



**Gargunnoch
Community
Trust Ltd.**

A registered company in
Scotland (SC285574)
www.gargunnoch.org



DRAFT STRATEGIC PLAN 2020/25

(Adopted March 2020 and updated December 2020)

(Current circumstances regarding Covid-19 and Scottish Government regulations mean that some planned activities and investments have had to be put on hold for the time being).

INTRODUCTION

1. This plan outlines the role and objectives of the Gargunnoch Community Trust and its current and proposed actions and plans being progressed on behalf of the Gargunnoch community for the period 2020/25. Its content reflects feedback, comments and survey results gathered from the local community.

BACKGROUND

2. For the benefit of the 'public at large within the Gargunnoch Community Council area,' under its Memorandum and Articles of Association, the Gargunnoch Community Trust's objectives can be summarised as, to:
 - 2.1. provide, in the interests of social welfare, facilities for recreation and other leisure time activity with a view to improving the conditions of life
 - 2.2. advance education and to promote training programmes and opportunities for the benefit of residents particularly young people and the unemployed
 - 2.3. promote/or preserve the environment
 - 2.4. promote, establish and operate other schemes of a charitable nature which benefit the local community
 - 2.5. consult and collaborate with other village organisations, notably the Community Council.
3. To achieve these objectives the Trust has a wide range of powers which are set out in its Memorandum and Articles of Association.

ACTIVITIES

4. To achieve these objectives, the Trust pursues a range of activities which are categorised in priority order under the following headings. They are to:
 - 4.1. ensure the Trust is managed in accordance with existing relevant legislation and regulations (**Effective Trust governance**)
 - 4.2. sustain and maintain the existing assets under the ownership and/or control of the Trust (**Asset maintenance**)
 - 4.3. support existing clubs and activities in Gargunnoch (**Support existing clubs and events**)

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- 4.4. provide governance for the Windfarm Fund and Panel (**Windfarm Fund**)
- 4.5. directly manage activities such as Bite and Blether (**Event management**)
- 4.6. explore, develop and implement new projects (**Development**)
- 4.7. communicate its plans and activities to those who live and work within the boundaries of the Gargunnoch Community Council area (**Communication**)
- 4.8. provide administrative services to support these activities (**Administration**).

Effective Trust governance

5. A key priority for the Trustees of Gargunnoch Community Trust Ltd is to ensure that they manage its activities efficiently and effectively and in doing so comply with all relevant legislation and guidelines. This also involves ensuring that they manage the Trust's affairs in an open and transparent manner and attract a diverse range of community members as Trustees, ensuring young people are involved in the work of the Trust. The Trustees recognise the importance of these actions to help ensure the Trust retains the support, confidence and trust of the local community.

Asset maintenance

6. Current plans focus on the main assets owned by Trust and include, in priority order, the Community Centre, the Glebe Park and village flagpole.

Community Centre

7. The Community Centre represents the most important asset for the Gargunnoch community. It plays an extremely important and central role in village life, accommodating as it does a very wide range of community functions and activities. In addition it is used for private functions, parties and other events and is available for commercial hire by organisations outside the village, as well as offering workspaces for two local businesses.
8. The Centre is owned and managed by the Trust on behalf of the local community. When it was taken over by the Trust from the Council, the Centre had lacked ongoing investment to maintain it to a reasonable standard. Once ownership had been achieved the Trust, with the help of the local community, raised a significant level of funding to upgrade and extend the Centre. Given its central role in accommodating many different local groups, the Trust will always place a high priority on ensuring that it is managed, maintained and promoted to ensure that it is kept up to an appropriate standard while ensuring it remains affordable for local activities.
9. The Trust will continue to achieve a balance between raising income to meet the costs of running and maintaining the Centre. To do this it periodically assesses the condition of the buildings and their compliance with health and safety standards. These help determine the ongoing costs of maintaining this important asset. Using the outcomes from these assessments the Trust updates the Community Centre's business plan which includes a review of the pricing policies to ensure sufficient income is generated to cover essential maintenance. This process will continue to be a core role for the Trustees.
10. Recent developments focused on the Community Centre have included fencing to the rear of the property; electrical hardwire testing; installing a new sound system with hearing loop; introducing a remote control system for the boiler; repainting and installing protective edging at doorways and repairing the sound-proofing.
11. Looking ahead the following actions are planned:

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- 11.1. upgrading the roadway entrance to the Centre
- 11.2. taking forward further actions from a full building condition survey which has been used to update the Community Centre business plan
- 11.3. responding to the Fire Risk Assessment report published in November 2019
- 11.4. monitoring the reliability of the biomass boiler providing heat to the buildings and assessing other ways of making the buildings more sustainable
- 11.5. continuing to regularly review the business plan for the Community Centre including its pricing structure.

The Glebe Park

12. Since the footpath construction, tree planting and installation of the picnic furniture and seating have all been completed; the focus is now on maintaining it and enhancing its biodiversity through the introduction of beehives. Initially, a one year contract has been put in place to ensure the path does not become overgrown. Further works will be undertaken either by volunteers or contractors as the trees start to grow.

Village Flagpole

13. The flagpole is located centrally in the village adjacent to the memorial fountain in the Square, and is used to fly national, community and international flags. Flags are also flown to recognise Her Majesty's Forces, Armed Forces Day, Remembrance Day, etc.
14. Residents of the village when they have overseas visitors can apply to have the visitor's national flag flown as a welcome from the community. The Gargunnoch Village flag is flown on days when no other flag is on display.
15. The current flagpole has been damaged and although still in use, a replacement is planned.

Support for existing clubs and events

16. The Trust believes that it is important to continue to support the wide range of clubs and events currently active in Gargunnoch. This is mainly achieved through ensuring that the Community Centre meets their needs and remains affordable within the limitations of the resources available. It achieves this by ensuring the Community Centre is maintained to meet legislative standards and is effectively managed so that it is available for a wide range of activities.
17. Currently the Centre is used by the Gargunnoch Brownies, Bite and Blether, Gargunnoch Guides, Gaelic classes, yoga and Pilates classes, an embroidery class, the Gargunnoch Play Group and Toddlers, the Rural, the doctor's surgery and for the MPs surgery. Previously it was also used by the After School Club. The Trust will continue to communicate with these groups and others who wish to use the Centre on a regular basis so that it meets their requirements.
18. The Trust will continue to attract other users to the Centre through sustaining a booking system on its website and actively promoting the Centre at key events.
19. The Trust will also continue to strengthen its relationship with other local groups so that it can offer what support it can to help their activities. For example, in the past the Trust has supported the Parent Teacher Council when it developed the Outdoor Learning Centre which has since been donated to the Ministry of Food's Community Centre.

19. The Trust will also continue to strengthen its relationship with other local groups so that it can offer what support it can to help their activities. For example, in the past the Trust has supported the Parent Teacher Council when it developed the Outdoor Learning Centre which also received funding through the Windfarm Fund. Since then it was developed an MOU with the Parent Teacher Council to help facilitate future partnership activities.

Windfarm Fund

20. The Windfarm Fund is a charitable fund provided by Kingsburn Wind Energy Ltd (part of Falck Renewables), the developer and owner of the Kingsburn Windfarm located on the Gargunnock Hills, south of the village. 'The Windfarm Fund will be managed as a restricted Fund by Foundation Scotland subject to its own Memorandum of Articles of Association and the terms of the Agreement entered into between the Foundation and Kingsburn Energy Ltd. (KWEL)'. The Foundation is a Scottish registered charity (no. SC022910) 'dedicated to strengthening communities by managing funds in partnership with local communities and awarding grants that make a genuine difference to the lives of local people.'

21. The Fund supports projects benefitting the Gargunnock Community Council area, with Foundation Scotland having an overseeing role. The Trust has a Memorandum of Understanding (MOU) with Foundation Scotland (updated November 2020 and will be reviewed again in three years) which sets out how the fund will be administered. This states that the Trust has to establish an independent Windfarm Fund Panel which has the responsibility for making 'decisions on Fund distribution, mechanisms and grant awards in Gargunnock'. Additionally, the Trust has to report annually to the Foundation on the use of the Fund.

22. The Panel will consult the Trust on Fund distribution mechanisms while the Trust Board is required to review the Panel's 'award recommendations to confirm they fall within permitted purposes, policies, procedures and guidelines for the Fund and comply with the regulatory framework governing charitable organisations.' 'In fulfilling their respective roles and responsibilities set out in the MOU the Panel and Trust will have due regard to the content of any current locally developed community plan or equivalent.'

23. The Windfarm Fund Advisory Panel is made up of:

23.1. 2 members from the Gargunnock Community Council,

23.2. 2 Directors from the Gargunnock Community Trust

23.3. Up to 6 other representatives from the village.

24. The Fund can be used to support positive change by investing in a wide-range of community-led projects and activities that will make a positive contribution to the welfare of current and future village residents. For example, the Fund is able to support existing community assets (like the Community Centre), develop new strategic projects that will leave a lasting legacy for the village, and make small grants to village organisations and projects.

25. There are constraints on funding, and consequently grants cannot be used to support the following types of activities:

25.1. the advancement of religion or party politics

25.2. activities understood to be the exclusive responsibility of statutory authorities

25.3. projects primarily benefitting persons out with Gargunnock

25.4. activities contrary to the interests of Kingsburn Wind Energy Limited

25.5. activities likely to bring Foundation Scotland or Kingsburn Wind Energy Ltd into disrepute

25.6. anti-renewable energy or anti-windfarm activities.

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27. At the time of preparing this plan local groups have received well over £75,000 to develop projects with the largest donation having gone to help the Parent Teacher Council build the Outdoor Learning Zone for the children at the primary school. The Trust has also received support for the Glebe Park, footpath work and Community Centre upgrades to improve its amenity for its wide range of users. Other groups supported by Windfarm funding include a group of local girls to attend the World Irish Dance competition, local boys to attend an international rugby event, an outdoor sound system for use by the Gala and Gargunnoch Agricultural Show, the Church for new leaflets, the Gargunnoch Curling Club, the After School Club, the Parent Council to provide more digital resources for the school children, and the Gargunnoch SWI. The Trust will publish a full list and details of all Windfarm grants on its website.
28. The Trust will continue to work with Foundation Scotland and the independent Windfarm Fund Panel to ensure that the funds are made available to appropriate local projects which benefit the residents of Gargunnoch.

Event management

29. In 2018 the Trust re-established Bite and Blether as a regular lunchtime social event providing home-made soup and baked goods for village residents and visitors, and also as a way of raising funds for the Community Centre. From feedback, the Trust is aware that this event is enjoyed by many in the village so was keen to keep it going. As with so many other activities of the Trust, Bite and Blether relies on volunteer Trustees and others to organise and run it for the village. However, the Trust is keen to see this important facility continue for the foreseeable future.

Development

30. Development of new projects will continue to be an important objective for the Trust although it recognises that sustaining existing assets and supporting existing clubs and events will be given priority in the light of available resources and volunteer time.
31. The current plan includes a range of short term developments which have been identified from various sources at different times over the past few years. These have included various consultations and surveys involving the local community. Some of these actions are already underway or planned either by the Trust or another community-based organisation, often working in collaboration with the Trust. They include:

- 31.1. clearing the Under the Craigs path
- 31.2. completing improvements to Charlie's Loan footpath
- 31.3. upgrading the Beeches Path with an initial technical specification having already been drawn up by Paths for All
- 31.4. progressing the cycle way/footpath into Stirling in collaboration with Sustrans
- 31.5. upgrading the Community Centre Garden including new play equipment which is being led by the Parent Toddler Group
- 31.6. investigating potential options to extend and upgrade the Community Centre kitchen
- 31.7. upgrading the Pavilion at Provost's Park owned by Stirling Council which would be led by the Football Club or another appropriate organisation
- 31.8. considering a proposal to install electric car charging points.

32. Medium and longer term actions which have also been identified through previous community consultations but which require further planning and development work include:

- 32.1. the production of a map of all walks around Gargunnoch
- 32.2. improving the fountain/memorial garden
- 32.3. considering how the heritage of the village can be presented to residents and

- 32.2. improving the fountain/memorial garden
 - 32.3. considering how the heritage of the village can be presented to residents and visitors to the village with a specific focus on Keir Hill
 - 32.4. investigating further the opportunity to acquire the field (or part thereof) next to Community Centre with Stirling Council
 - 32.5. developing more paths around the village.
33. Clearly, all these projects require considerable effort to plan, put funding packages together and then manage their implementation. All these rely mainly on the effort and energy of the Trustees and volunteers, consequently to successfully progress and achieve all these projects will take time.

Communications

34. Communications are important to the Trust's operations. The priority communications are designed to:
- 34.1. ensure that the Gargunnock community is aware of the Trust, its plans and actions and how community priorities are identified and reflected in these plans
 - 34.2. develop communication links with community networks such as the Carse of Stirling Partnership (COSP) and representative bodies including the Development Trusts Association Scotland (DTAS).
35. In relation to local community communication, the Trust will continue to:
- 35.1. hold an Annual General Meeting each year for its members and the local community at large to explain actions taken during the year, report on the annual accounts and discuss future activities
 - 35.2. support and manage the regular publication of The Bugle newsletter as the main communication to all local residents
 - 35.3. maintain and develop the Gargunnock Community website which also facilitates Community Centre bookings and provide details of all Windfarm Fund grants awarded
 - 35.4. promote the use of the Community Centre
 - 35.5. produce information leaflets and other forms of communication to promote the Trust's projects
 - 35.6. maintain a presence at the Gargunnock Show each year and at the Gala as appropriate, as well as other opportunities which present themselves to enable the Trust to explain, consult and promote its activities, and attract new members
 - 35.7. develop a new residents' Welcome Pack in conjunction with the Community Council.

Administration

36. The Trust arranges part-time administrative services to:
- 36.1. edit, manage and distribute 'The Bugle' newsletter
 - 36.2. the Windfarm Fund Panel
 - 36.3. support the Community Centre booking process
 - 36.4. manage the village website.

RESOURCES

37. To successfully develop and implement plans and projects requires financial resources as well as considerable input and dedication from the Trustees and an ever widening group of volunteers who give their time freely.
38. The source of financial resources for implementing community based projects can come from numerous organisations and charitable trusts. To date the Trust has accessed funding from local fund raising activities, the Windfarm Fund, Awards for All (funded by the National Lottery), the Stafford Trust, Stirling Council's Community Pride Fund, SUSTRANS. etc. In addition, the Community Centre generates an income which is used

funding from local fund raising activities, the Windfarm Fund, Awards for All (funded by the National Lottery), the Stafford Trust, Stirling Council's Community Pride Fund, SUSTRANS, etc. In addition, the Community Centre generates an income which is used to help maintain the building, undertake repairs and invest in improvements when these can be afforded or when grants can be accessed. In general, the nature of the project and what it aims to achieve will usually determine the sources of funding used, consequently as new projects are developed the Trust will seek to identify and apply to appropriate funding sources.

39. Being able to manage a wide range of projects and activities outlined in this plan means that the Trust has to prioritise its actions. It would be impossible to take forward everything at the same time. The timing and rate at which projects can be progressed also relies on when funding is available and can be accessed. Funding organisations change their priorities periodically and when they coincide with the priorities of the Trust then this will also influence when certain plans can be implemented.
40. As this plan shows the Trust has ambition to respond to the many ideas which have emerged from its various community consultations. It will progress these as long as the necessary funding can be accessed and the many willing volunteers continue to offer their time willingly.
41. To help financially support longer term projects the Trust, during the period of this Plan will investigate the potential of establishing an endowment or similar fund, including the possible use of contributions to it from the Windfarm Fund.

MONITORING AND REVIEW

42. The Trust will monitor the implementation of this plan. It will report the progress being made at each AGM and if required it will make adjustments to the plan. As part of this process it will gather feedback from its members and the wider local community at each AGM and other events and through consultations for specific projects.