

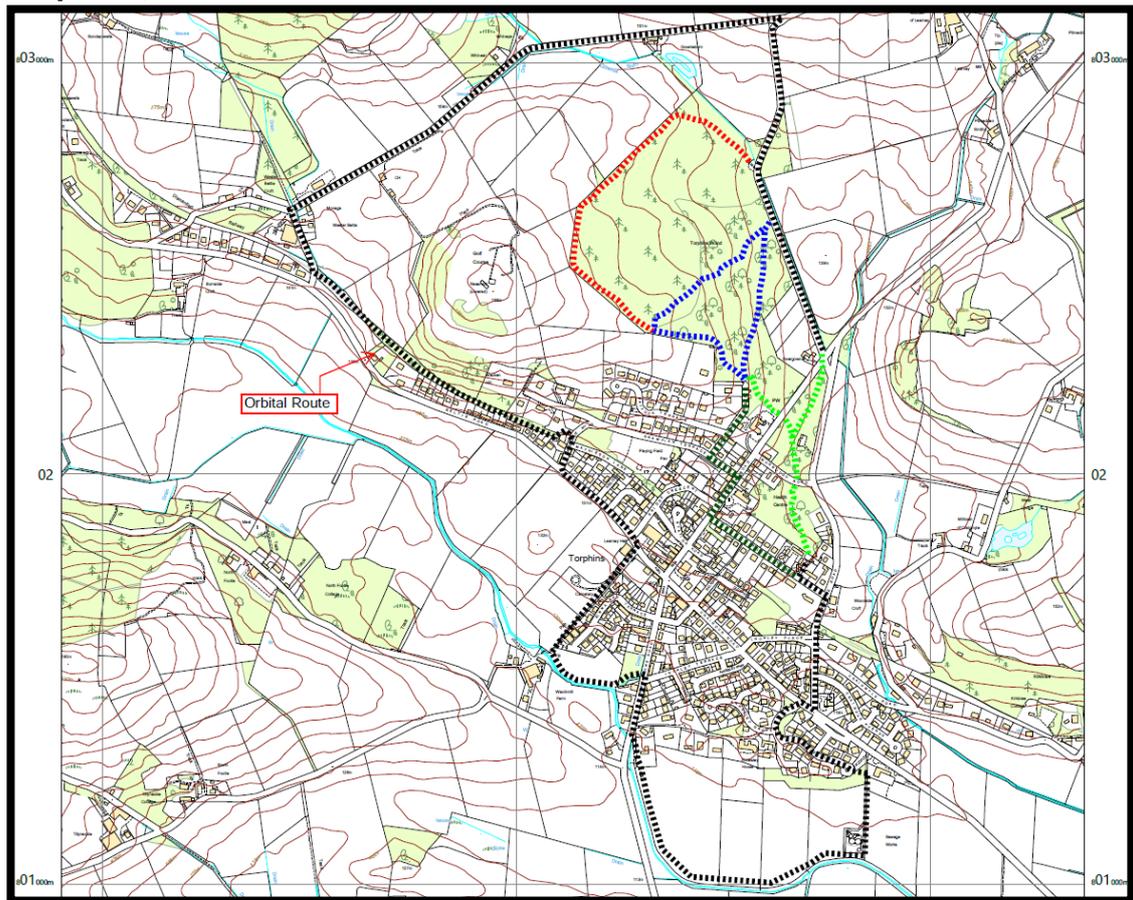
TORPHINS PATHS GROUP

Business Plan



Torphins Paths Group is a registered charity, which is developing and improving community paths around Torphins, and linking the village with other communities

Torphins, Aberdeenshire



Contents

1. Executive Summary
2. The Organisation
3. Our People
 - a. Board
 - b. Management Committee
 - c. Volunteers
 - d. Members
4. Our Market
 - a. Beneficiaries
 - b. Customers
 - c. Donors
 - d. Consultations
5. Operations
 - a. Resources
 - b. Partners
 - c. Legal
 - d. Insurance
6. Impact
 - a. Objectives
 - b. Projects and Activities
 - c. Measurement
 - d. Reporting
7. Finances
 - a. Overview
 - b. Financial Statements
 - c. Cash Flow Forecast
8. Risk
9. Contact Detail
10. Appendices
 - a. Project Plan Gant Chart
 - b. Project Route Maps
 - c. Financial Statements Period to 31 March 2020

1. Executive Summary

Torphins Paths Group (TPG) was established as a community association in April 2017 with the aim to develop and improve community paths in Torphins, Aberdeenshire, and to develop new paths connecting the village with other communities. To maintain and strengthen the Group it registered as a charity with the Scottish Charity Regulator (OSCR) in March 2019. Torphins Paths Group SCIO (TPG) continues to make steady progress on a number of fronts. This Business Plan lays out the key features, objectives and operating strategies of the Group and the planned impact.

Our people are critical to the efforts of the Group: from our local GP who exhorted the community to make all-ability off road paths for health and wellness; to the volunteers who regularly venture out to develop and maintain the routes; to the backroom work to maintain the organisation and win funding; all underpinned by the recognition and support of the community.

Since establishment the team has developed their knowledge and capability in path development, including an appropriate range of tools and equipment. Paths For All, Aberdeenshire Council Outdoor Access Team and the local Public Health resource provided foundational guidance. We have significant experience in community consultation and promotion, and in various funding initiatives. Since the early win of South Aberdeenshire LEADER and Aberdeenshire Marr Area funds for our tendered technical feasibility study, we have regularly won funding from several grant and donor sources. We have also organised events and developed products for sale to broaden our appeal and funds base. The free of charge distribution of our leaflet “Walks Around Torphins” is recognised as a success locally and beyond.

We have an ambitious plan moving forward with multiple projects:

- To develop local paths around the village of Torphins, primarily on Learney Estate, utilising volunteer work and local quarry and other materials. Key routes in Torphins Woods are completed and more are on going.
- To develop a six kilometres multi user path linking Torphins to Lumphanan, partially following an old disused railway track. Landowner consultation and ecology studies on the proposed route are complete, and red survey mapping and bridge design are following.
- To develop a ten kilometres multi user path linking Torphins to Banchory, also partially following disused railway track. Public consultation and most landowner consultation are complete. The planning application for a two kilometres section, including a bridged river crossing, will be submitted in early 2021, with cooperation from local landowners.
- Initiatives to promote walking and cycling in the area, with connections to the wider Aberdeenshire path network and communities; to promote healthy activity and environmental awareness; encourage visitors to the area benefitting local business; and enable active travel.

2. The Organisation

Our Vision is the provision of a network of local multi user paths for all abilities in and around the village of Torphins; and longer multi user paths connecting with neighbouring communities and the national path network.

Our Mission is to identify needs and opportunities for local paths, secure funding, and build and maintain the paths, making appropriate use of volunteer effort and contractors. Through our website and publications we disseminate information on local walks and support the work of community access officers.

Our Values are to maintain our roots in the local community by involving local volunteers in the governance of the organisation, in the management of its activities, and in the delivery of its projects. We work in close cooperation with local landowners, local business, the community and shire council, and the general population through community activities and consultations.

To achieve our objectives the Torphins Paths Group community association was formed by a group of interested individuals, following the lead of our local General Practitioner who exhorted the community to develop easy, attractive, safe, off road paths, to encourage the able and less able to walk and cycle for physical and mental health and wellness. This social prescribing struck a chord, which galvanised action, and the encouragement of public health and funding bodies widened our vision to the development of significant path networks over time. Such networks raise appreciation of the local environment; enable active travel; and support local business through encouragement of visitors to the area.

In the first two years we made rapid progress, aided by an Outdoor Access Officer, and a Public Health Coordinator on our committee, plus classroom and practical onsite training by Paths for All. The local church charity shop was very supportive with funding, as were public bodies. Early success led to the decision to secure our future and widen our governance by registration as a Scottish Charitable Incorporated Organisation. We added outside members to the Board and an Observer to the Board from Aberdeenshire Council.

The formal purposes of the charity organisation per the constitution are:

1. The provision of recreational facilities, or the organisation of recreational activities with the object of improving conditions of life for the persons for whom the facilities or activities are primarily intended; by maintaining existing path routes and networks and by developing new and existing paths in liaison with landowners and tenants;
2. The advancement of environmental protection or improvement; by advancing the education of the public regarding environmental issues through descriptive path and walk publications, and child focused publications such as Pathfinder Challenges for the development of childrens' knowledge, appreciation and understanding of the local environment and wildlife.

3. Our People

a. The Board

The Board meets quarterly, setting strategy and performing oversight of the organisation and activities. There are eleven positions including one place reserved for a member of Aberdeenshire Council. The current Board members are:

Name	Role	Skills/Experience
Hamish Booth	Powered Equipment Operator	Farmer Outdoor Access Forum Chair Community Councillor
Dr. Neil Campbell	Health Advisor	General Practitioner Senior Partner local medical practice
Tessa Campbell	Treasurer	Chartered Accountant
Derek Clarke	Path Project Manager	Engineer Retired Managing Director
Paul Culley	Volunteer Worker	Avionics Engineer Semi Retired
Eric Day	Safety Officer	Retired Engineer Community Councillor
Duncan Grant	Estate Advisor	Retired Stockbroker Estate Management
Will Maclean	Chair	Chartered Accountant Retired Director of Finance Community Councillor
Dr. Brian Murray	Path Project Manager	Engineer Retired Managing Director
Karen Whyatt	Secretary	Geologist Retired Exploration Manager

Aberdeenshire Council has appointed an Observer to the Board. Councillor Peter Argyle is Deputy Council Leader and Chair of the Infrastructure Services Committee and regularly attends TPG Board meetings.

b. The Management Committee

The Management Committee is a subset of the Board, plus a Public Health Coordinator, and meets most months to manage day-to-day operations. The management committee includes:

Hamish Booth, Dr Neil Campbell, Tessa Campbell, Derek Clarke, Eric Day, Will Maclean, Brian Murray, Karen Whyatt, and Dawn Tuckwood, who is the local area Public Health Coordinator. We also have an opening for an Aberdeenshire Outdoor Access Officer.

c. Volunteers

Torphins Paths Group has a large group of volunteers who work on the maintenance and development of local paths, and assist with public events and promotional activities and products. The volunteers work most Tuesdays during the autumn, winter and spring seasons, with around eight to ten men and women usually present. Paths for All conducted practical on site training in late 2018 and we have completed risk assessments for the work programme.

In the year to 31 March 2019 the volunteer work totalled 80 hours of training and 660 hours of path work, during which 685 metres of path were developed. The year to 31 March 2020 totalled 715 hours of path development with 330 metres completed, with nine new drains and gullies installed.

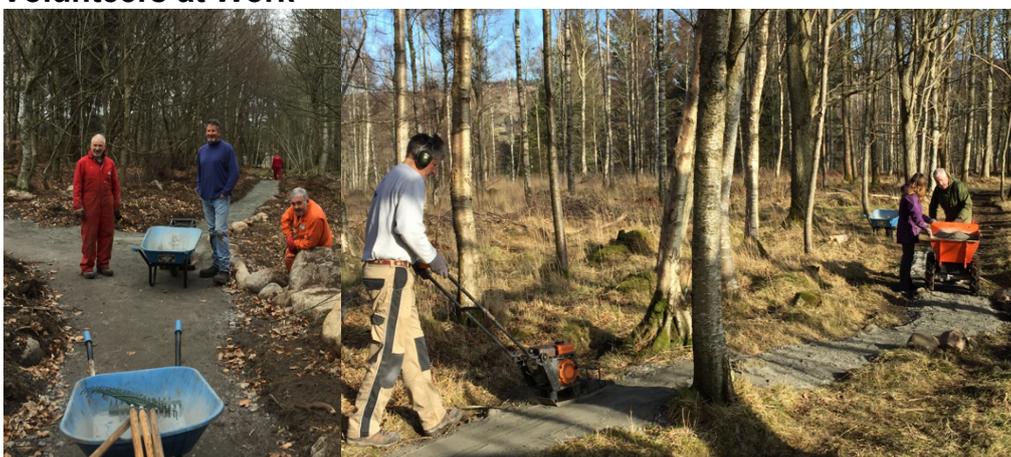
d. Members

The Group has encouraged membership by an online enrolment process without charge. Currently there are almost 70 members registered who we have communicated with through the torphinspathsgroup.org website and directly for AGM participation and to promote activities.

TPG at Torphins Gala



Volunteers at Work



4. Our Market

The market place of Torphins Paths Group is both the local community and the wider public and organisations we reach out to in pursuit of our goals.

a. Beneficiaries

There are multiple beneficiaries of our work:

The local community benefits from the availability of the path network we develop and maintain. There are many categories of users including individual and family walkers, runners, cyclists, wheel chair users, nursery and playgroup classes, and horse riders.

As we continue the development of longer distance routes, travel to school and work will be enabled by increased active travel routes, which benefit health and the environment.

Visitors and tourists in the area similarly benefit. They are encouraged to visit by the publicity of our website and Facebook page and the wide publication of our free leaflet and web page “Walks Around Torphins”. The associated website has had many thousands of hits from all over the North East and Central Belt.

Local business benefits from increased profile arising from our work encouraging visitors to the area. Visitors on foot and bicycle regularly visit a local coffee shop and other local amenities.

The longer routes connecting to other communities and path networks will enable further economic development as path connections encourage visitors to walk and cycle further from the core Deeside Way route.

The local landowners and land tenants we work with to improve and develop path facilities benefit from improved and maintained assets on their land; and by working closely we can ensure visitors are steered to suitable areas of interest rather than wandering randomly to potentially disturb animals and wildlife unnecessarily.

b. Customers

We do from time to time publish promotional products for sale through local outlets and from a TPG stall at the Torphins Wednesday Market and Torphins Gala, etc. These items, such as calendars and gift cards, raise our profile and provide some income. The branded “Walks Around Torphins” leaflets are distributed free of charge, with around 4000 copies distributed over 2 years.

c. Donors

Our primary income source until recently has been grants from the local church charity shop, a local retailer, the local authority, South Aberdeenshire

LEADER, a local wind turbine fund and a Foundation Scotland fund. These grants have been won through an active application programme aligned with our projects and have successfully funded our lower cost work to date. Larger grants will be required for the major contracted path construction projects.

Secondly we have raised public donations around community events such as the local Gala, but more importantly the events organised by TPG. These include the public opening of a local footbridge in cooperation with Torphins Community Council, the launch with over 100 guests of “Torphins Woodland Trails”, opened for us by the local laird and in association with the Aberdeenshire Wellness Festival.

More recently we embarked on a very successful online crowd funding which raised a significant amount from 120 donors within the local community for the “Woodland Wonderland” festive illuminations.

When we started physical operations we were the first beneficiaries of a new programme by Aberdeenshire Council to donate a significant range of new hand tools to facilitate the work of the paths group. These tools have been invaluable throughout our operations.

d. Consultations

Survey Monkey

From the beginning we have valued community consultation. Our immediate early action was a Survey Monkey, with the direct support and branding of Aberdeenshire Council, to understand the needs and wishes of the community regarding local paths.

The population of Torphins is approximately 1500 and we obtained 166 (11% of population) responses from the full range of age groups and a wide range of interests and abilities. 96% of respondents thought there should be more safe and accessible off-road paths around Torphins.

To the question whether having better off-road paths around Torphins would encourage one to walk or run or cycle more, there were 163 respondents to the question. 147 or 90% agreed or strongly agreed that having better off-road paths around Torphins would encourage them to walk or run or cycle more. Only 4% disagreed and 5% were uncertain.

Of 162 respondents 62% disagreed or strongly disagreed that there were plenty of safe and easy paths for walking and cycling around Torphins and only 14% agreed or strongly agreed.

Of 163 respondents 43% agreed or strongly agreed that walking on paths around Torphins is challenging. Of 163 respondents 76% agreed or strongly agreed that the roads were too unsafe for most children to cycle to Torphins Primary School. Only 6% disagreed or strongly disagreed.

Public Meetings

The foundation of our work has been a technical feasibility study, which was conducted on our behalf by Outdoor Access Trust for Scotland (OATS) following a competitive tender process. (See section 6 for study details). The publication of OATS report in early 2018 was followed by a public consultation event in Torphins with over 50 participants and another in Glassel with nearly 30 participants. Both events enabled us to explain the recommendations of the feasibility study and to generate discussion and feedback from the local communities. The result was an overwhelming endorsement of our proposals together with insight on limited specific individual concerns.

Attendance of TPG with a stall at the Torphins Gala each summer provides a valuable forum for promotion of our plans and to discuss one on one with local people. This gives us feedback and new ideas from the local people, and sometimes visitors to the area as well.

Similarly our stall at Torphins Wednesday Market around the festive period provides a great opportunity to directly discuss plans with locals and visitors.

Website and Facebook

www.Torphinspathsgroup.org
www.facebook.com/TorphinsPathsGroup

Our presence on the Internet has enabled us to communicate with individuals locally and further afield. On the website we offer news and events, "Walks Around Torphins", a page for submission of suggestions and comments, a page to join the Group, and a range of other information. On Facebook we can communicate current information and events and we receive comments and messages, which aid communication with the wider community.

Website

5. Operations

a. Resources

The group's key resources are our people. Founded in a small rural community of 1500 people we depend on engaging enthusiastic and skilled individuals at all levels of the operation to develop and implement our plans; interact with partner agencies, organisations and landowners; and execute the practical work on the ground. We are fortunate to have keen and deeply experienced board members and hard working volunteers, whose efforts are clearly recognised by the community. In addition to the Officers of the Board we have appointed a Safety Officer and Project Officers.

Our owned equipment includes a wide range of hand tools and wheelbarrows and a compactor plate for consolidating surfaces. We also have access to a range of powered equipment as necessary. In our path improvement and development operations we utilise all the usual materials: Type 1 hard core and quarry dust, geotextile membrane, drainage piping, timber posts and rails, and a range of signage. Paths For All has conducted relevant training in the use of equipment as an integral part of the wider path development training programmes.

b. Partners

We interact with many partner organisations on a regular basis. We cooperate and exchange information with other local paths groups and participate in a recently formed forum for these groups who meet quarterly. We were directly involved in advising two new local paths groups founded recently.

We have a strong relationship with Aberdeenshire Council who have an observer member at our Board, and who have part funded some key projects. Our previous community association committee was regularly attended by an Environmental Planning and Outdoor Access Officer, and since establishment as a charity we meet from time to time with the current Outdoor Access Officer, who has facilitated an element of Council funding for us. Our management committee includes the Area Public Health Coordinator. The EU funded South Aberdeenshire LEADER organisation inspired us from day one and funded a large part of our technical feasibility study, which provided our framework for operations.

A recent major river restoration project managed by Dee Catchment Partnership (DCP) provides an example of cooperation with environmental project groups. We are coordinating the development of a path to provide access to the restoration site, with heritage information boards, while combining this path as a key section of the Torphins – Banchory path route.

Local funding charities are very familiar with and supportive of our work, particularly the local church charity shop, which has significantly funded our developments in the village area, and a local wind turbine fund.

Before improving or developing paths we have to obtain authority from landowners and tenants. This is a major focus, which has been rewarded by an excellent and supportive relationship with the local estate who are very positive about public access, and productive interactions with other landowners, small and large, in our planned areas of operation. In the case of the river restoration project by Dee Catchment Partnership the landowner is supporting the path development as an integrated successor to the river project, by developing a car park and path access, and assisting our extension through the next section toward Banchory.

c. Legal

We operate as a registered Scottish charity as this structure provides a robust legal structure for governance and long-term operation together with tax benefits.

We have published policies for the protection of our members and partners:
Fair Processing Notice, 2nd September 2017
Protection of Vulnerable Adults and Children, 2nd March 2018

d. Insurance

We carry public liability insurance for our operations with limit £5m and personal accident insurance for our volunteers. Necessary risk assessments are performed, and action taken, for our general operations and specific events.

Torphins Woods Path



6. Impact

a. Objectives

The operations of Torphins Paths Group have been developed to deliver the Group's objectives, which were defined by our constitution, and refined into working projects by the technical feasibility study completed in the first year of operation on our behalf by Outdoor Access Trust for Scotland. Specifically this is to deliver:

- A network of multi user paths around Torphins, graded for multiple abilities
- A multi user path connecting Torphins to Banchory and the Deeside Way
- A multi user path connecting Torphins to Lumphanan, with the opportunity to connect to Tarland Way through projects of Lumphanan Paths Group
- The creation in the long term of a circular route, including Torphins via Banchory, Aboyne, Tarland and Lumphanan
- Promotion of walking and cycling for health and fitness and active travel, by promoting the walking and cycling routes in the area
- Development of environmental awareness through tools such as Pathfinder Challenges for children

b. Projects and Activities

Torphins Area

TPG has an on going volunteer effort to improve, develop and maintain paths around the village area, particularly in Torphins Woods on Learney Estate, but also in other locations. The volunteers have laid over a kilometre of new or developed paths with geotextile membrane, hard-core and quarry dust, the installation or refurbishment of many drains and gullies to eliminate wet areas, and barriers and signage. This work has provided new sections and improved accessibility of sections within natural trod paths, totalling four kilometres.

Future developments confirmed (subject to COVID restrictions) are:

Q1 2021 - Construct a new 100 metre fenced path to bypass an active farmyard on a popular local right of way (fully funded)

Q3 2021 - Refurbish a badly washed out popular route of 200 metres (partially funded)

Q4 2021 - Develop a 500 metre "Green" route through the Torphins Woods to connect with a popular country road (partially funded)

Torphins – Lumphanan (6 kilometres)

This multi user route has been defined in the Technical Feasibility Study by OATS and subsequently agreed with all major landowners. The general public strongly support the proposal and Lumphanan Paths Group will participate in joint development and funding. We have completed an Ecology Study of the route. Project completion is targeted for 2025, subject to funding.

Q1/Q2 2021 - Perform the Red Line mapping survey of major parts of the route (funded).

Q3/Q4 2021 – Perform planning for a significant burn crossing, and submission of the planning application in late 2021/early 2022 (to be funded).

2022 – 2024 Construction (to be funded)

Torphins – Banchory (10 kilometres)

A continuous multi user path connecting Torphins to Banchory and The Deeside Way is a major route, which will provide popular walking and cycling areas, enable active travel, improve Torphins links with the main Deeside tourist corridor, and facilitate a wider range of off road touring from Torphins.

The route defined in the OATS Feasibility Study has been presented at two public consultations and is supported by Banchory Paths Association. The majority is agreed with landowners however negotiating the area at Glassel community remains open, as does the Burn of Cannie crossing.

Q1 2021 – Complete requirements and submit planning applications for Easter Beltie to Glassel path, with the landowner providing the western section. Total 2 kilometres including new car park and path, old railway track path, woodland, and new river crossing. Provide interpretive information in cooperation with Easter Beltie River Restoration project and DCP manager.

Q3/Q4 2021 – Surveys and planning application Torphins to Easter Beltie

2021/22 - Construction Torphins to Glassel

2023 -> Progress development of Glassel to Banchory with new river crossing

Maintenance Programmes

Maintenance is an integral part of the management of a path network, essential to prevent the planning, design and construction effort being compromised. A maintenance plan is incorporated at the planning and design stage of major projects and consistently implemented across the path network. The maintenance schedule will identify an inspection regime and the planned maintenance tasks, including responsibility, budget and reporting responsibility.

Events

The highly successful Woodland Wonderland festive illuminations, launched by generous public crowd funding and grant aid in December 2020, has provided TPG with an excellent range of illumination equipment for use in similar events in future years. Ecological risks have been independently researched to benefit the safe and successful planning of future events, which will be planned annually in Q3.

Walks Around Torphins

2022 – Update “Walks Around Torphins” to include new path developments and continue promotion of hard copy and online versions.

Other Products

Consider development of existing and new product, such as calendars and gift cards, depending on current requirements and operating environment.

Website and Facebook

Continuously maintain and improve the website presentation.
Provide regular updates to the members and public by utilising Facebook.

c. Measurement

We measure our achievement in a variety of ways.

Being a voluntary community organisation our engagement with the local community is vital to our success, both in terms of direct involvement and appreciation of our operations, and to ensure we garner the support of government authorities, NGOs and funding organisations. Thus we maintain our profile both locally and in the wider area, and monitor the reactions and feedback we receive. Comments through social media and informally are very positive. We clearly see increased use of local paths; and local business and funders recognise our achievement and results. The very few negative comments received, such as dislike of grey quarry dust path surface, are recognised, evaluated, and responded to directly wherever possible.

Tangible measurement of activity and opinion has taken the form of consultation as described in Section 4, Our Market, where we have used public meetings, Survey Monkey, and interaction online. At all our public events we record attendance numbers. Most recently we used an online booking system to log visitors and provide detail data on interest and timing of visits to our Woodland Wonderland festive illuminations on a path in Torphins Woods. By assigning timed visitor slots this system effectively controlled traffic flow to ensure strict compliance with COVID-19 restrictions at the time.

Our volunteer activity is tracked by logging the number of participants and hours of work with metres of path developed, including the weight of materials used. This data, combined with Board and Committee activity, is reported annually and shared with the Aberdeenshire Council Outdoor Access team.

The distribution and sales of all our products are tracked. Our “Walks Around Torphins” leaflet is distributed free of charge. We record the numbers distributed to different outlets, and requests for refills. This provides us data on the interest and uptake on the publication, and thus interest in our walks and paths. Products for sale such as TPG branded calendars and greeting cards are also monitored as distributed

c. Reporting

Our quarterly Board meetings and regular management meetings always follow a planned agenda and structure. The Board agrees strategy and monitors progress. Papers are presented in advance of meetings to report progress against objectives and to identify issues for consideration and determination. Similarly management committee meetings always follow an agenda and minutes for action and progress against objectives recorded.

The Annual General Meeting of the Group attended by members includes a detail Chair's Report of all achievements throughout the year and sets out objectives for the coming year. The Treasurer provides reports of financial performance including graphical presentation for clarity.

The attendance of our Observer from Aberdeenshire Council enables an efficient method of reporting to the Council as we pursue our projects. These are aligned with Council policy on development and improvement of path networks for active travel and to produce environmental and health and wellness benefits.

Regarding our funders we always provide timely reports of progress on the projects they support, including expenditure compared with budgeted grants and other funding. We promptly inform any relevant issues, changes or delays. This is important to ensure we maintain trust and demonstrate responsibility and successful application of the funding we win.

Our website and Facebook page are used to communicate news from the Group which provides members the opportunity to understand our activities and provide feedback through the open or private facilities on these systems.

Before



After



7. Finance

a. Overview

Income of the Group includes:

- Donations
- Charitable awards
- Government grants
- Income from product sales
- Income from events
- Gift Aid on donations.

Costs include:

- Purchase of materials for path development, construction, maintenance, and special projects
- Purchase of tools and equipment
- Fees to consultants for surveys and planning requirements
- Planning application fees
- Meeting room costs
- Memberships

Forecasts include specific project costs for funding applications. We have developed a firm cash flow forecast for this financial year and next, with an outlook for a further three years.

b. Financial Statements

The statements of Income & Expenditure for period to 31 March 2020 and Balance Sheet at 31 March 2020 are presented in the Appendix c.

c. Cash Flow Forecast

The actual cash flow for 2019/20 and forecast for the five years to 31 March 2025 is presented below to illustrate planned spending and income requirements to achieve our ambitious path development plans.

Significant grant aid will be required to maintain the momentum on our major projects connecting to Banchory and to Lumphanan.

Torphins Paths Group
Cash Flow Forecast
Five Years April 2021 to March 2025

	Actual 2019/20 £	Forecast 2020/21 £	Forecast 2021/22 £	Forecast 2022/23 £	Forecast 2023/24 £	Forecast 2024/25 £
INCOME AND ENDOWMENTS						
Donations and legacies						
Donations						
Bread of Life (Mid Deeside Church)	1,900	-	500	1,500	500	500
KGVWTF	1,000	1,000	1,000	1,000	1,000	1,000
Other	1,063	3,677	2,000	3,000	3,000	3,000
Scotmid		500	-	-	-	-
	3,963	4,677	3,500	5,500	4,500	4,500
Grants						
Marr Area Committee	2,000	2,000	2,000	1,000	1,000	1,000
Marr Area Partnership	750					
Foundation Scotland RRR	-	1,600				
Other			60,000	230,000	165,000	50,000
Aberdeenshire Grant for Waulkmill Bridge Path	-	1,000				
	2,750	4,600	62,000	231,000	166,000	51,000
	6,713	9,277	65,500	236,500	170,500	55,500
Other trading activities						
Fundraising activities	547	6	1,000	1,000	1,000	1,000
Charitable activities						
Events - Open Day	302	-	500	500	500	500
Misc Income	99	50	-	-	-	-
	401	50	500	500	500	500
Total cash inflow	7,661	9,333	67,000	238,000	172,000	57,000
EXPENDITURE						
Raising donations and legacies						
Fundraising costs	215	-	250	250	250	250
Charitable activities						
Paths within Torphins - Materials for Volunteer work	2261	1,512	1,500	1,000	1,000	1,000
Path to Lumphanan - Surveys and Planning Application	2003	1,200	13,240	-	-	-
Path to Lumphanan - Construction incl. 25m bridge	-	-	-	150,000	150,000	-
Path to Banchory - Easter Beltie to Glassel	-	4,000	47,865	-	-	-
Path to Banchory - Torphins to Easter Beltie	-	-	2,000	84,801	-	-
Path to Banchory - Glassel to Banchory Surveys and Planning	-	-	-	-	20,000	-
Path to Banchory - Glassel to Banchory Start Construction	-	-	-	-	-	55,000
Advertising & PR expenses	337	-	100	300	300	300
Promotional Events	211	4,418	200	200	200	200
Insurance	172	129	200	200	200	200
	4,984	11,259	65,105	236,501	171,700	56,700
Support costs						
Governance costs						
Memberships	-	30	30	30	30	30
Miscellaneous	-	7	10	10	10	10
Hall hire costs	175	-	100	150	150	150
	175	37	140	190	190	190
Total cash expended	5,374	11,296	65,495	236,941	172,140	57,140
Net cash inflow	2,287	(1,963)	1,505	1,059	(140)	(140)
Opening cash balance	816	3,103	1,140	2,645	3,704	3,564
Closing cash balance	3,103	1,140	2,645	3,704	3,564	3,424

8. Risk

Risk Type	Risk	Mitigation
Governance	Lack of active and experienced Board members	Maintain positive interaction and activity with membership and community and deliver on objectives
	Inadequate succession planning	Continue development of broad based Board membership to facilitate transition of roles
	Failure to agree and implement strategy and objectives	Regular Board meetings and interaction to develop understanding and maintain consensus on strategy and objectives
	Lack of active membership	Maintain positive interaction and activity with membership and community and deliver on objectives
External	Lack of members	Regular interaction with community, events to attract membership, and demonstrate delivery on objectives
	Land access rights challenged	Maintain knowledge of public access rights, good relationship with local land and property owners, and with Outdoor Access Officers Membership of ScotWays
	Land access requests rejected	Good consultation process with community and land and property owners
Regulatory	Proposed development does not economically meet planning requirements	Maintain positive relationship with planning service and vigilance to planning requirements relative to development of projects
	Alignment with Local Development Plan and council policy	Active participation in LDP process, awareness of local proposals and relationship with Shire Council
	National and NGO path policy	Interact proactively with agencies
	Failure to meet OSCR requirements	Appropriately qualified Trustees and communication of responsibilities
Financial	Failure to win adequate grant awards or charitable donations, or to generally adequately fund activity	Maintain awareness of funding opportunities, and be proactive with project applications, supported by this Business Plan and sound operations Activity to maintain donations and product sales
	Inability to fund projects where payment has to be executed before grant paid to Group	Maintain an adequate bank balance at all times for smaller bridging, and be prepared to borrow bridging finance from e.g. Social Investment Scotland
	Timing of grant payment	Management of project timing and cash flow

Risk Type	Risk	Mitigation
Operational	Lack of volunteers	Maintain positive interaction and activity with volunteers, members and community Adequate support, training, recognition and community spirit to attract volunteers Deliver on objectives
	Contractor costs	Competitive tendering for larger project elements
	Weather	Comprehensive view of whole environment when planning projects and activities
	Pandemic	Maintain awareness of situation and comply with restrictions Appropriate Risk Assessments completed Guidance to volunteers to ensure safety when operations can continue Virtual meetings

Work In Progress



Work Complete



9. Contact Details

Name: Torphins Paths Group SCIO

Scottish Charity Registration No: SC049120

Registration Date: 11 March 2019

Known As Name: Torphins Paths Group

Registered Address: Craig Rannoch
Grampian Terrace
Aberdeenshire
AB31 4JS

Website: www.torphinpathsgroup.org

Email: torphinpathsgroup@gmail.com

Contact: Will Maclean
Chair
Torphins Paths Group
13 Craigour Avenue
Torphins
AB31 4JA

Tel. 07531 881100

Woodland Wonderland December 2020



Appendix a. – Project Plan Gant Chart

Torphins Paths Group Five Year Plan											
	1Q 21	2Q 21	3Q 21	4Q 21	1Q 22	2Q 22	3Q 22	4Q 22	2023	2024	2025
Torphins Paths											
Waulkmill Farm Bypass Path											
Refurbish Path to Craigmyle Lodge											
Torphins Woods Green Route											
Lumphanan Path											
Red Line Survey and Mapping											
Bridge Design and Specifications											
Submit Planning Application											
Phase 1 Path Build (Cuttings)											
Phase 2 Path Build (Bridge)											
Complete Path											
Banchory Path											
Planning Application for Phase 1 (Easter Beltie to Glassel)											
Planning application for Phase 2 (Torphins to Easter beltie)											
Phase 1 and 2 Build											
Phases 3 to 5 (Glassel to Banchory)											

Appendix b. – Project Route Maps per Feasibility Study March 2018

Torphins Woods

The Torphins Woods paths consist of sections of existing trod path, which have been improved and drained, and new sections to provide off road alternatives and easy access routes.

Sections 1 - 5 Green have been completed

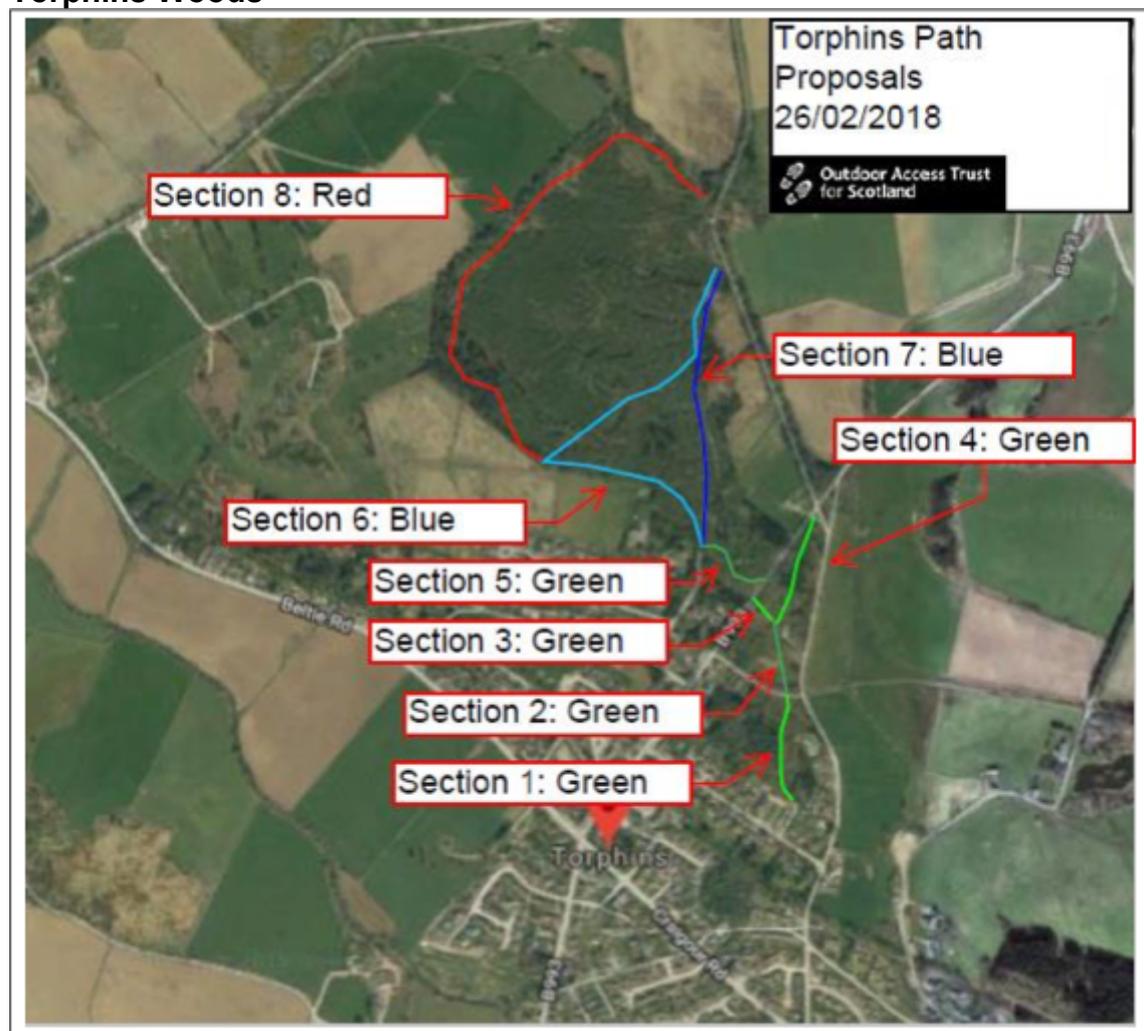
Section 6 Blue Perimeter has been completed

Section 6 Blue Cross Route is being planned

Section 7 Blue is being planned

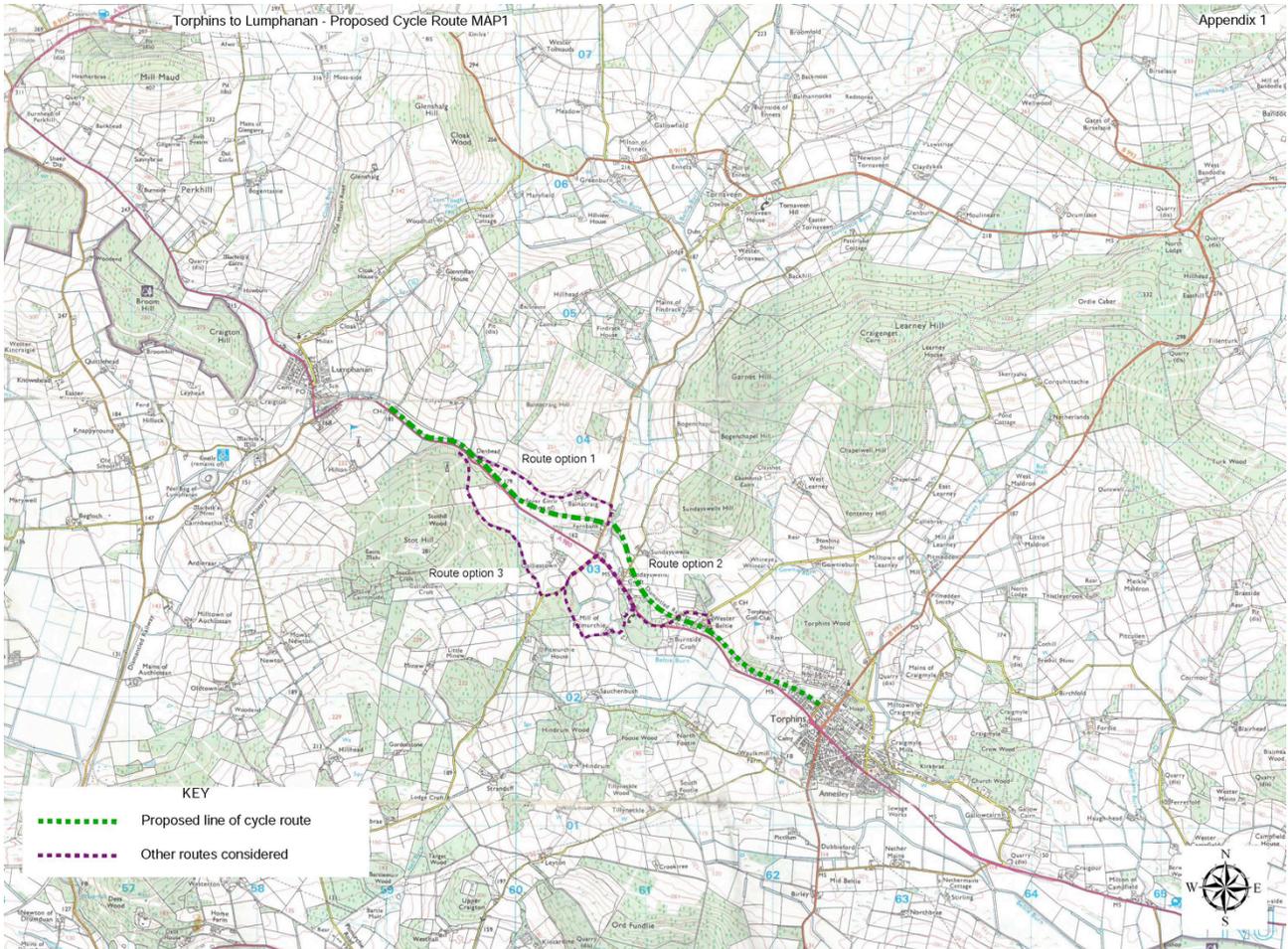
Section 8 Red is complete with minor additional finishing planned

Torphins Woods



Torphins – Lumphanan (6 kilometres)

The Green route Option 2 on the map is the proposed route for the Torphins – Lumphanan path, with alternatives, which have been rejected for various reasons, shown in red.

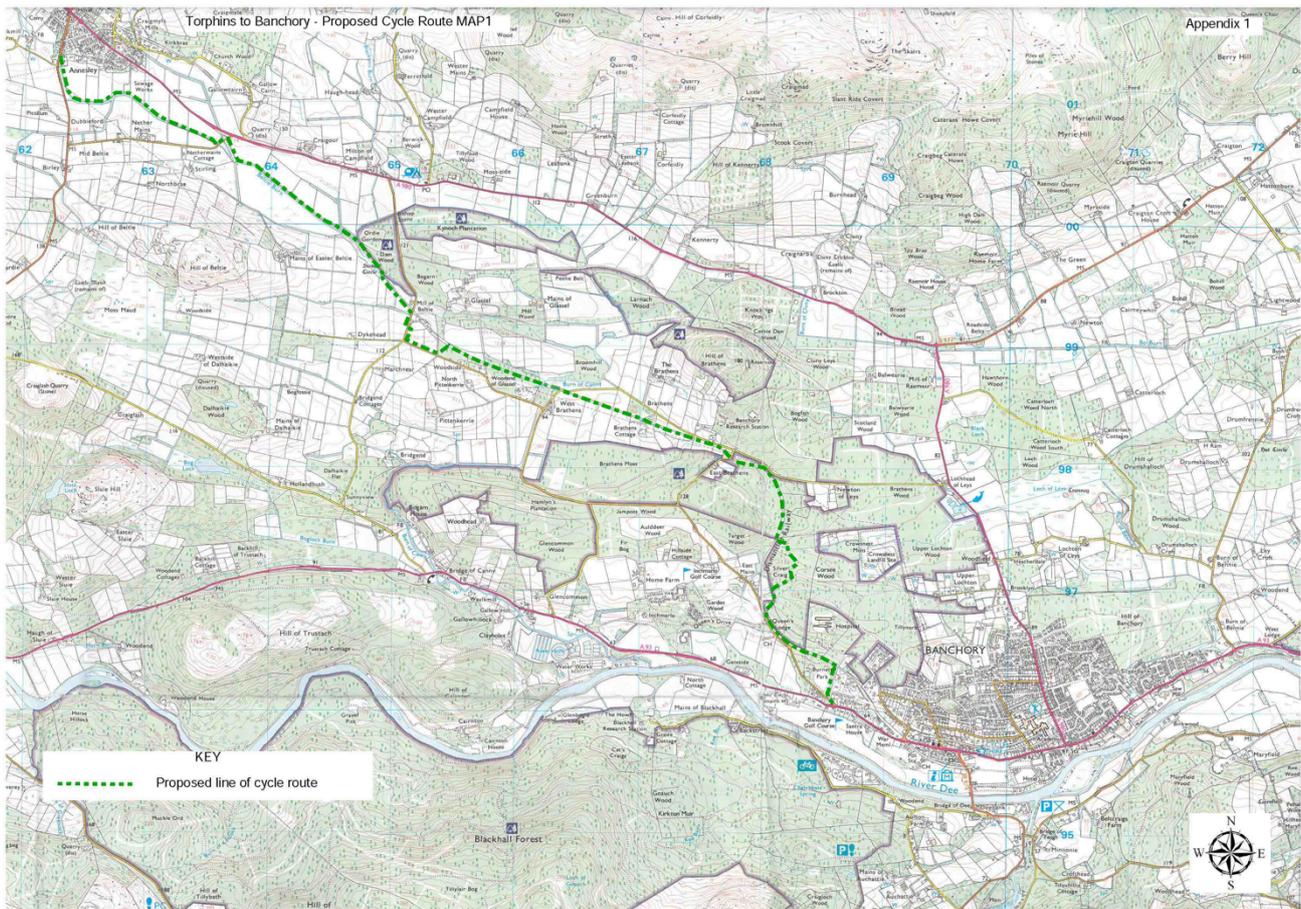


Torphins – Banchory (10 kilometres)

The Green route on the map is the originally proposed route for the Torphins – Banchory path.

The latest proposals will meander through the field at Easter Beltie and traverse the north side of Dam Wood rather than parallel the Beltie Burn to Glassel. This section will be the subject of a planning application in early 2021, followed by pursuit of the section from Torphins to Easter Beltie.

The route shown at Glassel is not possible so an alternative is being sought to Woodend of Glassel and at West Brathens. From West Brathens to Banchory is agreed in principle with landowners including Forest & Land Scotland.



Appendix c. – Financial Statements

Detailed Statement of Financial Activities for the Period from 11 March 2019 to 31 March 2020

	2020 £
INCOME AND ENDOWMENTS	
Donations and legacies	
Transfer from Torphins Paths Group (Association)	816
Donations	
Bread of Life (Mid Deeside Parish Church)	1,900
King George V Community Project	1,000
Other	1,149
	<hr/>
	4,049
Grants	<hr/>
	2,750
	<hr/>
	7,615
Other trading activities	
Fundraising activities	547
Charitable activities	
Events - Open Day	302
Misc Income	99
	<hr/>
	401
	<hr/>
Total incoming resources	8,563
EXPENDITURE	
Raising donations and legacies	
Fundraising costs	215
Charitable activities	
Path building costs - Paths within Torphins	2,378
Path building costs - Path to Lumphanan	2,003
Advertising & PR expenses	337
Promotional Events	211
Insurance	172
	<hr/>
	5,101
Support costs	
Governance costs	
Hall hire costs	175
	<hr/>
Total resources expended	5,491
	<hr/>
Net income/(expenditure)	<u><u>3,072</u></u>

Balance Sheet
At 31 March 2020

	Notes	Unrestricted fund £	Restricted fund £	2020 Total funds £
CURRENT ASSETS				
Debtors	7	86	-	86
Cash at bank		<u>1,665</u>	<u>1,438</u>	<u>3,103</u>
		1,751	1,438	3,189
CREDITORS				
Amounts falling due within one year	8	-	(117)	(117)
		<u>1,751</u>	<u>1,321</u>	<u>3,072</u>
NET CURRENT ASSETS				
		<u>1,751</u>	<u>1,321</u>	<u>3,072</u>
TOTAL ASSETS LESS CURRENT LIABILITIES				
		<u>1,751</u>	<u>1,321</u>	<u>3,072</u>
NET ASSETS				
		<u><u>1,751</u></u>	<u><u>1,321</u></u>	<u><u>3,072</u></u>
FUNDS				
Unrestricted funds	10			1,751
Restricted funds				<u>1,321</u>
TOTAL FUNDS				
				<u><u>3,072</u></u>