



Business Plan 2021 to 2024



CONTENTS

1. Chairman’s Introduction	1
2. About MMCLT	1
3. Our Vision	2
4. Our Mission	2
5. Our Organisational Objectives	2
6. Our Operating Model	3
7. What we have achieved so far	3
8. What we want to do next	4
9. Priority actions for 2021-2024	4
10. Year One Targets, to the end of financial year 2021 - 2022	5
11. Year Two Targets, to the end of financial year 2022 - 2023:	9
12. Year Three Targets, to the end of financial year 2023- 2024:	13
13. Income	16
14. Expenditure	16
15. Protecting the Trust against risks	16
16. Communications and Engagement	17
17. Our relationships with other organisations and groups	17
18. Our legal incorporation	17
19. Officers and Trustees	18
21. Contacts	18

1. Chairman's Introduction

- 1.1. Middle Marches Community Land Trust (MMCLT) has its origins in work to develop the Stepping Stones Project for Natural England and the National Trust. It was recognised that the wildlife of the Long Mynd and the Stiperstones was declining and that part of the solution was to have bigger sites, better managed and connected by wildlife corridors or via 'stepping stones' of wildlife habitat. It was also considered that such actions benefit by being permanent, in that any land secured should be used primarily for nature conservation.
- 1.2. In order to prompt action a small group got together and decided to press ahead and set up Middle Marches CLT. Our progress, as you will see, has been rapid and validates that decision. There are many well established environmental organisations but we differ in being locally owned, free from bureaucracy and run by volunteers. We are not seeking to replicate what other organisations do well but will act to provide a 'safety net' for wildlife when other options are not available.
- 1.3. The scale of the climate emergency and of the huge loss of wildlife that we are seeing demands action and we hope to play a part in producing workable, sustainable land management outcomes that help produce high quality local food for people in the Marches. The need for more accessible green space, rich in wildlife, where people can take exercise and relax has been brought to the fore during the pandemic as never before. Please join us and help put these ideas into practice.

Richard Keymer, Chairman

2. About MMCLT

- 2.1. The Marches is a very special place, following the borderlands of England and Wales, it has a strong sense of place and identity. The dominant geographical structure of rolling green hills is beautiful, but it is a landscape that has big challenges for its wildlife. These pastoral landscapes have seen huge declines in wildlife and a marginalisation of the dominant livestock based economy.
- 2.2. The Middle Marches Community Land Trust (MMCLT) was established in 2019 to help solve these problems. It is not our intention to repeat or duplicate the work of other organisations, but to work in the space between them, to find new dialogues and practical solutions that help sustain our landscapes, to host conversations and build understanding between those working, living and managing our countryside.
- 2.3. The idea that wildlife can be conserved only by creating more nature reserves is outdated, but has been the main way of saving our best remaining reservoirs of biodiversity. MMCLT's main focus is, however, building connectivity across the wider countryside to join these nodes together and securing key pieces of land through purchase or management agreements. At this time when so much of our wildlife is being lost, and our land and soils increasingly denuded, there is a need for a clear shared solution that protects our rural and farming economy, but moves our landscape to a much richer, more climate resilient and ecologically rich place.

3. Our Vision

- 3.1. **We have a vision for an ecologically rich and resilient landscape across the Middle Marches, supporting local communities and markets, that inspires residents and visitors alike.**
- 3.2. The Marches are a magical borderland, a landscape with time depth, full of history and beauty. It is a wonderful place to live and work, with great community. However, it has also seen huge shifts in its land use and catastrophic losses in its wildlife over the last few decades.
- 3.3. Our vision is all about helping to shape a rich future for this special place, not that harks back to a mythical past, but that looks forward and is fit for our future needs. We see a resilient future landscape containing a rich wildlife full of pollinators, supporting good rich soils, holding more water, being more wooded and wild, but symbiotically growing quality food and timber alongside this.
- 3.4. We want to create a better connected, more diverse landscape holding more wildlife. We believe that a healthy biome is at the heart of sustaining our food production, supporting our communities, and a strong local economy with many more good livelihoods and products.

4. Our Mission

- 4.1. **To promote and develop resilient and environmentally responsible agriculture and forestry within a wider landscape that supports a thriving, biodiverse natural world.**

5. Our Organisational Objectives

- 5.1. We will achieve our mission in the following ways:
 1. Working with partners and stakeholders who share our objectives to buy, lease or manage land in the MMCLT area that contributes to our vision and that can plug strategic gaps in our landscape connectivity.
 2. Building local and national commitment to our mission, through sale of shares, good quality communications and engagement with existing and new partners.
 3. Shaping, championing and test-bedding innovative responses to local environmental challenges with local partners, stakeholders and landowners.
 4. Sharing the skills and knowledge of our members and stakeholders in a range of conferences, events and courses, researching and promoting good practice from other areas, promoting information exchange and debate, building consensus.
 5. Exchanging information widely across the area through a variety of virtual and actual tools such as the Hub and Newsletter
 6. Celebrating the distinctiveness of our place, its products and people, helping to create more direct links and supply chains between the land and local communities.

6. Our Operating Model

- 6.1. From its inception MMCLT has been rooted in the community, established as a Community Benefit Society, and set within the family of community land trusts across the UK. It is owned, funded by and takes its direction from local people. This is fundamental to ensuring that it adopts an agenda that is really useful, locally focused, and that the organisation is transparent, trusted and fully accountable to its members who are its shareholders.
- 6.2. Our aim is to create a strong balance sheet and a properly managed sustainable organisation that can deliver our objectives. We are fully accountable but we do not waste resources creating large bureaucratic processes or structures. There is an urgency about our tasks, and we want to concentrate on making practical headway. We have built MMCLT around an operating model that is flexible and able to react quickly to seize opportunities as and when they arise.
- 6.3. So far we have worked with a voluntary Board, with few overheads, no staff, no payments to Trustees, and minimal specialist support.
- 6.4. We want to get to a point where we can expand, but still maintain a very light organisation, which uses its resources almostly entirely on delivery.

7. What we have achieved so far

- 7.1. In the last two years MMCLT has evolved from an idea into reality.

7.2. Establishment

- 7.2.1. The organisation has been legally incorporated as a Community Benefit Society and since its launch has attracted over 70 shareholders, mostly from the local area. The shareholders/ members all have a financial stake in the organisation and therefore the land it purchases.
- 7.2.2. A founding Board was established to create the organisation, and after a recruitment process, this has now evolved into a formally incorporated Board, including the principal officer posts required, to develop the Trust through its next phases.

7.3. Land Acquisition

- 7.3.1. During this first phase MMCLT has managed to buy two areas of land.
- 7.3.2. Cudwell Meadow – working with Stretton Wetlands Interest Group in 2020, we ran an appeal to purchase a 3-acre site south of Church Stretton. We were delighted to hit our £25,000 target and complete the purchase in early 2021.
- 7.3.3. Norbury Hill – this has rightly been described as ‘the largest stepping stone’ between two important sites of conservation, the Long Mynd and the Stiperstones; the appeal raised £100,000 to purchase around 50 acres of the site.
- 7.3.4. The funds for these purchases have been raised through donations and interest free loans from a large number of individuals, ranging from a few pounds to tens of thousands. It shows that there is an appetite for this kind of approach.

7.4. Information Sharing

- 7.4.1. Our aims around sharing information, advice, skills, expertise and education have been met by establishing both on-line and in person communications.
- 7.4.2. We have initiated the formation of an information hub within our website. This is all about helping people involved in land to find information and inspiration about a range of topics. This includes help to find suppliers, contractors and local producers. Some webinars provide practical information too.
- 7.4.3. Covid unfortunately prevented us from holding most of our planned face to face events and meetings but we will restart a full programme as soon as we can.

7.5. Local Supply Chains

- 7.5.1. MMCLT has been exploring how to stimulate local markets for food, other products and timber that can support a vibrant local economy and farmers, growers and foresters whilst caring for land, conserving and enhancing soil and ensuring the welfare of livestock.
- 7.5.2. Marches Grow Local Work has begun on how we can create a local resilient food network in the Marches. Although embryonic, it has brought together a group to explore the creation of a food hub around Bishop's Castle. This work has grown wings of its own and is now part of a very much bigger initiative taking shape.

8. What we want to do next

- 8.1. This Plan shows what we plan to do to meet our objectives over the next three years. As with any Business Plan, it is a framework to show what we seek to achieve and how to direct our resources – it isn't set in stone. If opportunities arise which fit with our objectives,

which we can afford and deliver responsibly, then we will consider those opportunities even if we haven't listed them in the plan

- 8.2. It is the Board's duty to ensure that the foundations and systems are in place to create an organisation that is strong, sustainable and accountable.
- 8.3. We do have big ambitions.
- 8.4. All Board members feel that there is a pressing need to move things on, but also have to be realistic in terms of creating the capacity to do things properly and methodically, while not losing our energy and passion for our mission.

9. Priority actions for 2021-2024

- 9.1. On the following pages we have outlined targets for the next three years. Year One (this current financial year 2021-22) is least subject to change or uncertainty.
- 9.2. Year Two (2022-2023) will be refreshed at the start of the new financial year when we have our 21-22 final accounts available.
- 9.3. Year Three (2023-2024) will be confirmed in 22-23 when we anticipate the results of fundraising applications made in year two.
- 9.4. Our priority actions are measured, and we have every hope that we can exceed them.
- 9.5. They provide a good indication of what we hope to achieve, but also it should be noted that, with a remit like ours, we need space to be opportunistic particularly in relation to pursuing land acquisition or agreements as they arise.
- 9.6. To guide our efforts, we will build a Land Management and Acquisition Strategy as a policy framework to work within.

10. Year One Targets, to the end of financial year 2021 - 2022

Targets		Projected Income from activity (£)	Projected Costs of activity (£)	Funded from (*)
A Celebrating Uniqueness	1. We will have held 3 half day events for members, supporters, and partners, including 2 at Norbury Hill.	0	0	300 GR
	2. We will have recruited 5 volunteer members and supporters to pursue the work of MMCLT	0	0	0
B Sharing Testing Researching	3. We will collate existing maps of land ownership and environmental characteristics from other stakeholders	0	0	0
	4. We will complete ecological surveys of Cudwell Meadow and Norbury Hill, and design the monitoring arrangements for each site.	0	0	0
C Sharing Experiences	5. We will establish relationships with key partners: NT; NE; Wildlife Trusts; Stepping Stones project ; landowners and farmers; actual and potential funders; the CLT network. These relationships will grow our knowledge; identify innovative practice, drive the development of the Trust and build our reputation as a good partner prepared to share credit and support others	0	0	0
	6. We will join the National Community Land Trust Network to help us learn from other Community Land Trusts across the UK.	0	Completed costs shown below	Trustees paid full costs directly
D Management of Land	7. We will complete the purchase of Norbury Hill.		Completed and costs already covered £18,596.73	Public donations Private lender
	8. We will have started to build relationships with at least 3 local farmers or landowners.	0	0	
	9. We will continue to support plans for increasing biodiversity within local food production like Marches Grow Local and related local initiatives.	0	50	50 GR

Targets		Projected Income from activity(£)	Projected Costs of activity (£)	Funded from (*)
	10. We will start work on 5 year Management Plans for each of our land holdings and publish as they are completed.	0	0	
	11. We will start work on our Land Management and Acquisition Strategy to help us build a 'bank' of sustainably managed land either acquired or managed by the Trust, or our supporters, aiming to complete the strategy document by October 2022.	0	0	
E Information Exchange and Communications	12. We will distribute quarterly Newsletters to keep members and supporters informed about our activities.	0	25	25 GR
	13. We will review and update the website including Green Pages and The Hub to ensure they are informative, accurate, attractive and able to support webinars.	300 (donations)	500 (Stepping Stones)	500 Stepping Stones Grant
	14. We will take stands at 2 public events to promote the work of MMCLT creating a bank of re-usable presentation materials to support this.	0	300	300 Stepping Stones
F Financial and Organisational Sustainability	15. We will have built our budget using a variety of fund raising methods with the intention of funding community training opportunities, maintaining regular repayment of outstanding loans, funding the purchase and maintenance of key sites.			
	16. We will optimise rent from holdings	300	0	
	17. We will maintain risk register and a system of regular review.			
	18. We will meet all of our legal and financial responsibilities.			
TOTALS (*) GR – general reserves, SS - Stepping stones grant within general reserves (see below), SS1 - Stepping stones grant specifically for conference		600 to GR	1175	375 GR 800 Stepping Stones

THE TARGETS AND ABOVE IS INCORPORATED IN THE FOLLOWING PROJECTIONS FOR NORMAL ONGOING WORK IN 21-22

General Income Already Received	Amount (£)	Notes	Expenditure General	Amount (£)	Notes
Trustee Subs for the CLT	£225.00	paid	National CLT network	£350.00	Paid
Donations	£1025.00	for general admin	Property insurance - cudwell	£112.00	Paid
Shares	£0.00		Property insurance - Norbury	£360.40	paid
Grant from MCLH	£250.00	for leaflets, business cards etc	Give Wp -Pro Licence	£94.16	Paid
Gift aid	£0.00		Public liability Insurance	£168.00	Last years figure
Stripe payments	£159.58	Detail to follow	Zoom fee	£0.00	not renewing
Grazing licence payment Norbury	£1000.00		Admin	£1000.00	Estimate
TOTAL already received	£2659.58		Bank charges	£40.00	Estimate
Expected General Income	Amount	Date	Hire of halls	£400.00	Estimate
Annual wayleave payment from Western Power for Cudwell	£40.54	Unknown	Expenditure for business targets above - GR	£375.00	Estimate
Norbury Hill expected payment (BPS)	£2527.85	Dec			
Cudwell Meadow expected payment (BPS)	£221.56	Dec			
Income from business targets above	£600.00	Throughout the year			
TOTAL expected	£3389.95				
TOTAL	£6049.53	General Reserves	TOTAL	£3799.56	
Restricted Income	Amount		Restricted Expenditure	Amount	
Stepping stones - support for local group (SS)	£1000.00		Expenditure for business targets above - SS	£800.00	

IN ADDITION WE HAVE THE FOLLOWING PROJECTIONS FOR SPECIFIC SITES FOR 21-22

Income for sites	Amount (£)	Expenditure for sites	Amount (£)
Cudwell Meadow		Cudwell Meadow	
Stepping stones – Development as a wetland	£300.00	Development as a wetland	£300.00
Stepping stones – Interpretation Board	£0.00	Interpretation Board	£0.00
		Maintain stiles, gates etc for safety	£100.00
TOTAL	£300.00	TOTAL	£400.00
Norbury Hill		Norbury Hill	
Stepping stones – Bracken control, fencing and interpretation board	£1000.00	Bracken control, fencing and interpretation board	£1000.00
Stepping stones – Wetland creation/restoration	£1500.00	Wetland creation/restoration	£1500.00
		Maintain stiles, gates etc for safety	£100.00
TOTAL	£1000.00	TOTAL	£1100.00
Nind - if we take it on		Nind - if we take it on	
Stepping stones – Fencing	£3000.00	Lease	£0.00
Linley estate – Matched contribution (unconfirmed)	£3000.00	Fencing	£6000.00
TOTAL	£6000.00	TOTAL	£6000.00

11. Year Two Targets, to the end of financial year 2022 - 2023:

Targets		Projected Income from activity(£)	Projected Costs of activity (£)	Funded from (*)
A Celebrating Uniqueness	1. We will hold 6 half day events for members, supporters, and partners, highlighting local good practice.	£0.00	£600.00	£600 GR
	2. We will hold quarterly Members only events.	£0.00	£400.00	400 SS
	3. We will continue to support initiatives such as Marches Grow Local as they work to build a local food market for locally produced food.	£0.00	£0.00	
B Sharing Testing Researching	4. We will start regular reporting on the impact of our management of sites.	£0.00	£0.00	
	5. We will begin work with partners to map land ownership and environmental characteristics and use the data to inform our activity in areas of greatest risk or benefit.	£0.00	£0.00	
C Sharing Experiences	6. We will hold a Conference focused on Regenerative Agriculture and Case studies of best practice.	£0.00	£5260.00	5260 SS1
	7. We will have a programme of webinars in place to promote innovative work locally , aspects of land management and the work of partners	£0.00	£0.00	
D Management of Land	8. Our Land Management and Acquisition strategy will be agreed by the Board ready for implementation.	£0.00	£0.00	
	9. We will manage our relationships with local farmers and landowners to grow awareness of the environmental challenge of biodiversity and the potential for making full use of the future Government funding programme called the Environmental Land Management scheme (ELMs).	£0.00	£0.00	
E Information Exchange & Communications	10. We will take stands at 4 public events to promote the work of MMCLT using our bank of presentation materials and recruit volunteer members to support this.	£0.00	£400.00	400 SS
	11. We will distribute quarterly Newsletters to keep members and supporters informed about our activities.	£0.00	£25.00	25 GR
	12. We will develop easy to follow project templates to help other community groups copy some of our work elsewhere in the region and replicate what we find works well	£0.00	£0.00	
	13. We will undertake a skills audit of members to help them use their skills and creativity in developing our activities.	£0.00	£0.00	

Targets		Projected Income from activity(£)	Projected Costs of activity (£)	Funded from (*)
	14. We will increase awareness of our work through effective social media and local media channels.	£0.00	£0.00	
F Financial and Organisational Sustainability	15. We will produce more accurate income projections for each of our landholdings as the ELMS scheme becomes clearer and use these for our budget projections.	£0.00	£0.00	
	16. We will review our fundraising effort up to October 2022 and use that information to inform our activities; our hope would be to appoint a p/t coordinator if our financial situation allows.	£0.00	£0.00	
	17. We will have grown our membership by 25% over the figure at January 2021.	£200.00	£0.00	
	18. We will develop the Membership Offer to include long term investment, bequests and gifts.	£0.00	£0.00	
	19. We will have repaid 5% of the interest free loan and be on target to complete repayment within the term as agreed with the lender.	£0.00	£4000.00	4000 GR
	20. We will have met all our financial and legal obligations.	£0.00	£0.00	
TOTAL		200 To GR	£10685.00	4625 GR 800 SS 5260 SS1
<i>(*) GR - general reserves, SS - Stepping stones grant within general reserves (see below), SS1 - Stepping stones grant specifically for conference</i>				

THE ABOVE IS INCORPORATED IN THE FOLLOWING PROJECTIONS FOR NORMAL ONGOING WORK IN 22-23

Expected General Income	Amount (£)	Notes	Expenditure General	Amount (£)	Notes
Trustee Subs for the CLT	£350.00		National CLT network	£350.00	
Donations	£500.00	for general admin	Property insurance - cudwell	£120.00	
Gift aid	£80.00		Property insurance - Norbury	£370.00	
Grazing licence payment Norbury	£1500.00		Give Wp -Pro Licence	£100.00	(SS)
annual wayleave payment from Western Power for Cudwell	£40.54		Public liability Insurance	£180.00	(SS)
Norbury Hill expected payment (BPS)	£2128.67		Admin	£1000.00	(SS)
Cudwell Meadow expected payment (BPS)	£186.57		Bank charges	£40.00	(SS)
Income from business targets above	£200.00	This is 20 new members at £10 shares each	General Printing	£100.00	(SS)
			Hire of halls	£400.00	(SS)
			Expenditure for business targets above	£4625.00	
TOTAL	£4489.95	General Reserves (*)	TOTAL	£7285.00	(*)
<p>(*) we have made an application for countryside stewardship grant (made 26/7/21) This s a competitive scheme with no guarantee that MMCLT will receive any funding. However, if successful the application would result in an annual payment of £6,623.64 for five years (2022-2027) and a capital payment of £2,362.50. If we do not get this payment then we have a surplus from Stepping stones - support for local group (SS) of 1400 which would could use for the items above marked (SS) this would still give an expected shortfall of £1395 in the general reserves</p>					
Restricted Income	Amount		Restricted Expenditure	Amount	Notes
Stepping stones - support for local group (SS)	£2000.00		Expenditure for business targets above - SS	£800.00	
Stepping stones grant for conference	£5260.00	As above	Expenditure for business targets above - SS1	£5260.00	
Stepping stones - Farm & environment services hub	£5000.00	As above			

IN ADDITION WE HAVE THE FOLLOWING PROJECTIONS FOR SPECIFIC SITES FOR 22-23

Income for sites	Amount (£)	Expenditure for sites	Amount (£)
Cudwell Meadow		Cudwell Meadow	
Stepping stones – Development as a wetland	£700.00	Development as a wetland	£700.00
Stepping stones – Interpretation Board	£750.00	Interpretation Board	£750.00
		Maintain stiles, gates etc for safety	£100.00
TOTAL	£1450.00	TOTAL	£1550.00
Norbury Hill		Norbury Hill	
Stepping stones – Bracken control, fencing and interpretation board	£2750.00	Bracken control, fencing and interpretation board	£2750.00
Stepping stones – Wetland creation/restoration	£3500.00	Wetland creation/restoration	£3500.00
		Maintain stiles, gates etc for safety	£100.00
TOTAL	£6250.00	TOTAL	£6350.00
Nind - if we take it on		Nind - if we take it on	
		Maintain stiles, gates etc for safety	£100.00
TOTAL	£100.00	TOTAL	£100.00

12. Year Three Targets, to the end of financial year 2023- 2024:

Targets		Projected Income from activity(£)	Projected Costs of activity (£)	Funded from (*)
A Celebrating Uniqueness	1. A Festival planned with partners celebrating the uniqueness of the Middle Marches.	1000 donations	5000	1000 GR 4000 from partners
	2. We will develop activities and projects with our members that focus on the uniqueness of the Middle Marches	0	0	
	3. We will organise 6 half day activities open to all.	600 donations	600	600 GR
	4. We will host quarterly Members' events.	0	400	400 GR
B Sharing Testing Researching	5. We will agree with partners our best approach to develop projects encouraging land based industries, and entry level employment in agriculture and forestry.	0	0	
	6. We will continue to work with partners to use environmental and land ownership data to target our activities in areas of greatest risk or benefit.	0	0	
C Sharing Experiences	7. We will produce short videos and publications based on our work on each of our sites.	0	0	
	8. We will continue our webinar programme developing from the work of the Hub.	0	100	100 GR
	9. We will use the lessons of our Conference to shape our work programme with our partners and produce working papers focusing on key issues.	0	0	
D Management of Land	10. We will have significantly increased our land either acquired or managed by the Trust.	0	0	
	11. We will have built supportive relationships with organisations wishing to pursue models of land management or ownership based on our templates.	0	0	

Targets		Projected Income from activity(£)	Projected Costs of activity (£)	Funded from (*)
E Information Exchange and Communications	12. We will take stands at 4 public events to promote the work of MMCLT using our bank of presentation materials and recruit volunteer members to support this.	0	400	400 GR
	13. We will distribute quarterly Newsletters to keep members and supporters informed about our activities.	0	25	25 GR
	14. We will work closely with a local school or college on a programme supporting the natural world and the potential of land based industry and farming as an opportunity rich employment sector.	0	0	
	15. We will work with a pool of member volunteers in all areas of our work programme.	0	0	
	16. We will be a go-to organisation for those seeking advice on regenerative agriculture and management of land for improved biodiversity.	0	0	
F Financial and Organisational Sustainability	17. We will produce income predictions for each of our landholdings and use these for our budget projections.	0	0	
	18. We will review our fundraising effort up to October 2023 and use that information to inform our activities.	0	0	
	19. We will have grown our membership by 50% over the figure at January 2021.	200	0	
	20. We will review and if necessary adapt our Membership Offer.	0	0	
	21. We will have repaid 10% of the interest free loan and be on target to complete repayment within term as agreed with the lender.	0	4000	4000 GR
	22. We will have met all our financial and legal obligations.	0	0	
TOTAL		1800 To GR	10525	6525 GR 4000 from partners
(*) GR - general reserves, SS - Stepping stones grant within general reserves (see below), SS1 - Stepping stones grant specifically for conference				

THE ABOVE IS INCORPORATED IN THE FOLLOWING PROJECTIONS FOR NORMAL ONGOING WORK IN 23-24

Expected General Income	Amount (£)	Notes	Expenditure General	Amount (£)	Notes
Trustee Subs for the CLT	£350.00		National CLT network	£350.00	
Donations	£500.00	for general admin	Property insurance - cudwell	£130.00	
Gift aid	£80.00		Property insurance - Norbury	£390.00	
Grazing licence payment Norbury	£1500.00		Give Wp -Pro Licence	£110.00	
Annual wayleave payment from Western Power for Cudwell	£40.54		Public liability Insurance	£190.00	
Norbury Hill expected payment (BPS)	£1729.58		Admin	£1100.00	
Cudwell Meadow expected payment (BPS)	£151.59		Bank charges	£45.00	
			General Printing	£110.00	
			Hire of halls	£400.00	
Income from business targets above	£1800.00		Expenditure for business targets above	£6525.00	This is assuming £4K from partners for festival
TOTAL	£6151.71	General Reserves	TOTAL	£9350.00	(*)
(*) we have made an application for countryside stewardship grant (made 26/7/21) This s a competitive scheme with no guarantee that MMCLT will receive any funding. However, if successful the application would result in an annual payment of £6,623.64 for five years (2022-2027) and a capital payment of £2,362.50. If we do not get this payment then we have an expected shortfall of approx £3200 in the general reserves					

NOTE: PROJECTIONS FOR SPECIFIC SITES FOR 23 – 24

We do not have specific work planned or income expected at this stage so estimate approximately £300 from general reserves. Taking the shortfall in the reserves to approx £3500.

13. Income

- 13.1. MMCLT needs to secure income to cover regular minimum costs (e.g. cost of completion of accounts, website, legally required insurance), regular repayments of any loans made to support land acquisition or conservation management of land, and one-off costs to support events, including fundraising events, and future acquisitions.
- 13.2. Some of this funding will, we anticipate, flow from Government funded payments for land management practices on land holdings for which we are responsible.
- 13.3. It is important to understand that at the current (2021) and limited known future values, unless they were associated with very substantial holdings, these agri-environment payments and any applicable grazing rental available won't provide the level of income required to fund future land acquisitions.
- 13.4. This is one way in which we differ significantly from Community Land Trusts (CLTs) whose objectives are to provide housing for rent and sale. Receipts from housing can be substantial and can fund future land purchase. At present, receipts from nature restoration at our modest scale do not, so we must be very much more creative and innovative. There will still be plenty to learn from other CLTs and other community led organisations so we will step up our efforts to learn from the experiences of others.
- 13.5. Our priorities in 2021-21 will focus on stabilising and improving MMCLT's financial standing, identifying and securing sources of support which can increase our capacity and capability, increase our ability to plan for the future, and manage future land acquisitions effectively.

- 13.6. There are exciting times ahead with a new funding regime called Environmental Land Management scheme (ELMs) which will be run by Defra – this might offer landowners enhanced payments for genuinely positive land management measures which rebuild biodiversity and store carbon in our soils. There are very few details yet, but as they appear, the Trust will be looking at how to get the most from the scheme for all the land it owns and manages at the time.

14. Expenditure

- 14.1. Projects are first agreed to by the Board, and if they need a budget that is agreed by the Board at the same time. When work starts, invoices come in, get approved and paid in line with the budget agreed by the Board.
- 14.2. Our Treasurer reports monthly to the Board on our overall financial position and also on our financial position in respect of specific projects for which we have set budgets – some of them set by external funders to whom we must report separately.

15. Protecting the Trust against risks

- 15.1. We maintain a risk register where we identify key issues which the Board does or is likely to need to manage. We consider operational, financial, reputational and other risks. When we look at a new project, while we're first excited by the possibilities, we also take a moment to check what risks we might be taking on and how best to minimise and manage them.

16. Communications and Engagement

- 16.1. The success of MMCLT to date has been entirely down to its members, (our shareholders)and supporters.. But they can't continue to make it a success if they can't communicate with one another or with us, so communication is an essential, and something we will pay more attention to. We are hoping to recruit volunteers from among our supporters and members to develop and run events, press engagement, newsletters, and other ways to communicate and engage with the public.
- 16.2. In the next two years, we will look for ways to increase engagement and learn more about what people want from us – we know that being a virtual landowner is high on the list of members interests list because it repeatedly crops up in feedback. Now we want to learn how to make that easier for more people to do more often, more easily.
- 16.3. As we all hope that Covid lockdowns are soon to be behind us, we want to get back to meeting people face to face too – though we'll still keep some opportunities to meet virtually as not everyone can get out and about.

17. Our relationships with other organisations and groups

- 17.1. Middle Marches CLT was set up with a particular mission which was to be able to act as a 'purchaser of last resort' if land of value for wildlife came on the market and none of the established conservation charities or statutory agencies was able to act to secure its future.

- 17.2. Increasingly the big wildlife charities operate at a landscape scale and therefore focus on a few very large projects for which they can secure major funding. MMCLT's mission came out of work to develop the Stepping Stones Project, which means that land might also be of interest if it happens to be in the right geographical location to act as a buffer or stepping stone between important wildlife sites. It may be that the intrinsic interest of the land concerned may have diminished or indeed disappeared altogether which means that restoration ecology is likely to score highly on our register of interests.
- 17.3. MMCLT will not confine itself to working within a rigid long term programme of land acquisition or management so that it can act as quickly as resources allow when opportunities present themselves.
- 17.4. It follows therefore that while MMCLT needs to maintain good relationships with a wide range of stakeholders, but it also needs to remain free of as many binding obligations to other organisations as is practical. In addition, we need to work effectively with a wide network of grant funding organisations.
- 17.5. MMCLT is not a single issue lobbying organisation, preferring to leave this approach to others, while we seek to lead by example, either working on our own or with partners.
- 17.6. To summarise, our independence is paramount: however, we are keen to work with a wide range of partner organisations to achieve better outcomes for wildlife on land in the Middle Marches.

18. Our legal incorporation

- 18.1. MMCLT is incorporated as a Community Benefit Society (CBS), and are regulated by the Financial Conduct Authority (we are registered on the Mutuels Public Register and our registration number is 8143).

- 18.2. We are also recognised as a charity for the purposes of GiftAid on donations.
- 18.3. MMCLT like all CBSs is run as a democratic organisation – one member (shareholder) one vote.
- 18.4. CBSs are limited liability organisations, shareholders are not held liable for the actions of occupiers or tenants of any land we hold or any debts run up. Shareholders do not earn dividends on shares held, and shares do not increase in value – nor do they fall in value.

19. Officers and Trustees

Chair	Richard Keymer
Vice Chair	Rosie Wood
Secretary	Tim Selman
Treasurer	Louise Robbins
Trustees	Sara Braune
	Jonathan Brown
	Janet Cobb
	Oliver Goode
	Rob Rowe
	Richard Small

The Board is very grateful to the many volunteers and supporters who have helped us, but especially for the following people;

Mike Watkins. Minute secretary, Lizzie Hulton Harrop for IT and website support, Sarah Jameson for logo design, Sally Currin for business support, John Higson for accountancy.

21. Contacts

Our postal address is; Enterprise House, Station St, Bishops Castle SY9 5AQ

Phone: 01588 638038