

OUR MISSION: THE SOCIAL, ENVIRONMENTAL AND ECONOMIC WELLBEING OF THE COMMUNITY OF ALYTH

This paper outlines a strategy for ADT, with the definition of strategy being the use of resources to generate continued resources (not just financial)¹ and to achieve our objectives in line with our values. Our strategy will be focused in two main areas: Responding and Leading.

What we do: Alyth Development Trust raises and redistributes funds to benefit the greatest number of people and to make this a great place to live and work.

Why we do it: Our work is intended to make Alyth a great place to live, a great place to work, a welcoming place to visit and a town that is accessible to all. We want to continue a long-standing and strong town culture that brings people together as a community and that looks to the future and its challenges, particularly climate change.

How we do it: This is what strategy addresses. It gives us a framework that helps us decide what not to do as well as what we will do, and also should tell us if what we are doing is effective – is it working to achieve what we want it to achieve for the town? Our strategy is based on the extensive public consultations that were held in 2015 and 2016.

1. Resources

Our main financial resource comes from an annual disbursement from the Tullymurdoch Windfarm. In accepting and redistributing that funding we have legally agreed to a small number of restrictions and objectives which are reflected in our mission and values. This resource is currently organised in two types of distribution: Community Project grants and Strategic Grants. This is where our strategy has the two strands of responding (Community Project grants in response to applications and adjudicated by a community panel) and leading (identifying those projects that we think will advance the best interests of the town overall and which may require multi-year support or larger sums of money).

One of the strategic questions for the Trustees is whether we want to use strategic funds to generate more funding over time. Our goal is always to get the money out into the community in a beneficial and transparent way. Revenue-generating projects could help us move smoothly from the guaranteed funding we now have to a time when that funding may not be forthcoming.

In addition, we could seek grants from government or foundations, or help others do so, to add to the strategic funds we award. This would result in greater resource coming into the community.

A non-financial resource is the time and experience of the Trustees themselves. We keep costs very low as we rely on volunteers for grant administration, publicity and communication, and working with grantees to help them apply. This is a resource that we recognise should be carefully used if we want to recruit active and engaged volunteers from our community in future.

¹ These resources could be social capital, increased employment in Alyth, benefits of any particular project to participants, et al.

1.2 Strategic Resource Actions

1. We want to build the capacity to apply for grants and to help others identify funding sources. This will take volunteer time but could help us become a hub for information for others and also to position Alyth favourably.
2. We will annually agree with Tullymurdoch how to secure additional funds from them to cover all of our administrative costs which frees up all of our resource for granting.
3. Annually examine the split between Community Projects funding and Strategic funding to see if it is working to advance our goals and help the town.
4. In 2020, we will decide if we want to build a space for collaborative thinking to take place, perhaps using this tool: <https://placestandard.scot/> We could also look at the process and topics encompassed by the recent very successful Climate Café in Blairgowrie.

2. Responding through grant-making

Our Community Projects grant program is open to all and is adjudicated by community members. We respond to the needs expressed through grant applications, and our criteria for making those grants is to select those that align with our publicly-stated goals which were the result of the public consultations.² For the first grant round, we were able to fund all the applicants. In future, we may have to either lower the amount given to each applicant if we have more applications than we can fund, or find some way of being flexible that the panel supports.

Strong communication around our strategy and its roots in the public consultations will be required in future should we have more applicants than we can fund in any given round. People need to know why they were not successful in an application to avoid bad feeling. This continued communication is part of our responsive grant-making.

An additional part of our responsive strategy is to continue to coordinate and communicate with other local development trusts as a way of learning about their communities and processes. This may lead to additional formal collaborations such as the successful Strathmore Cycle Network in respond to broad community needs.

2.2 Responsive Actions

1. Continually review communications to be sure that we are as transparent as possible – this responds to the community’s desire and need to know and understand what we are doing.
2. Annually recruit new community members to the Community Projects grant panel, to be sure that the process is fair and open, and represents a cross-section of the community.
3. Include grantees in the AGM to let them tell their stories.

² These goals are: A VIBRANT TOWN, CAPABLE OF PROVIDING A SUSTAINABLE ECONOMIC LIVING; AN ACCESSIBLE TOWN; A DESTINATION TOWN THAT CAPITALISES ON ITS NATURAL AND BUILT HERITAGE; AN INCLUSIVE TOWN THAT SUPPORTS COMMUNITY COHESION; A TOWN THAT MEETS THE FUTURE NEEDS OF THE COMMUNITY

4. Review evaluations annually from grantees and see what they are saying about the process of applying for and reporting on grants. (proposed evaluation form in Appendix A)
5. After each grant round, have a conversation with unsuccessful grant applicants to explain our decision.

3. Leading through grant-making: Strategic Fund

Professional advisors with deep experience in setting up successful development trusts advised the founding group of ADT that deploying some money each year for projects that the Trustees chose -- and would be active in supporting -- was common amongst those trusts which were effective in achieving their goals. This overarching strategy has already been agreed by the Trust, and what follows is how we might execute on that already agreed decision.

3.2 Choosing Strategic Projects

The Trustees have already agreed that they wish this part of our strategy to build on the public consultations and what we learned. With these projects, which will be limited in number in line with our resources, our involvement with them may be multi-year and we may lead on these projects in helping them get other resources. For these projects, the Trustees will need to decide annually which applications will be successful, being transparent about why successful projects have been chosen. These projects will of course also align with our goals.

These applications will be structured slightly differently from the Community Projects, and will require demonstrable answers to the following questions:

- Is there significant expressed need from the community?
- Does it align with the objectives of Alyth Development Trust?
- Does it position Alyth in a positive way?
- Is it realistic?
- Are there enough people to drive it forward?
- Can you measure the impact?
- Is there broad support for the project in the community - local groups, businesses, individuals et al?

3.3 Strategic Funding Actions

1. We want to communicate our two funding interest areas (Food and Sustainability) to prompt people who are interested to approach us with ideas. In Q1 2020 we will design the application form and evaluation form that will be used for each grant.
2. Regularly consider the balance of existing organisations and new projects.
3. Determine maximum grant and maximum term for a grant.
4. Annually report on these and community grants to Tullymurdoch.
5. Consider collaboration with other Development Trusts on one or more of these projects.
6. Annually review the progress and impact of these projects, and invite grantees to attend a meeting and share their views of the project.

7. Alyth Development Trust has two over-arching themes, approved by its Directors, for its strategic funding for the next two to three years. The first is **food**, in all its forms: helping people learn more about growing and sourcing their own food, supporting community-based food projects such as community gardens and allotments, teaching food cooking and preserving skills, reducing food waste, and researching/learning about the impact of climate change on food availability for local people. The second theme is **sustainability** which is about all the ways in which residents of Alyth can meet their basic needs without damaging the environment. This includes healthy food, housing, healthy transport and access to employment. These are not problems we believe we can completely solve, but the areas in which we would like to deploy our strategic resource to benefit local people. We strongly encourage collaboration between groups and individuals, and are engaged in collaborative efforts as a Trust.

4. Next Actions

1. Approve this statement of our strategy (February meeting 2020)
2. Draft a calendar of all our strategic actions (RYWT)
3. Design and agree the application form for Strategic grants.
4. Design a communications strategy and rollout to invite applications (early 2020)
5. Create Executive Summary of this strategy for the noticeboard, website, and distribution as needed. (draft attached)

RYWT & CS
January 2020

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What we do: Alyth Development Trust raises and redistributes funds to benefit the greatest number of people and to make this a great place to live and work. At present, our main source of money to redistribute is the Tullymurdoch Wind Farm, from whom we have had funds starting in late 2018. Before that, we worked with other community organizations to secure support from PKC for our market square refurbishment.

Why we do it: Our work is intended to make Alyth a great place to live, a great place to work, a welcoming place to visit and a town that is accessible to all. We want to support a long-standing strong town culture that brings people together as a community and that looks to the future and its challenges, particularly climate change.

How we do it: Our strategy is based on the extensive public consultations that were held in 2015 and 2016, professional advice during that period, extensive discussion and research among the Directors, and assistance from the Development Trust Association of Scotland. We want the Trust to do the greatest good for the greatest number of people possible.

Responding to the Community

Our Community Projects grant program is open to all and is adjudicated by independent community panel members. Involvement in this panel is open to anyone interested and you can find out more on our website <https://www.lovealyth.org.uk/about-alyth-development-trust/> or by contacting us at alythdevelopmenttrust@gmail.com

We respond to the needs expressed through grant applications, and our criteria for making those grants is to select those that align with our publicly stated goals which were the result of the public consultations. For the first grant round in 2019, we were able to fund all the applicants. In future, we may not be able to fund all applications but will be transparent about how funding decisions are made, as we have been over the past year. We are currently supporting the following organisations through our redistributed funds: Alyth in Bloom, Alyth 50-Plus Social Club, Alyth Youth Partnership, Alyth Creates, Alyth Bike Club, Alyth Bowling & Tennis Club, Alyth Out-of-School Care Group, Alyth Allotments, Alyth Halls Committee, Alyth Scouts, Alyth Primary School Parent/School Association, and Alyth Photographic Club. Our current grant limit for Community applications is £2,000. Our next grant round will be in the spring of 2020, and deadlines and applications will be posted on our website and advertised in the Alyth Voice and on social media.

Strategic Fund: Leading on Projects

In our early stages as a Trust we redistributed disruption money from Tullymurdoch to two projects that approached us: Alyth in Bloom and Alyth Creates. We also began the consultation around a new website for Alyth to encourage visitors to the Town, an ongoing project for us. At the same time we were developing a strategy for using part of our future funds for specific projects, a method recommended by DTAS and other professional advisors when we were set up in 2015.

For the next two to three years, in addition to community projects, part of our funds will go to longer term projects in one of two themed areas: food and sustainability. By food, we mean sustenance in all its forms: helping people learn more about growing and sourcing their own food,

supporting community based food projects such as community gardens and allotments, teaching cooking and preserving skills, reducing food waste, and researching/learning about the impact of climate change on food availability for local people.

The second theme is sustainability which is about all the ways in which residents of Alyth can meet their basic needs without damaging the environment. This includes healthy food, housing, healthy transport and access to employment. These are not problems we believe can completely solve, but the areas in which we would like for our strategic resource to benefit local people. We strongly encourage collaboration between groups and individuals, and are engaged in collaborative efforts as a Trust.

All our grant making is being continually evaluated for effectiveness and alignment with our objectives and values as we go along. We will be able to measure and share the impact of this work and amend it as needed in future years.

We welcome your thoughts and your engagement with our work. Please contact us if you would like to know more.

Directors, Alyth Development Trust

<https://www.lovealyth.org.uk/about-alyth-development-trust/about-our-directors/>