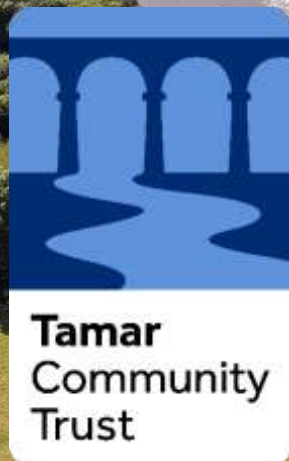


TAMAR COMMUNITY TRUST

BUSINESS PLAN 2023 - 2028

V2.0



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TCT Volunteers erecting fencing at the Tamar Valley Centre

Executive summary

Tamar Community Trust is a small, local charity that, through the enthusiasm and support of trustees, volunteers, the local community, local councils and, in particular, Tamar Valley National Landscape, has contributed extensively to the environmental development of the Tamar Valley and its Nature, Climate, Place and People. We shall continue to do so.

About the organisation

Tamar Community Trust (TCT) was set up as a charity and a company limited by guarantee in 2009 but is now a Charitable Incorporated Organisation.

It had been conceived by the Tamar Valley Area of Outstanding Natural Beauty (Now Tamar Valley National Landscape) and West Devon Borough Council (WDBC) in 2003/4, as part of the Tamar Valley Mining Heritage Project (TVMHP) to manage the legacy of that project.

The Tamar Valley National Landscape Management Plan is a statutory document adopted by local authorities, which is reviewed every five years. It lays out how the Tamar Valley National Landscape will conserve and enhance the natural beauty of this nationally important protected landscape.

TCT plays an important part in delivering many of the objectives of the current and future Management Plans. It is particularly important in liaising with and encouraging the involvement of local communities.

Vision

Tamar Community Trust will promote, inform and provide high quality environmental and landscape management to improve access to Nature and heritage in the Tamar Valley National Landscape and the surrounding areas.

The priorities remain constant, regardless of the specific project;

- Encourage and support volunteering, to enable local people to take part in managing the Tamar Valley National Landscape.
- Raise awareness, champion and help to deliver the Tamar Valley National Landscape Management Plan priorities, and support their team.
- Share resources to make the maximum use of skills available to deliver the best results to the Tamar Valley National Landscape and the community.
- Ensure that the Trust's projects are consistent with the Tamar Valley National Landscape Management Plan.

Aims

- Support the Tamar Valley National Landscape in delivering its Management Plan.
- Undertake projects to enhance the landscape and improve biodiversity.
- Support and engage with the local communities and connect them to their landscape.
- Ensure that the Trust's projects are consistent with the Tamar Valley National Landscape Management Plan.
- Support and engage with the local communities and connect them to their landscape.



Organisation

Tamar Community Trust consists of approximately ten trustees with no paid staff. Management of the volunteers and supervision of their work is contracted out to a skilled, local individual.

The volunteer numbers are, because of the recent pandemic, depleted and it must be a priority to recruit and retain more.

It is the volunteers, and many of the trustees on a voluntary basis, who carry out the day-to-day work of, for example, monitoring the requirements in the various areas under TCT management and then carrying out the necessary work.

Funding TCT's work is principally through grants from the Tamar Valley National Landscape, Natural England, parish councils and local authorities with a small input from other charities. Other sources need to be found.

Contact Details

- Office - Tamar Valley Centre, Cemetery Road, Drakewalls, Gunnislake, Cornwall PL18 9FE
- Website - <https://www.tamarvalley-nl.org.uk/tamar-community-trust/>
- Email -
- Chair -
- Secretary -
- Wetlands -



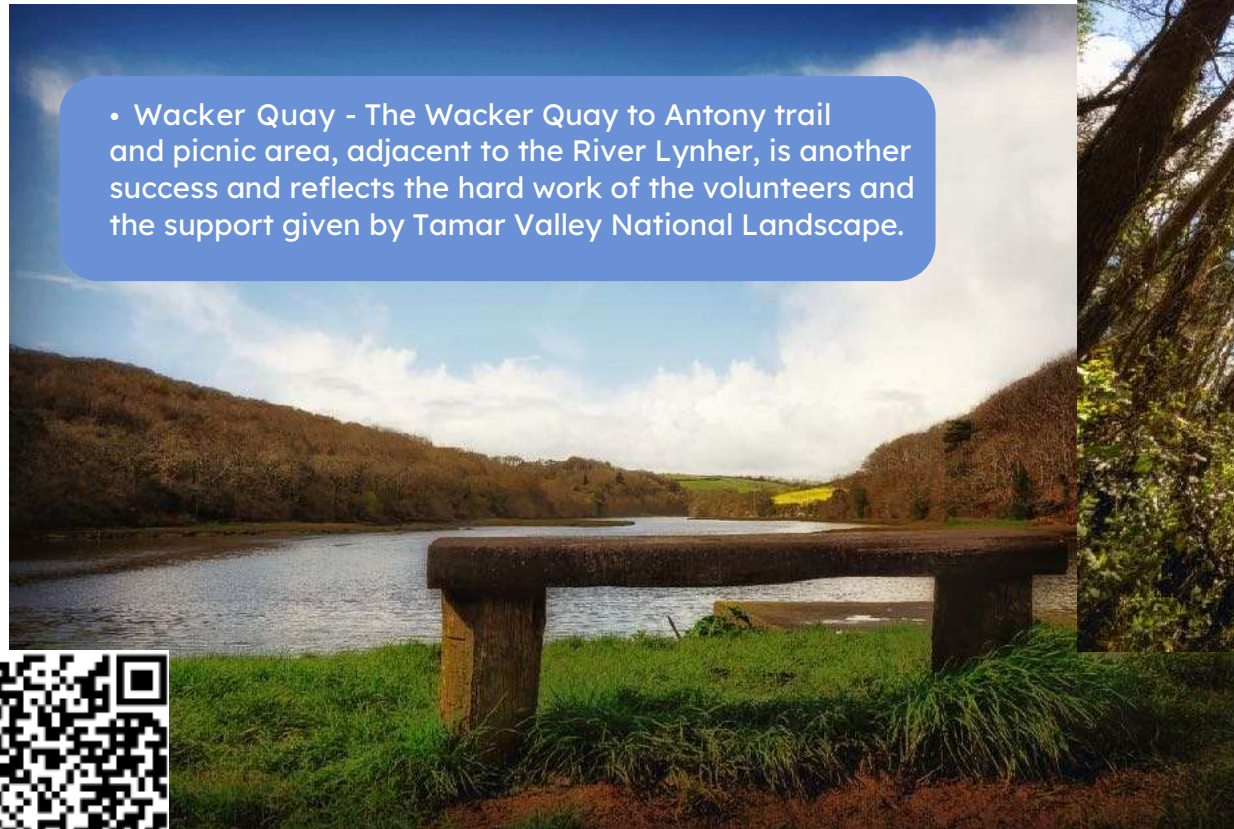
TVNL Chair Martin Howlett presents TCT Chair Jane Kiely with the Tamar Valley National landscape Community Champion award.



TCT volunteers enjoying lunch and a chat during a fencing working party.

Current Projects

- Tamar Trails - TCT has had a long standing and successful role in the maintenance and development of the Tamar Trails as part of the TVMHP and in association with WDBC.

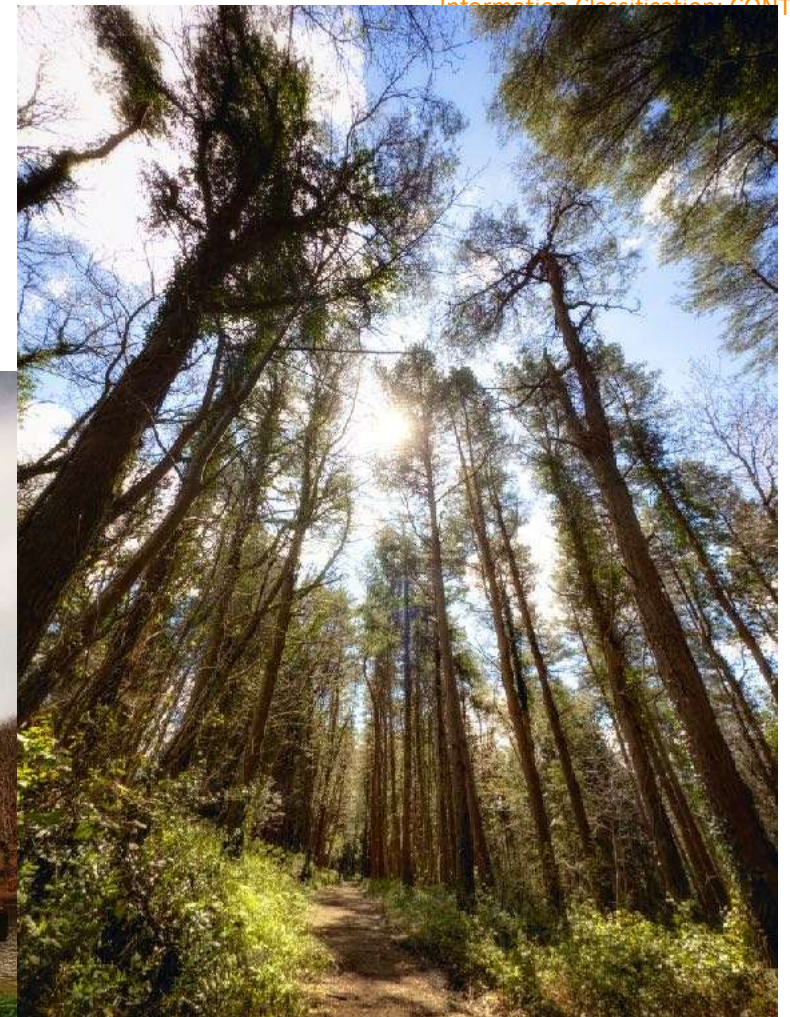


- Wacker Quay - The Wacker Quay to Antony trail and picnic area, adjacent to the River Lynher, is another success and reflects the hard work of the volunteers and the support given by Tamar Valley National Landscape.



Wacker Quay Information

A place to sit and take in Nature at Wacker Quay



Forest Bathing along the Tamar Trails

- Calstock Wetlands - The most recent project involves the Environment Agency and their breach of the riverbank at Calstock as part of a flood defence scheme.

TCT was involved in the construction of the bridge to retain the riverside permissive path along the bank.

The Trust has now taken over responsibility for the intertidal habitat area created by the breach.

This area is of enormous importance for wildlife and the environment in general. It will be the subject of considerable scientific monitoring and already offers much additional pleasure to the local community and visitors, for example bird watching.

This project must grow with time and it will be aided by a grant from the Countryside Stewardship Higher Level Scheme.

- Discovering Dormouse on the Bere Peninsula - We are pleased to be implementing the Discovering Dormouse Project on the Bere Peninsula with the assistance of the Tamar Valley National Landscape, Bere Alston Primary School, the National Trust and Bere Alston Community Group. This involves surveys for dormouse habitats.



A misty morning at Calstock Wetlands with a link to find out more.



School children point to a Dormouse box installed on a tree.

Potential Projects

- Interpretation boards - The erection of interpretation boards at the various sites in which TCT is involved.
- Bedford Trail - The development and improvement on the Bedford Trail at Tamar Trails.
- Tamar Valley River Festival – Involvement in this new arts festival celebrating life along the River Tamar.

Longer Term Opportunities

- Clitters Mine - Management and interpretation at the historic Clitters Mine site



Governance and management structures

All Tamar Community Trust decisions are made by the trustees in close association with the Tamar Valley National Landscape. Other organisations, such as parish councils and community groups, are, depending on the matter or project, involved in prior discussion as much as possible.

Our people plan is designed to attract trustees with the expertise necessary to enable those decisions to be made.

Skills required will be environmental knowledge, accountancy, management, marketing, practical and legal.

A full induction process will be provided, together with an existing trustee mentor.



Strategy and project principles

In looking forward to the next five years, TCT has to consider the following in deciding how best to further its aims and serve its vision:

Finances:

- What grants are available, and from what sources?
- Can funds be raised from contractual work to cover overheads?
- Possibility of fundraising from the public.
- All projects must have clear objectives and be fully researched and budgeted for delivery and ongoing maintenance.

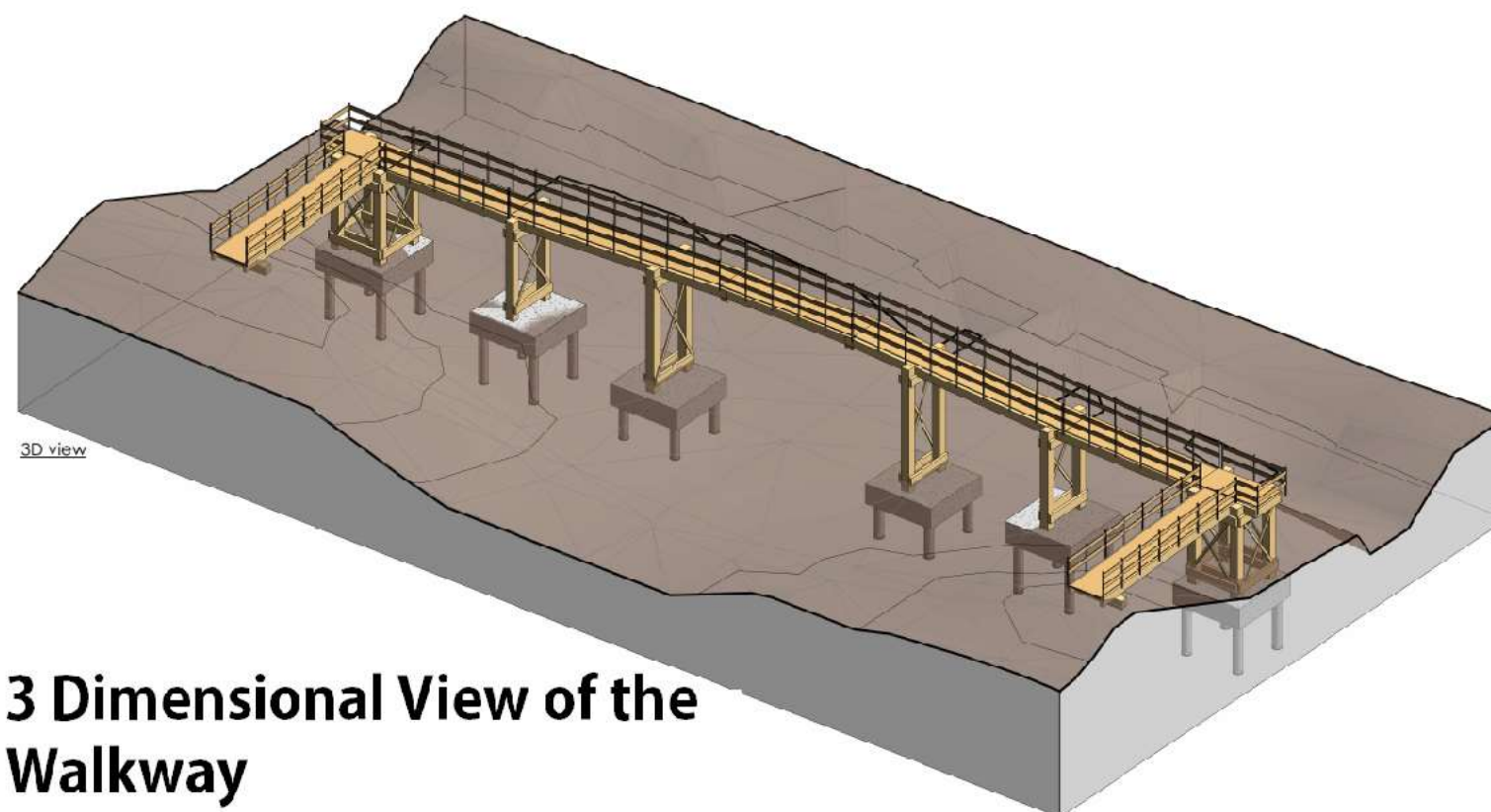
People:

- How can more active participants, especially volunteers be recruited? What can be done to attract younger people?
- We need to recruit new trustees to deepen the relationship with the community and provide wider professional experience.
- We should develop a group of “Associates”; people who would prefer not to act as trustees but who have the enthusiasm, dedication and skills to be involved in particular projects or trust administration. These could act in a managerial or support role, reporting back to the trustees.
- The availability of volunteers is vital to the ongoing viability of existing and new projects. We will make wider efforts to recruit volunteers by promoting the work, projects and achievements, along with advertising volunteer opportunities in partnership with the Tamar Valley National Landscape in the press and via social media. We will work with the Tamar Valley National Landscape to provide environmental volunteer opportunities to businesses and use our personal community networks.

What future projects are feasible within limits of current and/or projected future resources?

TCT is currently involved in the Calstock Flood Defence Scheme in partnership with the Environment Agency, Calstock Parish Council, Tamar Valley National Landscape, Cornwall Council and Calstock Footpath Society. The partnership's aim has been to retain the existing permissive riverside footpath over the new footbridge, thus maintaining the only riverside link in the Tamar Valley Discovery Trail. It is anticipated that Calstock Parish Council and TCT, together but in different roles, will take on responsibility for the footpath in due course. It is crucial that sufficient ongoing funds can be made available to meet all potential liabilities.

We shall continue to engage with and seek additional potential project partners. These will naturally bring added value to the work of TCT.



3 Dimensional View of the Walkway

Publicity and marketing

TCT is a small local charity which needs to build up its public profile by appealing to a wider market. This should include greater connection with Friends of the Tamar Valley but, as a priority, must include a user-friendly website, enabling access to, and contact from a wide section of the community. An easily recognisable brand name will assist with this.

Coordinating the production of this website and brand with Tamar Valley National Landscape will be a particular advantage to both organisations. It will also help to promote TCT if there can be regular publicity and articles in local newspapers and on local radio and television.

Ideally, a trustee or volunteer should be found to organise this. There may also be the possibility of arranging guided tours of TCT's particular areas of involvement. Our social media presence, which is so important in appealing to a wider and younger section of society, will be developed using TCT content via the Tamar Valley National Landscape social media team and channels.

Market appraisal and approach

Grant funds from central government have declined, and in present economic conditions are likely to do so for the foreseeable future. TCT must be looking, hopefully with the assistance of the Tamar Valley National Landscape, for alternative and additional sources of funding. We should now consider making direct appeals to the public and engaging with the business community, both generally and for particular projects. We want people and businesses to feel part of the success of these projects for example to encourage the formation of a volunteer group for Wacker Quay.

Financial appraisal

Tamar Community Trust is currently in a sound financial position, but it is important to note that the bulk of the funds held are tied up, either legally or notionally, in designated projects. Going forward it is important to find a means of general governance costs by ensuring project funding and contract work covers this.

Monitoring and evaluating the organisation

It is important that we review on a regular basis (at least every 12 months) the progress that is being made on achieving TCT's aims, including a review of our Risk Register. Project leaders are expected to produce to the trustees, as a whole, an assessment of their individual area and keep project summaries up to date.

Risk register

RISK	TIME FRAME	CAUSE	ACTION
Shortage of funds	2 to 3 years	Inflation	Apply for grants
		Underestimating costs	Seek donations
		Failing to resource widely	Ensure funding is adequate to cover project or work
Lack of trustees	Next 12 months	Trustees' increasing age and natural attrition	Better publicity. Use social media
		Voluntary section suffering following pandemic	Make it exciting and fulfilling to be a trustee, not too onerous
			Encourage younger trustees by making meetings and tasks convenient for those in work or education
Lack of skills	12 months to 3 years	Financial, legal, IT and practical skills needed	Assess skill needs regularly
			Support those offering those skills
			Recruit them for non-trustee roles
Lack of volunteers	Next 12 months	Age and pandemic	Offer youngsters more for their experience

		Youngsters want to see what's in it for them	Spend paid or volunteer time on enhancing skills
			Use social media to recruit
Taking on projects that are overambitious	2 to 5 years	Start-up funding and volunteer resources insufficient for ongoing projects	Be careful and weigh up all pros and cons before getting too involved. Don't be afraid to say 'no'
Failing to manage existing projects	0 to 2 years	Loss of interest, enthusiasm and funds	Consider recruiting and involving new participants
Not taking on projects that are interesting and exciting	2 to 5 years	It all becomes boring, leading to all the above problems	Look for interesting projects, small or large, that will excite trustees, volunteers and funding donors
TCT becoming non viable and winding up	10 years	The result of all the above	Do all the above and be proud of TCT



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