

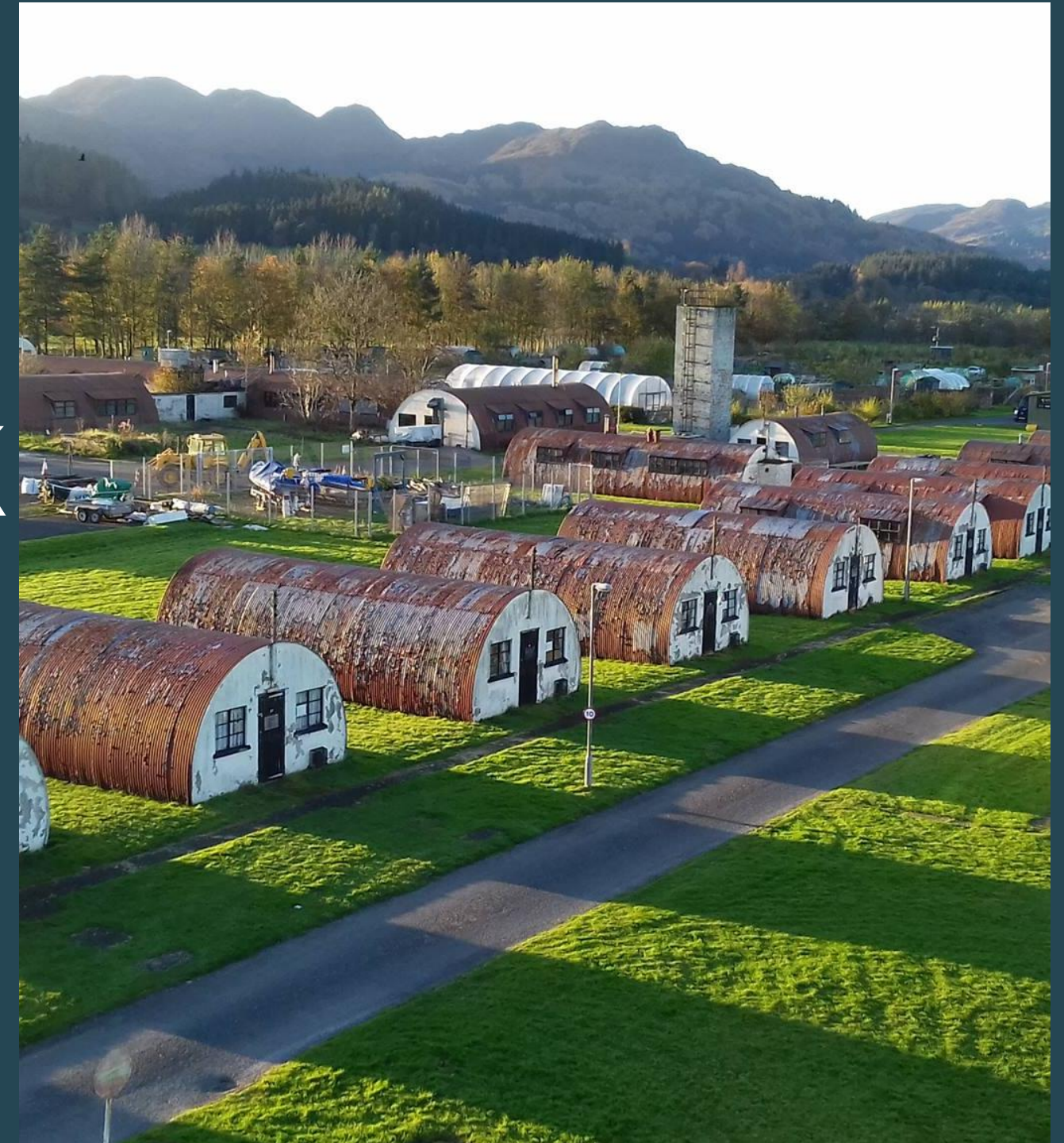
DTAS Annual Conference  
2026

# The Hard Road Back

What it takes to rebuild trust after plans,  
governance and confidence break down



**Comrie Development Trust**  
Fiona Blacke/Green



# Built over time

Economy • community • heritage • environment

2005 — Trust formed

2007 — Cultybraggan bought

10 trustees — 4 subcommittees

~450 members | charity + company



# A small team. A big load.

Our only has not kept pace

£466k — stated annual income

£366k — annual expenditure

3.2 FTE — plus volunteers

£115k grants — £331k trading



What we do

One trust.  
Two places.  
Many roles.



Cultybraggan: heritage,  
museum and landscape



Enterprise: tenants,  
accommodation, café and  
events



Comrie: action planning,  
paths, library and youth work



Future: partnerships,  
housing and supported  
accommodation



# Continuity was lost

So was direction

- Board churn
- Unfinished plans
- No long-term plan
- Lasting damage



# Four forces kept us stuck

Four connected root causes

- Governance blurred
- Fiefdoms formed
- Confidence fell
- Capacity weakened



# Trust came first

## Four practical disciplines

RECONNECT — work with local organisations

BE CONSISTENT — treat people fairly

KNOW THE NUMBERS — improve financial information

COMMUNICATE — be more open, and keep improving





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# The road back is not finished

But the direction has changed.  
Questions and discussion