



Craigiels Community Woodland
Business Plan



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On behalf of

Craigiels Community Woodlands (SC053132)

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1. Organisation background

1.1 Overview

Craigiels Community Woodlands (CCW) (SC053132) was formed in response to an intent to sell notice being posted on Craigiels Wood, a c.32ha mixed woodland immediately adjacent to the village of Beattock. The aspiration of CCW is for the community to own this woodland and rejuvenate its management for a range of environmental and social outcomes.

CCW is a Scottish Charitable Incorporated Organisation (SCIO), formed on 20th February 2024.

1.2 Funding sources

Funding of the charity's activities is expected to come from grant funding (to fund the initial asset acquisition), later supplemented by enterprise activities (including timber sales and events) and donations. Membership subscriptions are intended to be set at a low, nominal amount, in order to prevent financial barriers to membership and encourage diversity.

1.3 Management and governance

1.3.1 Board of trustees

The day-to-day management of the organisation is presided over by a board of trustees, which constitutionally, must include a majority of elected members (up to 7). These elected trustees are elected by members at a general meeting, after being proposed by at least two members in advance of the meeting. In addition, the board may include up to 3 individuals, co-opted by the board due to their skills and experience. Elected board members must outnumber co-opted members. A policy of retiral by rotation provides a mixture of continuity and new input within the board.

1.3.2 Membership types

Membership of CCW is open to any individual over the age of 16, living within the community (defined as within the Kirkpatrick-Juxta parish boundary). In addition, Junior Membership is available to residents between the ages of 12 and 15, and Associate Membership is open to those who are not resident within the community but support the goals of the organisation.

Junior Members are not eligible to stand for election as trustees, and Associate Members are not given voting rights, nor are they eligible to stand for election as trustees.

Constitutionally, CCW should have no fewer than 20 members at any time. Should membership fall below this number, the board may only conduct essential business, as well as take steps to admit additional members to achieve the minimum number.

1.3.3 Passing of resolutions

Most resolutions may be passed at a general meeting with a simple majority, provided the meeting is quorate. To achieve a quorum, at least 11 members, or 10% of the total membership (whichever is greater) must be present. Certain resolutions are considered special resolutions and require at least two-thirds of voting members to be in favour. These include proposals to:

- Alter the name of the organisation.
- Amend the purposes of the organisation.
- Amend certain clauses of the constitution.
- Wind up the organisation.

1.3.4 Dissolution

The organisation may only be wound up or dissolved on the passing of a special resolution (as described above) which is also subject to written consent being obtained from the OSCR. In the event of dissolution, any property and assets that remain after satisfaction of debts and liabilities shall be transferred to another community body or charitable group which has purposes closely resembling the purpose of the CCW. This transfer must be determined by no fewer than two thirds of ordinary members at a general meeting and approved by the OSCR.

1.4 Eligibility for asset transfer

The Scottish Land Fund has specific eligibility criteria for organisations applying for Stage 2 funding. Firstly, the community organisation making the application must be a corporate body, meaning a legal entity which can hold contracts and own property. As an SCIO, CCW meets this criterion.

Secondly, the organisation must work in the interests of a clearly defined geographic community, and the organisation’s main purpose must be consistent with furthering the interests of that community. Constitutionally, the “purpose” of CCW is “to benefit the community of Beattock and District defined by the boundary of Kirkpatrick Juxta Community Council”.

Thirdly, ordinary (or voting) membership of the organisation must be open to all over the age of 16 within the geographic community, and more than half of the voting seats on the board must be occupied by community residents. This requirement is satisfied as described in section 2.3.3.

Finally, the organisation must be managed on a not-for-profit basis, with surplus funds being re-invested in the purposes of the organisation and not being distributed to members. In the event of dissolution, assets must be passed to another not-for-profit organisation with similar objectives. CCW meets these requirements.

1.5 Regulatory bodies

1.5.1 Office of the Scottish Charity Regulator (OSCR)

As a charity registered in Scotland, Craigiels Community Woodlands is regulated by the OSCR. The OSCR is a non-ministerial department of the Scottish Government with responsibility for the regulation of charities in Scotland. Responsible for the regulation of over 25,000 charities, the OSCR determines whether bodies are charities, facilitates their compliance with legislation and investigates any apparent misconduct.

1.5.2 Scottish Forestry

Woodland management operations carried out by the CCW following community acquisition will be regulated by Scottish Forestry (SF). SF is the Scottish Government agency responsible for forestry policy, support and regulation. SF will be responsible for the approval of CCW’s management plan and the award of certain grants. They will also be responsible for ensuring compliance with relevant standards.

2. Strategy

2.1 Aims and objectives

3.1.1 Overview

Key aims and objectives of the project are as follows:

- Improve recreational access to the woodland
- Enhance habitat provision within the woodland
- Provide educational opportunities
- Preserve historic environment features

2.1.2 Enhanced community access

Over time, inclusive access within Craigielands Woodland has been gradually eroded through the closure of old roads and paths, which has been recently exacerbated by storm damage and felling operations. CCW, through community ownership, aims to open up the woodland to the community and visitors once again, with a network of waymarked paths, seats and information boards, incorporating inclusive design principles.

2.1.3 Wildlife conservation

It is recognised that there are a number of opportunities within the woodland to improve habitat provision for key species. In particular, there is a strong aspiration to participate in red squirrel protection, develop butterfly glades, and encourage the spread of woodland flora.

2.1.4 Preservation of historic environment

Craiglelands Woodland contains significant archaeological interest, from a range of historical periods. These features tell a vivid story of the history of the local area. Community ownership will help ensure that these features are not only preserved for future generations, but are also more widely understood by local residents, contributing to greater sense of place and identity.

2.1.5 Education and training provision

An objective for community ownership of Cragielands Woodland is the provision of educational opportunities. This will include forest walks for school-age children, introducing sustainable woodland management and wildlife. In addition, there are aspirations to deliver wildlife walks, focused on, for example, woodland birds, bats, wildflowers and fungi.

Through collaboration with local partners, such as schools, colleges and other training providers, it is expected that the woodland will be a useful venue for the hosting of events organised by third parties, such as chainsaw, and firewood production courses.

2.2 Project timescales and milestones

2.2.1 Assumptions

For the purposes of the below timescales, it is assumed that the asset purchase will complete on or before 1st September 2025, and the project's fiscal year will run 1st September to 31st August. In the event that community acquisition happens prior to, or after this date, then the indicative timescales should be adjusted accordingly.

2.2.2 First fiscal year

In the first fiscal year following acquisition, revenue to fund project activities will be generated through the harvesting of mature standing timber. Initial expenditure will focus on re-opening existing paths and restoring public access provision to where it was prior to Storm Arwen and larch harvesting in 2020/21. Initial signage and information boards will be erected, and urgent maintenance work carried out (including re-planting of recently felled blocks).

In year 1, fundraising efforts will also commence in earnest, with the objective of developing recurrent revenue to cover baseline expenditure (e.g., insurance, general maintenance and professional services) and a small surplus. Timber and grant income, which will be additional to this, can then be used to cover specific project activities or capital spends.

At the end of year 1, the project's objectives and cash position will be reviewed by the trustees and membership, with remedial action agreed, if required. For example, if the cash position of the project is adverse to budget, then opportunities to raise additional revenue or reduce/defer spending will be considered.

2.2.3 Subsequent years

In year 2 to 5, further path improvement works will focus on the formation of new paths including the development of more inclusive access wherever possible. This will include handrails and seating provision. Initial harvesting coupes will be replanted, and crop maintenance will be carried out within all young plantation areas. There is an aspiration that at this point, recurrent revenue will cover baseline expenditure.

At the end of year 5, the project's objectives and cash position will once again be reviewed by the trustees and membership. The charity's reserves policy may be reviewed based on baseline expenditure experienced in the initial five years of the project. Future cash flow projections may be revised to reflect actual annual revenue and expenditure.



Figure 1: Graphical map illustrating management proposals.

3. Market appraisal

3.1 Beattock

3.1.1 Outdoor recreation provision

Other free-to-access nature-based recreation options in the local area include:

- Moffat Community Nature Reserve
- Gallow Hill Community Woodland
- Carrifran Wildwood

Moffat Community Nature Reserve is focused on wetland conservation on a former quarry site. The site includes an accessible path and provides opportunities for school groups to contribute to conservation projects.

Moffat Community Woodlands is a community woodland project on Gallow Hill in Moffat. The project's objectives are to convert the former productive conifer woodland into native broadleaf and promote recreational access. The project provides volunteering opportunities, accessible paths, shelters, and seating.

Carrifran Wildwood is focused almost entirely on conservation and related education and research. The project aims to re-create a valley of "wooded wilderness" to provide a haven for Scottish plants and animals which have been absent or sparse in the local area. Some volunteering opportunities are provided through the Borders Forest Trust, but there is limited recreational infrastructure, due to the strong focus on conservation. Much of the site is only safely accessible to experienced hill walkers.

For residents of Beattock to access these attractions, they must drive, walk or cycle a minimum of several miles. The 2011 census indicated that 16% of households in the Kirkpatrick-Juxta parish have no car or van, and a further 28% share one car or van between multiple adults. The proximity of Craigiellands to the village makes it more convenient for all, but particularly for those without a car or van. It would therefore be likely to receive more visitors from the parish than other local attractions.

Craigiellands has additional points of difference, with one being the aspiration to provide education and training focused on sustainable forestry. Forestry is a key part of the local rural community, yet understanding of forestry practices amongst the local population is limited, and there is a shortage of young people coming into the sector. By creating an exemplary woodland, alongside opportunities for schools, colleges and training providers to use the space, Craigiellands can help to address local skills shortages whilst also promoting best practice.

3.1.2 Tourism

Despite being a small village, Beattock and the surrounding area attracts a relatively high number of visitors each year. The village itself intersects three popular long distance walking routes: the Southern Upland Way, the Romans and Reivers Route and the Annandale Way, all of which pass close to the northern boundary of the potential community woodland.

The Southern Upland Way is particularly popular, attracting an estimated 80,000 visitors per year, with 1,000 completing the full coast-to-coast route. Beattock is a popular overnight stop location both for those traversing the full route and those exploring some of the most scenic sections through the Moffat Hills.

Beattock is also an extremely convenient overnighting location for long-distance travellers using the A74(M). Situated less than a kilometre from junction 15, this attracts additional visitors.

National Cycle Route 74, running between Carlisle and Glasgow, passes by Beattock on the A701. This route is popular with Land's End to John o'Groats cyclists.

Past research strongly indicates that visitors are attracted to Dumfries and Galloway for its natural beauty. Out of the annual average of 5.7-million day trips to Dumfries and Galloway (between 2016 and 2018), over 1.3 million were for a short walk (up to 2 miles), sightseeing on foot, or to watch wildlife. A further 700,000 were motivated by a long walk (over 2 miles) or to visit a historic site.

3.1.3 Outdoor learning

Local education providers consider outdoor learning to be an important part of their curriculum and have expressed strong support for the project. The Beattock Nursery (part of the Beattock and Moffat Academy Cluster) shared:

“We enjoy visiting areas such as the Heritage Park, play park and the ponds within the Manor Park. We would very much welcome a new community area and would be delighted to be involved with [the CCW] team.”

Beattock Nursery has also expressed an interest in using the woodland to provide experiences such as Forest School or Outdoor Classroom. According to the Forest School Association's database of recognised providers, the closest Forest School to Beattock is 45 miles away in Hamilton.

3.1.4 Demographics

Scotland's census in 2022 recorded the population within the wider parish as 854, with the village itself accommodating between 500 and 600. Among these 854 people, there was a fairly even age distribution between the ages of 0 and 80.

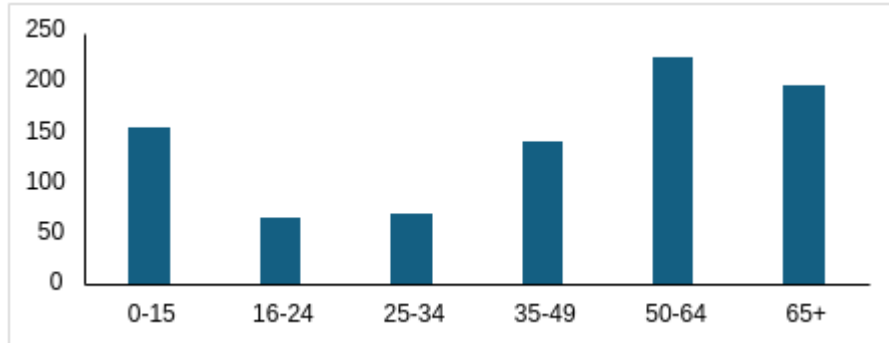


Figure 2: Chart showing Kirkpatrick-Juxta population by age group (Scotland's Census, 2022).

The prevailing ethnic group within the parish in 2022 was White Scottish, accounting for 69% of the population, followed by White Other British (26%). The remaining 5% comprises individuals from other white, African, African Scottish, Asian, Asian Scottish or mixed ethnic groups.

3.1.5 Summary

A key aspiration of the project is that it should provide benefits for the entire community within the Kirkpatrick-Juxta parish, including all of the demographics described above. Similar projects exist in the locality, but the Craigielslands project is expected to be complementary to these rather than competitive. Crucially, it will provide access to woodlands for those in the community who do not have access to a car, secondly, it will be accessed by local education providers, and thirdly, it will be well-located for the many tourists who visit the village.

3.2 Marketing strategy

3.2.1 Pricing

The core community benefits provided by the community woodland will be free at the point of use. This will include waymarked, inclusive walking trails and enhanced biodiversity. Some activities, such as guided wildlife walks, may be provided with a suggested donation, which will provide a fundraising opportunity without creating a financial barrier to access.

3.2.2 Positioning

As outlined in section 4.1, other free-to-access outdoor recreation facilities are available in the local area, however, these are not easily accessible without access to a car or van. The project is therefore providing an additional service to residents of Beattock and the Kirkpatrick-Juxta parish.

The offering is further differentiated from other free-to-access projects in the locality through a focus on sustainable timber production. Like other projects locally, such as the Moffat Community Woodland, key objectives of community ownership are to enhance community cohesion and increase biodiversity. However, at Craigiels Woodland there is also an additional aspiration to raise awareness about sustainable woodland management practices, facilitate training to help address skills shortages, and create an exemplary woodland which showcases best practice.

3.2.3 Promotion

To promote the work of the community woodland, engagement activities will be carried out with the objective of reaching members of the community, tourists visiting the local area or day-trip visitors from elsewhere in the region. This will include press releases in the local newspaper, a social media presence, and leaflets posted in local shops and accommodation providers. These activities can be actioned by volunteers and be funded by a very modest budget.

4. Financial appraisal

4.1 Financial model

4.1.1 Overview

The project will be operated on a not-for-profit basis, with the objective of providing public benefits which are additional to those delivered by other projects and organisations in the locality. As far as possible, the project will be supported by a number of revenue streams. This will include a capital grant from the Scottish Land Fund and revenue grants from other funders on an ongoing basis, supplemented by timber income and donations.

The objective will be for predictable recurrent revenue (such as corporate sponsorship, fees for hosting courses and recurring donations) to cover routine expenditure, so that the project remains cash positive in years where timber income and grant income cannot be realised. Income from timber and grants can instead be used to fund specific project development activities (such as the creation of new paths) and the funding of an unrestricted cash reserve. This cash reserve will protect the long-term sustainability and resilience of the charity. It will also provide funders with confidence, and in-turn help to generate further grant revenue.

4.1.2 Routine expenditure

The greater proportion of projected expenditure is not time sensitive and could be reduced or deferred in response to unforeseen expenses or lapses of income. However, a minimum amount of routine expenditure will be necessary to maintain the day-to-day running of the project, including insurance premiums, professional services fees and a general maintenance contingency.

Table 1: Table outlining forecasted recurring expenditure.

Item	Description	Projected annual cost
Insurance premiums	Public liability insurance, employer's liability insurance, crop insurance.	£1,500
General maintenance	Contingency sum to cover urgent repairs and clearance of windblown trees.	£2,500
Professional services	To cover tree safety surveys and preparation of annual accounts.	£1,000

4.1.3 Project development expenditure

To achieve the objectives of the project, additional revenue expenditure will be required to develop specific aspects of the woodland. This includes path improvement works, initially to re-open blocked paths, and subsequently to create additional routes. These paths will be waymarked, so a budget must also be made for signs and information boards.

To enhance habitat provision and the resilience of the woodland, re-planting expenses will also be incurred early in the project. This would include planting in ex-larch blocks recently felled under an SPHN, it would also include the restocking of Norway spruce blocks felled in the first year of the project.

Table 2: Table outlining project development expenditure.

Item	Description	Projected cost
Initial path re-opening works	Re-open established paths through clearance of windblow and minor ground works. Inspect tree safety along these routes and establish regular inspection program.	£1,500
Information boards and signage	Establish threshold signage including information about the project, and information on walking routes.	£3,000
Dry stone dyke repairs	Repair damage to the drystone dyke along the property's western boundary.	£3,000
Enrichment planting (Conifer)	Re-plant ex-larch areas at the southern end of the property with an alternative conifer species.	£1,068
Enrichment planting (Broadleaves)	Re-plant ex-larch areas at the northern end of the property with broadleaves (protected by stakes and tubes).	£9,828
Ongoing path improvement works	Establish new walking routes, incorporating inclusive design principles.	£10,000
Restock planting (Conifer)	Re-plant areas felled in year 1 of the project with suitable conifer species.	£4,830

4.1.4 Timber income

The harvesting of existing windthrow and over-mature crops has potential to provide a useful injection of cash at the outset of the project. Even if relatively low prices were offered, this estimated income of at least £47,150 would fund re-planting of failed ex-larch crops, as well as initial efforts to re-open walking trails, and still provide a generous cash reserve. Securing an advance on this timber income may also contribute to the property acquisition costs.

In practice, the two coupes that have been identified would be sold as a single unit, at a single rate per tonne, or lump sum offering. For costing purposes, however, the value of each coupe has been estimated individually, to provide high- and low-income scenarios.

Table 3: Table outlining timber price scenarios for marketable coupes.

		Coupe B (windthrow) price per tonne (530t)			
		£15	£20	£30	£40
Coupe A price per tonne (980t)	£40	£47,150.00	£49,800.00	£55,100.00	£60,400.00
	£45	£52,050.00	£54,700.00	£60,000.00	£65,300.00
	£50	£56,950.00	£59,600.00	£64,900.00	£70,200.00
	£55	£61,850.00	£64,500.00	£69,800.00	£75,100.00
	£60	£66,750.00	£69,400.00	£74,700.00	£80,000.00
	£65	£71,650.00	£74,300.00	£79,600.00	£84,900.00

These potential prices are considered realistic and conservative estimates for the two coupes based on the author's knowledge of local markets. The median of these scenarios would be a combined income of £65,100, which will be used for the purposes of budgeting.

An alternative approach would be to apply the most recently reported national average coniferous standing sale price of £30.22/m³, but this average encompasses a wide range of site types and geographies and is unlikely to be representative of Craigiellands. Applying this average price to the two coupes would indicate an income of £50,835, which is still higher than the lowest price scenario shown in the table above.

4.1.5 Grant income

Grant funding is available from a number of private sector sources to support the project outcomes. In addition, Scottish Forestry offer grant funding to support woodland management activities.

SF funding is dependent on having an approved management plan in place. The eligibility requirements of grant options are sometimes complex and the funding itself is subject to change. Specifically, funding is available for the following activities which are aligned with the project’s objectives.

Table 4: Table outlining Forestry Grant Scheme options which may be applicable to the project.

Category	Option	Payment rate(s)	Notes
Sustainable Management of Forests	Public Access – Rural Woods	£100/ha/yr (up to 5 years)	<ul style="list-style-type: none"> This is intended to fund tree/path safety inspections and maintenance of paths and signage. An eligible hectare is 200m of path, up to the total area of the woodland or £10,000 per management unit. Must have approved management plan.
	Native Woodland	£25/ha/yr (up to 5 years)	<ul style="list-style-type: none"> This is intended to fund deer control and monitoring of habitat impacts (including non-native species encroachment). Must have approved management plan.
	Species Conservation – Grey Squirrel Control	£200/trap/yr (up to 5 years)	<ul style="list-style-type: none"> Must have approved management plan.
Woodland Improvement Grant	Habitats and Species	Costs for specific items	<ul style="list-style-type: none"> Funds a range of habitat improvement operations, including the below. Bracken control. Rhododendron eradication. Restoring drystone dykes. March fencing. Woodland thinning. Must have approved management plan.
	Restructuring Regeneration	£550/ha (one off payment)	<ul style="list-style-type: none"> Species diversity requirements will almost certainly be met by default. Must have approved management plan.

Other applicable grant funds include:

- Co-op Local Community Fund – average payment of £2,777 per project. Supports projects which “enable people to save and restore nature or tackle climate change.” Favours local charities with an annual income of less than £1 million.
- Crown Estate Scotland Community Capacity Grants Programme – payments of up to £50,000. Provides early-stage support for local projects which create self-sustaining community enterprises or contribute to the regeneration of places.
- Paths for All – community groups and charities in Scotland can apply for up to £1,800 to maintain, upgrade, create and promote community path networks.
- Clyde Community Fund – wind farm funding allocated to projects in local communities (see section 5.1.8).
- Scottish Forestry Community Fund – an SF grant outside of FGS which can be used to fund schemes that promote physical activity or costs incurred by community bodies when developing a CATS application.
- Sustrans Love Your Network grant – aimed at community groups close to the National Cycle Network to enhance spaces along a cycle path, or help local wildlife.
- Safe Deposits Scotland Community Fund – grants of up to £5,000 awarded quarterly.
- Matthew Good Foundation – a grant scheme designed to direct funding only to small and growing local charities, with a simple application process. Awards are between £2,000 and £5,000.
- Trainhugger and Green The UK – offer money from train users and businesses to help Royal Scottish Forestry Society members to plant trees, at a rate of £0.50 per tree (a significantly higher payment rate than equivalent SF restocking grants).

Many grant funds require organisations applying to already have a financial track record and/or a cash reserve of a certain size. This may be restrictive in the early years of the project, so grant funds aimed at nascent charities (such as the Matthew Good Foundation) may be particularly useful. Building a strong cash position in the early years of the project may help to increase access to grant funds in the future.

The additional (non-FGS) grant funding outlined above will not be explicitly budgeted for, but opportunities to access this income will be actively explored and will be used to deliver outcomes which are additional to budgeted activities. This reflects the competitive nature (and therefore unpredictability) of grant bids.

4.1.6 Other income

The marketing of standing timber in the first year of the project has potential to generate substantial revenue, which could support the project for a number of years, and grant income can support specific project development activities. However, additional recurrent revenue should be raised to keep the project cash flow positive in the longer term.

An element of income is expected through donations. Information boards within the woodland will share details of the project and have a QR code allowing visitors to make a donation from their mobile. This approach is aimed at occasional or one-off visitors to the woodland. The boards will have a suggested donation of £5, and assuming 100 visitors per year donate this amount, this would raise £500 annually.

Secondly, recurring donations will be encouraged via marketing content on social media and in the local newspaper. If 30 local donors sign up to donate £3 per month, this would raise £1,080 per year.

Thirdly, corporate sponsorship will be investigated. The village is home to several small to medium sized businesses who will be approached for corporate sponsorship, with a suggested donation of £500 per year. If four businesses are willing to contribute at the suggested amount, £2,000 will be raised annually.

Finally, the hosting of events at the woodland will generate revenue. Events organised by CCW, including wildlife walks, will be run by volunteers at no cost, and attendees will be charged a suggested donation of £12 per person. Assuming six courses can be run per year, and five attendees on each course are in a position to make a donation, £360 will be raised annually.

Third party training providers will be invited to use the woodland as a venue for hosting their courses (e.g., chainsaw courses). For this, the CCW would ask for a donation (a suggested amount of £100). Assuming six courses are run per year, this could raise £600.

In total, this other income from donations and fundraising activity amounts to £5,040, which would cover the routine expense items identified (£5,000) and balance the budget in a year with no project development expenses.

4.1.7 Reserves policy

To de-risk the charity from lapses in income or unforeseen expenditure, an unrestricted cash reserve will be maintained.

This cash reserve will be set at the value of three year's routine expenditure (including insurance premiums, general maintenance, and professional services fees). This ensures that the project can continue to operate for three fiscal years, in the extremely unlikely event that all income suddenly ceases.

Initially, this reserve will be set at £15,000 based on financial projections, and it will be funded by timber income in year 1. The reserve will then be maintained by keeping the project cash-flow positive as far as possible. The reserve amount should be reviewed at the end of year 5, and revised to reflect actual routine expenditure, based on the past five years' accounts.

If a need arises to spend reserve funds, this should trigger urgent fundraising and/or a review of expenditure, to restore the project to a cashflow positive position and re-fund the reserve as soon as possible.

4.1.8 Property acquisition

The acquisition of the property itself is expected to be primarily funded through the Scottish Land Fund (SLF) Stage 2 funding. The SLF will fund up to 95% of the market value, with a minimum of 5% of funding coming from other sources.

The property has been independently valued by Goldcrest Land & Forestry at £295,000 in August 2024. A discount of £68,228 has been requested through CATS in recognition of forecast public sector savings, the replacement cost of planned recreational infrastructure, and the gross value added of volunteer labour in the first five years. The offered price is therefore £226,772.

An application to the Clyde Community Fund (CCF) has been made for up to £50,000 to supplement SLF Stage 2 funding, which would contribute 22% of the proposed purchase price. The CCF has £75,456 available for the Kirkpatrick-Juxta parish and the aims and criteria of the fund are well aligned with the proposed community woodland.

The CCF has a two-stage application process for grants of this size, and the decision on the initial enquiry is expected in September 2024. If this is successful, then a longer form application will be submitted, with a decision expected in March 2025.

If the CCF application is unsuccessful, other fundraising options are available. The required 5% of the property value could be funded through an advance sale of timber to a purchasing company, or through alternative grant funding. This may delay the acquisition or incur additional legal fees.

4.2 Cash flow projections

4.2.1 Five-year cashflow (detail)

The full, annotated cashflow for the first five years (sixty months) of the project (with monthly detail) post-acquisition is included as appendix A. It is summarised graphically below.

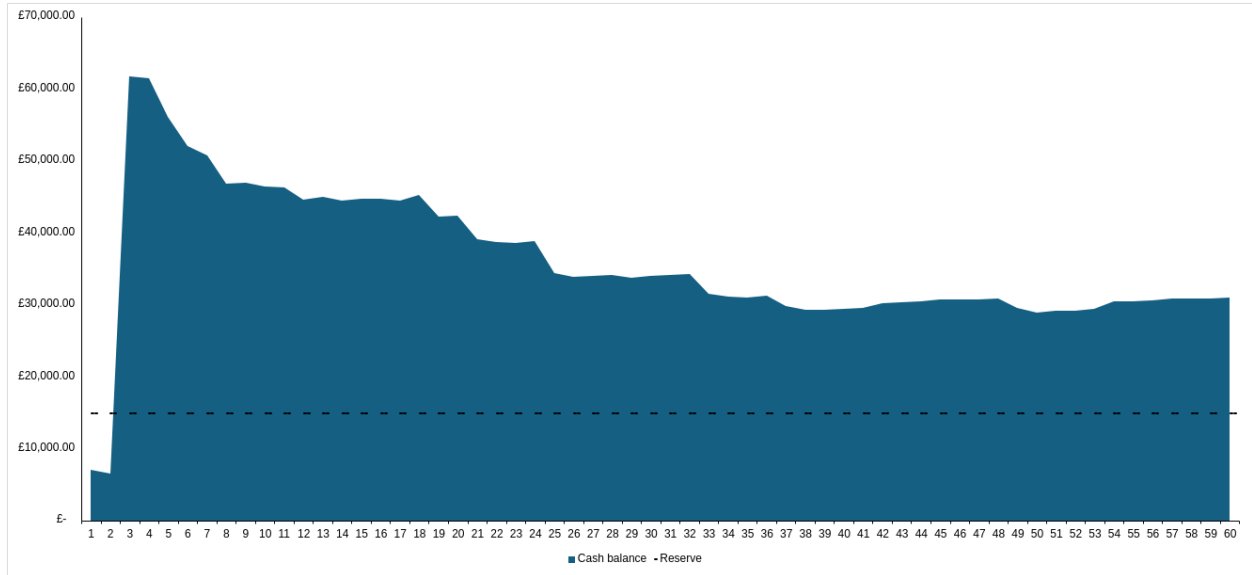


Figure 3: Forecast cash balance of the charity over the first 60 months (five years) post-acquisition.

4.2.2 Twenty-five-year cashflow (outline)

The full, annotated cashflow for the first twenty-five years of the project post-acquisition is included as appendix B. It is summarised graphically below.

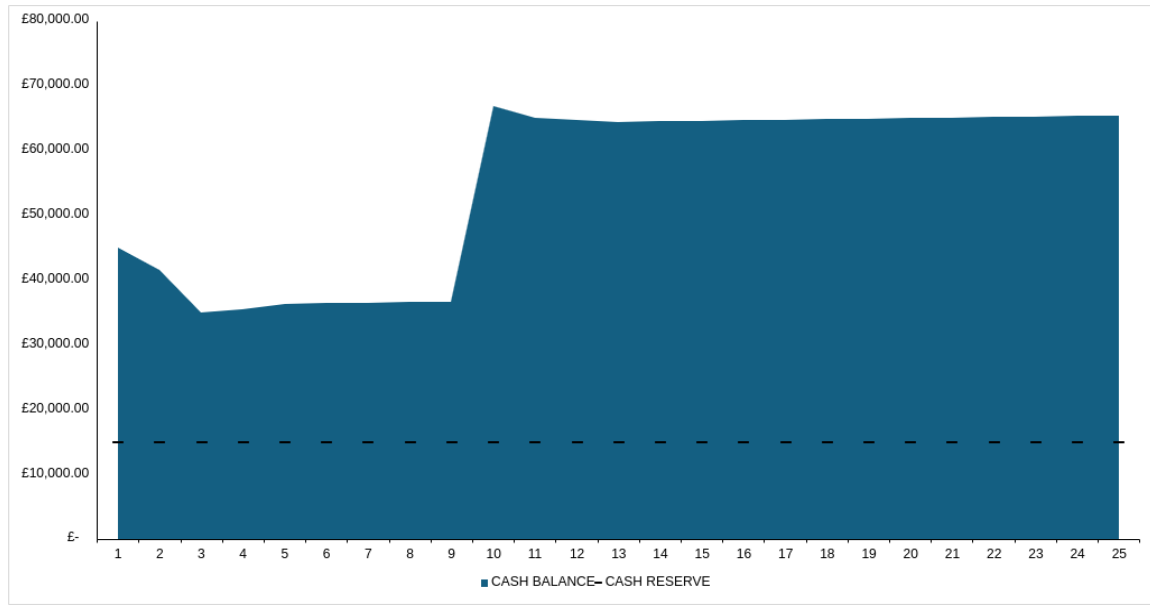


Figure 4: Forecast cash balance of the charity over the first 25 years post-acquisition.

4.3 Assumptions

4.3.1 Overview

The 5-year and 25-year cash flows produced for the purposes of this business plan rest on a number of assumptions which are described below.

4.3.2 Donations

The cash flow assumes that 50 visitors to the woodland each year will donate an average of £5 to the project as a one-off donation. This will be encouraged via threshold signage, including QR codes for ease of payment.

In addition, the cash flow assumes that at least 30 local residents will sign up to contribute a regular donation of £3 per month.

Finally, the cash flow assumes that £2,000 will be available annually from corporate sponsors.

The impact of these targets not being met is considered in section 5.5.2.

4.3.3 Contractor labour

Budget sums for all operations, including ground preparation, tree clearance, path improvement and restock planting, assume that professional contractor labour will be used for the works.

It is expected that an element of this work will, in practice, be carried out by volunteer labour and save costs at time of implementation. By budgeting full price, flexibility is retained for the project team to use third parties where internal resources are stretched. Budget sums are therefore conservative estimates of expenditure, and opportunities for cost reduction exist.

4.3.4 Timber income

Projected income in year 1 of £65,100 is based on a conservative estimate of the crop's value. This is based on a known quantity of timber, which has been measured, but uncertainty around the cost of harvesting. The coupe will present some challenges for harvesting, such as widespread windthrow, some exceptionally large trees, and a requirement for traffic control. These factors will affect the price offered.

In other words, a relatively low price is expected (relative to current market prices), but this has already been mitigated for.

In year 2, it is assumed that £1,500 can be realised through hardwood thinning. This is an estimate based on the area of hardwoods which is suitable for thinning but will be subject to management plan approval and successful marketing to a local buyer.

In year 10, the felling of the remaining Norway spruce is budgeted (£30,000). The timing of this is uncertain, and can be flexed to suit the project's objectives, but it is highly likely to fall within the initial 25-year of the project, due to the maturity of the crop.

This Norway spruce is again priced conservatively, at just £40/t, based on current volumes. This is likely to be surpassed, as the medium to long-term outlook for timber prices is strong, and the crop will continue to accumulate volume in the meantime. By pricing conservatively, we mitigate against unforeseen issues and catastrophic windthrow.

4.4 Sensitivity analyses

4.5.1 Overview

To mitigate against the use of assumptions in the 25-year cash flow, a number of potential scenarios were tested in order to review their impact on the project's cash position. These were:

- No availability of grant income.
- Donation income is lower than budgeted.
- Insurance costs double.
- Low prices offered for standing timber.

4.5.2 Absence of grant income

Limited grant income is included in the 25-year cash flow, but figures are budgeted for certain FGS grants (native woodland and public access) and a re-planting grant. Grant schemes are subject to change, and application windows may not align with project activities, so this income should not be relied on.

As shown below, excluding all grant income from the 25-year cash flow has little effect. Note that this does not include woodland acquisition funding which is outside the scope of this cash flow.

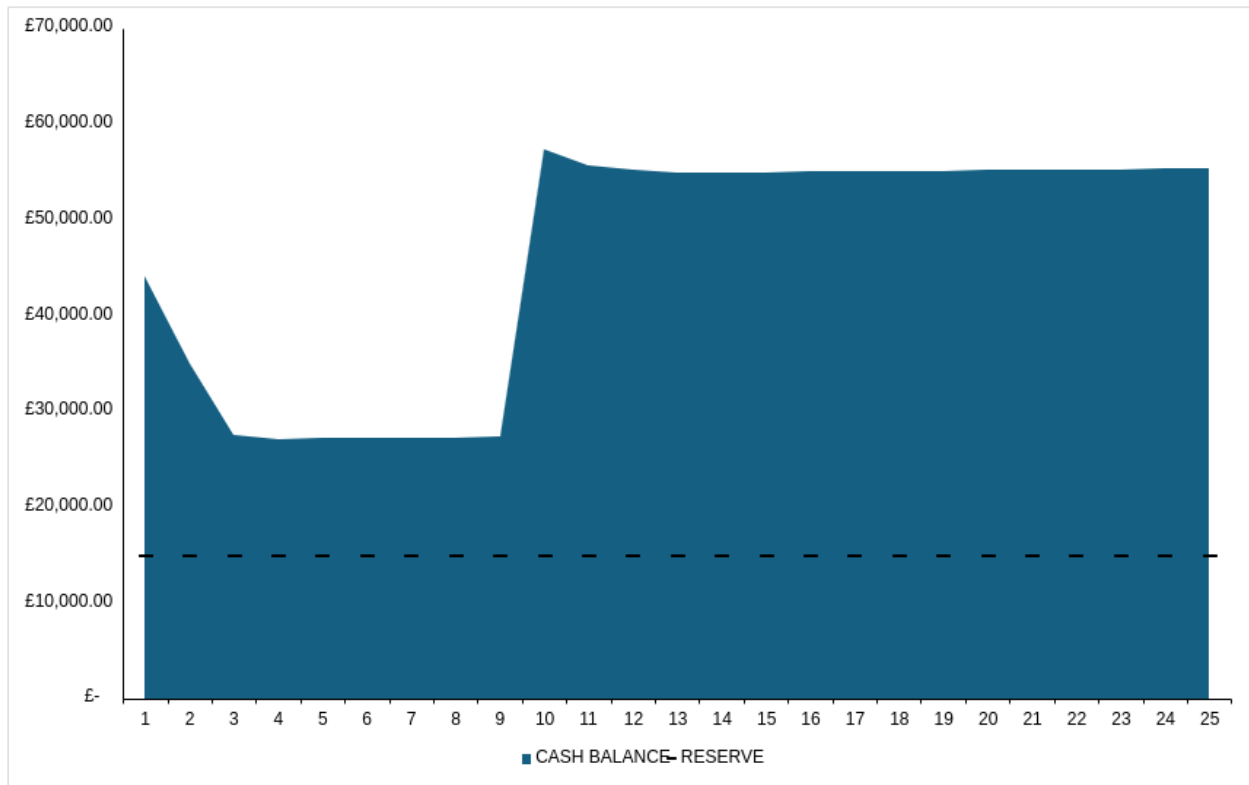


Figure 5: Forecast cash balance of the charity in the event that no revenue grant income is received.

4.5.3 Limited donations

The budgeted figures for donations are based on a number of assumptions, and there is a possibility that income will be lower than anticipated. The figure below shows the impact on the project’s cash flow if income from donations was half of the budget amount.

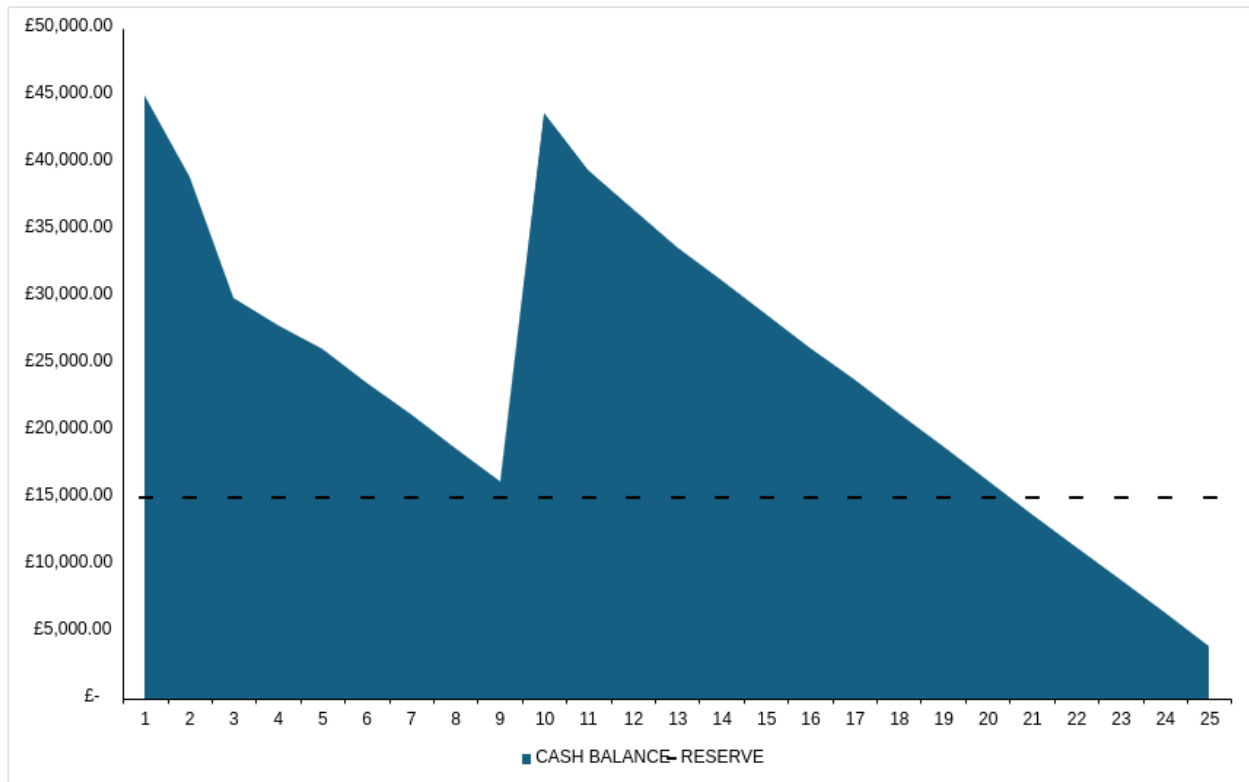


Figure 6: Forecast cash balance of the charity in the event that donation receipts are half of the forecast amount.

This would mean that in a year with no other income (such as grant or timber revenue) the project would have a deficit of £2,480, and the project’s cash position would erode over time. However, due to the strong opening balance from timber income, the project would still have a cash surplus (excluding the charity’s cash reserve) until the end of year 21. This would therefore provide ample time to respond to the ongoing deficit, through fundraising efforts and/or cost engineering.

4.5.4 Insurance price hikes

Insurance premiums have potential to increase over and above inflation due to a number of factors or causes, such as the submission of a claim. As the insurance bill is one of the most significant annual expenses, a scenario was run whereby the annual premium was doubled for the full 25-year period.

This would push the project into an annual deficit of £1,460. However, even if this were the case from fiscal year 1, the project would still have a cash surplus (over and above the cash reserve) at the end of year 25. This would give ample time to respond through fundraising efforts and/or cost engineering.

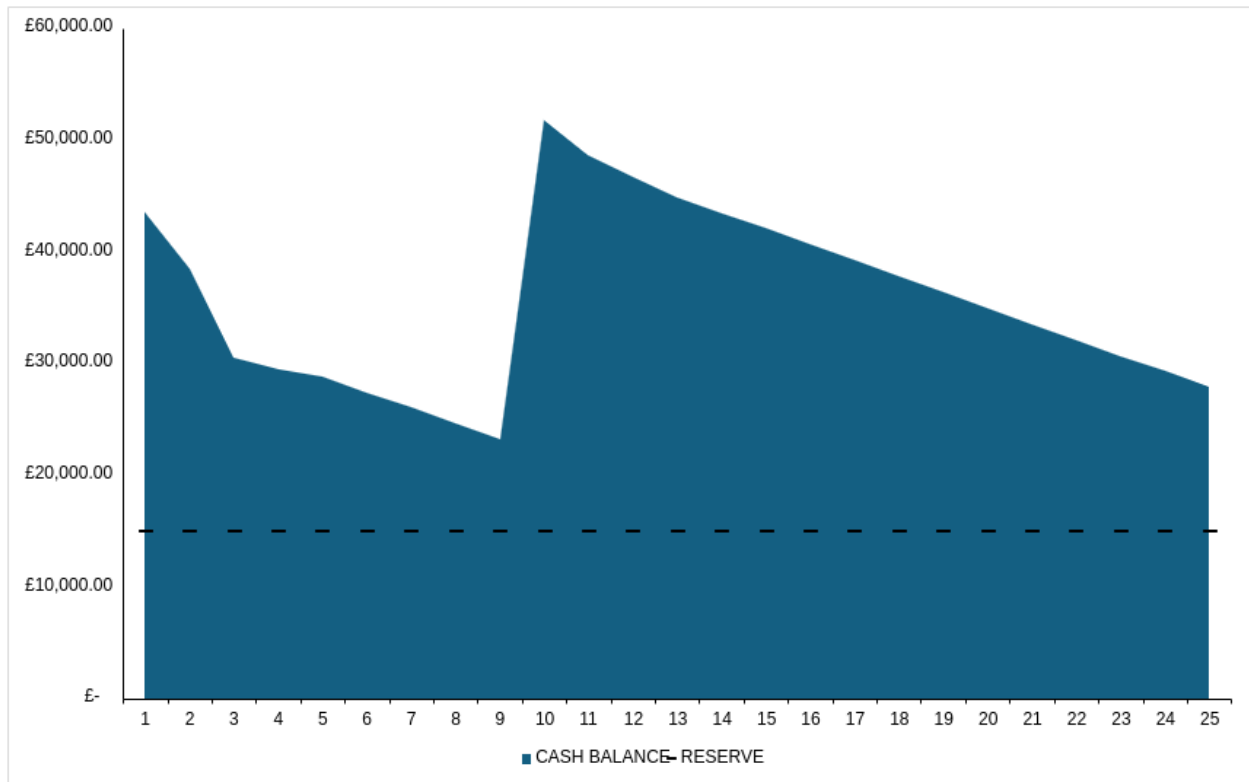


Figure 7: Forecast cash balance of the charity if insurance costs are double the budgeted amount.

4.5.5 Low prices offered for standing timber

For the purposes of producing the 5-year and 25-year cashflows, a median timber price was used, based on a range of price scenarios. For completeness, a scenario was also run whereby the lowest potential prices were offered. This would yield just £47,150 of income in year 1 compared to the £65,100 which is anticipated.

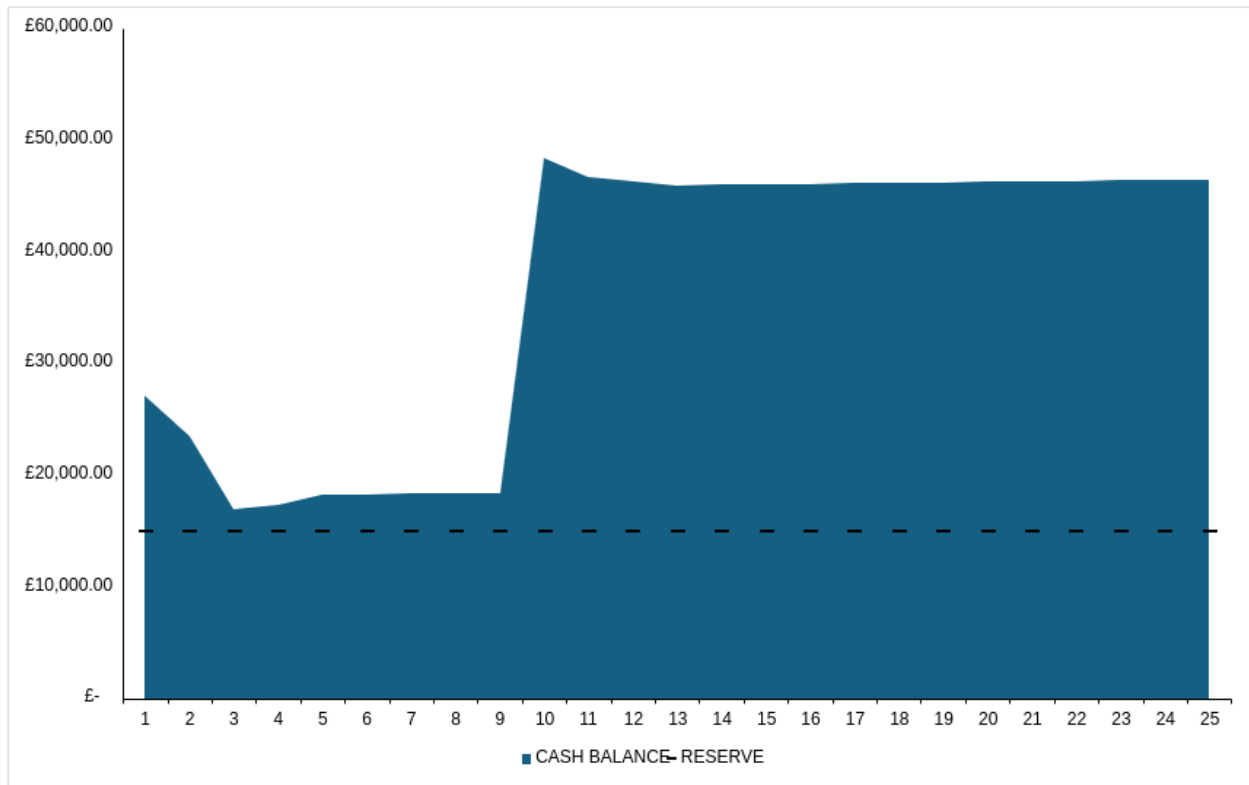


Figure 8: Forecast cash balance of the charity if low prices are offered for standing timber in year 1.

In the event that low prices are offered in year 1, the charity’s cash position would be affected in the early years of the project, and the cash-in-hand would be close to the reserve threshold by year 4. However, this would be temporary, with the cash position recovering by the end of year 5. Opportunities to reduce or defer spending in years 1 to 4 could be taken if the impact of this was more acute than forecast.

5. Analysis of major risks

5.1 Acquisition and project initiation.

The following risks relate to the time period between submission of applications for Stage 2 SLF funding/FLS asset transfer request, and through the first-year post-acquisition.

Table 5: Analysis of risks and mitigations - acquisition and project initiation.

Risk	Likelihood	Impact	Mitigation
CATS application fails Evaluation Panel Assessment	Low	Project unlikely to proceed	High quality application submitted, supported by robust feasibility assessment and management plan.
CATS Best Value Assessment recommends no discount on market value	Low/Medium	Increased acquisition cost	As above, ensuring application demonstrates strong performance against key scoring criteria.
Funding bid to SLF is unsuccessful	Medium	Project unlikely to proceed	High quality application demonstrating project sustainability, and strong community support.
CCW unable to raise requisite additional funding for acquisition	Low	Project unlikely to proceed	High quality application submitted to Clyde Community Fund. Other options investigated, such as securing advances on timber income post-acquisition. Produce robust fundraising plan with multiple funding options.
Significant fall in timber prices	Low	Reduced income at outset of project	Medium/long-term price forecasts are positive. Flexibility to defer part of the proposed standing sale during short term depressions in price.
Severe windthrow in woodland prior to marketing of planned standing sales	Low	Reduced income at project outset and increased expenditure on restoring access	Market standing sales as soon as possible post-acquisition. Ensure availability of cash for emergency clearance. Market and recover affected timber as quickly as possible.
Delays in RPID registration, Management Plan	High	Delays in implementation of projects	Ensure good quality, right-first-time applications and paperwork are submitted to SF. Ensure

approval or other FGS dependencies		and access to grant funding	applications are submitted in a proactive and timely manner.
FGS applications unsuccessful	Low	No access to grant funding	Financial planning should consider scenarios where anticipated grant funding does not come in. Consider expenditure which could be curbed or deferred to offset lower than anticipated revenue.

5.2 On-going risks

The following risks relate to day-to-day management of the project once it is up and running.

Table 6: Analysis of risks and mitigations - ongoing.

Risk	Likelihood	Impact	Mitigation
Lack of community engagement and willing volunteers	Low	Delays in implementation of projects, increased expenditure on contractors and consultants	Maintain regular engagement with prospective volunteers. Ensure volunteer opportunities are inclusive and promoted effectively.
Lack of time capacity amongst key project contributors	Medium	Delays in implementation of projects	Robust governance and oversight from trustees. Proactively consider engagement of consultants for time critical tasks so they do not drift.
Anti-social behaviour (e.g., fly tipping)	Low	Deterrent to responsible recreation, impacts on local residents and increased costs	Ensure fly tipped waste is cleared quickly to discourage ‘copycat’ activity. Engage with local community police offers reporting any incidents which occur.
Fire	Low	Damage to trees and ground vegetation,	Maintain diverse forest composition to minimise severity of potential fires. Consider warning signage during high or

		costs for reinstatement, risk of damage to neighbouring property	extreme risk periods, which advises visitors to the woodland to avoid introducing any potential sources of ignition (e.g., cigarettes, camping stoves, barbecues).
Pests and diseases	Medium	Tree mortality, requirement for sanitation felling	Encourage project volunteers to actively and passively monitor for signs of pests and disease. Notable observations should be reported to Forest Research via TreeAlert. Take sensible biodiversity precautions (e.g., cleaning tools, vehicles and footwear). Maintain species diversity to reduce the potential impact of specific pests and pathogens.

6. Monitoring and evaluation

The charity's performance against its objectives will be measured by a series of quantitative and qualitative performance indicators, as described in the table below.

Table 7: Monitoring and evaluation framework.

Objective	Sub-objectives	Indicator of objective being met	How will it be measured	How often will it be reviewed
Increase recreational access to the woodland	<ul style="list-style-type: none"> Open up existing paths Create additional paths Create more inclusive paths 	<ul style="list-style-type: none"> Increased visitor numbers across all demographics Good levels of volunteer engagement 	Visitor survey: Site surveys or questionnaires	Annually
Enhance habitat provision within the woodland	<ul style="list-style-type: none"> Protect and expand woodland ground flora Provide opportunities for pollinators Participate in co-ordinated red squirrel conservation efforts Remove rhododendron 	<ul style="list-style-type: none"> Increased prevalence of key species Reduced cover of rhododendron 	Baseline surveys compared with follow-up surveys	Every two years
Provide educational opportunities		Woodland is regularly used by school and college groups for training	Regular use by local educators	Every two years
Preserve historic		Archaeological features are		Every five years

environment features		more accessible, are clearly marked with information boards, and are protected from damage from vegetation Increased awareness of local archaeology amongst the local population (questionnaire)		
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Appendix A – Five-year cash flow projections

		Year 1					
Cost item	01-Sep	01-Oct	01-Nov	01-Dec	01-Jan	01-Feb	
Expenditure	Insurance premiums	-£ 1,500.00					
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services	-£ 150.00	-£ 600.00				
	Path improvement works	-£ 500.00				-£ 500.00	
	Information boards/signage	-£ 500.00					
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)					-£ 4,914.00	-£ 4,914.00
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance						
Income	Subscriptions	£ 20.00					
	Timber income	£ 10,000.00		£ 55,100.00			
	Grant income (FGS)						£ 825.00
	Grant income (Other)						
	Monthly donations	£ 15.00	£ 15.00	£ 15.00	£ 30.00	£ 30.00	£ 30.00
	One-off donations	£ 10.42	£ 10.42	£ 10.42	£ 10.42	£ 10.42	£ 10.42
	Hosting of courses	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00
	Corporate sponsorship	£ 250.00	£ -	£ -	£ 250.00	£ -	£ -
Totals	Total In	£ 10,335.42	£ 65.42	£ 55,165.42	£ 330.42	£ 80.42	£ 905.42
	Net In	£ 7,060.42	-£ 534.58	£ 55,165.42	-£ 294.58	-£ 5,333.58	-£ 4,008.58
	Cash balance	£ 7,060.42	£ 6,525.83	£ 61,691.25	£ 61,396.67	£ 56,063.08	£ 52,054.50
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 1					
Cost item		01-Mar	01-Apr	01-May	01-Jun	01-Jul	01-Aug
Expenditure	Insurance premiums						
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services					-£ 250.00	
	Path improvement works		-£ 500.00				
	Information boards/signage		-£ 500.00				
	Dry stone dyke repairs		-£ 3,000.00				
	Restock planting (Conifer)	-£ 1,068.00					-£ 1,820.00
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance				-£ 252.00		
Income	Subscriptions						
	Timber income						
	Grant income (FGS)						
	Grant income (Other)						
	Monthly donations	£ 45.00	£ 45.00	£ 45.00	£ 60.00	£ 60.00	£ 60.00
	One-off donations	£ 10.42	£ 10.42	£ 10.42	£ 10.42	£ 10.42	£ 10.42
	Hosting of courses	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00
	Corporate sponsorship	£ 250.00	£ -	£ -	£ 250.00	£ -	£ -
Totals	Total In	£ 345.42	£ 95.42	£ 95.42	£ 360.42	£ 110.42	£ 110.42
	Net In	-£ 1,347.58	-£ 3,904.58	£ 95.42	-£ 516.58	-£ 139.58	-£ 1,709.58
	Cash balance	£ 50,706.92	£ 46,802.33	£ 46,897.75	£ 46,381.17	£ 46,241.58	£ 44,532.00
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 2					
Cost item	01-Sep	01-Oct	01-Nov	01-Dec	01-Jan	01-Feb	
Expenditure	Insurance premiums	-£ 1,500.00					
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services		-£ 750.00				
	Path improvement works	-£ 2,500.00					
	Information boards/signage	-£ 500.00					
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)					-£ 260.00	
	Beat-up planting (Broadleaves)				-£ 500.00		
	Crop maintenance						
Income	Subscriptions	£ 30.00					
	Timber income						
	Grant income (FGS)					£ 826.00	
	Grant income (Other)	£ 4,892.00					
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 5,612.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 1,016.83
	Net In	£ 487.83	-£ 559.17	£ 190.83	£ 65.83	-£ 309.17	£ 756.83
	Cash balance	£ 45,019.83	£ 44,460.67	£ 44,651.50	£ 44,717.33	£ 44,408.17	£ 45,165.00
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 2					
Cost item	01-Mar	01-Apr	01-May	01-Jun	01-Jul	01-Aug	
Expenditure	Insurance premiums						
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services					-£ 250.00	
	Path improvement works			-£ 2,500.00			
	Information boards/signage			-£ 500.00			
	Dry stone dyke repairs						
	Restock planting (Conifer)	-£ 3,010.00					
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance			-£ 500.00	-£ 532.00		
Income	Subscriptions						
	Timber income						
	Grant income (FGS)						
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 690.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 190.83
	Net In	-£ 2,944.17	£ 190.83	-£ 3,309.17	-£ 466.17	-£ 59.17	£ 190.83
	Cash balance	£ 42,220.83	£ 42,411.67	£ 39,102.50	£ 38,636.33	£ 38,577.17	£ 38,768.00
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 3					
Cost item		01-Sep	01-Oct	01-Nov	01-Dec	01-Jan	01-Feb
Expenditure	Insurance premiums	-£ 1,500.00					
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services		-£ 750.00				
	Path improvement works	-£ 2,500.00					
	Information boards/signage	-£ 500.00					
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						-£ 708.00
	Beat-up planting (Broadleaves)					-£ 570.72	
	Crop maintenance						
Income	Subscriptions	£ 40.00					
	Timber income						
	Grant income (FGS)						£ 825.00
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 730.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 1,015.83
	Net In	-£ 4,394.17	-£ 559.17	£ 190.83	£ 65.83	-£ 379.89	£ 307.83
	Cash balance	£ 34,373.83	£ 33,814.67	£ 34,005.50	£ 34,071.33	£ 33,691.45	£ 33,999.28
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 3					
Cost item		01-Mar	01-Apr	01-May	01-Jun	01-Jul	01-Aug
Expenditure	Insurance premiums						
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services					-£ 250.00	
	Path improvement works			-£ 2,500.00			
	Information boards/signage			-£ 500.00			
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance				-£ 450.00		
Income	Subscriptions						
	Timber income						
	Grant income (FGS)						
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 690.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 190.83
	Net In	£ 65.83	£ 190.83	-£ 2,809.17	-£ 384.17	-£ 59.17	£ 190.83
	Cash balance	£ 34,065.11	£ 34,255.95	£ 31,446.78	£ 31,062.61	£ 31,003.45	£ 31,194.28
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 4					
Cost item		01-Sep	01-Oct	01-Nov	01-Dec	01-Jan	01-Feb
Expenditure	Insurance premiums	-£ 1,500.00					
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services		-£ 750.00				
	Path improvement works						
	Information boards/signage						
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						-£ 331.50
	Beat-up planting (Broadleaves)						
	Crop maintenance			-£ 150.00			
Income	Subscriptions	£ 40.00					
	Timber income						
	Grant income (FGS)						£ 825.00
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 730.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 1,015.83
	Net In	-£ 1,394.17	-£ 559.17	£ 40.83	£ 65.83	£ 190.83	£ 684.33
	Cash balance	£ 29,800.11	£ 29,240.95	£ 29,281.78	£ 29,347.61	£ 29,538.45	£ 30,222.78
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 4					
Cost item	01-Mar	01-Apr	01-May	01-Jun	01-Jul	01-Aug	
Expenditure	Insurance premiums						
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services					-£ 250.00	
	Path improvement works						
	Information boards/signage						
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance						
Income	Subscriptions						
	Timber income						
	Grant income (FGS)						
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 690.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 190.83
	Net In	£ 65.83	£ 190.83	£ 190.83	£ 65.83	-£ 59.17	£ 190.83
	Cash balance	£ 30,288.61	£ 30,479.45	£ 30,670.28	£ 30,736.11	£ 30,676.95	£ 30,867.78
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 5					
Cost item	01-Sep	01-Oct	01-Nov	01-Dec	01-Jan	01-Feb	
Expenditure	Insurance premiums	-£ 1,500.00					
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services		-£ 750.00				
	Path improvement works						
	Information boards/signage						
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance						
Income	Subscriptions	£ 40.00					
	Timber income						
	Grant income (FGS)						£ 825.00
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 730.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 1,015.83
	Net In	-£ 1,394.17	-£ 559.17	£ 190.83	£ 65.83	£ 190.83	£ 1,015.83
	Cash balance	£ 29,473.61	£ 28,914.45	£ 29,105.28	£ 29,171.11	£ 29,361.95	£ 30,377.78
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

		Year 5					
Cost item	01-Mar	01-Apr	01-May	01-Jun	01-Jul	01-Aug	
Expenditure	Insurance premiums						
	General maintenance	-£ 625.00			-£ 625.00		
	Professional services					-£ 250.00	
	Path improvement works						
	Information boards/signage						
	Dry stone dyke repairs						
	Restock planting (Conifer)						
	Restock planting (Broadleaves)						
	Beat-up planting (Conifer)						
	Beat-up planting (Broadleaves)						
	Crop maintenance						
Income	Subscriptions						
	Timber income						
	Grant income (FGS)						
	Grant income (Other)						
	Monthly donations	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00	£ 90.00
	One-off donations	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83	£ 20.83
	Hosting of courses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	Corporate sponsorship	£ 500.00	£ -	£ -	£ 500.00	£ -	£ -
Totals	Total In	£ 690.83	£ 190.83	£ 190.83	£ 690.83	£ 190.83	£ 190.83
	Net In	£ 65.83	£ 190.83	£ 190.83	£ 65.83	-£ 59.17	£ 190.83
	Cash balance	£ 30,443.61	£ 30,634.45	£ 30,825.28	£ 30,891.11	£ 30,831.95	£ 31,022.78
	Reserve	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00	£ 15,000.00

Appendix B – 25 year outline cashflow projections

	Cost item	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditure	Insurance premiums	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00
	General maintenance	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00
	Professional services	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00
	Path improvement works	-£ 1,500.00	-£ 5,000.00	-£ 5,000.00	£ -	£ -
	Information boards/signage	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	£ -	£ -
	Dry stone dyke repairs	-£ 3,000.00	£ -	£ -	£ -	£ -
	Restock planting (Conifer)	-£ 2,888.00	-£ 3,010.00	£ -	£ -	£ -
	Restock planting (Broadleaves)	-£ 9,828.00	£ -	£ -	£ -	£ -
	Beat-up planting (Conifer)	£ -	-£ 260.00	-£ 708.00	-£ 340.00	£ -
	Beat-up planting (Broadleaves)	£ -	-£ 500.00	-£ 217.50	£ -	£ -
Crop maintenance	-£ 252.00	-£ 1,032.00	-£ 450.00	-£ 150.00	£ -	
Income	Timber income	£65,100.00	£ 1,500.00	£ -	£ -	£ -
	Grant income (FGS)	£ 825.00	£ 825.00	£ 825.00	£ 825.00	£ 825.00
	Grant income (Other)	£ -	£ 4,892.00			
	Subscriptions	£ 20.00	£ 30.00	£ 40.00	£ 40.00	£ 40.00
	Donations	£ 1,040.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00
	Hosting of courses	£ 480.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00
	Corporate sponsorship	£ 1,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00
	TOTAL IN	£68,465.00	£12,287.00	£ 5,905.00	£ 5,905.00	£ 5,905.00
	NET IN	£44,997.00	-£ 3,515.00	-£ 6,470.50	£ 415.00	£ 905.00
	CASH BALANCE	£44,997.00	£41,482.00	£35,011.50	£35,426.50	£36,331.50
	CASH RESERVE	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00

Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00
-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00
-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00
£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ -	£ -	£ -	£ -	£ -	-£ 1,740.00	£ -
£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ -	£ -	£ -	£ -	£ -	£ -	-£ 260.00
£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ -	£ -	£ -	£ -	£ -	£ -	-£ 200.00
£ -	£ -	£ -	£ -	£30,000.00	£ -	£ -
£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00
£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00
£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00
£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00
£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00	£35,080.00	£ 5,080.00	£ 5,080.00
£ 80.00	£ 80.00	£ 80.00	£ 80.00	£30,080.00	-£ 1,660.00	-£ 380.00
£36,411.50	£36,491.50	£36,571.50	£36,651.50	£66,731.50	£65,071.50	£64,691.50
£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00

	Cost item	Year 13	Year 14	Year 15	Year 16	Year 17
Expenditure	Insurance premiums	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00
	General maintenance	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00
	Professional services	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00
	Path improvement works	£ -	£ -	£ -	£ -	£ -
	Information boards/signage	£ -	£ -	£ -	£ -	£ -
	Dry stone dyke repairs	£ -	£ -	£ -	£ -	£ -
	Restock planting (Conifer)	£ -	£ -	£ -	£ -	£ -
	Restock planting (Broadleaves)	£ -	£ -	£ -	£ -	£ -
	Beat-up planting (Conifer)	-£ 200.00	£ -	£ -	£ -	£ -
Beat-up planting (Broadleaves)	£ -	£ -	£ -	£ -	£ -	
	Crop maintenance	-£ 200.00	£ -	£ -	£ -	£ -
Income	Timber income	£ -	£ -	£ -	£ -	£ -
	Grant income (FGS)	£ -	£ -	£ -	£ -	£ -
	Grant income (Other)					
	Subscriptions	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00
	Donations	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00
	Hosting of courses	£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00
	Corporate sponsorship	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00
	TOTAL IN	£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00
	NET IN	-£ 320.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
	CASH BALANCE	£64,371.50	£64,451.50	£64,531.50	£64,611.50	£64,691.50
	CASH RESERVE	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00

Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00	-£ 1,500.00
-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00	-£ 2,500.00
-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00	-£ 1,000.00
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
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£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00	£ 40.00
£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00	£ 2,080.00
£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00	£ 960.00
£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00
£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00	£ 5,080.00
£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 80.00
£64,771.50	£64,851.50	£64,931.50	£65,011.50	£65,091.50	£65,171.50	£65,251.50	£65,331.50
£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00

Appendix C – Costing detail

This section breaks down figures and assumptions used for the purposes of forecasting income and expenditure.

Restock planting NBL (yr 1)

Headline sum: **£ 9,828.00** 1.64ha @ 1600/ha = 2624 rounded to 2700

Item	Rate	Qty	Total
Tree supply (ex-larch areas)	£ 0.35	2700	£ 945.00
Tube supply (ex-larch areas)	£ 0.90	2700	£ 2,430.00
Stake supply (ex-larch areas)	£ 1.10	2700	£ 2,970.00
Labour (ex-larch areas)	£ 1.29	2700	£ 3,483.00
			£ 9,828.00

Restock planting Con (yr 1)

Headline sum: **£ 2,888.00** 0.84ha @ 2700/ha = 2268, rounded to 2300

Item	Rate	Qty	Total
Tree supply (ex-larch areas)	£ 0.30	2300	£ 690.00
Labour (ex-larch areas)	£ 450.00	0.84	£ 378.00
Ground prep (yr1 harvesting)	£ 700.00	2.6	£ 1,820.00
			£ 2,888.00

Dyke repairs to western march (yr 1)

Headline sum: **£ 3,000.00** Dyke is 600m, estimate 10% needs repair

Item	Rate	Qty	Total
Repair labour	£ 50.00	60	£ 3,000.00

Path improvement works (yr 1)

Headline sum: **£ 1,500.00** 6 chainsaw operator days

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Chainsaw labour	£ 250.00	6	£ 1,500.00

Crop maintenance (year 1)

Headline sum: **£ 252.00** 0.84ha conifer planting

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Chemical/mechanical weed	£ 300.00	0.84	£ 252.00

Restock planting Con (year 2)

Headline sum: **£ 3,380.00** 2.6ha @ 2,700/ha = 7020 rounded to 7000

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree supply (yr1 harvesting)	£ 0.30	7000	£ 2,100.00
Labour (yr1 harvesting)	£ 350.00	2.6	£ 910.00
			£ 3,010.00

Beat-up planting Con (year 2)

Headline sum: **£ 260.00** 0.84ha @ 400/ha = 336 rounded to 400

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree supply	£ 0.35	400	£ 140.00
Labour	£ 0.30	400	£ 120.00
			£ 260.00

Beat-up planting NBL (yr 2)

Headline sum: **£ 500.00** 1.64 @ 240/ha = 394 rounded to 400

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree supply	£ 0.35	400	£ 140.00
Labour	£ 0.90	400	£ 360.00
			£ 500.00

Path improvement works (yr 2)

Headline sum: **£ 5,000.00** Creation of new paths

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Allowance for materials	£ 1,200.00	1	£ 1,200.00
Hire of excavator and operator	£ 700.00	4	£ 2,800.00
Chainsaw/general labour	£ 250.00	4	£ 1,000.00
			£ 5,000.00

Crop maintenance (yr 2)

Headline sum: **£ 1,032.00** All conifer blocks (0.84ha+2.6ha)

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Weeding year 1 con planting	£ 300.00	0.84	£ 252.00
Weeding year 2 con planting	£ 300.00	2.6	£ 780.00
			£ 1,032.00

Beat-up planting Con (yr 3)

Headline sum:

£ 708.00

0.84ha @ 150/ha

2.6ha @ 400/ha

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree supply (both blocks)	£ 0.35	1200	£ 420.00
Labour (yr1 planting)	£ 0.50	160	£ 80.00
Labour (yr2 planting)	£ 0.20	1040	£ 208.00
			£ 708.00

Beat-up planting NBL (yr 3)

Headline sum:

£ 217.50

1.64ha @ 80/ha = 131 rounded to

150

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree supply (yr1 planting)	£ 0.35	150	£ 52.50
Labour (yr1 planting)	£ 1.10	150	£ 165.00
			£ 217.50

Crop maintenance (yr 3)

Headline sum:

£ 450.00

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Weeding allowance (y2 plant)	£ 300.00	1.5	£450.00

Path improvement works (yr 3)

Headline sum: **£ 5,000.00** Creation of new paths

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Allowance for materials	£ 1,200.00	1	£1,200.00
Hire of excavator and operator	£ 700.00	4	£ 2,800.00
Chainsaw/general labour	£ 250.00	4	£ 1,000.00
			£ 5,000.00

Beat-up planting Con (year 4)

Headline sum: **£ 340.00** 2.6ha @ 150/ha = 390 rounded to 400

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree supply	£ 0.35	400	£ 140.00
Labour	£ 0.50	400	£ 200.00
			£ 340.00

Crop maintenance (year 4)

Headline sum: **£ 150.00** 1 day allowance for tube maintenance

<u>Item</u>	<u>Rate</u>	<u>Qty</u>	<u>Total</u>
Tree shelter maintenance	£ 150.00	1	£ 150.00