged and to maximise the public benefit, the community is applying to Growing Community Assets for capital costs development funding to establish a Class A road linking the south of the forest to the existing road network in the FCS forest to the North. This would allow the community to approach the woodland management of the whole forest in a more strategic way, and allow the community to carry out small-scale forest management activities. Analysis of current markets combined with the uncertainty of future markets for sawlogs, roundwood, woodchip etc would indicate the need to maintain as great a degree of flexibility as possible.

The costs of creating a link road to the North forestry extraction route would have to be met by the community. KCFC will endeavour to work with FCS and/or neighbours in facilitating the costs in kind or other in making this access road possible. If this land is sold by FCS, the same right of multi-use access needs to be granted to KCFC and funds secured to install the link road.

In principle, FCS has agreed on a community right of access over the adjacent FCS holding to the north. This would be suitable for the extraction of the significant volumes of sawlogs and round wood in the forest and getting timber to wider markets. Any income derived will be invested in other opportunities identified by the community. Confirmation of this right of access and the pump-prime funding support of the initial access infrastructure is fundamental to the success of the project.



The community are currently in discussion with Argyll & Bute Council to allow the installation of informal and recreational access from the south of Tighnabruaich. Two local councillors are facilitating an agreement in principle from the Council which will not be agreed until 10th June 2008 at the next Area Committee Meeting in Rothsey. This access is not dependent on any other aspect of the acquisition.

The competitive funding aspect of SRDP means that this funding is not secured. Until the community formally own the forest they are unable to enter into any discussions with the SRDP administrators. However, early informal discussions with FCS Perth & Argyll Conservancy indicate that they will be highly supportive of the project aims in woodfuel, timber processing and harvesting projects.

Big Lottery Fund will be unable to reach a decision on the overall acquisition and capital cost development funding until September 2008. If funding support is not gained the acquisition of this area of Acharossan cannot go ahead.

Conclusion

The community fully understands that the acquisition of the forest is a serious undertaking, and the Feasibility Report was commissioned with a view to identifying the most appropriate approach for acquisition and project development to ensure that community ownership delivers maximum public benefit, and is undertaken in a well managed, efficient and effective manner.

Based on agency and funder advice, and the experience of other community groups which have purchased land, it is advised that funding of up to 94% of acquisition costs should be available. This would leave 6% to be raised by KCFC.

KCFC has strong support from the local community for its aspirations for Acharossan Forest. The Community Skills Survey has uncovered that there is a good range and depth of experience and a willingness in the community to take this project forward. Where specific specialist expertise (e.g. forest management planning) is required for elements of the project, this would be brought in as required.

In the future, significant volumes of sawlogs and roundwood could be harvested and extracted along appropriately located roads and tracks. This could be a key element to allow for the effective woodland management and to enable the social, environmental and economic potential of the forest to be unlocked. Hence the community is seeking funding for the construction of management and recreational access as part of the funding submission for acquisition of the forest. Establishing a management road / track network in the initial stages post-acquisition would enable an income stream to be derived from the sale of standing timber from an early stage of the project. This could assist the community to invest in the other environmental, educational, recreational and economic development opportunities they have identified.

The project manager will be employed by the community company to manage the planning aspects of the project, to finalise the forest management plan and co-ordinate management operations. A comprehensive business plan will be conducted to establish the economic opportunities which have been considered and to facilitate communications with the community, funders and other project stakeholders. KCFC will primarily contract out woodland management operations rather than undertaking them "in-house". In this way the need for capital and revenue expenditure are minimised along with the need for staff recruitment and management. KCFC will look to employ local contractors and in this way act as a facilitator to encourage local economic development. KCFC will establish a trading subsidiary to enable it to set up a small sawmilling and firewood business where possible.



At present, it is not clear how economically viable most of the economic options which have been identified would be. Until more information is available from the Scottish Rural Development Programme, more detail is not possible at this point in time. However, as the project develops, external factors are likely to change (e.g. fossil fuel prices rising further; increased support for carbon emission reduction measures) and the market opportunities for at least some of the considered options are likely to improve. For example, Scotland's national fuelwood industry is currently in the early stages, and as such there is at present a relatively limited market for any fuelwood supply operations which might be established in the area. However Government support for the development of fuelwood across the country would tend to suggest that this market is likely to develop strongly over time, and, as owners of Acharossan Forest, the community would be in a good position to capitalise upon this.

In addition to facilitating the extraction of timber from the forest, there are a number of activities that KCFC will start to undertake early in the life of the project which would have recreational, social and environmental benefits. In particular, the arts, educational and environmental elements of the project could be initiated with little in the way of investment, and these activities could serve to engage a wider cross-section of the community and to build on the sense of ownership and relevance of the forest to the local and wider community.

These plans for the forest would undoubtedly bring significant additional benefits to the local community and to visitors to the area. The amenity of the area would be greatly enhanced through access and environmental improvements; all sectors of the community would have an opportunity to engage at some level with the forest through a range of practical and recreational activities; and individuals could have the opportunity to pursue small-scale forestry and farming activities and so derive income from forest-based economic activities. Local employment could be created or sustained in the commercial harvesting and extraction of timber and also in the subsequent replanting of a more diverse and environmentally sustainable forest.



Appendices

Appendix 1 – Community Consultation Methodology

	Dates	Supported by
Initial community consultations	August/ October 2005	Scottish Native Woods Reforestation Scotland
Two local community animators employed to work with community 1. Community questionnaire 2. Skills audit Survey 2. Housing needs Survey 3. Communication links 4. Community Ballot awareness 5. Feasibility Study research	January 2007 – January 2008	Community Land Unit Fyne Homes
Housing Needs Survey	May 2007	Community Land Unit Fyne Homes
Community Ballot	28 th June 2007	Community Land Unit/ Fyne Homes
Skills Audit	November 2007	Community Land Unit Fyne Homes
Monthly Newsletters posted in noticeboards	January 2007 – May 2008	KCFC
Website updated regularly	January 2007 – May 2008	KCFC
Ebulletin member group	February 2008 – May 2008	KCFC



Appendix 2 - Draft Job Description for Project Manager

KILFINAN COMMUNITY FOREST PROJECT

JOB DESCRIPTION

PROJECT MANAGER

Full-time (36 hours)

Salary £24,000

Profile

Motivated, self-starting, organised, flexible, people oriented, excellent listener and communicator, able to motivate and inspire, committed to sustainable development at the local level.

Purpose of Post

- To plan and co-ordinate the development activities of the Kilfinan Community Forest Company (KCFC) project.
- To identify potential funders, liaise with the funders, and develop successful funding package(s) for identified development option(s).

Accountability

The post holder will be accountable to the KCFC Board of Directors. Accountability in relation to specific tasks may be delegated to a nominated Director.

Main Tasks

1. Liaise with the Project's Management Committee to reach agreement on the priorities, and to project plan resulting activities;
2. Liaise with project partners, and keep all stakeholders informed of progress;
3. Carry out fund-raising activities, work up funding applications and liaise with funders to secure funding packages and providing progress reports;
4. Develop a 5 year plan to schedule delivery of the project's social, environmental and economic activities of the project
5. Co-ordination with Fyne Homes or its successor in its delivery of the Housing project.
6. Draw up a woodland management plan for Acharossan Forest.



7. Research the feasibility of, and where appropriate agree a business plan for the economic elements of the project envisaged in the initial stages of the project.
8. Liaise with the Project Management committee, which has overall responsibility for the development.
9. Organise networking opportunities with other community groups.
10. Respond to enquiries, manage the local community email group, edit and produce newsletters and news updates.
11. Raise the profile of the Project : Liaise with media contacts and produce press releases as appropriate.
12. Procure contractor services, as appropriate, in consultation with the Board.
13. Prepare and submit funding applications, ensure funding agreements are met.
14. Prepare material for reports, presentations and other documents as required.
15. Undertake any other tasks required by the Board from time to time.

Essential experience, skills and attributes

- At least 3 years' experience of community projects;
- At least 2 years' management experience;
- Able to work with minimum supervision;
- Able to work effectively as a team member;
- Able to prioritise tasks and balance activities;
- Able to communicate appropriately and effectively with senior managers and other decision makers, peers in NGOs, community group members, existing and potential funders;
- Demonstrable commitment to the ideals of grassroots sustainable development.

Desirable attributes

- Familiar with the key players in the Scottish environmental and community involvement "landscape", their respective role(s) and *modus operandi*;
- Knowledge of funding sources, and experience of making funding applications;
- Proficient PC or Mac user - word processing; spreadsheet / database;
- Ready access to a car for business use, and clean driving licence.

Terms and Conditions

5 year post initially, but this period may be extended.

6 months probationary period and subject to satisfactory performance thereafter.



A minimum of 36 hours per week. The post holder will be required to work flexible hours, where necessary, to meet the demands of the post. Time off in lieu will be given.

25 days annual leave plus 8 public holidays.

Salary £24,000 p.a. Bi-annual increments subject to satisfactory performance review.

Contributory pension scheme.

It is expected that the successful candidate will work from an office location close to their home, either in accommodation provided by a partner organisation or from home (if appropriate).

On-line computing facilities will be provided if required. Usage payments will apply should the successful candidate already possess suitable computing facilities.

Petrol and public transport costs and other expenses incurred in the course of duties (to include telephone use, consumables, postage etc.) will be reimbursed.

Applicants wishing to Job-share this post will be welcomed.

Kilfinan Community Forest Company has an equal opportunities policy to ensure all members of staff employed by the Association and all applicants for employment will be given equal opportunity irrespective of sex, marital status, race, colour, nationality or ethnic origin, in all aspects of recruitment, employment, promotion and training.

The Company is committed to giving full and fair consideration to people with disabilities applying for this post who possess the relevant skills and experience.

Appendix 3 – Full Project Development Costs

Project Development Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Employment						
Recruitment costs	1,000					
Project Manager wages	24,000	24,000	26,000	26,000	26,000	
Employer's NI	1,920	1,920	2,080	2,080	2,080	
Pension (5%+costs)	1,440	1,440	1,560	1,560	1,560	
Payroll services	480	500	500	520	520	
Office rent/electricity/phone	1,200	1,200	1,200	1,200	1,200	
Equipment (phone, computer, printer etc)	1,500			100		
Insurance	1,500	1,500	1,500	1,500	1,500	
Sub-total						162,260
Aftercare						
Training	1,500	1,000	1,000	1,000	1,000	
Development planning					7,500	
Sub-total						13,000
Forest infrastructure						
Access roads		110,000				
Timber management yard			2,000			
Shed			30,000			
Timber air-drying shed			2,500			
Sub-total						144,500
Capital equipment						
Tractor with grab (second hand)		7,500				
Trailer		2,500				
Log splitter		15,000				
Open backed truck (second hand)		5,000				
Chipper		3,500				
All terrain vehicle (quad bike)			5,500			
Quadbike trailer			600			
Hand tools	750					
Chainsaw x 2 and protective gear	1,500					
Sub-total						41,850
Environmental management						
Biodiversity plan	2,500					
Survey rhododendrons	750					
Rhododendron clearance	10,000	20,000	20,000	5,000	5,000	
Monitor deer numbers and cull	1,000	1,000	1,000	1,000	1,000	
Sub-total						68,250
Woodland Management	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Woodland survey & management plan	5,000					

Project Development Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Fell conifers for firewood sales			1,350	1,650	2,000	
Restocking Cpt. 2a (15ha)			33,000			
Weeding/beating up cpt 2a				4,500		
Sub-total						48,675
Recreational access						
Footpath survey	1,250					
Multi-purpose tracks			112,000			
All abilities path	6,250		25,000			
Woodland footpaths		20,000		20,000		
Entrance (fencing, gate, shelter)	2,500					
Car park	2,000					
Sub-total						189,000
Interpretation and education						
Interpretation			3,000			
Arts/educational materials	1,000					
Forest school / meeting place		1,000				
Web promotion		500				
Leaflet (5,000 print run)			1,200			
Sub-total						6,700
Leased areas/Small holdings						
Advertising			750			
Legal costs			5,000			
Sub-total						5,750
TOTAL PROJECT DEVELOPMENT EXPENDITURE	70,215	217,560	276,740	66,110	49,360	679,985



Appendix 4 – Map of Kilfinan Parish

Appendix 5 – Skills Audit Survey Findings

Skills area	Have skills / experience	Would like skills / experience
Land management		
Estate work	9	8
Farming	6	3
Landscaping	13	6
Forestry		
Invasive plant control	8	5
Wood processing	6	4
Woodland management	5	5
Construction		
House building	11	3
House design	5	1
Roads	3	0
Site preparation	3	4
Financial / organisational		
Book-keeping	3	2
Fundraising events	10	2
Project management	7	0
Information		
Keeping records	5	0
Keyboard skills	8	1
Producing publicity materials	5	0
Creative		
Arts	16	1
Marketing / sales	3	1
Care work / Education		
Adult education	8	1
Elderly support	7	1
Pre-school children	4	1
Primary school age children	8	1

Young people age 12 – 18	4	1
Special needs	7	1
Hospitality / Tourism		
Sports / Marine / Leisure	7	0
Accommodation provider	5	0
Retail catering	7	1

Of the 46 returns, 23 individuals indicated that they would be interested in volunteering for the project.

Comments

- I have led design teams / construction teams of several notable projects e.g. Nevis Range, Leeds Met. University Campus at Kirkstall (1018 bedrooms), Safeway (now Morrisons)
- Local knowledge, organising fundraising events, interest in developing leisure and recreational pursuits for locals and visitors.
- I have a long career doing market research - focus groups, depth interviews - often in the context of advertising. More recently we have both retrained as counsellors and hypnotherapists.
- Rock drummer, Psychotherapist, more recently we have both retrained as counsellors and hypnotherapists.
- Chainsaw training, brush cutter / clearing saw; timber milling
- I work in the fish farm industry. Forklift driving, First aider, Building cages and mooring work
- We both have a Disclosure Scotland "enhanced".
- Extensive understanding of energy systems and building services.
- My professional skills - languages - don't really seem relevant. I have gardening experience: scything, strimming, log-cutting with a chainsaw. I have done volunteer work clearing paths here and helping to maintain paths and planting trees with the John Muir Trust - I would be keen to do volunteer work here, if appropriate - as long as I don't have to go on some course first.
- Crofting: i.e. goats produce - cheese, yoghurt, pig rearing. Organic vegetable production, pond building, basket weaving, landscaping.
- Silversmith skills + general jewellery making to build business at home. (20 years ago I did silversmith course!) (will be able when our daughter starts school). There is no child care in our area.
- Being retired I don't have time to develop more skills. As I am involved in many local activities I welcome the project and hope it will encourage more people to do the same.
- Chain saw course, wood turning and carving, building with wood i.e. houses.
- There is a long, long way to go.
- For this project to succeed the local community must have control of who gets access to houses etc.
- Absolutely brilliant!
- We hope the project is a success. We wish you all the best with it.
- We would be happy to learn more and offer our support.
- My main constraint is time but can help when not at uni, travelling or other commitments.
- I am interested. I support the project. As a life-long member of this community, I fully support the proposed development and any future growth of the community.
- I have been given information concerning WASPS Studios (artists studios at very low rent), they want to expand the service and have £3million budget for this. Could be linked to your project in some way. Cove Park has a very high profile also although funded differently. Argyll and Bute Council sent a letter outlining the WASPS idea - called "five cubed" to develop 5 new studio buildings in 5



communities over 5 years. This includes sculpture too. It may be of no interest to you, but I wondered if linking it to your project could benefit both the funding aspect of the arts side of KCFP, and the scope of it. Cheers!

- You will see from my responses to the "skills and experience" questions that I am remarkably ill-equipped to be of any assistance in the project.
- Good luck!!!
- I am 91 and my wife 80, therefore I can't make a contribution. My wife is still very active in her specialisations hence she has already a full programme, much of which benefits the community.
- I am disabled so any contribution would most likely be done at home. I am a keen graphic designer and proficient in producing marketing materials, CD-ROMs, simple website design and photo restoration/enhancement. Anything PC based and creative!
- Since we are rather elderly there is little practical work we could do but we support the project wholeheartedly. As a retired maths teacher who really enjoys both teaching and mathematics I would be happy to help there should help be needed.
- Though I am interested in and support this project I doubt whether I could give much physical help - now being in my 70's. But would be willing to join parties for light jobs as I would enjoy being involved - health permitting.
- We support the project but we are in the evening of our days and already involved in local activities to the extent that time and energy allow. We cannot realistically offer more than moral support and good wishes.
- Very happy to do anything to help.
- Sorry for the blank spaces but I genuinely don't have the relevant skills. By profession I'm an actor which doesn't really equip me for much else! It does of course mean that I'm quite often out of work, as is the case at the moment. I wholeheartedly support the project and if I can of any help, please let me know.



Appendix 6 – Feasibility Study

Appendix 7 - Acharossan Management Plan Objectives & Proposals

Management Objectives

1. To utilise the timber resource of the forest in order to:
 - meet the needs of the local community for construction material and fuel.
 - create employment and new skills opportunities within the local community.
 - generate income for community projects.
2. To enhance the biodiversity value of the forest through:
 - harvesting conifers when economically mature and restocking selected sites with mixed conifers, including species known to attract red squirrel.
 - harvesting conifers when economically mature and restocking sites with native tree species in order to increase the area of native woodland.
 - leaving significant areas of clear-fell sites as open ground.
 - controlling rhododendron.
3. To enhance the amenity value of the forest through:
 - diversifying the species and age ranges of the conifer forest.
 - controlling rhododendron.
 - upgrading the Kilfinan right of way.
 - creating waymarked routes to viewpoints and other landscape features.
4. To conserve and enhance the landscape value of the forest by:
 - a gradual restructuring of the forest on the southern slopes and higher hills using
 - relatively small-scale access tracks, felling coupes and harvesting machinery.
 - allowing clear-felled coupes to revert to open hill habitat or restocking with a wider range of conifer species or with native broadleaves.

Management Proposals

These are indicative prescriptions for specific operations that are likely to achieve the project objectives as identified above. For the purposes of this plan, the forest area has been divided into five compartments:

1. mostly well-grown timber suitable for commercial harvesting.
2. the 1963 plantings.
3. mostly fragmented woodland of variable timber quality.
4. native woodland.
5. open ground.

Cpt. areas, as well as the possible line of access roads, are shown on map 2. Road-lines would need to be surveyed by a road engineer before being finalised.

All compartments:

- ensure that the existing right of access to Tighnabraich village is retained and that a right to haul timber along the FCS forest road to the north of the project area is secured.
- Secure funding for project officer, essential machinery and training.
- erect c. 3500 m. of new perimeter stock fence and maintain all fences in a stock-proof condition.
- upgrade the Kilfinan right of way from the reservoir to the northern boundary with FCS; liaise with FCS over upgrading the remaining section in FCS ownership.
- develop a recreational path network, encouraging visitors to use the internal roads and waymarking routes to viewpoints and other features of interest.
- provide interpretation for features of interest and on the work of the forest project.

Compartment. 1: mostly well-grown timber suitable for commercial harvesting

This is the woodland that should be harvested commercially. It includes stand type 1, except for the areas above the village (cpt 3b) and at the eastern edge of the forest (cpt.3c) . It includes areas of stand type 2 and 4 north of Coire Ban.

- construct c. 2000 m. of Class A road and c. 1000m. of built forwarder track.
- fell and restock over a 20 year period, using contractors.
- restock mostly with Sitka spruce but include a significant proportion of mixed conifers and native broadleaves. Leave up to 20% open ground.

Compartment 2: the 1963 plantings

This area would be harvested in two phases, as shown on map 2. Phase 1 (cpt 2a) would be harvested within the next two years, cpt. 2b at a later date.

- using external contractors and the proposed housing access road, fell c. 25 ha. of conifers in cpt. 2a in order to provide space, materials and fuel for the proposed housing projects.
- construct a forwarder track of c. 600 m. through cpt. 2a.
- fell cpt. 2b. using either external contractors or community resources.
- upgrade the right of way as far as the reservoir to a standard useable by tractor and trailers (1500 m. of road).
- eradicate rhododendron at the same time as the coupes are harvested.
- retain native trees and allow to regenerate into the felled areas. Retain a proportion of the felled areas as open ground, as required.

Compartment. 3: mostly fragmented woodland of variable timber quality

Apart from the stands to the north of Coire Ban, this compartment would be harvested and restructured in phases by the community. The isolated type 1 spruce woodland (cpts. 3b and 3c) may be harvested either by the community or as a commercial undertaking, depending on how access routes are finalised and how community demand for timber develops.

- construct, in phases, 2500 m. of road suitable for tractor and trailer, linking across the lower Allt Mor with the upgraded right of way and with the Class A road/forwarder track in compartment. 1.
- using community-based machinery and labour, fell timber stands as needed.
- restock stands with native broadleaves and mixed conifers or leave as open ground.
- protect regeneration areas with internal fencing.
- experiment with late thinning to create small stands for long-term retention.
- monitor the progress of regeneration and take remedial action as necessary to ensure successful establishment
- eradicate scattered rhododendron bushes.

Compartment. 4: native woodland

- eradicate rhododendron.
- encourage native woodland expansion through natural regeneration or planting in suitable sites adjacent to existing woodland.

Compartment. 5: open ground

- retain existing open ground areas
- remove scattered individual rhododendron bushes
- monitor bracken for increased coverage. Spray bracken if there are alternative uses for the ground, e.g. stock grazing or tree regeneration.



Appendix 8 – Acharossan Community Forest Management Plan