



# Bute Community Land Company Isle of Bute, Scotland

*A large (161 ha) woodland with productive and amenity compartments that was purchased to improve the socio-economic situation of the community*

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This case study is one of a set written as part of a Forest Research project. Some case studies are written by the community group, others by researchers who visited and interviewed group members, but they have all been validated and endorsed by the community groups.

Forest Research developed a standard method for describing the case studies, outlined in Lawrence and Ambrose-Oji, 2013 "A framework for sharing experiences of community woodland groups" Forestry Commission Research Note 15 (available from [www.forestry.gov.uk/publications](http://www.forestry.gov.uk/publications)).

The case study comprises three parts:

1. The **Group Profile** provides essential information about the form and function of the community woodland group. Profiles were prepared following the methodology
2. The **Change Narrative** which documents key moments in the evolution of the community woodland group with a particular focus on the evolution of engagement and empowerment
3. The **Engagement and Impacts Timeline** documents milestones in the development of the community woodland group, its woodland and any assumed or evidenced impacts.

The case studies collectively provide a resource which documents the diversity and evolution of community woodland groups across Scotland, Wales and England. The method ensures that the case studies are consistent and can be compared with each other. We welcome further case studies to add to this growing resource.

For further information, and for the detailed case study method, please contact:

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## 1. Group profile

**Woodland: Bute Forest (Rhubodach plantation and Oak Woodland)**  
**Map ref: NS 031730 (Rhubodach plantation) and NS 021740 (Oak Woodland)**  
**Webpage: <http://www.buteforest.com>**  
**Date of profile: February 2014**  
**Resources: Interview with Director of Bute Forest Ltd. and site visit, group website, Bute Forest Preliminary Master Plan 2012**

<b>1. Institutional context (in February 2014)</b>	
<b>1.1 Ownership of the woodland(s)</b>	<p>Bute Forest is comprised of Rhubodach plantation and Oak Woodland. These are owned by Bute Community Land Company (BCLC) on a freehold basis.</p> <p><b>Classification of tenure: Ownership</b></p>
<b>1.2 Access and use rights to the woodland(s)</b>	<p>Responsible public access (by foot, bicycle, horse or canoe) is guaranteed by the Land Reform Act.</p> <p>Motorised vehicles are not permitted in Bute Forest. Due to its SSSI status, cyclists are not permitted in Oak Woodland, while they are welcome in Rhubodach plantation.</p> <p>In addition to the access to their own forest, BCLC also has access rights over a further 550ha of adjacent land, which was part of the original estate before it was put up for sale.</p> <p>Bute Forest Ltd., a subsidiary of BCLC, maintains all rights to woodland products.</p>
<b>1.3 Regulations/</b>	The minimum legal requirements for H&S, historic monuments and pest and diseases management as outlined in

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<b>responsibilities affecting the woodland(s)</b>	the UK Forestry Standard. The group co-operates with the Mount Stuart Estate with regard to deer management, and have the West Island Way passing through their land, which they co-maintain.
<b>2. Internal organisation of the group/enterprise</b>	
<b>2.1 Group members, representation and decision making</b>	<p>Group membership is free of charge and open to anyone who is interested in joining. BCLC offers full membership to adults that are on the electoral register of the Isle of Bute. In addition, junior membership is offered to young people between 14 and 17 years old. Associate membership is available to non-Bute residents. Only members are allowed to attend AGMs. Only full members are allowed to vote on AGMs. Membership is for an indefinite term.</p> <p>The majority of members are resident on the island, which is also considered the community of Bute Forest. There are currently c. 300 members on an island population of c. 5,200 people (c. 6%).</p> <p>BCLC has six Directors who meet on a monthly basis to discuss forest-related matters. Members are able to influence decision-making and appoint new Directors at the AGM. Any member is able to stand for the Board and a third of the Directors must step down each year. They are able to stand for re-election once they have stood down.</p> <p>Bute Forest Ltd. has four Directors, one of which who is also on the board of BCLC. They hold meetings every six-eight weeks. They are tasked with running the commercial forest. There is no AGM for Bute Forest Ltd. as it operates as a company with only one shareholder - BCLC.</p>
<b>2.2 Communication and learning processes</b>	<p>BCLC sends out c. four newsletters annually to their membership. They also communicate via the website, Facebook page and a monthly column ('Forest Files') in the local newspaper. BCLC also has a forest office in Rothesay town centre where information is displayed on the office window facing a busy street and disseminated in person to people walking or phoning in with particular questions.</p> <p>Communication regarding timber and wood products from the plantation is done via word-of-mouth and flyers. Communication beyond their membership is achieved through contributing to the Community Woodland</p>

# BUTE COMMUNITY LAND COMPANY

	<p>Association (CWA) newsletter.</p> <p>In order to qualify for external Big Lottery funding around the development of new visitor facilities, BCLC recently developed a Master Plan for which it has engaged in extensive consultation. This included public meetings and discussions with particular interest groups. Feedback on the Interim Master Plan was also received through placing the Plan on the Bute Forest website. In addition to this, BCLC will also undertake market research within the near future.</p>
<p><b>2.3 Structure and legal status</b></p>	<p>The group constituted in two ways. BCLC is a company limited by guarantee (SC365515) with charitable status (SC041414) and is involved with the day-to-day management of Bute Forest. Bute Forest Ltd. is a company limited by guarantee (SC390782) and is a wholly owned subsidiary of BCLC. It was set up with the purpose of undertaking all silvicultural activities and footpath maintenance. One Director is on the board of both Bute Forest Ltd. and BCLC to provide coordination of activities between both bodies.</p> <p><b>Classification of legal form: Charitable Company Limited by Guarantee (+Trading Subsidiary)</b></p>
<p><b>2.4 Regulations/ responsibilities affecting the group/ enterprise</b></p>	<p>The responsibilities that have an effect on the group's working are those dictated by Company Law, Charity Law, the 'community body' regulations as formulated in Land Reform Act and the terms of several funding packages.</p>
<p><b>2.5 Forest management objectives and planning procedures</b></p>	<p>A preliminary Master Plan for Bute Forest (published in 2012) is available online outlining characteristics of the forest and future plans. BCLC also has also prepared a Forest Plan, which is currently in draft stage to inform current management decisions.</p> <p>According to this Master Plan, the main BCLC objectives for Bute Forest are to:</p> <ul style="list-style-type: none"> <li>• Establish an economically sustainable community asset.</li> </ul>

# BUTE COMMUNITY LAND COMPANY

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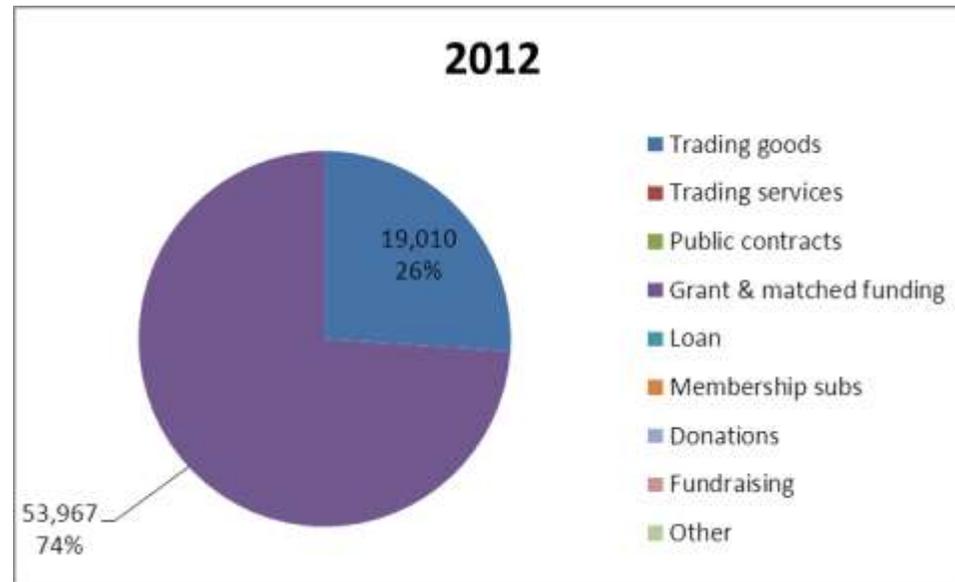
	<ul style="list-style-type: none"><li>• Improve the environmental quality and biodiversity of the Forest.</li><li>• Introduce an improved management regime for the Forest which supports and creates a more sustainable woodland.</li><li>• Facilitate and encourage community access and use of the Forest.</li><li>• Attract additional visitors to Bute and encourage economic growth through their spending.</li><li>• Create business, employment and training opportunities.</li><li>• Set up renewable energy projects which contribute to sustainable development and contribute to BCLC's financial viability.</li></ul> <p><b>Overall aim of plan: Quality of life</b></p>
<b>2.6 Implementing the woodland management plan</b>	<p>BCLC currently employs a full-time Forester and Forestry Assistant to undertake silvicultural activities and run the sawmill.</p> <p>Until recently it also employed a Forest Manager on a two-year contract, who supervised volunteers, managed the foresters, engaged in financial management, engaged in fundraising, reported on activities, and was involved in developing future plans for the forest.</p> <p>In the past, BCLC has also employed a Local Development Officer to work with the community on identifying how their needs could be met by specific projects. It has furthermore funded a temporary Project Coordinator to produce an access and recreation plan and to draw up a forest spring and summer events programme. Finally, BCLC has employed a part-time Business &amp; Marketing Manager for one year to take forward the timber business. This member of staff was tasked with organising and promoting the business on the island, developing timber products for marketing off the island and general admin duties.</p>

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	<p>Paid members of staff are assisted by a core group of volunteers to undertake some of the woodland management activities. This mainly involves path (network) improvement activities. Others assist in the servicing of the sawmill machinery.</p>
<b>2.7 Business/ operating model and sustainability</b>	<p>In order to revitalize the Isle of Bute, the development of forest-based social enterprise is an important aspect within the plans of BCLC. At present, this is evident from construction of the sawmill and tree felling that the group have undertaken. In addition, a Master Plan has been prepared outlining indicative proposals for a forest centre including a café, cabins, a bunkhouse, woodland shelter and a community space, which would appeal to tourists and have the potential to generate an income. The group has also investigated the feasibility of a micro hydro scheme.</p> <p>Up until this point, BCLC has been heavily funded in order to undertake its forest management activities. At present, it is again in the process of applying for funding to undertake the proposals outlined in their Master Plan. Grant funding is relatively easy to obtain given the location of the forest in a socially and economically deprived part of Scotland. Moreover, BCLC foresees to generate sufficient income from the timber trade to cover the salaries of the Forester and his assistant in the future. If circumstances allow, income from the sawmill will also be used to fund an Administrative Assistant, who would also function as a contact person in the Forest Office.</p> <p>Between 1<sup>st</sup> October 2011 and 31<sup>st</sup> September 2012, which is the most recent period for which accounts are available, the group raised £72,977 of which £53,967 (74%) amounted from grant funding and £19,010 (26%) from trading timber. Bute Forest Ltd. supplies sawn timber for a variety of purposes, logs and kindling. These are mainly sold locally and marketing is done through word-of-mouth, the website, Facebook (particularly Weebay Bute), business cards, leaflets and a brochure, which are available around the island or to anyone who makes an enquiry.</p>

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<b>2.8 Benefit distribution rules</b>	Any income raised from woodland management activities is used towards funding paid members of staff, contractors, training, purchase of capital, insurance and/or forest management.
<b>3. External linkages</b>	
<b>3.1 Partnerships and agreements</b>	BCLC has an ongoing relationship with the Mount Stuart Trust, who owns the adjacent woodland to which the group has access rights. They also liaise and work with Bute Conversation Trust and the Bute Bird Group to support the West Island Way and Balnakailly Loop walks, and for the placement of bird boxes throughout the woodland. Given the SSSI-status of Oak Woodland, there is an ongoing partnership between BCLC and Scottish Natural Heritage (SNH).
<b>3.2 Associations</b>	BCLC has strong ties with CWA. Directors and paid members of staff regularly attend meetings organised by

# BUTE COMMUNITY LAND COMPANY

	CWA and engage in knowledge exchange with other community woodland groups through the CWA mailing list and newsletter.
<b>4. Resources</b>	
<b>4.1 Forest/ woodland</b>	<ul style="list-style-type: none"> <li>• <b>Size and Location:</b> Bute Forest is a 161 ha area of forest, situated in the north of the Isle of Bute, Argyll. It comprises two different woodlands about 0.5 mile apart and separated by private woodland; Oak Woodland to the north and Rhubodach Plantation to the south.</li> <li>• <b>Access.</b> There are two main access points to Bute Forest. Oak Woodland can be reached from the north east by pedestrian access through pasture from the Rhubodach ferry terminal. Rhubodach plantation can also be accessed from the north east by entering through a gate next to Rhubodach cottage from the A886. Both woodland entrances can only be reached after crossing private land on which right of way has been granted. Parking on third party land is available at both the ferry terminal for access to Oak Woodland and near Rhubodach cottage for access to Rhubodach plantation.</li> </ul> <p>Pedestrians can additionally access both Oak Woodland and Rhubodach Plantation from the south (two entrances) by walking the West Island Way. In addition, there are good trails within both woodlands. This includes the Wreck Bay trail within Oak Woodland, the Painted Rock Trail within Rhubodach Plantation and the Balnakailly Loop connecting both forests.</p> <p>The access to Oak Woodland can get very boggy at times and lacks a clear path. This is unlike Rhubodach plantation, which has a gravel access road that is also used for timber transport. Although it is situated in an area with very little settlement, a high number of people pass the forest each year due to its vicinity to the Colintraive-Rhubodach ferry route connecting the Isle of Bute with the mainland. Ironically, Bute Forest cannot be easily accessed by Isle of Bute inhabitants who lack their own means of transport. This is due a very limited bus service connecting the forest with towns and villages on the island.</p> <ul style="list-style-type: none"> <li>• <b>Soil:</b> The soil type in both woodlands is Dalradian schists and grits, which has limited farming potential.</li> </ul>

# BUTE COMMUNITY LAND COMPANY

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- **History:** Due to a long history of human settlement in north Bute, 25 sites of archaeological interest have been identified within Bute Forest. These include remains of settlements or farmsteads, charcoal burning platforms, World War Two bunkers and dykes.

- **Biodiversity:** Notable wildlife includes red and roe deer, feral goats, bird species such as wood warbler, willow warbler, redstarts, Pied Flycatchers and a wide variety of butterflies, moths and insects.

## **Oak Woodland**

- Oak Woodland is an 80 ha woodland. The majority of Oak Woodland is part of the SSSI covering north Bute.
- The predominant species within the ancient part of the woodland are oak and birch. Other species include: Rowan, hazel, holly, hawthorn, alder and elm.
- The SSSI does not include a section of the woodland planted with Sitka Spruce planted in the 1980s. The remaining area of the forest is classified as 'ancient', which implies that it has had continuous tree cover since 1750 or earlier.
- There is a limited shrub layer and a predominantly grassy field layer with a high density of bracken. There is very limited natural regeneration due to browsing by deer and feral goats. Mosses and liverworts grow abundantly and include some rare species. The woodland includes several wetter areas, burns and a gorge.
- **Classification of woodland type: Mixed mainly broadleaved**
- A footbridge and bird boxes have been installed, but there is limited scope to further alter the woodland due to its SSSI-status.

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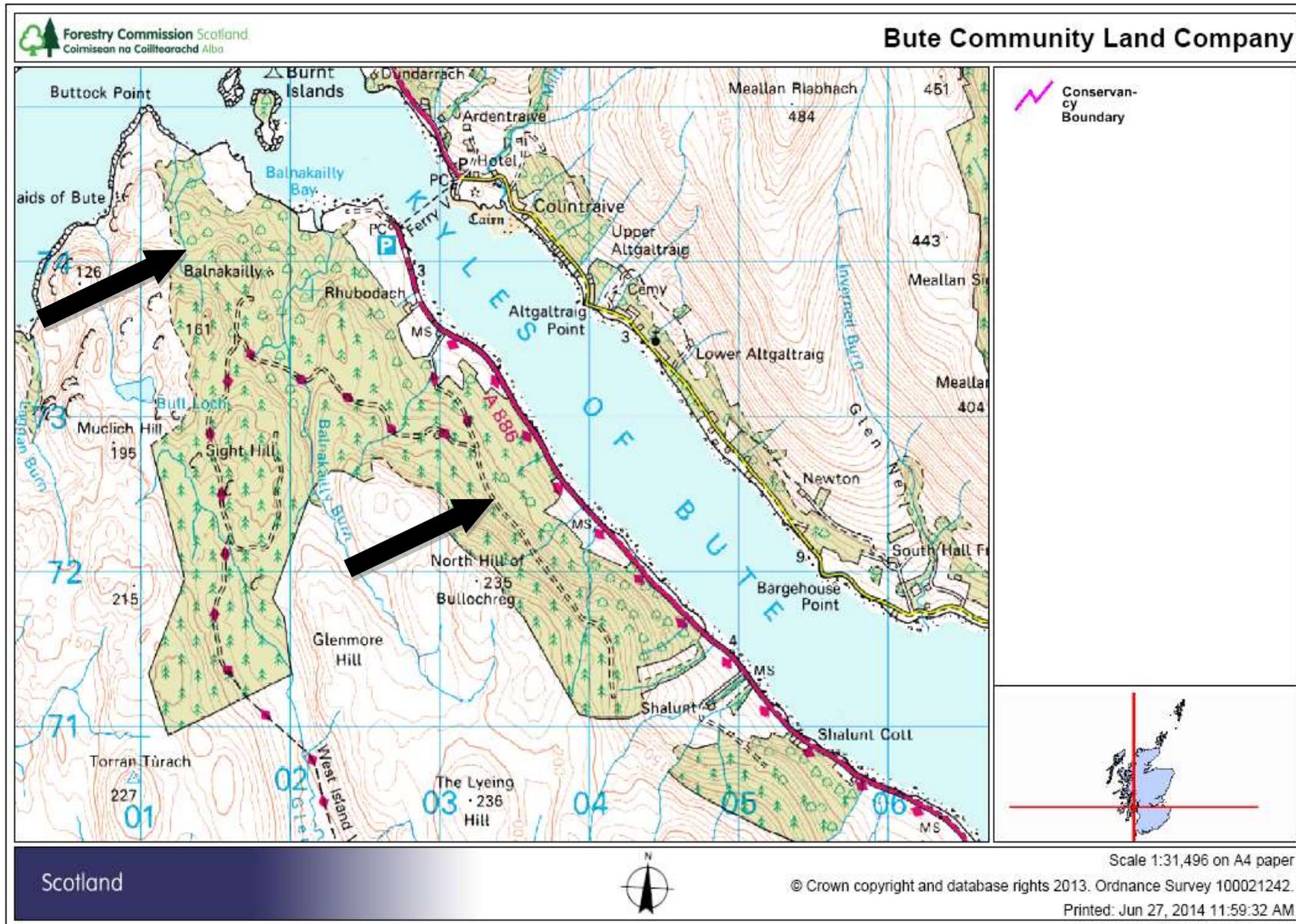
	<p><b>Rhubodach Plantation</b></p> <ul style="list-style-type: none"><li>• Rhubodach Plantation is an 81 ha productive woodland.</li><li>• The broadleaf species include: oak, birch and rowan. Thirty-eight percent of the woodland is planted with conifers (Sitka Spruce, Douglas Fir, Japanese Larch and Norway Spruce). The remaining 15 ha of Rhubodach Plantation is classified as open space.</li><li>• It was planted between 1920 and 1990. The area has been mainly wooded since at least 1869.</li><li>• <b>Classification of woodland type: Mixed mainly broadleaved</b></li></ul>
<p><b>4.2 Woodland and group funding sources</b></p>	<p>To purchase the forest, BCLC relied on a £356,520 grant from Highland and Islands Enterprise (HIE). This was also used to cover legal fees, staff time and office costs. In addition to this, BCLC engaged in fund raising activities, which provided the group with additional funds from the community and private funders. Furthermore, Argyll and the Islands LEADER funding (£11,500) served to develop a Rhubodach Plantation Development Plan and part-fund a full-time Forest Manager to drive the project. The remaining funding for this post was from the HIE-funding.</p> <p>BCLC and Bute Forest Ltd. have successfully applied to a variety of other funding packages to support their forest management activities. BCLC received £71,285 from the Coastal Community Fund, which was used to further develop the activities of the sawmill. Amongst other things, it covered the costs of a new workshop, equipment, promotional materials for the timber business and a part-time Business &amp; Marketing manager. Forestry Commission's Community Seedcorn Fund awarded £18,081 to support community engagement. These funds were used to part-fund the Forest Manager position and towards the organisation of events, school and community group visits, volunteering opportunities, conservation work and forestry demonstrations.</p> <p>Within the first year, the positions of the Forester and his assistant were part-funded by HIE and the European Regional Development Fund as part of the TalentScotland Graduate Placement Programme. Currently, these</p>

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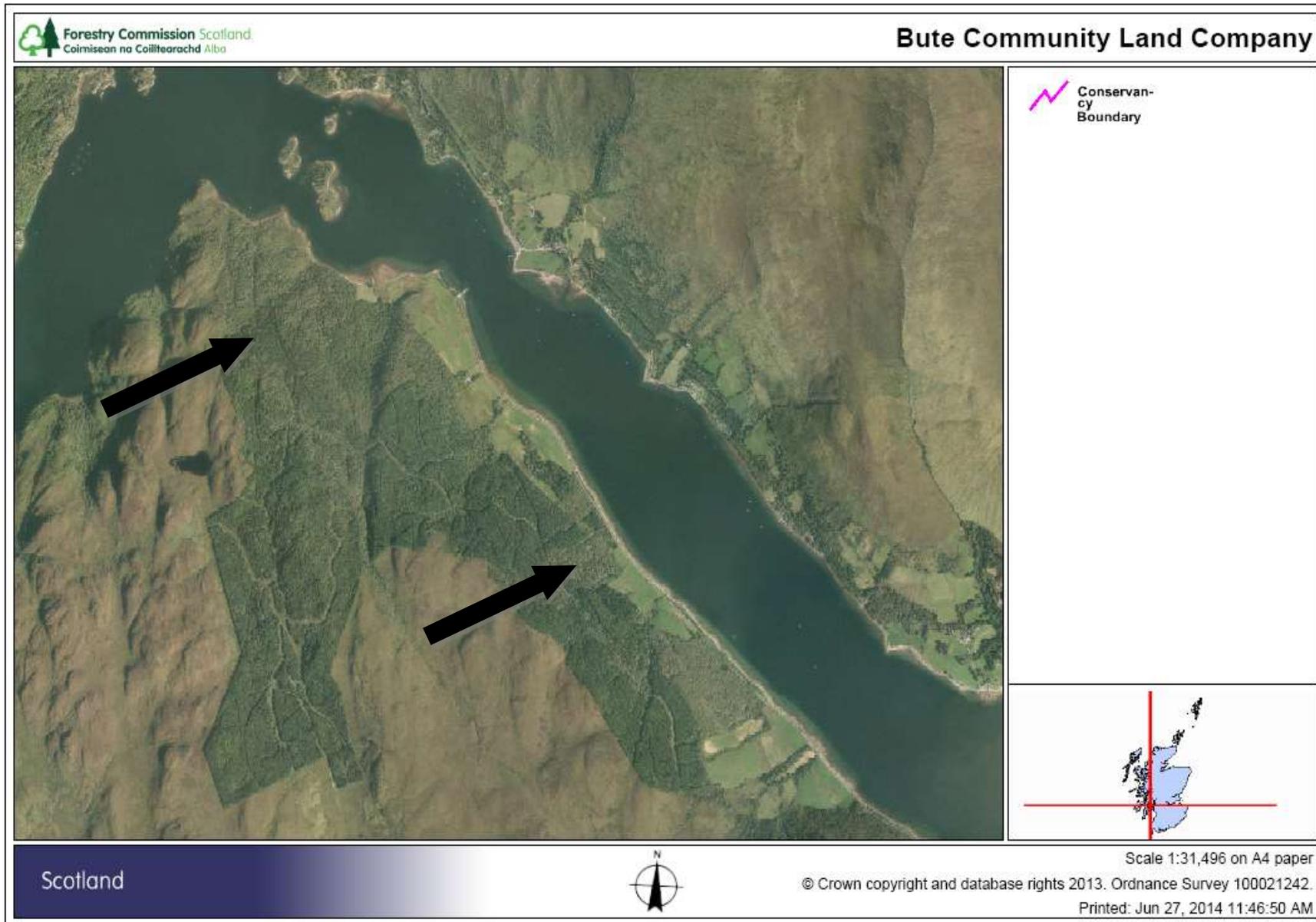
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	<p>positions are self-funded by the timber business. The Scottish Government's Climate Challenge Fund has funded a consultant to investigate the feasibility of a Hydro Scheme in Bute Forest.</p> <p>Other funds awarded to BCLC include the People's Postcode Trust (£6650), which was used towards running a series of forest events and install interpretation panels, the Scottish Government's Social Entrepreneurs Fund (£5,000) and the Volunteering Development Grant (£9,850) from the Voluntary Action Fund. The latter served to recruit and train a team of volunteer supervisors and fund the purchase of equipment to be used by volunteers. Finally, the group has also generated income through the sale of Christmas trees.</p> <p>As the price paid for the part of the forest that was sold on to the Mount Stuart Trust exceeded the funding gap, an additional £100,000 was made available, which was ring-fenced for the development of the forest. This ended up being used towards the construction of the sawmill and its machinery.</p>
<b>4.3 Knowledge, skills, human and social capital</b>	<p>The Directors of BLCL and Bute Forest Ltd. have a variety of backgrounds. A good number of them have a strong entrepreneurial spirit and experience with "getting things done" due to running their own business or mobilising the community group in another context. There are also a number of Directors with relevant hands-on experience with forestry and DIY as well as a person with expertise in putting together funding applications, outreach and public relationships.</p> <p>The Directors sometimes seek advice from members of similar groups through the CWA mailing list. In the past, group members have also received training in supervising volunteers, First Aid, safely using small tools and operating chainsaws.</p>

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## 2. Change Narrative

### 1. Group History. Moments of change, motivations and engagement

In August 2009, an advertisement in the Scottish Farmer indicated that 701 ha of woodland on the Isle of Bute was for sale. This was received with surprise by members of the community, who were under the impression that the land was owned by the Mount Stuart Trust, which owns the majority of the island. In order to preserve the forest, a group of local people organised themselves to investigate the possibility of community purchase (**informal enjoyment to group formation**). The group also saw the potential of developing facilities in Bute Forest to support eco-tourism.

Since the vendors were seeking a quick sale, the group of local people had limited time to constitute themselves (as Bute Community Land Company (BCLC)) and submit a bid to the Scottish government under the Land Reform (Scotland) Act 2003. As part of this application, BCLC had to undertake a feasibility study and a community ballot amongst all registered voters on the Isle of Bute, which needed at least 50 percent turnout with the majority in favour of community land purchase. Eventually, just over 50 percent of ballot papers were returned with an overwhelming 93% (2,557 out of 2,739 votes) in favour of purchase. This was the biggest ballot on a community buyout proposal ever organised in Scotland at that time. The strong support for the proposal was likely due to the potential of the forest to counteract some of the economic and social challenges on the island, which are reflected in relatively high economic deprivation and unemployment rates as well as a population decline.

The application by BCLC was approved by the Scottish government in the end of February 2010. However, in order to finalise the purchase BCLC was required to raise the funds for land purchase, valued at £1.48 million. It was given a 12-week period to achieve this. This turned out to be an insufficient timeframe to raise the funds required for purchasing the entire forest, partly because one of the funders pulled out. In the end, BCLC therefore decided to first purchase the whole forest before immediately selling off 540 ha of productive woodland and part of the SSSI area to the Mount Stuart Trust for a total of £1.25 million. As part of this deal, BCLC negotiated the rights to use the sold part of the forest for walking routes, cycle paths and a hydro scheme. This deal was signed on 23<sup>rd</sup> July 2010 (**group formation to full management**). It was to the disagreement of the

previous landowners, who had already agreed a £1.6 million figure with Mount Stuart Trust but were forced to sell off their estate for £120,000 less to BCLC.

BCLC founded a subsidiary, Bute Forest Ltd, to carry out silvicultural activities in 2010 with forest operations starting in 2012 (**full management to social enterprise**). As part of BCLC's ambition to improve the quality of life of local residents, it also launched Brandish Bute as a subsidiary to sell local food, art and crafted objects in a dedicated town-centre shop. However, Brandish Bute had to close in early 2013 after failing to break even.

BCLC is currently working on a second stage application to the Big Lottery Fund to take forward the development of facilities to support eco-tourism.

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## 2. Challenges, barriers and opportunities for change: Key issues in evolution

### Facilitating factors

- **Highly motivated and skilled Directors** played a crucial role in taking forward the community purchase of the forest despite disapproval of the plans by the previous landowner and the challenge of raising £1.48 million within a 12-week timeframe.
- **High levels of community support** and **the availability of grant funding** enabled BCLC to purchase the forest under the Land Reform Act. Although community support is sometimes challenged by disagreements between those favouring forest conservation and those favouring forest development, BCLC has managed to successfully tread the line between conservation and encouraging local people to make the most of the asset.

### Barriers

- Engagement has been challenged by the **unexpected outcome of the feasibility study on a hydro scheme** in Balnakailly Burn. The plans for the hydro scheme, which was purported to generate a steady income stream to BCLC,

were abandoned following feedback from Scottish Natural Heritage and the local community highlighting concerns about its impact on the integrity of the woodland.

- There has been **criticism from the community** regarding BCLCs Brandishing Bute project to promote local produce. Some people felt that BCLC should focus its resources exclusively on the forest as that was what people had voted for during the ballot.
- BCLC has experienced **difficulties in keeping an overview of the current membership**. The group offers membership on a permanent basis, which makes it difficult to keep track of members, their contact details and their current place of residence.
- The **one-off nature of many grants** results in paid members of staff typically working on short-term contracts depending on the availability of funding. As a result, Directors experience a high workload in between grants. For example, when the funding of a full-time Forest Manager ended recently, all activities carried out by this individual (e.g., fundraising, event coordination) became the responsibility of the board. For this reason, there is currently no staffing to run the forest office in the town centre, which normally acts as the first point of contact for the local population. To reduce reliance on grant funding, the group aims to create a self-sustainable timber business. In order to achieve this, BCLC intends on employing a temporary sales person to evaluate the current approach of running the business.
- **Browsing by the local population of roe and red deer** poses a challenge to the long-term sustainability of the woodland through preventing natural regeneration from occurring. BCLC cannot influence the frequency of culling.
- **Poor soil conditions (along the mountain bike trails)** threaten public access. Despite considerable effort by volunteers on creating and maintaining the trails, they get flooded in the persistent wet weather. This, and the lack of level paths, also limits access by people with a physical disability.

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### 3. Evolution of income streams

No information available

## 4. Woodland history and change: Benefits and impacts before group involvement

Bute Forest was purchased in 2010 by BCLC. Before that time it was part of a larger estate owned by Lord Richard Attenborough, film director and producer. Parts of the area have been afforested since the 18<sup>th</sup> century. Bute Forest Ltd. started operating on thinning the forest in 2014.

Time Period	Owner/Manager	Objectives / Benefits (and evidence)	Major operations	Access and use rights
-2010	Lord and Lady Attenborough (PRIVATE - FREEHOLD)	Estate as retreat		Informal right to roam (-2003) and Land Reform Act (2003-)

## 5. Woodland history and change: Benefits and impacts since group involvement

Since community acquisition, the construction of the sawmill and associated workshop as well as the logging of productive timber have been the most notable changes to the forest. In addition to this, BCLC has also worked on improving access by creating the painted rock trail in 2012, constructing part of the Balnakilly loop and constructing mountain bike trails. To improve the visitor experience BCLC has also erected a compost toilet in Rhubodach Plantation, constructed a footbridge to access Oak woodland and installed interpretation panels, picnic tables and bird boxes. In addition, ponds have been cleared to support biodiversity.

To involve the community in Bute Forest, BCLC is running an events programme with activities such as: Build a bird box, bats/small mammals survey, birdlife walk, wildflower walk, charcoal burning, greenwood-working, Easter treasure hunt, make a planter, fungi foray, wild food foray, bench making, bushcraft and forestry demonstrations. Some of these activities are accessed by school children as well as part of their Forest School programme in which two out of three primary schools in Bute are enrolled. By now, over 250 volunteers have taken part in conservation work, educational activities, training courses and leading events.

# BUTE COMMUNITY LAND COMPANY

Time Period	Owner/Manager	Objectives / Benefits (and evidence)	Major operations	Access and use rights
2010-	BCLC (PRIVATE – FREEHOLD)	Economic regeneration  Improve access (visitor counters)  Facilitate community use of forest  Improve biodiversity (wildlife survey by Bute Natural History Society)	Construction of a sawmill and workshop  Path improvements, creation of mountain bike trails, installed bridge, interpretation panels and picnic table.  Running of an events programme  Cleared pond	Land Reform Act
2012-	BCLC (PRIVATE – FREEHOLD) Bute Forest Ltd. starts operations	Productive woodland management (BCLC accounts) Increase amenity value.	Tree felling	Land Reform Act

## 6. Future Plans

BCLC has ambitious plans to support eco-tourism in Bute Forest through creating visitor facilities. To this end, it is preparing a Stage 2 application for the Big Lottery Growing Community Assets fund. If successful, BCLC intends on spending this grant, amounting to nearly £1 million, on constructing an ecological forest centre and visitor lodge accommodation in Rhubodach Plantation. The Forest Centre will include toilets, a café and a space suitable for meetings, performances or weddings. In addition, these funds should also cover training programmes and marketing activities during the first year after opening.

# BUTE COMMUNITY LAND COMPANY

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If implemented, the next plan would be to develop the infrastructure through improving trails for walking and mountain biking, constructing a trim track, implement more interpretation panels and diverting the West Island Way to the forest track on the south of Rhubodach plantation.

BCLC also intends to improve the visitor experience through restructuring Rhubodach Plantation in terms of geometry and species composition. This would simultaneously support the biodiversity of the forest.

BCLC is currently developing a kayak jetty with associated wilderness campsite next to Oak Woodland.

BCLC is considering to employ a sales person on a temporary contract to help the timber business forward.

## 3. Engagement and impacts timeline

Year	Event	ENGAGEMENT	Reasons (Barriers and challenges)	Changes /Impacts and outcomes Social (evidence)	Changes /Impacts and outcomes Woodland (evidence)	Changes /Impacts and outcomes Financial /Economic (evidence)
2009	Forest put on the market	INFORMAL ENJOYMENT to GROUP FORMATION	To preserve the forest and develop eco-tourism	Baseline	Baseline	Baseline
2010	Application approved by the Scottish government	GROUP FORMATION to FULL MANAGEMENT	To undertake woodland management activities	Increased woodland visits (people counters)	Improved trails and user facilities, construction of sawmill and workshop	?
2012	Bute Forest Ltd. starts forest operations	FULL MANAGEMENT to SOCIAL ENTERPRISE	To finance forest operations	Local employment and training	Tree felling	Income from silvicultural activities (BCLC accounts)