



# act

argyll & the isles  
coast & countryside trust



**business plan update  
2016–2019**  
**[www.act-now.org.uk](http://www.act-now.org.uk)**



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## **1. Chairman's Letter**

Argyll is a place of beauty, rich with wildlife and outstanding habitats. We should not take this for granted; we need to care for the environment that supports our people, businesses and wildlife alike, and we need to care for the charity we have established to support these aims.

Argyll and the Isles Coast and Countryside Trust has transformed over the past two years from a start-up project to a fully operational countryside trust. We have already delivered 4 projects and are rapidly expanding our activities through our 5 current projects.

In 2015 we established a social enterprise, Act Argyll Ltd, which is an innovative project providing environmental traineeships for local people and environmental maintenance services to local organisations. Through Act Argyll Ltd we have taken on 3FT and 7PT employees from communities in Helensburgh and Oban. This has been a rewarding and challenging project which we are continuing to develop.

We are one of 11 partners in an Irish/Scottish consortium bidding for significant European funds for a 5 year programme for protected habitats and priority species which if successful will bring £800K investment to Argyll.

We have established “Branching Out Argyll” and trained 19 Argyll-based Leaders to deliver an acclaimed approach to mental health services in a woodland environment. We have been successful in securing £195K to roll out this programme across Argyll over the next three years including monitoring, further training and detailed evaluation which will help to ensure the programme’s sustainability. Funders have responded to Act’s overarching co-ordination and strategic approach with Branching Out Argyll as a key factor in their decision to support our proposals.

So far the Trust has seen a great deal of support and opportunities for projects that will make a difference. Our achievements to date would not be possible without the collaborative approach that the Trust embodies. We are meeting our objectives and achieving the goals set out in our initial business plan as well as progressing towards a sustainable financial model. We believe that we will be able to provide our partners and communities, businesses and individuals from Argyll and the Isles with value for money and positive social and environmental outcomes. There is much to be proud of and much to be done.

**Ian A Hepburn**  
**ACT Chairman**  
**June 2016**



Ian Hepburn is Chairman of the Community Woodlands Association, and a director of North West Mull Community Woodlands and Community Land Scotland. He is based on Mull and has broad commercial knowledge and extensive project management and community development experience. He has held the Chairman role with ACT since start-up in September 2013.



## 2. Who are we?







In 2012 an **Argyll and the Isles Coast and Countryside Trust Feasibility Study** was conducted to assess community and existing network support for establishing a new countryside trust in Argyll. 350 stakeholder groups were consulted, of which 135 participated in the study.

***89% of participants were in full support of creating the Argyll and the Isles Coast and Countryside Trust.***

In September 2013 a Development Officer was appointed, and in April 2014 the Trust, now with Act as its identity and with the website [www.act-now.org.uk](http://www.act-now.org.uk), branding and charitable status in place, was formally launched.




## 3. What do we do?

The feasibility study documented clear guidelines on how Argyll and Bute's communities wished to see Act structured and operated. This resulted in the trust adopting the following objectives:

-  To care for and enhance our environment - working strategically and locally.
-  To encourage people to enjoy and benefit from our environment.
-  To encourage investment that will improve our environment.
-  To share ideas on how to care for, enhance and enjoy our environment.
-  To increase opportunities for local people such as employment, training and volunteering.
-  To work in partnership with individuals or groups with an interest in our environment.

***These objectives are even more pertinent in the current financial climate given Argyll's increasing need to retain and increase its working age population in order to create sustainable communities.***

## 4. Benefits of Act

-  Our charitable status attracts funding and involves people.
-  We deliver services to help regenerate communities and improve people's quality of life.
-  We create jobs, develop partnerships and attract investment.

With continued support we will be able to deliver on our objectives and so much more. We can provide the communities of Argyll and Bute with services which otherwise wouldn't be available, which we have already demonstrated with the significant support for our strategic delivery of Branching Out Argyll.

***Our vision is to maintain, enhance and promote the coast and countryside of Argyll so that it can be enjoyed by residents and businesses forever.***



## 5. Our structure

Our Board steers our decisions. Its 8 members represent varying sectors and areas within Argyll and Bute, our funding agencies and partners – Argyll and Bute Council, Scottish Natural Heritage, Forestry Commission Scotland, and NHS Highland. The Board is supported by an advisory group comprising of people with expertise in areas relevant to ACT. We welcome suggestions for new additions to our Advisory group so that all communities, sectors and groups can play a part in our progress. We have one full time member of staff, our Development Officer, and one part-time Administrative Officer. More detailed information on our structure can be found in Appendix A.

## 6. Policy context

Our projects are not only in line with our objectives, but also address some of the key policies of our partner agencies, as well as the wider Scottish, UK and EU objectives. Appendix B provides details.

## 7. What we have already achieved

Over the last two years we have transitioned from start-up to a fully functioning countryside trust. In summary terms:




- We have **created 1 FTE job and 1 PTE job** within the Trust
- We are addressing the need for **traineeships** in environmental improvement works through our commercial arm – Act Argyll Ltd
- Act Argyll Ltd has **created 3 new FTE jobs and 7 PTE jobs**
- We have engaged over **200 people in outdoor activities** through our 4 delivered projects
- We have engaged **45 community groups and schools** in outdoor activities through our 3 delivered campaigns
- We have provided over **80 hours of volunteering opportunities**, providing both experience and fulfilling leisure time
- We have secured **£439,497 in external funding** for our projects, more than matching start-up funds invested
- We are currently facilitating **4 access, and health and environmentally focussed projects**, 2 of which have already started to generate income for Act and 1 which has the **potential to bring over £800K of employment, habitat management and education** programmes to Argyll (Interreg Va application with Irish partners)
- We have delivered training to **19 Argyll and Bute residents, now qualified** to deliver “Branching Out” – woodland activities on referral for mental health services, which to date has not been available in Argyll, and we have secured 3 year funding for implementation which has the capacity to **reach 384 Argyll and Bute residents with mental health problems**

Detailed information on projects and campaigns we have already delivered and the projects that Act is currently undertaking can be found in “ACT Progress and Projects 2014 – 2016” downloadable from our website [www.act-now.org.uk](http://www.act-now.org.uk)



## 8. Our Targets by 2019

We have three SMART targets:

-  Increase the number of people that we positively impact
-  Secure external funding
-  Develop social enterprise, investment and other income options

Full details on why these targets have been identified and how they will be achieved and measured are in Appendix C.

## 9. Finance

Since start up in September 2013, we have received the following start-up **contributions from our agency partners:**

Scottish Natural Heritage	£60,000	
Forestry Commission Scotland	£50,000	
NHS Highland	£47,306	
Argyll and Bute Council	£120,384	<b>TOTAL £277,690</b>

These contributions are a combination of project and core funding, and have been supplemented with in-kind support including office space, staff time, and specialist advice.

Since start up, ACT and our projects have **attracted external funding:**

People and Communities Fund	£106,077	
WHHA/ Dunbritton Housing Association	£46,000	
Awards for All	£10,000	
Peatland Action Grant	£32,056	
Branching Out Misc	£234,000	
Kilmartin Glen Trails Misc	£10,364	<b>TOTAL £439,497</b>

### Project income, membership subscriptions and donations.

In order for ACT to achieve sustainability a key priority is to reduce our dependency upon agency support and diversify our income options through project income, donations, memberships and grants. We are costing Act Project Management time into all of our activities and have already started to generate income from our projects.

We are also continuing discussions with developers and businesses in the area to secure regional community benefit funds, although we continue to progress sensitively before entering into competition for local funding.

We are also receiving regular income from membership subscriptions and renewals. We approach local Trust funds for contributions and we have been working with a range of partners across Argyll to develop ideas that although may not directly financially contribute to ACT, will contribute to our objectives and generate project development opportunities. Full financial details in Appendix E.

***In our first two years we have more than matched our partner's investment as well as delivering social, environmental and financial returns.***








## **10. Next steps**

Our achievements to date demonstrate that start-up funding from our agency partners has been well invested and that we are effectively aligning with regional priorities. This is reflected by the continued support that Argyll and Bute Council, Forestry Commission Scotland and Scottish Natural Heritage have pledged for 2016-17, totalling £45,000.

This support is particularly generous in the light of the reduced budgets under which all of the agencies are operating, although emphasizes the need for alternative income sources and the generation of project income required in order to maintain financial momentum as the amount available barely covers ACTs basic running costs. All agencies are keen to move the emphasis of their support from core to project activity.

Our priorities are:

-  To secure a Development Manager position within the Trust
-  To establish Service Level Agreements with agency partners.
-  To secure longevity of funding for the core functions of ACT (minimum £45K per annum)
-  To ensure effective and sustainable delivery of our current projects.
-  To continue to develop new initiatives with the partnerships we have developed (Who Are We Working With? – Appendix D.)

Our network of staff, Board members and Advisers are researching finance options, possibilities for income and the most efficient ways to continue to deliver. We are looking at new options for finance and project delivery, and we have demonstrated that we can positively respond to opportunities and challenges.

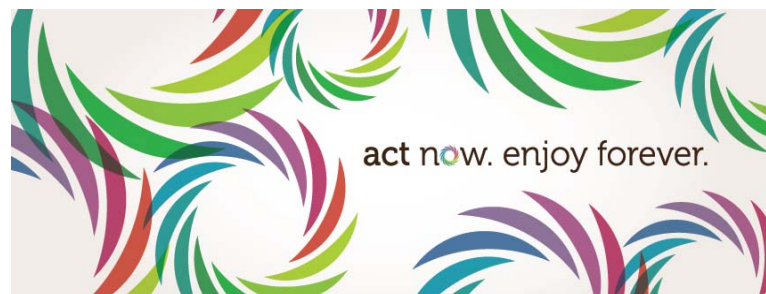
***We are moving towards a sustainable financial model.***

***Continued investment is required in order to consolidate the progress we have made and to realise the benefits of all that has been invested to date.***

**For further information please contact:**

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## **Appendix A: Our Structure**

**We are a small charity - proud to be supported by the key agencies working in Argyll and the Isles alongside strong community representation.**



ACT AGM 2015, Portavadie Marina



### **ACT Board**

There are eight board members/trustees – one from each of the funding agencies and four community members. The community members were selected to represent the sectoral interests of ACT, as well as geographical areas. The Chair of the board is one of the community members.

**Ian Hepburn**, Chairman and Trustee, North West Mull Community Woodlands

**Ross Lilley**, Vice Chair and Trustee, Scottish Natural Heritage

**Elaine Jamieson**, Secretary and Trustee, Forestry Commission Scotland

**Yennie Van Oostende**, Trustee, NHS Highland

**Bruce Marshall**, Trustee, Elected Councillor

**Grace Macleod**, Trustee, Blarbuie Woodland Enterprise

**John Urquhart**, Trustee, Helensburgh and District Access Trust

**Andrew Wilson**, Trustee, Argyll and the Isles Tourism Co-operative

As ACT develops and Board members are elected at AGMs it is likely that there will be a gradual transition towards becoming entirely community led. Additional potential agency partners will be identified as projects progress.

### **ACT Advisers**

ACT Board is supported by an advisory group with representatives experienced in development policy, social enterprise, forestry, marine and coastal development, access, the ranger service, economic development projects, tourism, built heritage and conservation, community and voluntary group development, biodiversity, and natural heritage. The initial 12 advisers were joined by five additional community advisers who were welcomed at our AGM in 2015.

**Fergus Murray**, Argyll and Bute Council Head of Economic Development and Strategic Transportation

**Marina Curran-Colthart**, Argyll and Bute Council Biodiversity Officer

**Arlene Cullum**, Argyll and Bute Council, Social Enterprise Manager

**Mark Steward**, Argyll and Bute Council, Marine and Coastal Development Manager

**Jolyon Gritten**, Argyll and Bute Council, Access Manager

**Stuart Shaw**, SNH Operations Officer

**Audrey Baird**, Argyll and Bute Council Community Development Officer

**Morvain Marten/ Glenn Heritage**, Argyll and Bute Third Sector Interface

**Helen Watt**, Communities, Tourism and Recreation Manager, FCS

**Stewart Rafferty**, Kintyre Way

**Carl Farmer**, Oban and Lorn Natural History Group

**Fiona Russell**, British Horse Society/Argyll Access Forum

**Andree Hawke**, Tighnabruaich and District Development Trust

**Gordon Forrester**, Loch Lomond and the Trossachs National Park

**Jan Dunlop**, Mull and Iona Ranger Service

The Board and Advisory Group meet quarterly, and Board members and many Advisers are in regular contact with the Development Officer. Board members and Advisers sit on the project steering groups who meet regularly.



### **Staff**

ACT has one full time member of staff, a Development Officer, who reports directly to the Board and is joined two days per week by a Business Support Officer. SNH staff offer support in kind for Project Management (Long Distance Routes and Secret Coast Trails 30 days p.a.) and Marketing and Social Media (20 days p.a.).










We aim to appoint staff for projects on a contract basis, enabling us to keep over overheads to a minimum and giving us the confidence that we have the most appropriate staff to take our projects forward. We have already been able to offer contract opportunities across the area on a range of projects, including Act Argyll, INNS and Branching Out, plus one-off work opportunities for services such as photography and website design. Act Argyll Ltd has provided six trainee 12-month contracts and each of our two teams offer 2 x 8-week work experience placements on a rolling programme in partnership with JobCentre Plus.

### **Membership and Friends**








ACT seeks to have a broad membership, and has a basic annual membership fee for individuals of £5 per annum and £30 per annum fee for community groups. All members are invited to AGMs, receive newsletters and have the opportunity to vote for the election of the Board or put themselves forward to join us as Advisers or Board members. Membership is open to all adult residents of Argyll and Bute. “Act Friends” are also welcomed – which enables non-Argyll residents to show support and become involved. As we become more involved with businesses we aim to develop a package of membership benefits. Once this is in place we will launch a campaign to increase numbers taking up membership subscriptions.

### **Our relationship with Argyll’s agencies**

As a delivery mechanism ACT can offer agencies policy delivery, access to external funding, community engagement and partnership opportunities. In addition to start-up core funding and project funds and expertise, ACT has been strongly supported by Argyll and Bute Council, Scottish Natural Heritage, Forestry Commission Scotland and NHS Highland with practical support in kind which has been integral to our development to date and demonstrates the level of commitment invested throughout our launch and early development:

<b>Partner Agency</b>	<b>Partner agency in-kind contribution</b>
 <p><b>Scottish Natural Heritage</b> Dualchas Nàdair na h-Alba All of nature for all of Scotland Nàdar air fad airson Alba air fad</p>	<ul style="list-style-type: none"> <li> Office space, meeting rooms, Lochgilphead and Oban</li> <li> Support Officer - Social Media and marketing</li> <li> Project Officer – Secret Coast Trails and Long Distance Routes</li> <li> Financial management during start-up period</li> </ul>
 <p><b>Forestry Commission Scotland</b> Coimisean na Coilltearachd Alba</p>	<ul style="list-style-type: none"> <li> Temporary office space – Oban</li> <li> Marketing materials and PR resources</li> <li> Social enterprise and funding advice</li> </ul>



	<ul style="list-style-type: none"><li> Hosting seconded post (Development Officer)</li><li> IT support</li><li> Business Gateway training and resources</li></ul>
	<ul style="list-style-type: none"><li> Marketing materials and PR resources</li><li> Training Venue</li></ul>










## **Appendix B: Policy Context**

**ACT's objectives reflect our area's social, economic and environmental priorities**





Whilst the Scottish Government and the Local Authorities are looking to find savings in their spending they are also aiming to provide better services to communities through community empowerment and local scale initiatives. ACT is well positioned to deliver and improve upon services to local communities within our specific remit – environmental stewardship, health and access. Below is a table showing where ACT delivers according to the policies that are set out for each of our partners.

Act Objective	Policy Alignment	Partner Agency
<b>To care for and enhance our environment - working strategically and locally.</b> <b>Projects:</b>  <b>Act Argyll Ltd.</b>  <b>Invasive non-native species</b>	SOA (Single Outcome Agreement) National Outcomes <sup>1</sup> –Wealthier and fairer, Safer and Stronger, Greener	The Scottish Government
	SOA <sup>2</sup> – 4,5,6 SL <sup>3</sup> – 4 HES <sup>4</sup> - KO3	Argyll and Bute Council
	Biodiversity Access and Health Community Development – Woods in and around Towns, Working with Communities	FCS
	Caring for the natural world Enriching people’s lives Promoting sustainable economic growth	SNH
	Health and Wellbeing Partnership <sup>5</sup> – Empowering, Sustaining	NHS Highland
<b>To encourage people to enjoy and benefit from our environment.</b> <b>Projects:</b>  <b>Branching Out</b>  <b>Secret coast trails</b>  <b>Long distance routes</b>	SOA The National Walking Strategy Active Scotland Objectives National Outcomes – Healthier, Safer and stronger, Greener, Wealthier and Fairer	The Scottish Government
	SOA – 5,6 SL – 3,4,6 HES – KO1,2,3,6	Argyll and Bute Council
	Access and Health Community Development – Woods for Health, Working with Communities	FCS
	Enriching people’s lives	SNH
	JHIP <sup>6</sup> (2013-2016) Health and Wellbeing Partnership – Empowering, Sustaining, Participative, Effective	NHS Highland
<b>To encourage investment that will improve our environment.</b> <b>Projects:</b>  <b>Invasive non-native species</b>  <b>Act Argyll Ltd</b>	SOA National Outcomes – Wealthier and fairer, Safer and stronger, Greener	The Scottish Government
	SOA – 1,3,5,6 HES – KO3	Argyll and Bute Council
	Biodiversity Environmental Quality	FCS

<sup>1</sup> National Outcomes - <http://www.gov.scot/About/Performance/scotPerforms/outcome>

<sup>2</sup> Single Outcome Agreement – Community Planning Partnership 2013-2023







<sup>3</sup> Sport and Leisure Framework – Active Scotland National Strategic Priorities 2015 – 2019

<sup>4</sup> Historic Environment Strategy 2014 – Key Objectives

<sup>5</sup> Health and Wellbeing Partnership - <http://www.healthylargyllandbute.co.uk>

<sup>6</sup> Joint Health Improvement Plan 2013-2016



	Community Development – Working with Communities	
	Caring for the natural world Enriching people's lives	SNH
	JHIP (2013 – 2016) Health and Wellbeing Partnership – Empowering, Sustaining	NHS Highland
<b>To share ideas on how to care for, enhance, and enjoy our environment</b> <b>Projects:</b> <ul style="list-style-type: none"> <li> Secret Coast Trails</li> <li> Long Distance Routes</li> </ul>	SOA National Walking Strategy Active Scotland National Outcomes – Healthier, Wealthier and fairer	The Scottish Government
	SOA – 6 SL – 3,4,6 HES – KO1,2,3,6	Argyll and Bute Council
	Access and Health Community Development – Working with Communities, Woods for Health	FCS
	Caring for the natural world Enriching people's lives	SNH
	Health and Wellbeing Partnership – Empowering, Sustaining, Participative	NHS Highland
<b>To increase opportunities for local people such as work, training and volunteering.</b> <b>Projects:</b> <ul style="list-style-type: none"> <li> Act Argyll Ltd</li> </ul>	SOA National Outcomes – Wealthier and fairer, Safer and Stronger	The Scottish Government
	SOA – 1,3,5,6 SL – 4 HES – KO3	Argyll and Bute Council
	Access and Health Community Development – Working with Communities, Woods for Health	FCS
	Enriching people's lives Promoting sustainable economic development	SNH
	JHIP (2013 – 2016) Health and Wellbeing Partnership – Empowering, Sustaining	NHS Highland
<b>To work in partnership with individuals or groups with an interest in our environment.</b> <b>Projects:</b> <ul style="list-style-type: none"> <li> Branching Out</li> <li> Secret Coast Trails</li> <li> Long Distance Routes</li> </ul>	SOA National Walking Strategy Active Scotland National Outcomes – Healthier, Safer and Stronger, Wealthier and fairer	The Scottish Government
	SOA – 5,6 SL – 3,4,6 HES – KO1,2,3,6 Sport and Leisure Framework 2016-19	Argyll and Bute Council
	Access and Health Community Development – Woods for Health, Working with Communities	FCS
	Caring for the natural world Enriching people's lives	SNH
	JHIP (2013 – 2016) Health and Wellbeing Partnership – Empowering, Sustaining, Participative, Effective	NHS Highland



## **Appendix C: Our Targets and Assessing Our Impact**

**What we are aiming for,  
and how we assess our impact in real terms**



Glenbarr Primary School – winner of our Your Act campaign



## Our Targets

We have identified three key, SMART targets:

Target	Why?	How?	KPIs
<b>1. Increase the number of people that we positively impact</b>	Increasing the numbers of people in Argyll who enjoy and engage in outdoor activities, including providing training for environmental works. These measures will enable our communities to reap the mental, physical and economic benefits that the Argyll coast and countryside offers.	<ul style="list-style-type: none"> <li>🌀 Conduct an SROI study in 2017</li> <li>🌀 Develop our social value within contracts and procurement (Appendix E)</li> <li>🌀 Monitor and record:               <ul style="list-style-type: none"> <li>○ Number of people directly involved in Act Projects</li> <li>○ Number of volunteer hours</li> <li>○ Number of website visitors</li> <li>○ Number of members</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>🌀 The number of people that we reach</li> <li>🌀 SROI (Appendix C)</li> </ul>
<b>2. Securing external funding</b>	In order to continue to care for our communities and our environment by facilitating land management for increased biodiversity, and providing local groups and individuals with the support they need to address issues of access and maintenance of outdoor routes.	<ul style="list-style-type: none"> <li>🌀 Continue to pursue European funding sources</li> <li>🌀 Continue to pursue national funding sources</li> <li>🌀 Continue to expand our collaborative potential to increase our ability to pull in funding</li> </ul>	<ul style="list-style-type: none"> <li>🌀 The amount of external funding that we secure</li> </ul>
<b>3. Explore social enterprise and investment options</b>	By using the strategic position that we have we can maximise the services and support that we offer, whilst ensuring we remain financially and environmentally sustainable.	<ul style="list-style-type: none"> <li>🌀 Increase our knowledge of social investment and enterprise</li> <li>🌀 Developing business cases for areas where there is potential for enterprise</li> <li>🌀 Explore investment options such as shares in renewables schemes</li> </ul>	<ul style="list-style-type: none"> <li>🌀 Number of realistic options we put together for investment</li> </ul>



In order to effectively measure target 1, and to ensure that communities have the opportunity to become involved with ACT, and equally importantly, to know that the opportunity is there for them, we need to assess our impact in wider terms than simply financial or participant numbers.

A Social Return on Investment study (SROI) enables a monetary figure to be assigned to outcomes which have social or environmental value which are not captured by standard cost-benefit analysis. SROI allows for a benefits-to-investment ratio to be calculated for every £1 that is granted to a project. It is not meant to replace the social values or the non-economic benefits of the work that an organisation does which is why it combines the use of financial proxies with qualitative data. This permits an organisation to disseminate a contextually rich narrative as well as communicating effectively, the worth of its projects within a policy framework that uses economic indicators as decision-making tools (Social Value UK, 2013).

SROI was developed by the Social Value Network, in collaboration with the New Economics Foundation and the UK Cabinet Office (Jeremy Nicholls, Lawlor, Neitzert, & Goodspeed, 2012).

### **The SROI process and ACT**

The first stage is to collect a baseline of data, so that ACT can measure the amount of change that its projects are both creating and facilitating. The scope of the SROI can be decided once the projects have been running for enough time to allow for data collection and analysis – the minimum time recommended is 1 year (Jeremy Nicholls et al., 2012). By starting to measure the impact of ACT projects now, ACT is collecting a robust base from which to complete a full SROI in the near future. As ACT grows and develops, the ability to understand where it creates the most positive impact will increase in importance due to the numbers of people its actions will affect.

### **Example case studies**

There are many organisations within Scotland which are adopting the SROI methodology for decision-making as well as reporting. Outlined below are examples of some organisations who have undertaken SROI which are relevant to ACT in their values and aims, as well as their projects.

**Clyde Muirshiel Park Authority** – who found that their social return was between £7 and £13 for every £1 invested.

**Loch Lomond and the Trossachs Countryside Trust** – who found that their ‘Walk in the Park’ project has a social return of £8 to every £1 invested (Trust, 2015).



**Tayside Woods for Health** – who run the ‘Branching Out’ programme – found that for every £1 invested there was £9.30 in social return for their pilot project in 2010.

**Central Scotland Forest Trust** – who, with their partners, undertook an access programme to develop a 7km Greenlink path to increase physical activity and improve the environment. The SROI ratio was a return of £7.63 for every £1 invested (O’Neill, 2009).

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## **Appendix D: Who are we working with?**

**These are the people and organisations we have established links and/or entered into project discussions with.**



Photograph courtesy of Caroline Anderson



Loch Lomond and Trossachs National Park  
Artmap Argyll  
Third Sector Interface  
Kintyre Way  
Cowal Way  
Mull and Iona Community Trust  
Lorn Natural History Group  
Perth and Kinross Countryside Trust  
Colintraive and Glendaruel Development Trust  
Blarbuie Woodland Enterprise  
St Peters/Kilmahew  
Historic Scotland  
LLTNP Skills Partnership  
NVA  
West Highland Housing Association  
Dunbritton Housing Association  
Community Links Scotland  
Facilitating Change  
Argyll and the Isles Tourism Co-operative  
Friends of LLTNP  
Kilfinan Community Forest  
Community Woodlands Association  
Living Lomonds Landscape Partnership  
Argyll Fisheries Trust  
All Argyll and Bute primary and secondary schools  
All Argyll community councils  
Dunollie Estate  
West Island Way  
West Highland Way  
Native Woodlands  
Woodland Elements  
North West Mull Community Woodlands  
Abriachan Forest Trust  
Galgael Trust  
National Farmers Union  
Helensburgh and District Access Trust  
Stramash  
Argyll College  
Argyll and Bute Community Planning Partnership  
Argyll Agricultural Forum  
Duke of Edinburgh Award Scheme Argyll  
Job Centre Plus  
Friends of Hermitage Park  
Friends of Duchess Woods  
Business Gateway  
InspireAlba  
CANN Consortium  
Fife Rural Skills Partnership  
Argyll Health and Wellbeing Network  
Inveraray Castle  
Lantra  
Heart of Argyll Tourism Association  
Scottish Waterways  
Kilmartin Museum  
Dalriada Project  
Argyll Access Forum  
Argyll Carers  
Foundation Scotland  
Lottery  
Paths for All  
National Tree Collections of Scotland  
National Trust for Scotland  
Argyll Voyager Canoes  
Glenorchy and Innishail Community Orchard  
Lismore Community Trust  
Mid Argyll Rowing Club  
Mull and Iona Ranger Service  
Sandbank Community Development Trust  
Soroba Young Families Group  
Taynish Archaeology Survey Group  
Tobermory Harbour Association  
Caledonian MacBrayne  
Portavadie Marina  
Ardentinny Walled Garden  
Fyne Families  
Glenfinart Walled Garden  
1<sup>st</sup> Helensburgh Scout Group  
Star Burst Toddlers  
Friends of Oban Community Play Park  
Bids 4 Oban  
Argyll Youth Forum  
Mid Argyll Initiative  
Employability Partnership Argyll  
Argyll and the Isles LEADER  
ACHA  
Glenshellach Growers  
Food From Argyll  
Local Energy Scotland  
EDF Energy



## **Appendix E: Finance**

**ACT's progress towards a sustainable financial model, and the support required.**



Act launch – May 2014



One of our original aims was to develop a sustainable financial model for ACT and after three years, we are on the way towards achieving it. Factors in our favour have included:

- Strong projects.
- Strong partner support.
- Clear national and local policy alignment.

Factors which have limited our progress are:

- Limited time in the original start up plan (3 years). Similar organisations within Argyll and in other areas have not achieved sustainability earlier than 8-10 years after launch, if at all.
- The challenging financial climate, both in terms of the availability of support from agencies struggling with austerity measures, and in terms of significantly increased competition for external funds.
- The European Social Fund and LEADER, key funding streams for Act and our projects, not being available in Argyll during our start up period.

### Income and Expenditure

<b>ACT Income and Expenditure 2015-16</b>	
<b>Income</b>	
<b>Partner Contributions</b>	
Argyll and Bute Council	£45,690
Scottish Natural Heritage	£30,000
Forestry Commission Scotland	£31,950
NHS Highland	£36,806
<b>TOTAL partner contributions</b>	<b>£144,446</b>
<b>External Funders</b>	
People and Communities Fund	£106,077
WHHA/Dunbritton Housing Assoc.	£46,000
Peatland Action Grant	£32,056
EDF Energy	£1,000
<b>TOTAL external funding</b>	<b>£185,133</b>
<b>TOTAL INCOME</b>	<b>£329,579</b>
<b>Expenditure</b>	
Core Development	60,761
Other projects	2,255
Act Argyll Ltd	145,667
Branching Out	42,907
CANN/INNS	21,920
Long Distance Routes	134
<b>TOTAL EXPENDITURE</b>	<b>£273,644</b>



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U			
1	ACT Monthly Cashflow Forecast April 2016 - March 2017																							
2	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March												
3	Anticipated month start bank balance	36644	67032	80830	108662	95057	82618	80324	85741	66446	56141	45314	45977											
4	Activity Summary																							
5	ACT SCIO	15195	10652	40929	37466	34233	30950	37077	31044	27811	24728	22085	19642	24										
6	ACT Argyll Ltd	28581	27219	25856	24494	23032	30669	28475	-672	0	0	0	0	-1907										
7	Branching Out	23256	42959	41876	33097	25353	18704	21704	37590	29846	22102	20858	19614	1678										
8	CANN	0	0	0	0	0	0	-1516	-1516	-1516	-1516	3034	3034	4										
9	Total	67032	80830	108662	95057	82618	80324	85741	66446	56141	45314	45977	42290	-201										
10	Act SCIO													Total										
11	Opening Balance	19618	15195	10652	40929	37466	34233	30950	37077	31044	27811	24728	22085											
12	INCOME																							
13	A&BC			25000										25000										
14	SNH			10000										10000										
15	FCS						10000							10000										
16	NHS													0										
17	LEADER													0										
18	BIG Lottery													0										
19	Esmee Fairbairn													0										
20	Investing in Ideas													0										
21	Developer Contributions			1500										1500										
22	Income CANN													2520										
23	Income Act Argyll Ltd									840	840	840		0										
24	Income Branching Out Argyll	210	420	420	420	210	210	210	210	210	210	210	210	3150										
25	Memberships/donations	20	500	20	20	20	20	20	20	20	20	20	20	720										
26	Total Income	19848	16115	47592	41369	37696	34463	41180	37307	31274	28881	25798	23155	52890										
27	Expenditure																							
28	DO Salary (inc travel)	3400	3400	3400	3400	3400	3400	3400	3400	3400	3400	3400	3400	40800										
29	Marketing			2200						2000				4200										
30	Meetings	440			440				440			440		1760										
31	Office Supplies/equip			200					200			200		600										
32	Communications	50		50			50		50			50		300										
33	IT/Equipment/phones	450												450										
34	SAGE	48	48	48	48	48	48	48	48	48	48	48	48	576										
35	Insurance/Legal			500					500					1000										
36	Trustee Expenses	250		250					250	0		250		1000										
37	Bank Charges	15	15	15	15	15	15	15	15	15	15	15	15	180										
38	Accountants		2000											2000										
39	Total Expenditure	4653	5463	6663	3903	3463	3513	4103	6263	3463	4153	3713	3513	52866										
40	Excess of income over (Expenditure)	15195	10652	40929	37466	34233	30950	37077	31044	27811	24728	22085	19642	24										
41	Act Argyll Ltd													Total										
42	Opening Balance	29710	28581	27219	25856	24494	23032	30669																
43	Income																							
44	PCF grant	14000	14000	14000	14000	14000	14000	14000						98000										
45	External revenue													0										
46	Leader													0										
47	ESF													0										
48	Partner Contributions						10000							10000										
49	Total Income	43710	42581	41219	39856	38494	47032	44669	0	0	0	0	0	108000										
50	Expenditure																							
51	Wages	13300	13300	13300	13300	13300	13300	13300						93100										
52	Premises and overheads	672	672	672	672	672	672	672	672					5376										
53	Vehicles and fuel	929	929	929	929	929	929	929	929					6505										
54	ESF vehicles								800					800										
55	Training																							
56	Mobile Phones	128	128	128	128	128	128	160						928										
57	PPE	50	0	0	0	100	0	0						150										
58	Insurances/legal	0	0	0	0	0	1000	0						1000										
59	Staff travel costs	50	333	333	333	333	333	333						2048										
60	Total Expenditure	15129	15362	15362	15362	15462	16362	16194	672	0	0	0	0	109907										
61	Excess of income over (Expenditure)	28581	27219	25856	24494	23032	30669	28475	-672	0	0	0	0	-1907										
62	Branching Out													Total										
63	Opening Balance	17936	23256	42959	41876	33097	25353	18704	21704	37590	29846	22102	20858											
64	Income																							
65	TSM		25130	0	0	0	0	0	25130	0	0	0	0	50259										
66	ICF 1-16 c/ff	7700												7700										
67	ICF 16-17													6500	6500	13000								
68	3rd Sector	0	0	1795	0	0	1795	0	0	0	0	0	0	3590										
69	FCS	0	0	0	0	0	0	11844	0	0	0	0	0	11844										
70	HWF								1708	1708	1708	0	0	5124										
71	Total Income	25636	48385	44754	41876	33097	27148	30548	48542	39298	31554	28602	27358	91517										
72	Expenditure																							
73	BOA Co-ordinator		1820	1820	1820	1820	1820	1820	1820	1820	1820	1820	1820	20020										
74	Admin		300	300	300	300	300	300	300	300	300	300	300	3300										
75	ACT Project Management	210	420	420	420	210	210	210	210	210	210	210	210	3150										
76	Programmes( 9)				5414	5414	5414	5414	5414	5414	5414	5414	5414	48726										
77	Toolkits	0	186	238	0	0	0	0	1708	1708	1708	0	0	5548										
78	Monitoring and Evaluation		2000											2000										
79	Events and Training		700	100			700	100	1500					3100										
80	Marketing and publicity	175			825			1000						2000										
81	Contingency	1995																						



Key points from income and expenditure :

- We have more than matched partners investment with external funding secured.
- The rate of external funding we are securing will increase as we move into the delivery phase of our projects.
- We are securing income from projects, membership, donations and working towards developer contributions from regional benefit funds.

The Cash Flow forecast for ACT SCIO demonstrates that with partner funding we can continue with absolute basic function but that there is no budget for investment in project development, additional support or cash flow facility for any of our projects. Therefore securing external funding (options shaded in pink) is essential, as is the ongoing support of our agency partners. Integral to this support is the inclusion of ACT as a partner in collaborative projects being led by our partners, for example the Hermitage Park project in Helensburgh led by Argyll and Bute Council.

In order to keep ACT included in projects and allow us to take on the role which were initially established to fulfil, we would like ongoing commitment from our start up agencies that we will be fully utilized in their project plans in relevant sectors – access, rural skills, wellbeing and community capacity building.

***We are working towards a Service Level Agreement with Argyll and Bute Council, SNH, FCS and NHS Highland in order to detail and secure this commitment.***

### **Project income**

We have recently started to show core and project income from 2 of our 5 projects;

- Branching Out Argyll
- INNS/CANN

ACT Development officer time is being charged out to projects at a rate of £210 per day, which equates to the minimum return required to keep the basic functions of ACT running. Project and support staff will be appointed within project budgets. We aim to keep the core operation of ACT as tight as possible in order to retain flexibility and minimise overheads.

This approach has the additional benefit of providing a range of contract opportunities across the area, and for different sectors.



### **Developer Contributions**

We are negotiating potentially lucrative relationships with national businesses working in Argyll and are discussing community benefit options with developers. We are also working with newly established area community organisations who are managing community benefit funds from renewable energy developments. We are making it clear in any approach to developers or area-funds that our interest is in regional, rather than in local funding.

Our **Cash Flow Chart** details confirmed income sources and outgoings for ACT SCIO, activities overall and each active project individually.

For further details on finance, please refer to Act Annual Accounts, Trustee Report 2015-16.

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