

Birse Community Trust 5-Year Strategic Objectives for Managed & Owned Sites

Introduction

BCT is directly involved in the management of fourteen sites in Birse parish through a variety of legal arrangements.

BCT

(a) holds certain land use rights over:

1. The Forest of Birse Community

(b) owns nine properties:

1. Slewdrum Forest
2. Balfour Forest
3. Finzean Sawmill
4. The Bucket Mill
5. Birse Kirk
6. Birse Community Hall
7. Finzean Old School
8. Birse Parish Archive Building
9. Ballogie Soutar's Shop

(c) tenants four properties on long-term leases:

1. Corsedardar
2. Finzean School Wood
3. Finzean Community Woods
4. Finzean Community Path

(d) owns and manages a significant quantity of archive material

Following the Trustees' strategy session in January 2019, BCT has identified the need for 5-year strategic objectives for each of these fourteen sites and the archive material. These objectives are to include an anticipated "end-state" at the conclusion of the 5-year period. This document will set out proposed objectives and end-states for each.

All objectives are to be subject to annual review by the Trustees.



FOREST OF BIRSE COMMONTY

5-Year Strategic Objectives:

1. Identify and contract competent forestry agent in conjunction with BCTCo
2. Address near-term funding deficit through limited thinning/harvesting of timber, noting that some restocking may be required
3. Compliance with grant conditions for natural regeneration on North Hill
4. Continue to support establishment of native broadleaf plantations through maintenance and complete removal of plastic protective tubes
5. Fire prevention, including track maintenance
6. Identify educational opportunities
7. Maintain and develop cooperative relationship with neighbouring estates
8. Agree management framework post termination of North Hill Agreement
9. Replace and update the interpretative panel

Desired End-State:

- The Commonty does not become a financial liability to BCT/the estates
- The Commonty is an established area of natural beauty to be enjoyed by the community and usable as an educational resource



SLEWDRUM AND BALFOUR FORESTS

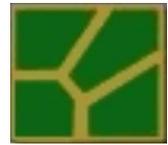
(operated by BCTCo)

5-Year Strategic Objectives:

1. Monitor BCTCo's management of the forests to produce BCT's desired end state
2. Maintain a Trustee on the Board of BCTCo

Desired End-State:

- The forests remain a sustainable source of income for BCT
- The forests become a more usable leisure resource for the local community, as well as an educational resource



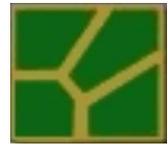
FINZEAN SAWMILL (AND TURNING MILL)

5-Year Strategic Objectives:

1. Maintain building(s) to ensure no further degradation
2. Establish cooperative working relationship with the owners of the Turning Mill to ensure the site as a whole has a future
3. Obtain expert guidance with regard to future options for the building(s) and, ideally, the site as a whole

Desired End-State:

- The mills remain in working order, but the sawmill is not used to cut timber (health & safety, lack of expertise)
- The mills have a future as an educational/heritage resource as part of the group of 3 mills



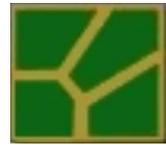
BUCKET MILL

5-Year Strategic Objectives:

1. Maintain building to ensure no further degradation
2. Obtain expert guidance with regard to future options for the building in combination with the other mills

Desired End-State:

- The Bucket Mill remains in working order
- The Bucket Mill has a future as an educational/heritage resource as part of the group of 3 mills



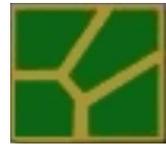
BIRSE KIRK

5-Year Strategic Objectives:

1. Ensure building's condition does not deteriorate further.
2. Define tenant's long-term plans for the building. If the tenant's long-term use of the building is in question, this could involve sale or identifying how BCT might improve the usability of the space for the local community.

Desired End-State:

- The building does not become a financial liability for BCT
- The building is either used by the current tenant in compliance with tenancy conditions, is sold or becomes a flexible space for the benefit of the local community



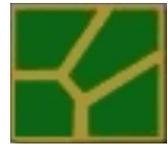
BIRSE COMMUNITY HALL

5-Year Strategic Objectives:

1. Work with BACA to ensure the building continues to function as a community resource
2. Consider how this building can provide enhanced benefit to the local community
3. Consider whether BCT requires this to be flexible office space (e.g. install WiFi)

Desired End-State:

- The building does not become a financial liability for BCT
- The building remains a useful space for the local community and BCT/BTCO



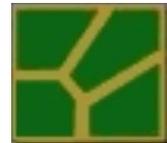
**FINZEAN OLD SCHOOL
AND
BIRSE PARISH ARCHIVE BUILDING (THE “SOUP KITCHEN”)**

5-Year Strategic Objectives:

1. Ensure buildings, as a minimum, remain weather-tight in the short-term
2. Use 2018/2019 feasibility study and community consultation to determine future direction for the buildings
3. Depending on the selected direction of travel, devise plan and determine appropriate sources of funding to execute
4. Continuously monitor success of plan once executed

Desired End-State:

- The buildings do not become a financial liability for BCT
- The Old School building is a valued community resource
- The archive building generates benefit to the community (which could include sale as a house)
- Removal of the archive material to a suitable location



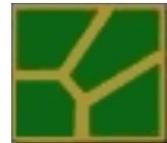
BALLOGIE SOUTAR'S SHOP

5-Year Strategic Objectives:

1. Ensure building and contents do not deteriorate further
2. Carry out quarterly condition monitoring inspections
3. Continue to enable the building's use as an educational resource
4. Consider moving the Soutar's Shop to another, more suitable site or handover to an organisation better equipped to conserve/utilise it

Desired End-State:

- The building does not become a liability for BCT both in terms of finance and BCT's duty as custodian of the historic contents
- The building is a practical source of educational benefit to the community



CORSEDARDAR

5-Year Strategic Objectives:

1. Maintain appearance of site and continue to safeguard monuments against damage by walkers' vehicles (i.e. using more large stones to prevent vehicles driving over the grass)
2. Continue to use site for annual Remembrance Service
3. Replace interpretative panel at site
4. Lease expires 2024. BCT to consider renewing lease.

Desired End-State:

- The condition of the Corsedardar site should be maintained for the remainder of the lease
- Improved site by the replacement of the current interpretative panel
- BCT should continue to organise an annual Remembrance Service at the site for the remainder of the lease



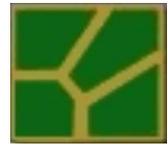
FINZEAN SCHOOL WOOD, COMMUNITY WOOD AND COMMUNITY PATH

5-Year Strategic Objectives:

1. Maintain sites in good condition as necessary
2. Work with school and parents' group to help execute relevant projects/educational programmes for outdoor learning at the School Wood
3. Update School Wood interpretative panel as necessary
4. Leases expire in 2024 – BCT to consider renewing

Desired End-State:

- The sites are maintained in a usable and safe condition for the remainder of the leases
- The School Wood remains a valued educational resource for the remainder of the lease



ARCHIVE MATERIAL

5-Year Strategic Objectives:

1. As a minimum, ensure material remains catalogued and does not deteriorate in the near-term
2. Once firm plan identified for Old School/Archive Building, remove archive material to a suitable location (which could be within Old School)
3. Do not expand archive with material/artefacts unless they are culturally significant
4. Consider disposal of papers/objects which are not of cultural significance

Desired End-State:

- Archive material is appropriately conserved and organised
- Archive material is more readily accessible to the community and wider interested parties
- Archive material is focused on the culturally significant