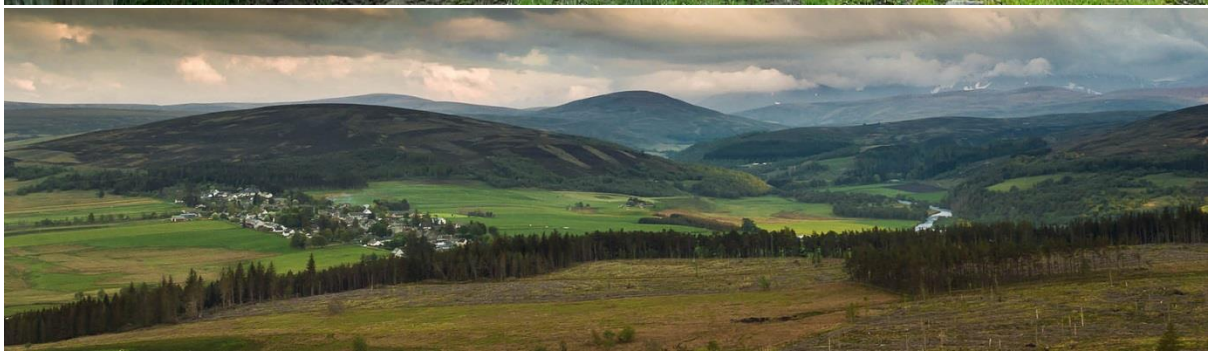
Tomintoul and Glenlivet Development Trust





COMMUNITY DEVELOPMENT PLAN 2018-2022

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1. Background and Purpose of the Plan

Background

Tomintoul and Glenlivet was identified as a fragile area in need of support following a 2010 consultation led by the Cairngorms National Park Authority. A subsequent Baseline Assessment concluded that Tomintoul was in 'structural decline', and led to the development of a Tomintoul and Glenlivet Regeneration Strategy Master Plan.

The Tomintoul & Glenlivet Development Trust (thereafter 'TGDT' or 'the Trust') was formed in 2012 as a community body to address the regeneration of the local area. A Local Development Officer (LDO) was recruited in late 2012 and over the following three years the Trust identified and focused on a number of priority projects which would deliver economic and community benefit to the area.



Purpose of this Community Development Plan

TGDT will continue to actively engage with its members and the local community and assist in its aspirations, look for opportunities and highlight any unintended consequences of change. The Board of TGDT are aware that it must refresh and develop its strategic direction and objectives, particularly with regard to its income generation activities, in order to ensure its long-term sustainability and reduce the reliance on public funding to deliver community benefit. The purpose of this Community Development Plan is thus:

- To engage with the community to obtain a consensus for the development agenda and priorities for the period of the plan and beyond;

- To provide a focus, discussion agenda and consensus with development partners;

- To ensure ongoing funding for the Local Development Officer and other development staff;

- To plan for a sustainable future for the Trust to ensure that ongoing benefits of the current project portfolio of the Trust and the Tomintoul and Glenlivet Landscape Partnership (TGLP) are realised.

TDGT Purpose

The stated **Aim** of TGDT is:

To develop, inspire and embrace a sustainable vibrant future for the Tomintoul and Glenlivet area.

The **Vision** of TGDT is:

A vibrant and sustainable community for Tomintoul and Glenlivet, providing opportunities for employment, enterprise and cultural regeneration that can support the infrastructure necessary for a quality way of life.

The **Mission** of TGDT is:

To achieve the Vision through the delivery of development projects and ongoing initiatives, supported by a small portfolio of managed sustainable social enterprises.



Achievements to date

TGDT has overseen the development and delivery of several key projects including the renovation and reopening of the Smugglers Hostel, the development of a new 'Discovery Centre' due to open in 2018 and the running of a varied programme of events.

Partnership working has been key to its success, most notably with the securing of Heritage Lottery Funding investment in the Landscape Partnership project, aimed at promoting rural regeneration. TGDT deliver three key strands of the Landscape Partnership project – the Discovery Centre, Oral History and Events. As the lead community organisation, TGDT were fundamental to the successful £3.6 million funding bid.

TGDT have also been active in leading the development of a community-led, and latterly Cairngorms aggregated broadband scheme for the Tomintoul & Glenlivet area.

Charitable Purpose and Status

The Trust intends to apply to be a Scottish Registered Charity with the purpose of urban and rural development.

Glenlivet Estate

As a back-drop to this plan, the changing situation of the Glenlivet Estate within Crown Estate Scotland (CES) will be carefully monitored. The Board is fully committed to engagement in the consultations with regard to the future of CES in Glenlivet. TGDT has the unique advantage that around 80% of our development area is owned by a single progressive landlord. Any change to this situation will create additional risk and uncertainty that the Trust requires to manage pro-actively for the benefit of the whole community. The consultation with CES and the publication of its Corporate Plan has allayed most of these risks.



2. Community Development Plan Themes

The TGDT Development Objectives are grouped into 3 main themes delivering its Vision:

1. Development of Vibrant and Sustainable Community
2. Development of supporting Infrastructure for community and economic development
3. Development of a Quality Way of Life through support for Community and Business Development

Vision 1: Vibrant and sustainable community

What do we want?

- healthy school rolls; housing available and affordable; high employment; positive age profile; population stable/growing; retail and visitor services prospering

How can we achieve this?

- create affordable homes; support tourism sector; access to further/higher education and training

Vision 2: Development of opportunities for employment, enterprise and cultural re-generation

What do we want?

- growing visitor numbers; prosperous retail outlets; new businesses/entrepreneurs; social enterprise employment

How can we achieve this?

- increase visitor attractions; enhanced visitor infrastructure; improved visitor interpretation and signposting both physical and virtual; improved access for walking and wildlife; better visitor marketing; provision of access point for further/higher education; provision of training opportunities relevant to the rural economy, environment and culture; research how to retain or attract back young people; TGLP portfolio outcomes



Vision 3: Quality way of life

What do we want?

- wide range of local services; protection of environment; interests, clubs and events; volunteer opportunities; improve community cohesiveness and communication.

How can we achieve this?

- promoting and sustaining local services; events programme; provision of access point for further/higher education; provision of training opportunities relevant to the rural economy, environment and culture; research how to retain or attract back young people; TGLP programme; volunteering initiative; community hub



See Project Selection Matrix for the prioritisation and timing of the Development Plan ***(Appendix A)***

3. Portfolio of Projects

The Trust considers that it is in a position to further acquire and develop assets on behalf of the community. These assets would provide opportunities for the realisation of the Trust's Vision, whilst providing income streams to the Trust so that it can work towards self-sustainability and thus allowing it to pursue its wider community development aims. The Trust has identified a portfolio of projects in consultation with the community, our partners and stakeholders, as follows:

1. Mixed Development in Tomintoul and Glenlivet

Discussions (in particular with the Highlands Small Communities Housing Trust) have identified that community facilities can best be achieved with a mixed development where services and infrastructure can be shared. These developments are broadly in line with the original Regeneration Strategy and Master Plan.

The main deliverables within the 2018-22 plan are as follows:

- *Affordable Housing* - for the housing, mixing ownership can also maximise benefits and reduce development risk (e.g. rental, co-ownership; plots for development; contracts with social housing companies and commercial sales). Live-Work housing options will also be evaluated.



- *Holiday Park, with a mix of static/chalets, touring caravan facilities and camping* – this has been proposed at various stages in the past and the rationale of benefits for local business, the community and the Trust make it the most ambitious part of the plan, but the one that has the potential to yield the greatest overall benefits for the trust and the local business community.

- *Visitor Attractions Feasibility Study* - the reception and visitor facilities at the Caravan Park would provide the infrastructure necessary for the addition of other visitor attractions over a longer planning period. Such facilities as a fishing loch, a clay pigeon shoot and a short course or pitch and putt golf development have been considered over the years. With a reception facility providing shared management of the caravan park and the associated visitor facilities, there is considerable potential to build this offering over the longer term. The feasibility of the addition of Indoor Play Facilities will also be investigated to assist the perception of the area as a wet-weather venue to augment the Discovery Centre, Glenlivet Distillery and Ballindalloch Castle.

- *Business Units* - We aim to have continued engagement with the Crown Estate Scotland and should units become available, we plan to work with them to attract trading businesses that would offer employment.

- *Enterprise Feasibility Study* - to investigate the feasibility of a 1Gbps+ fibre-based internet as a 'game-changer' for the area and the potential for new Business Units targeted at craft and food producers.

2. Development of further Adventure Activities

It is proposed to promote the 'Open for Adventure' theme with two areas of focus having been discussed with CES as areas of potential partnership working.

The following are the deliverables within the 2018-22 plan:

- *Enhancement of Tomintoul Adventure Playground* – focused on younger children, the area around and beyond the current Adventure Playground at Tomintoul with improvement of the existing playground and new activities such as *Treetop Trail and/or Treetop Tower* and *Junior Discovery Trail.*

- *Development of Bike Glenlivet Hub* – focused on older family groups or facilities that could capitalise on the existing reception facilities. To establish a plan to work with CES and the existing tenant to further develop the Bike Glenlivet hub with additional adventure activities, building on the current plans for a Bike Coaching Area and short Jump Trail.



The following are areas in which TGDT aspires to possible partnership developments and where feasibility studies may be considered within the 2018-22 plan:

- *Lecht 2090* - Partnership working with the Trust could help investigate options for visitor attractions that could be complementary to ski-ing and also support sustainable year round operation.



- *Equine Tourism* – the retiral of a local riding stables operator has led the Trust to consider other options for riding ventures and related trades. Within the plan it is proposed to investigate an alternative stables location and operator. In addition, short and long-distance riding trails will be identified.

3. Working with the Dark Skies Project : Observatory and Science Centre

The following are the deliverables within the 2018-22 plan:

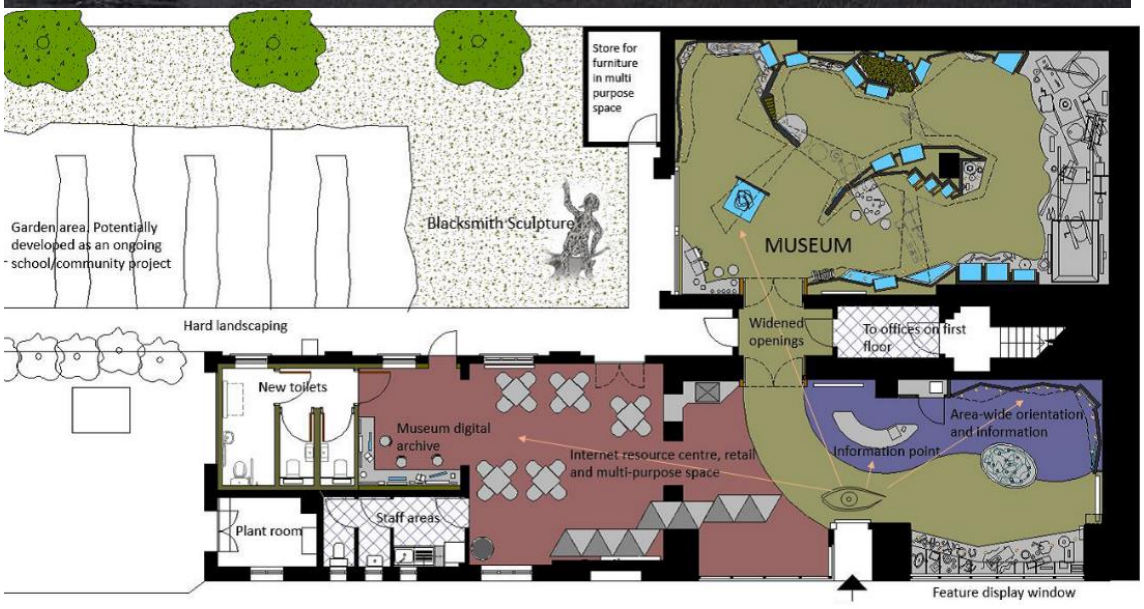
- *Building of relocatable wooden observatory* – initially a small-scale development with the possible location close to Bike Glenlivet
- *Feasibility study for a permanent Observatory and Science Centre*



4. Development of Discovery Centre as Community Hub and Digital Archive

This project would involve the potential year-round operation of the Discovery Centre and building on its expanded role as a Community Hub, Visitor Information Centre and Digital Archive. The project would be mainly based on appropriate staff and expertise within present facilities, but funding may be sought for volunteer and membership development, although there is strong congruence with the TGLP in this area. The ability to operate the centre throughout the year would also promote tourism out of the summer season.





The following are the deliverables within the 2018-22 plan:

- *Bourachs* – regular community gatherings to exchange ideas
- *Volunteer and Membership Development and Engagement* – project officer
- *University/College Outreach Centre* – hosting
- *Portable Interpretation Devices* – development of audio guides, online interpretation apps and virtual reality headsets; increase visitors to the area and enhance their experience: potential income stream for TGDT
- *Digital Archive* – hosting for local interest and family history research that has potential to increase visits to the area; potential income stream for TGDT

5. Marketing and Development of a Virtual Pathway to Discovery (building on the Landscape Partnership Project)

In the earlier stages of this plan, TGLP will be undertaking their plans for both Heritage and Wildlife. These will provide improved access and interpretation of wildlife habitats and heritage sites. The Trust requires to be in a position to fully develop the legacy of this important project. This project considers emulating the Explore Royal Deeside's Passport, its geo-tour and geo-caching. The project will examine how to use modern media as a means to link visitors and locals to the wildlife and heritage attractions through making the Discovery Centre a virtual pathway to real discovery. The development of the Digital Archive not only for history, but as a long-term archive for all the TGLP projects will provide additional, multi-disciplinary access for the area.

During this 2018-22 plan, in close partnership working with the Landscape Partnership, the following is proposed:

- *Geo-tours and geo-caching* – funding and development.
- *Portable Interpretation Devices for wildlife and heritage sites* – development of audio guides, online interpretation apps and virtual reality headsets; increase visitors to the area and enhance their experience: potential income stream for TGDT
- *Digital Archive* – develop and maintain so that potential visitors can plan and research their visits. Also using the Digital Archive as a potential online publicity and promotional tool for the whole area.
- *Marketing Plan* – funding and development, including development of a visitor map, guide and other marketing materials. Provision of improved Tourist Signage to the Discovery Centre and main attractions. Partnership working with Visit Scotland, CNPA, CES, Tomintoul Business Association, the Snow Road, NE250 Route and others.

6. Tomintoul & Glenlivet Participation Project



This Aspiring Communities Fund project will enable TGDT to appoint a Participation Manager to work with the trust and other community groups in the area to increase community participation in area projects. This will involve promoting and coordinating consultation responses, promoting the volunteer opportunities associated with TGDT, T in the park, TGLP etc. and reviewing TGDT membership.

The new post is being advertised in January 2018 and will be an 18 month appointment.

7. Development of Community Woodland and Walking Infrastructure

The following are the deliverables within the 2018-22 plan:

- *Feasibility Study for Community Woodland* - the Trust will work with CES to identify areas of community woodland that TGDT could manage and develop for community benefit. Developments that would be distinctive visitor attractions not currently offered within our development area woodland that would be evaluated for development include: *Sculpture Trail, Woodland Garden, Junior Discovery Trail, Natural Burial Ground, Woodcraft Skills, Hazel/willow woodland for multi-purpose wildlife cropping (e.g. charcoal, fencing, hedging).*



- *Feasibility Study for a Walking Infrastructure Plan* – the Trust is encouraged that CES has plans for the re-instatement of bridges that have been washed away on the rivers Avon and Livet and that partnership working with the Trust may permit access to funds for the further improvement of the walking infrastructure in Glenlivet and Ballindalloch Estates and beyond. Included in this study are the possible routes for extension of the Speyside Way from Tomintoul to Aviemore and the potential for the development of a Circular Cairngorm Walk. In addition, the study will examine the potential for enhanced Ranger Services within a wider area and the expansion of the CNPA Volunteer Ranger Programme.

8. Protection of the Community Benefits of Inveravon School

The trust is disappointed about the closure of Inveravon School and its mothballing for 2 years. We understand that community use of the facility is not possible during this period. In the event that the school does not re-open, the trust has expressed its interest in the building and its future benefit for the community to Moray Council. We shall also liaise with Ballindlloch Estate and Inveravon Church who have also expressed their disappointment in the loss of the school and its community facilities.

The trust aspires to the possible development of the school for community benefit and depending on the outcomes within the 2-year mothballing, a feasibility study may be considered within the 2018-22 plan.

The trust would seek to progress an asset transfer for the building with the idea of its possible use as the following:

- a visitor centre with café and shop, possibly with a Pictish and archaeological theme and as a northern gateway to Tomintoul and Glenlivet
- a hostel to provide accommodation for those walking the Speyside Way and other visitors
- a community sports and meeting facility
- an educational outreach centre

9. Transport & Travel

Transport is a long standing issue in isolated rural communities such as Tomintoul and Glenlivet. The gradual withdrawal of public bus services continues to have a negative impact on those in our communities who don't have access to a private car. In addition the lack of regular public transport is a barrier to sustainable tourism and participation in events and other visitor focussed activity by TGDT and others in our area.

The trust will continue to highlight the issue with stakeholders and partners and seek a solution that is cost effective and meets the needs of visitors and our local community alike.

10. Development of Sustainable Income for the Trust (Trading Subsidiary)

The Trust aims at self-sustainability for its core activities during the period of this plan by further development of the Trading Subsidiary or the creation of other trading bodies. The existing business of the trading subsidiary is the Smugglers Hostel, the Discovery Centre and Events. The main additional activities that will contribute to the trading subsidiary during the period of the plan is the Mixed Development in Tomintoul and Glenlivet .

The following are areas in which TGDT aspires to possible developments and where feasibility studies may be considered within the 2018-22 plan:

- *Commercial Forestry* - the importance of forestry has been identified for consideration as long term revenue streams can accrue from the right assets, whilst recreational benefits are gained from community ownership of the land. The situation for TGDT is different from most other trusts due to the Crown Estate owning and managing forest assets in the Glenlivet Estate and it is at present unclear as to their commercial viability on their own. The Trust has also identified Forestry Commission forests within our area, but outwith the Glenlivet Estate, that may be possible assets to consider. Within this plan it is proposed to learn more about the potential of forestry as a revenue stream for the Trust.

- *Renewable Energy* - other community trusts have successfully used renewable energy as a significant source of funding but this seems less likely for TGDT as a revenue scheme (with the reduction of feed-in tariffs). But as a community local supplier may be worth considering and perhaps a medium scale turbine scheme may be possible based on the turbine already the at the Lecht. The policy of CPNA against wind turbines may deny this source to the Trust, but perhaps they may support in other ways. CES has earlier progressed possible options for small-scale hydro schemes which it may be prudent to review.

- *Community Broadband* – the Glenlivet and Inveravon Community Association is interested in the possible use of Wind Farm revenues to fund Broadband infrastructure. With the demise of Cairngorms Community Broadband, the Trust will devise an alternative plan on behalf of the wider community. This would probably mean the establishment of a separate company. Depending on the financial model adopted, capital costs may be able to be returned and ongoing revenues generated.

- *Tomintoul and Glenlivet Business Centre* – this is presently occupied by the Landscape Partnership team, but following completion of this project it is planned

that this will be offered as shared business space/business incubator. Rental revenues would contribute to the Trusts aims and objectives.

Continued Activities of the Trust

Smugglers Hostel – a project to provide central heating to the hostel is under consideration which will increase revenues and benefit the business community by year-round operation.

Provision of Improved Broadband/4G – our campaigning efforts to secure this fundamental right and potential economic USP for our community will continue. Other long-term possibilities (related to the 1Gbps+ broadband feasibility) includes data storage centres which our colder average climatic conditions could run at reduced costs.

Management of the Discovery Centre (DC) – with location of the Trust's and the Landscape Partnership offices in the Tomintoul & Glenlivet Business Centre above the public area full-year operation of the Discovery Centre is under consideration. The DC is fundamental to the delivery of community benefits from the deliverables of the Landscape Partnership Project and its legacy. In addition, its place as a focus for the community will be important for the Trust (see 4 above). The Trust is proposing regular community gatherings at the hub which have the provisional title of a *Bourach* (in its Doric meaning of an informal gathering of folks).

Events Programme – the Trust intends to develop its volunteer network and engaged membership base to permit additional community-led involvement in its work and an improved Events and Marketing Programme.

4. Alignment with the Regeneration Strategy and Partner Plans

The Trust has consulted with major stakeholders such as HIE, CNPA, CES and Moray Council and amended and adapted its plan according to these conversations.

Throughout the planning process the Trust has attempted where possible to align its plans with the original Tomintoul & Glenlivet Regeneration Strategy of 2012.

In Addition, the Trust has consistently checked for alignment with key partner plans, in particular: The Cairngorms National Park Local Development Plan (2015); The Crown Estate Scotland Corporate Plan (2017-20); the Moray 2027 Local Outcomes Improvement Plan (2017-27); Cairngorms National Park Partnership Plan (2017-22).

(See Appendix B)

5. Consultation with Stakeholder and the Community

Tomintoul & Glenlivet Development Trust have developed this plan in consultation with key stakeholders and our local communities. Consultation meetings were held with key individuals from stakeholder organisations. Three, open member meetings were held throughout our area and feedback collected and collated (see appendix for analysis).

The consultees and a summary response can be seen in the table below

	Organisation	**Summary response**
Project partner	Crown Estate Scotland	Positive about continuing our close working relations. Supportive of the core principles and projects
	Tomintoul & Glenlivet Landscape Partnership	Supportive of the plan and it's core projects. See a key role for the trust in delivering a legacy for TGLP. Highlighted project prioritisation as a key element to managing deliverables. Agreed charitable status should be a priority for TGDT.
Community partner	Glenlivet & Inveravon Community Association	Very supportive of the plan and TGDT's plans for future developments in our area. Hold significant unrestricted reserves and would consider an application for funding
	Kirkmichael and Tomintoul Community Association	Felt the plan is very positive and contains lots of merit. Cautioned against trying to deliver everything rather select the best projects with the most community support

Funding partner	CNPA	In principle willing to continue supporting TGDT and our area. Our plan should align with CNPA partnership plan and celebrate our successes.
	Moray Council	Local Councillor consultation meeting planned for 22nd January 2018
	Highlands & Islands Enterprise	As an Account Managed organisation consultation with HIE is ongoing with Fiona Robb our main point of contact.
	Tomintoul Bowling Club	Consulted regarding the proposal for a touring campsite. See their role as a bowling club first and foremost but do have plans to enhance the camping provision with electric hook ups
	Ballindalloch Estate	Positive about developing a closer working relationship. Supportive of the core principles and projects
	Lecht 2090	Postponed at owners request
TGDT members and community consultation	Tomintoul Discovery Centre	14 members attended and gave positive feedback about housing and campsite. Transport raised as a continuing issue in our area.
	Braes Hall	8 members attended and expressed interest in transport and broadband. Events were also highlighted and participants enquired about renewable energy projects.
	Glenlivet Hall	Disappointing turn out with only 5 members attending. Invravon School and the future of the rural / agricultural economy highlighted as a priorities. Member communication also highlighted as an area for improvement.

6. Delivery of the Plan

Following consultation with stakeholders and the community the priorities for an Action Plan for the Plan's delivery has been completed ***(see Appendix C).***

Sources of Funding, Financial Plan and Budget

The Trust believes that it has a strong case for ongoing support from current partners Highlands and Islands Enterprise (HIE) Cairngorms National Park Authority (CNPA) and Crown Estate Scotland (CES). The plan supports the approaches of Community-led Development (HIE) and Sustainable Tourism (CPNA).

More specific funds that the Trust believes may support this plan are Strengthening Communities (HIE) and Building Stronger Communities (Scottish Government). Asset acquisition may be supported by the Scottish Land Fund and for forests the National Forests Land Scheme, with asset development funded by the Big Lottery Community Assets Fund and for housing the Scottish Government through the Highlands and Islands Small Communities Trust. Support for the ongoing work of the trust as it works towards its self-sustainability during this plan will be sought from earned income, Aspiring Communities (participation manager line management) and partners.

At this stage budgets are estimates only and will be subject to full feasibility studies and detailed costings. Financial Plan and Phased 5-year Budget; Annual Business Plan – Year 1 ***(see Appendix D)***

Sustainable Organisational Commitments

The Trust commits:

- To financial resilience, sustainability and transparency.
- To deliver positive impacts with best value for money and best in class for our sector.
- To work in collaboration with partners, funders, stakeholders and our communities.
- To communicate and share openly with partners, stakeholders and our communities in order to contribute to the pool of best practice within the community development sector.

Core Processes

The Trust will meet its organisational commitments by aiming to be 'best in class' at the following core processes:

- Effective Board Leadership and Governance ***(see Appendix E)***
- Developing and sustaining mutually beneficial partner relationships
- Effective project identification, prioritisation, funding and delivery
- Effective volunteer engagement, recruitment and management
- Best practice in monitoring and evaluation of project outcomes
- Management and sustainability of a small portfolio of revenue-producing assets
- Effective communication and strong community engagement

Supporting Organisational Policies

The Trust aspires to be a Learning Organisation and as such engages in continual improvement. The Trust has identified a number of supporting organisational policies, some of which are fully developed and others will be developed within the period of this Plan, including:

- Organisational Policies and Procedures (e.g. Project Approval, Health and Safety; Risk Management; Finance, Purchasing and Cash)

- HR Strategy and Plan (e.g. HR Procedures; staffing plans)

- Communication and Marketing Strategy and Plan (e.g. communication with members and stakeholders; marketing operated assets; marketing development projects and initiatives; social media)

- Learning Strategy and Plan (e.g. organisational development and culture; training plan on core processes)

APPENDIX A

Project Selection Matrix

	Strategic Fit (0= low, 5= high)					Assessment (0= low, 5= high)													
	Visioning			TGDT role		Location		Main Benificiaries (see key below *)	Contribution		Employment		Positive Impact on People		Time scale	Potential contentious issues	Priority	Overall Score	Summary
Project	**Vision 1:** vibrant and sustainable community	**Vision 2:** Opportunities for employment & enterprise	**Vision 3:** a qulaity way of life	Lead delivery	Supporting partner	Tomintoul	Glenlivet/Ballindalloch/Inveravon	Business/ Community/ Visitor/Trust	Trading Subsidiary Income	Cost v Benefit for Community	Direct	Indirect	Young People	Older People					
1. Mixed Development in Tomintoul and Glenlivet																			
Affordable housing	**5**	**5**	**5**	✓		✓	✓	C	**5**	**5**	4	**3**	**4**		3-5	N	High	36	
Holiday Park	**5**	**5**	**4**	✓		✓		B, C, V, T	5	5	5	4	4		3-5	Y	High	37	
Business Units	**4**	**4**	**3**		✓	✓		B, C	0	3	3	2	2	2	1-3	N	Med	22	
Feasibility Study for Visitor Attractions	**5**	**5**	**4**	✓		✓	✓	B, C, V	0	4	2	4	4	3	2-5	Y	Med	31	
Enterprise Feasibility Plan	**5**	**5**	**4**	✓		✓	✓	B, C, T	5	5	4	3	4	4	4-5	N	Low	39	

2. Development of further adventure activities																			
Adventure Playground	**3**	**0**	**5**		✓	✓		C, V	0	4	0	2	5	2	2-4	N	Med	27	
Expansion of Bike Hub	**2**	**4**	**3**		✓		✓	C, V	0	3	4	2	5	2	3-5	N	Med	27	
Lecht 2090	**4**	**5**	**3**		✓		✓	B, V	0	2	4	2	5	2	4-5	Y	Low	27	
Equine Tourism	**3**	**4**	**3**		✓	✓	✓	**B, V**	0	3	4	2	5	3	1-3	N	Med	27	
3. Dark Skies Observatory and Science Centre																			
Relocatable observatory	**3**	**3**	**4**		✓		✓	B, V	2	3	1	3	3	4	1-3	N	High	26	
Feasibility study for permanent centre	**5**	**5**	**2**	✓			✓	B, V, T	5	3	5	3	5	5	4-5	N	Med	38	
4. Development of Discovery Centre as Community Hub and Digital Archive																			
Community gatherings - *Bourachs*	**5**	**0**	**5**	✓		✓	✓	C	2	5	0	2	5	5	1-2	N	High	29	
Volunteer and Membership Development	**5**	**5**	**5**	✓		✓	✓	C, T	5	5	4	4	5	5	1-2	N	High	43	
University/College Outreach Centre	**5**	**5**	**5**		✓	✓	✓	C, B	0	5	0	3	5	5	2-4	N	Med	33	
5. Marketing & Development of a Virtual Pathway to Discovery																			
Geo-tours and Geo-caching	**3**	**5**	**2**	✓			✓	B, V, T	4	3	2	3	4	3	3-4	N	Med	29	
Portable Interpretation	**3**	**5**	**2**	✓		✓	✓	B, V, T	4	3	2	3	3	5	3-4	N	Med	30	
Digital Archive	**3**	**4**	**4**	✓		✓		B, V, C, T	5	5	4	3	2	5	2-4	N	High	40	
Marketing Plan	**5**	**5**	**5**	✓		✓	✓	B, V,	0	5	3	5	3	4	1-2	N	High	35	

6. Development of Community Woodland and Walking Infrastructure																		
Feasibility Community Woodland	**3**	**3**	**5**	✓		✓	✓	V, C	0	4	2	3	3	3	3-4	N	Med	26	
Feasibility Walking Infrastructure	**4**	**4**	**4**		✓	✓	✓	B, V, C	0	5	3	3	4	5	3-4	N	High	32	
7.Possible Development of Inveravon School																		
Visitor Centre/Café/ shop	**5**	**5**	**5**	✓		✓	✓	B, V, C, T	5	5	5	3	3	5	4-5	Y	High	41	
Hostel	**5**	**5**	**5**	✓			✓	V, T	5	3	5	3	5	3	4-5	N	Med	39	
Community Sports/ meeting facility	**5**	**5**	**5**		✓		✓	C, T	3	5	2	0	5	5	4-5	N	High	35	
Educational Outreach Centre	**5**	**5**	**5**		✓		✓	B, C	0	5	0	3	5	5	4-5	N	Med	33	
8.Development of a Sustainable Income for the Trust (Trading Subsidiary)																		
Commercial Forestry	**5**	**4**	**4**	✓			✓	T, C, V	5	2	4	2	3	3	4-5	Y	Low	32	
Renewable Energy	**5**	**5**	**3**	✓		✓	✓	B, T, C	5	2	1	3	3	3	4-5	Y	Low	30	
Community Broadband	**5**	**5**	**5**	✓		✓	✓	B, C, V, T	5	2	4	2	5	5	2-4	Y	High	38	
Tomintoul & Glenlivet Business Centre	**5**	**5**	**5**	✓		✓	✓	B, C, T	5	3	2	5	3	4	3-5	N	Med	37	
Total				18	10	19	24												
BENEFICIARIES:																		
Business: increased overnight visitor numbers using local shops and food outlets																		
Community: employment opportunities; sustainable retail; recreation opportunities																		
Visitor: improved accommodation, visitor attractions, interpretation																		
Trust: income from trading, rents or franchising																		

APPENDIX B

Checklist with the Tomintoul & Glenlivet Regeneration Strategy and Key Partner and Stakeholder Plans

1. Tomintoul & Glenlivet Regeneration Strategy (2012)

Action 1 Boost the Local Economy: All the projects in the TGDT Plan have aspects of improving the local economy.

Action 2 Asset Development: TGDT can claim some success in the development of assets and the building of social enterprises in the Smugglers Hostel and the Discovery Centre. The current plan builds on this. Should the Inveravon School close following its current mothballing, the TGDT Plan has a project for its use as a visitor and community facility.

Action 3 Community Wellbeing : Local services, retail and hospitality businesses are in a better situation than in 2012, although there are still fragility concerns in some areas. The development of the Discovery Centre as a Community Hub is in the TGDT Plan. This links with the important initiative within the plan for Membership Engagement and Volunteer Participation.

Younger People: The TGDT Plan supports the Regeneration Strategy for Younger People in the plans for a University/College Outreach Centre, skills and enterprise training, affordable housing and improved leisure opportunities.

Action 4 Connectivity: The Crown Estate Braes broadband project delivered the rural pilot proposed by the Regeneration Strategy. Although TGDT has been frustrated by the inability of Cairngorms Community Broadband to deliver connectivity solutions, the TGDT Plan continues to progress more locally-devised solutions.

Action 5 Early Outcomes: The Crown Estate delivered Bike Glenlivet whilst TGDT has secured the future of the hostel. The Caravan site, cited as long overdue in the Regeneration Strategy is in the TGDT Plan. The Crown Estate has delivered some outcomes for an Outdoor Activity Hub and accommodation for young/active visitors with the Wigwam development and the TGDT Plan encourages further development of adventure-related attractions.

Action 6 Housing: The problem Secondary School site has plans for housing development by a private developer as is the case with the redundant filling station. The TGDT Plan includes mixed housing development.

Action 7 Investing Here: Food retail has stabilised in Tomintoul, but the Tomnavoulin Shop closed. The TGDT Plan includes the important social enterprise of the Discovery Centre and the Caravan Site.

Action 8 Regeneration Masterplan: Although locations for the Mixed Development in Tomintoul have yet to be determined, it is considered that they would take place in development areas 4 and 5 recommended for development. The Regeneration Masterplan included the caravan site, housing, business and visitor-led expansion which are deliverables in the TGDT Plan.

Action 9 Partners and Players: The successful bid by TGDT and the development of the Tomintoul & Glenlivet Landscape Partnership, has brought partnership working to a new level. An important part of the TGDT Plan is to build on the legacy of this project.

Action 10 Transport: TGDT does not consider that it has the resources to meet this action, but it continues to be a 'relative deprivation' to the community and some sectors of visitor development.

2. Cairngorms National Park Local Development Plan (2015)

Living in Tomintoul: The TGDT Plan chimes with the CPNA Local Development Plan in capitalising on the Tomintoul & Glenlivet Landscape Partnership outcomes in the wildlife and heritage of the area encouraging visitor growth through the TGDT Plan for the marketing and development of the Discovery Centre as a 'Virtual Pathway to Discovery' and the development of Community Woodland and the Walking Infrastructure.

CNP Development Plan Proposals:

Housing: The TGDT Plan includes mixed housing development.

Economy: The TGDT Plan includes modest partnership working with regard to the current business units. Subject to market research, the mixed development may include live/work housing. The TGDT Plan includes an Enterprise Feasibility Study for further economic development. The social enterprises of Smugglers Hotel, Discovery Centre and Caravan Site all contribute to economic growth.

Tourism: The TGDT Plan for a caravan site with a Feasibility Study for later development of visitor and community recreational facilities is in line with this proposal, although the location may be different.

Community: The old school is currently planned for private housing development.

Mixed Uses: The TGDT Plan adopts the Local Development Plan's support for this approach where sustainable and meeting the objectives for the village.

Open Space: The TGDT Plan supports the protection of accessible open spaces.

3. Cairngorms National Park Partnership Plan (2017-22)

The TGDT Plan aligns with the targets of the CNP Partnership Plan, in particular:

Rural Development Delivery Framework: delivering affordable houses; increase in community enterprises and reinvesting surplus profit into community projects; maintenance or improvement of business perceptions of the CNP's influence on customer attraction and operations/profitability.

Visitor Experience Delivery Framework: increasing the economic impact of visitors; increase the percentage of visitors using active travel during their stay; support volunteer rangers and active volunteering

Role of Publicly Owned Land: the TGDT Plan is assisted by the large percentage of its development area being managed by Crown Estate Scotland and their approach to conservation, visitor experience and economic development priorities (see section 4 below)

4. Crown Estate Scotland Corporate Plan (2017-20)

Goal Alignment: The TGDT Plan supports the Goals of the CES Corporate Plan: (1) Enhance and develop natural resources through sustainable investment and management; (2) Grow Scotland's low carbon economy through leadership and innovation; and (3) Build social capital in communities through strong networks and partnerships.

Collaborative Working: TGDT is encouraged that CES values collaboration working with stakeholders for mutual benefit and their wish to play their part in helping local communities shape their future. In particular, the CES focus on investing in public access and educational work to attract visitors as well as conservation projects to increase biodiversity is a most helpful backdrop to the achievement of TGDT Plan goals. TGDT is also encouraged that CES highlight their wish to remain a champion of integrated, multiple-use land management and highlight Glenlivet as a showcase as to how farming, conservation, tourism and sporting can work side-by-side and help regenerate rural communities.

*Adding Value:*The partnership working approach of CES to drive economic, social and environmental value in the rural economy and to act as a driver for innovation, helping to generate prosperity and success for rural businesses and communities is particularly encouraging for the implementation of the TGDT Plan and the CES Corporate Plan helpfully includes working with local communities and development trusts.

Community Support and Engagement: TGDT welcome the support for the roll-out of broadband and upgrading of the Emergency Services Network in rural Scotland. CES commitment to work with local communities including leasing land or rights to assist their development aims and to develop local decision-making and success with a particular focus on communities is most helpful to support the TGDT Plan, as is the support for partnership initiatives that deliver inward investment into estate infrastructure. The pledge to inform and engage stakeholders in strategic planning through direct engagement and rollout engagement charters to ensure effective collaboration with communities will be a helpful backdrop to the achievement of TGDT's Plan.

5. Moray 2027 Draft Local Outcomes Improvement Plan (2017-27)

Community Planning: The TGDT Community Plan 2018-22 shares the aspirations of the Community Planning Partnership of creating an enabling environment where residents can achieve expanded choices and improved livelihoods. TGDT is encouraged that the partnership is committed to working together with communities to design and deliver better services that make a real difference to local people's lives and to our communities.

Alignment of Priorities: The TGDT plan supports three of the LOIP's four main priority areas: growing, diverse and sustainable economy; building a future for our young people in Moray; and connections and access.

6. Highlands and Islands Enterprise Strengthening Communities and Fragile Areas

Tomintoul & Glenlivet Development Trust's Community Development Plan 2018-2022 is fully aligned with HIE's approach to supporting communities to develop and grow, promoting sustainable economic growth across the Highlands and Islands. HIE will continue to contribute to Scotland's Economic Strategy by contributing to the delivery of the 4 SES Priorities of Innovation, Internationalisation, Investment and, in particular, its Strengthening Communities remit contributes strongly to Inclusive Growth. HIE will

continue to pursue a holistic, place-based approach to economic development and regeneration in collaboration with others. In prioritised areas of fragility, such as Tomintoul & Glenlivet, it will be instrumental in pooling the breadth of HIE's powers and resources to affect positive changes. Key to this approach will be building strong partnerships with the community, local business and public sector partners. To maximise social and economic impact, HIE's investment decisions will be led by the outcomes to be achieved. Given the breadth of HIE's remit and the goals of increasing growth and tackling inequality, the outcomes will be distributed between the short and longer term. Measures of success will include supporting the development of robust business plans to secure investment, supporting communities to acquire income generating assets and increase the proportion of income from trading, supporting international trading aspirations and developing strong leadership and management skills within communities.

HIE is committed to continuing to support the development and longer term sustainability of Tomintoul & Glenlivet Development Trust, as well as being a key partner in the Tomintoul & Glenlivet Heritage Lottery Landscape Partnership. HIE will continue to develop closer collaboration with its work on creative industries, food and drink, events, arts and culture and heritage to create growth and help improve the visitor experience in key tourism hubs.

APPENDIX C Action Plan 2018 - 2022

Tomintoul & Glenlivet Development Trust – Project Action Plan 2018 - 2022			
Timescales	**Project**	**Partners**	**Theme**
Short term 2018/19	Community Gatherings (Bourach)	KATCA & GICA	Development of Vibrant and Sustainable Community Development of a Quality Way of Life through support for Community and Business Development
	Volunteer & Membership Development	KATCA & GICA, TGLP	Development of Vibrant and Sustainable Community Development of a Quality Way of Life through support for Community and Business Development
	Discovery Centre & Digital Archive	TGLP, History Group	Development of Vibrant and Sustainable Community Development of supporting Infrastructure for community and economic development Development of a Quality Way of Life through support for Community and Business Development
Medium term 2018/20	University / college outreach centre	UHI, TGLP, Social Enterprise Academy	Development of supporting Infrastructure for community and economic development
	Tomintoul & Glenlivet Business Centre	Tomintoul Business Association	Development of supporting Infrastructure for community and economic development
	Feasibility study for a permanent dark skies centre	TGLP, Tomintoul Wildlife Group	Development of supporting Infrastructure for community and economic development
Long term 2018/22	Affordable housing development	Crown Estate Scotland, CNPA	Development of Vibrant and Sustainable Community
	Camping & Caravan Park	Crown Estate Scotland	Development of supporting Infrastructure for community and economic development
	Northern Gateway Development	Ballindalloch Estate, Moray Speyside Tourism	Development of supporting Infrastructure for community and economic development

APPENDIX D

Financial Plan and Budget

The following is a draft core budget for 2018 – 22

1. The budget covers core activity and assumes additional resources would be secured to support the delivery of specific projects

2. The Local Development Officer salary has been maintained at £32,000 but the board and HIE may consider a performance and inflationary increase recognising the impact the LDO role

3. No office rental costs are included, if TGDT wish to co locate with either the Landscape Partnership at the new Business Centre or the Crown Estate Scotland team at the Estate Office discussions should take place well in advance of March 2018

6. Aspiring Communities funding has been secured for a Participation Manager, this includes a contribution to core costs for line management etc. This role is currently funded until March 2019.

Tomintoul & Glenlivet Development Trust Core Income

	2018/19	2010/2020	2020/21	Total
	1.4.18-31.3.19	1.4.19-31.3.20	1.4.20-31.3.21	
HIE	10,944	12,667	15,917	
Scottish Government – Building Stronger Communities	10,944	12,668	15,918	
CNPA	12,000	10,000	8,000	
Moray Council	5,000	5,000	5,000	
Aspiring Communities (confirmed)	3,728	1,864		
TGDT (confirmed)	2,750	4,750	6,750	
Total Project funding	45,366	46,949	51,585	143,900

Tomintoul & Glenlivet Development Trust Core Expenditure

TGDT Core Cost Expenditure 2018 - 2021															
		2018 - 19												**2019 - 20**	**2020 - 21**
		Q1			**Q2**			**Q3**			**Q4**				
		Apr	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**		
Staff costs	40016.00	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	3334.67	40976.00	44889.50
Insurance	3492.00	291.00	291.00	291.00	291.00	291.00	291.00	291.00	291.00	291.00	291.00	291.00	291.00	4015.00	4618.00
Office costs & IT	1658.00	138.17	138.17	138.17	138.17	138.17	138.17	138.17	138.17	138.17	138.17	138.17	138.17	1758.00	1878.00
Hall hire & meetings	200.00	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	200.00	200.00
Total (£)	45366.00													46949.00	51585.50

APPENDIX E

Board Governance

The TGDT Board commits to adherence and auditing to an appropriate code for our sector, including the following:

A. BOARD LEADERSHIP

Every organisation should be led and controlled by an effective Board of directors which collectively ensures
delivery of its objects, sets its strategic direction and upholds its values.

B. BOARD ACCOUNTABILITY

The directors as a Board should collectively be responsible and accountable for ensuring and monitoring
that the organisation is performing well, is solvent, and complies with all its obligations.

C. BOARD RESPONSIBILITIES

The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

D. BOARD REVIEW AND RENEWAL

The Board should periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well.

E. BOARD DELEGATION

The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance.

F. BOARD AND DIRECTOR INTEGRITY

The Board and individual directors should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

G. BOARD OPENNESS

The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

In the Code, each of these main principles is accompanied by a set of Supporting Principles which define in some detail what can be considered as best practice in the operations of an effective Board.