



FORRES COMMUNITY WOODLANDS TRUST

Management Plan

2022 - 2026

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INTRODUCTION

- 1.1** The Forres Community Woodlands Trust (FCWT) was formed in December 1999 to purchase on behalf of the local community the Muiry and Newforres Woods (16ha) located to the southeast of Forres. In 2002, the Trust was successful in purchasing a further area of woodlands – the Sanquhar Woodlands (47ha) – an area of highly attractive woodland, situated immediately to the south of Forres and (like the Muiry Woods) heavily used and enjoyed by generations of Forres residents. In 2012, the FCWT purchased from Altyre Estate the area within the Sanquhar Woodlands known as the Coffin Field (2.87 ha)
- 1.2** Since their purchase, the Muiry Woods, Newforres Woods, and Sanquhar Woodlands have been actively managed by the FCWT on behalf of the local community for biodiversity enhancement, environmental education, public recreation and timber production.
- 1.3** The purchase of the Sanquhar Woodlands fitted within the Trust’s overall vision, strategic aims and objectives and provided the strategic framework for the Trust’s earlier Development Plans for the Woodlands published in 2003 and 2009. This Plan in 2022 is to cover the period until 2026.
- 1.4** This Management Plan follows on from the 2016 plan and reflects the Aims and Strategy of the FCWT Board of Trustees.

Specifically, the aims are to:

- Continue to reflect the aspirations of the FCWT, its members, the local community and funding bodies for the future management of its land holdings.
- Set those aspirations in the wider context of national, regional and local strategies and policies.
- Provide an Action Plan for the development and management of the woodlands over the short, medium and longer terms.
- Provide a framework for financial control and monitoring and review of the Plan’s activities.
- Provide an objective basis for supporting future funding applications to assist with the implementation of the Plan.
- Provide a plan that promotes the FCWT Woodlands and the work of the FCWT to reflect community woodland management.

BACKGROUND INFORMATION

2.1 About the FCWT

The Forres Community Woodlands Trust (FCWT) is a not-for-profit- community-led group formed in December 1999 to purchase, on behalf of the local community, the Muiry and Newforres Woods located to the southeast of Forres because it was felt that this well-loved and heavily used area of woodland was under threat of being lost permanently to new housing. In 2002, the Trust was successful in purchasing the Sanquhar Woodlands on behalf of the local community. In 2012, the FCWT purchased from Altyre Estate, the area enclosed within the Sanquhar Woodlands known as the Coffin Field.

2.1.1 *Legal Status, Governance & Membership*

Initially structured as an unincorporated association, the FCWT became a registered Scottish Charity (No SCO29987) and was incorporated as a private Company Limited by Guarantee (Company No SC202475).

Legal, strategic and financial governance of FCWT Ltd is provided by an elected Board of Directors all of whom are drawn from the local Forres community. The activities of the FCWT are further supported by a network of local volunteers who provide practical help and administrative support for the Trust's activities.

Full (voting) membership of the FCWT is open to local individuals (resident within the IV36 postcode area) that support the Trust's vision and aims and "Friends of the FCWT" (non-voting) membership to those outside the area.

2.2. Board of Directors

The FCWT Board of up to 12 Directors (Trustees) are elected at the Annual General Meeting. A list of the current Directors (Trustees) can be found on the FCWT website.

2.3 FCWT Contact Details

Registered Office & correspondence address:

20 Tolbooth Street, Forres, Moray IV36 1PH

Tel: 01309 672244

E-mail contact via the web

Web: www.forrescommunitywoodlands.org

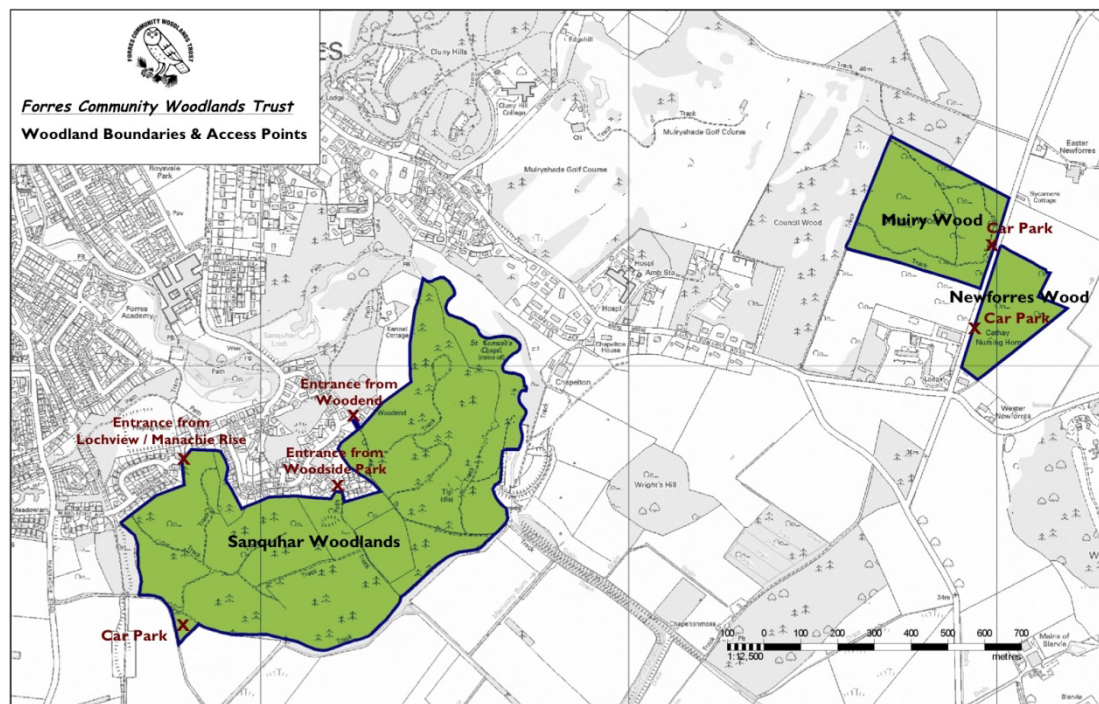
2.4 Ownership, Area & Scottish Government Land Registration

The Trust's woodland ownership is freehold and currently extends to a total of 65.93 hectares, comprising the Sanquhar Woodlands (47.07ha), the Muiry (10.84ha), Newforres Woods(5.15ha) and Coffin Field (2.87ha).

The land holds Scottish Government Rural Payments and Inspectorate Department Main Location (Farm) Code 600/0005 and Business Reference Number (BRN) 162560 required for claiming and receiving any payment of Scottish Rural Development Programme (SRDP) funding including all Forestry Commission Scotland grants for land management related activities.

2.5 Woodland Location

The Woodlands are located immediately to the South and Southeast of Forres, Moray – see location plan below



Most of the northern boundaries of the Sanquhar Woodlands lie immediately adjacent to the Sanquhar and Mannachie residential areas of Forres, thus directly impacting upon some 140 households and emphasising the amenity value and ready access of the woodlands to the town and its residents.

2.6 The Forres Community

Forres is an ancient Royal Burgh located on the Moray coast about 25 miles east of Inverness and 10 miles west of the county town of Elgin. The town is situated between the floodplain of the River Findhorn and the wooded slopes of the Cluny and Sanquhar Hills and has a current population of 11,500.

2.7 Key milestones to date

Some of the FCWT's key management milestones since the purchase of the Muiry, Newforres and Sanquhar woodlands have included:

Muiry & Newforres Woods

- Car park & footpath creation and signage and interpretation (2001)
- Height barriers and car park improvements (2013)

Sanquhar Woodlands

- Public "Forestry Participatory Appraisal" (PFA) carried out in Forres (2002/2003)
- Publishing of the Sanquhar Woodlands Development Plan (2003) – informed and influenced by the outcomes of the PFA
- Pond Restoration Project (Autumn 2005) funded by the Scottish Executive Biodiversity Action Grant Scheme
- Thinning and low impact silvicultural felling programme undertaken (2006/07)
- Facilitation of Forest school Programme and Enchanted Woodland Celebration Event (Summer 2007). Part funded by BIG Lottery Awards for All
- FCWT received "Your Moray, Your Environment" recycling and environmental award in recognition of its environmental contribution to the community through the pond restoration scheme (November 2007)
- Construction of (Phase 1) Mountain Bike Trails and Jumps Area (Summer 2008)
- Mountain Bike Trails opening event (October 2008)
- Construction of car park at Sanquhar Woodlands (Spring 2009)
- Clearance and replanting of band of trees that were creating a risk to houses adjacent to the woods (Winter 2015 and Spring 2016)
- Commercial thinning during the winter 2017/18 extracted 1,300te of timber

2.8 Consolidating the achievements

The woodlands and trees of Forres are an integral and very valuable element of the town's environmental fabric. The Trust has been successful in demonstrating that a woodland community group can meet the challenges involved in taking ownership of some of these woodlands and match the expectations of the local community in protecting and enhancing them. The Trust is acutely conscious of its responsibility to meet the community's on-going expectations and the need to ensure that through our woodland ownership and management the delivery of community benefits can be sustained over the long term.

DESCRIPTION OF THE WOODLAND AREAS

3.1 Scope

This updated Plan encompasses the Sanquhar Woodlands (including the area known as the Coffin Field purchased in 2012), the Muiry and Newforres Woods.

3.2 Woodland Profile

3.2.1 Summary

The Sanquhar Woodlands comprise predominantly semi-mature to mature Scots pine and other exotic conifer plantations, mostly planted in the 1950s and 1960s with area of younger second rotation conifer plantations plus areas of mixed age and species broadleaves. The eastern fringe and the pond areas are potentially the most diverse areas although the spruce areas felled in 2001 (and now being regenerated) also offer opportunities for biodiversity enhancement. The woodlands are well roaded and relatively stable in terms of propensity to wind blow. The Muiry and Newforres Woods are mainly naturally regenerated Scots pine and birch with some planted hardwoods. Surfaced paths, including one wide enough for 4WD access, were constructed in 2003 and complemented by a network of natural surface paths. A variety of walks is thus available in woodland which provides recreational value rather than a commercial one.

3.2.2 Elevation & Topography

Elevation ranges between 30 metres (above mean sea level) near the Mosset Burn to 50 metres towards the middle of the western 'wing' of the Sanquhar woodlands. The landform is gently undulating in Sanquhar and Muiry Woods but almost flat in Newforres, which has an elevation of around 30 metres.

3.2.3 Soils & Geology

Underlying soils in Sanquhar woodlands are mainly humus iron podzols with some gleys derived from fluvioglacial and raised beach sands and gravels from acid rocks including granite. These types of soils are common within the Moray Firth area and are generally freely draining and acidic, ideally suited to Scots pine woodland. There are also pockets of less well drained, gley soils in hollows and alluvial soils by the Mosset Burn that are more suited to broadleaved species such as willow, alder, birch, ash and oak; elm having been killed by Dutch elm disease around 20 years ago. Muiry and Newforres Woods have shallow peat over fluvioglacial sand and stones, the high proportion of large stones having been revealed when a hole was excavated in an attempt to create a pond in Newforres.

3.2.4 Woodland Types

The Sanquhar woodland can be categorised under five broad types – pine woodland, recently felled area (under regeneration), broadleaves, other conifers and other areas. The present characterisation of the woodlands is predominantly semi-mature to mature (41-60+ years old) conifer plantations, 60% of which are Scots pine, the balance being other conifers (20%) and mixed broadleaves (20%). Some 80% of the Scots pine was planted in 1962 and 1963, whilst the oldest stands date back to 1948 and are now 65 years old. The oldest area of conifers, planted in 1925, is the stand of Douglas fir located at the southwest corner of the woodland. With only 1.9 ha in the 11-20 year old age class, 2.5ha 21-30 and 0.0ha in the 31-40 year age classes respectively, there is a significant imbalance of age classes, which will influence the future woodland management strategy.

Both Muiry and Newforres Woods were clear felled in 1991 before the Trust acquired the land in 2000. The seed origin of the regenerated Scots pine in the Muiry was the adjacent Council owned mature wood, so they are of sound provenance, but there is now a need to thin them to maintain

their health as well as allowing birch to thrive. Some hardwood (broad-leaved) trees were planted to provide biodiversity (oak, holly, rowan, whitebeam, gean, hazel and aspen) and most have grown well. Junipers have thrived in a patch of more fertile soil and some Scots pine were planted in wraps where rabbits were a problem and now need thinning. A damper area of Newforres had spruce planted and a grassy, more fertile area had oaks planted: both have grown very well

3.2.5 *Vegetation & Wildlife*

In Sanquhar woodlands, ground vegetation is generally light with grasses, mosses, bracken and blaeberry dominating depending mainly upon the amount of light reaching the forest floor. Other species include bell heather, ling, wood sorrel and wood anemone. In the wetter, lush areas, there is bramble, wild raspberry, broom and gorse. Parts of the Woodlands have become invaded by laurel and rhododendron (*Rhododendron ponticum*) that have suppressed other ground flora. The dry soil conditions in Muiry and Newforres allow common (ling) heather to dominate the ground cover, with some blaeberry and pinewood mosses in shade with gorse and wavy hair grass in open areas. Path edges have grasses, gorse and broom, while more fertile patches have rosebay willow herb, bracken, dog violet, raspberry and bramble. Some invasive species appear by self seeding, like Western hemlock and Douglas fir, and they are removed on sight, as with rhododendron. A more problematic ground cover shrub is *Pernettya*, a garden escape spread by pink berries and established in parts of the Muiry Wood. Two pinewood specialities, creeping lady's tresses and intermediate wintergreen, are both in the mature wood nearby so may soon spread, while chickweed wintergreen is already in damper areas.

3.2.6 *Ecological Site Classification (ESC)*

According to the Ecological Site Classification (ESC) analysis, which is based on soil and vegetation cover, the type of native woodland appropriate to the site lies between National Vegetation Classification Type W19 (juniper woodland with wood sorrel, W18 (Scots pine woodland with heather) and W11 (upland oak-birch woodland). This offers quite a wide scope for choice of tree, shrub and under-storey species to be encouraged and/or introduced as part of future re-stocking and other proposals to enhance biodiversity and the general 'naturalness' of the woodlands.

3.2.7 *Wildlife*

The Sanquhar Woodlands have a high biodiversity value, enhanced by the existing mixture of ages and species and displayed by a wide range of wildlife species and habitats present in and around the Woodlands typical not only of pine woodland in Moray but also elsewhere in the Northeast of Scotland.

Mammals include roe deer, rabbits, brown hare, red squirrel, field voles, stoats, foxes, weasels and there is also badger and pine marten. Red squirrels are most seen in mature Scots pine, especially in years with an abundant cone crop, but their dreys are often in spruce, or Douglas fir, where the closer branches give more protection.

There is a wide variety of bird life at Sanquhar Woodlands. Commonly seen species include carrion crows (in the older conifer stands) and wood pigeon, but more difficult to see are tawny and long-eared owls, buzzard, kestrel, sparrow hawk elsewhere within the Woodlands. Coal tits and goldcrests also breed and are seen in winter feeding flocks. The chaffinch is probably the commonest species in the Woodlands, while the chiffchaff is only an occasional visitor. At the woodland edges, particularly where birch and oak are growing, many other bird species are found including robin, blue tit, tree creeper, blackbird, song thrush, pheasant, great and long-tailed tit, dunnoek, jay, wren, bullfinch and willow warbler and yellowhammer.

The Mosset Burn hosts dippers, breeding mallards, herons and occasional visits from trout-hunting otters and mink, the latter having killed off the water voles which were once common on the burn. Alder, elm and other hardwoods along the burn side provide habitat for tree creeper, spotted flycatcher, great tit, stock dove and greater-spotted woodpecker. Woodcock often nest in the Mosset valley and many seek winter shelter under the laurel. Also along the burn sides, where the fertile soil supports a rich ground flora, orange-tip and green-veined white butterflies are present, while clearings and rides provide habitat for speckled wood butterflies.

Muiry and Newforres Woods have healthy broods of great tits and blue tits fledged from the nest boxes there every year and treecreepers have also used a box. Woodpigeon, pheasant, chaffinch, blackbird, wren and robin are in both woods, but the elusive woodcock is usually only seen in display flights on spring evenings. A few chiffchaffs are the first warblers back in April, followed by a few blackcaps, then several willow warblers, favouring the birches of the Muiry. A few pairs of yellowhammers nest in the gorse along the field side of the Newforres Wood and regular visits are made by hunting tawny owl, sparrow hawk and buzzard.

The thick ground cover of young woodland limits the mammal populations but badger, fox, stoat, pine marten, red squirrel, rabbit and brown hare are all seen. Roe deer are about in the late evening and cause damage to young trees when bucks rub their antlers in the summer. Also causing damage are the rabbits which eat the bark on holly trees in a hard winter and often kill the tree. Common lizards are seen in open spaces on sunny days and should benefit from the planned heathland restoration. The only resident butterfly is the speckled wood, preferring shaded pathways, while tiger beetles hunt on the open tracks in sunshine.

3.2.8 *Tree Health*

The Sanquhar Woodlands are generally in good health and there are no immediate causes for concern.

3.3 **Other Site Factors**

3.3.1 *Watercourses & Drainage*

The principal watercourse is the Mosset Burn which flows along the eastern edge of the woodlands. The burn is prone to periodic flooding although only the semi-natural fringe of the woodland was prone to inundation. This risk has almost certainly been removed by the Flood Alleviation scheme involving a dam that limits the flow of the Mosset Burn being completed in 2009 – see the next paragraph. Otherwise, the woods are relatively dry and well drained.

3.3.2 *Forres Flood Alleviation Scheme*

In 2009 an area of 0.4 ha of the Sanquhar Woodlands adjacent to the south easternmost boundary by Chapelton was acquired by The Moray Council from the FCWT under a Section 75 Agreement (Town and Country Planning Scotland Act 1997) for which the FCWT was financially compensated. This land was required by the Council for the construction of the earth embankment forming part of the Forres (Burn of Mosset) Flood Alleviation Scheme.

3.3.3 *Access*

The Sanquhar Woodlands are served by a good internal road and track system ideally suited to 4WD vehicles and timber forwarders, although not for timber lorries. In the past, timber has been extracted, stacked and transported from site via the southern access track leading to Mannachie Road across which the FCWT has heritable permissive access as it is owned by Altyre Estates. The internal tracks and roads are supplemented with a network of other informal paths and tracks offering the potential for future upgrading and development as appropriate. These remain in good condition during most of the year due to the well drained soils. Muiry and Newforres woodlands

have surfaced paths, including one wide enough for 4WD access and complemented by a network of natural surface paths.

3.3.4 Biodiversity in Muiry and Newforres Woods

The natural spread and growth of heather and gorse since the woods were clear felled 25 years ago has resulted in some areas becoming almost impenetrable; the woody thickets were also a fire risk. An area was selected in each wood to grind down the vegetation to a mulch, allowing young heather, heathland grasses and other plants with associated insect species to return in the years to come. This was completed in March 2016. Natural succession favours the re-growth of gorse and heather, and selective cutting and planting of native broadleaf species is planned.

3.4 Further land in FCWT ownership

In 2012, the FCWT purchased from Altyre Estate the open area in the Sanquhar Woodlands known as the 'Coffin Field' for which the FCWT paid 50% immediately with the remaining 50% to be paid within 10 years. This land was intended to be used as a 'Green' burial site to provide ongoing income to the Trust. However, a planning constraint was placed on the type of soil in which 'Green' burials could take place and on detailed examination; the soil did not meet the required criteria. The field will be used to enhance the experience of the Woodlands and it is now being developed as a wildflower meadow.

COMMUNITY CONSULTATION

4.1 Consultation

The Community has been generous in its support of the Trust both morally and financially and contributed significantly towards the purchase of Muiry and Newforres Woods in 2000 and the subsequent open market purchase of the Sanquhar Woodlands in 2002.

The Trust has an active website that provides Minutes of all Trustee Meetings and Annual General Meetings together with on-going updates on activities. A regular newsletter is also distributed to Trust Members.

VISION, VALUES & STRATEGIC AIMS

5.1 Vision

Since inception, the FCWT has recognised that its woodlands are major assets with the potential to deliver a wide range of social and environmental benefits. The Trust is committed to realising this potential.

Our overall vision aims and objectives for the work we do within the community remain consistent with those articulated on the formation of the Trust in 1999.

Thus, our long-term vision is:

"To maintain and enhance the Trust's woodlands as biodiverse habitats that provide recreational and educational opportunities"

5.2 Values

Our vision, aims and objectives will continue to be underpinned by the following values:

- ***Being Action Focused***
We will continue to focus on meeting the Trust's aims and objectives and the aspirations of the wider community.
- ***Achieving High Quality Outputs***
We will strive to achieve the highest possible quality in all our activities and outputs for the benefit of the local community.
- ***Being Transparent and keeping the Community informed***
We will keep the local community informed of the activities and decision making of the Trustees. The Minutes of all Meetings will be available on the FCWT website. Members will receive regular newsletters on the Trusts activities and other points of interest.
- ***Working with others***
We will continue our existing links and partnerships with other community groups and charities such as Wild Things, Forres Groups Action, Forres Area Community Trust, Transition Town Forres, The Dava Way Association, Forres in Bloom and Forres Footpaths Trust, with whom we share common values and mutual support. Where appropriate we will also work with other local organisations, agencies and businesses including the Forres Community Council, the Moray Council, the Community Woodlands Association and TCV (The Conservation Volunteers).
- ***Delivering Community Benefits***
We recognise that the management of local woodlands for the benefit of the local community offers significant opportunities to promote social inclusion, equal opportunities and capacity-building. Through our ownership and management of the woodlands, we will strive to take advantage of such opportunities to maximise these benefits whenever appropriate and practicable.

5.3 Strategic Aims

The Trust's overall strategic aims will continue to help us move towards achieving our wider vision. These aims are to:

- ***Maintain and enhance the biodiversity of the woodlands.***
- ***Fulfil the potential of the woodland in enhancing the quality of life for the community and visitors through the provision of public access and recreational facilities.***
- ***Accomplish sustainable forest management through silvicultural and environmental good practice***
- ***Promote the woodland as a highly valued environmental and educational asset for all the community and visitors to the area but particularly for school children and young people.***
- ***Engender a strong sense of ownership, involvement and relevance of the woodland amongst the local community.***

5.4 Achieving the Vision

FCWT envisages that the following outcomes from its strategic aims and objectives through the implementation of this Management Plan and its other activities over the short and longer terms.

Thus, over this 5-year Plan period:

- FCWT's woodlands will provide local people and visitors with better quality and safer access to recreational facilities such as footpaths and the Trust's mountain bike trails and jumps.
- The Coffin Field will be developed as a wildflower meadow
- The invasive species of rhododendron and laurel will have been removed from large areas of the Woodlands
- The Community and Membership will be kept informed of the Trust's activities
- The Woodlands will continue to be available for educational activities
- Information on tracks and paths through the woodlands will be displayed

STRATEGIC CONTEXT

6.1 National Contexts

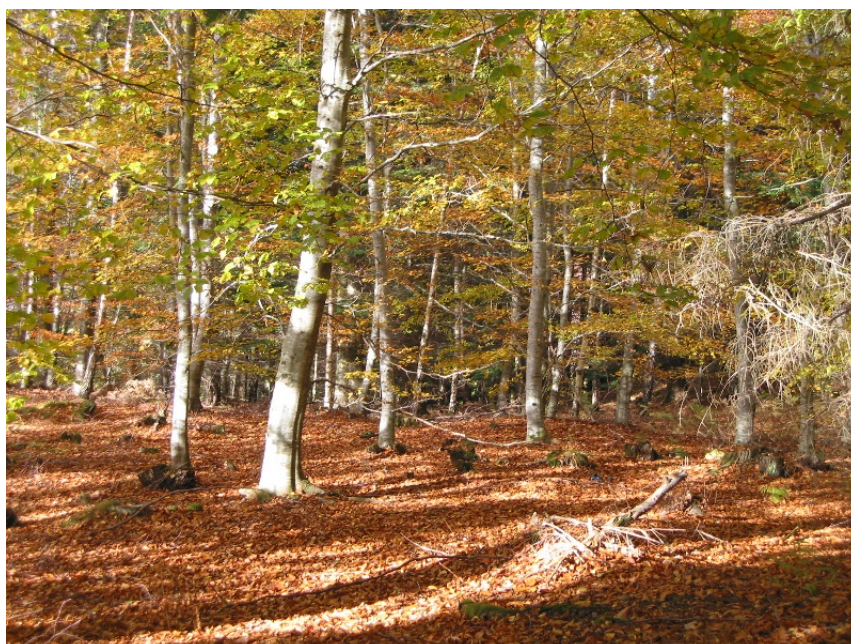
The aims and aspirations of FCWT and how it approaches the management of its woodlands are aligned with several key national and local level strategic and policy contexts, notably those concerning forestry, community planning and the Scottish Government's five strategic objectives – Healthier, Greener, Stronger and Safer, Wealthier and Fairer, and Smarter.

MANAGEMENT STRATEGY

7.1 Management Themes

The overall management strategy is developed under key **management themes** linked to the FCWT's strategic aims. These are:

1. **Enhancing woodland biodiversity**
2. **Enhancing woodland access**
3. **Encouraging use of the woodlands for education and recreation**
4. **Undertaking sustainable woodland management**
5. **Keeping the Community and Membership informed**



ACTION PLAN

8.1 Introduction

The following table outlines how the Trust will carry out a programme to meet the Management Themes for the woodlands over the period of the Management Plan utilising a series of projects and ongoing requirements for the woodlands. A separate sub-plan will cover the management of the trees within the woodlands.

PROJECT	DESCRIPTION	TIMESCALE	COMMENTS
<i>Maintenance of trees in cleared 'buffer zone' at Sanquhar</i>	Ongoing observation of trees growing adjacent to the housing and maintenance where required	Ongoing	Use both volunteers and contractor as required
<i>Control of Invasive Species in Sanquhar & Muiry/Newforres</i>	5 Year plan to remove rhododendron & laurel	2022 to 2026	Contractor to use non-spray method near ponds.
<i>Control of Invasive Non-Native Species Sanquhar</i>	Volunteers to continue removal of sitka spruce and other invasive species	Ongoing and long term	Suitable replacement species to be planted
<i>Enhance Biodiversity Sanquhar</i>	Development of the Coffin Field as a wildflower meadow by a programme of controlled cutting and seeding	Ongoing	Introduce various seed to improve wildflower diversity
<i>Enhance Biodiversity Sanquhar</i>	Remove excess trees and shrubs around Coffin Field Pond	Complete by spring 2023	Seek guidance from SNH on best practice
<i>Enhance Biodiversity Sanquhar & Muiry/Newforres</i>	Install bird boxes	Ongoing	Men's Shed to fabricate to RSPB specification
<i>Enhance Biodiversity Muiry & New Forres</i>	Control heather and gorse growth and some tree planting in cleared areas	Ongoing	
<i>Improved access in Sanquhar and Muiry/Newforres</i>	Maintain paths and car parks	Ongoing	Contractor to be engaged as required
<i>Safety Inspections</i>	Carry out annual safety inspections	Ongoing	Includes MTB trails
<i>Communicating with the Community</i>	Maintain an up to date comprehensive and informative website	Ongoing	Website to include Minutes of all Meetings
<i>Communicating with Members</i>	Issue regular, informative newsletters	Ongoing	
<i>Volunteer Programme</i>	Regular programme of Volunteer assistance in all woodlands	Ongoing	Appropriate training and H & S briefings to be carried out as required
<i>Insurance</i>	Maintain appropriate public liability insurance	Ongoing	Includes MTB trails

FINANCIAL FORECASTS & FUNDING

9.1 Summary

Currently the Trust is in a reasonable financial position. Reserves have been established from the proceeds of the sale of commercial timber. However, the annual running costs of the woodlands including insurance, maintenance, administration and the website make continuous demands on the Trust's finances. The reserves are therefore on a continuous downward trend. Income from membership fees and donations is relatively constant.

The Trustees have reflected on the challenges of the Trust's financial position by balancing ambition with reality in the projects proposed for this period. Moreover, they believe this reflects the wishes of the Members and broader Community. The projects in the Action Plan at Section 8 can only be achieved with grants and income from external sources. The Trust will seek funding from external sources such as The Berry Burn Community Fund, Paths for All, Landfill Communities Fund and other appropriate funding bodies.

GOVERNANCE & CONTROL

10.1 Legal & Charitable Status

The FCWT is a Company Limited by Guarantee (Company No SC202475) and not having a share capital and is recognised by the Inland Revenue as a Scottish Charity (NoSC029987)

10.2 Management Structure

The FCWT is governed by a Board of Directors elected by the wider membership in accordance with the procedures set out in the Articles of Association.

The Board of Directors meets on at least a bi-monthly basis – and more often as the need arises – and produces an Annual Report for presentation at the AGM.

The Board's role is to conduct the business of the Company in accordance with the statutory responsibilities of Directors as set out under the Companies Acts 1985 -1989 and 2006. Its full roles and responsibilities are set out in detail in FCWT's Memorandum and Articles of Association and include setting the company's policy and strategic direction and managing and overseeing the projection of its public image.

Full details of the Management Structure and the role and responsibilities of the Directors of FCWT Ltd are set out in the company's Memorandum and Articles of Association. The current Board of Directors are listed on the FCWT website.

MONITORING & REVIEW

11.1 Monitoring

Monitoring and review of progress in relation to delivery of the FCWT vision, strategic aims, operational objectives and Action Plan is an essential element of the FCWT's operation as a charitable body, company limited by guarantee and its ongoing service to the local community.

The monitoring and review process is a key function of the FCWT Board of Directors and will be carried out on a regular basis as part of the Board's meetings.

Monitoring will consist of comparing progress and actual achievement of the activities contained within the Action Plan.

11.2 Reports

Reports on progress of the Management Plan will also form an essential part of the Trust's AGM and Annual Reports when the wider membership will be able to evaluate both the degree of success achieved and the efficacy of the FCWT's management structure.