

# Bressay Development Ltd

## Business Plan

2019-2024



December 2019

## CONTENTS

<b>1. General Company Information</b>	<b>1</b>
<b>2. Community Background and Issues</b>	<b>2</b>
<b>3. Introduction to Bressay Development Ltd</b>	<b>5</b>
Governance and management	8
Achievements to date	9
<b>4. The Asset. Bressay School / Community Hub</b>	<b>11</b>
Site plan	11
Current facilities	12
Current usage	16
Utilities: Overcoming difficulties	17
<b>5. Consultation and Communication</b>	<b>19</b>
Community Consultation	19
Communication	21
Local Partnerships	23
<b>6. Proposals and Plans for the Future and Targets</b>	<b>26</b>
Main Priorities	26
Wider aims – Community development opportunities	28
<b>7. Legal Aspects and Consents</b>	<b>30</b>
<b>8. Finance</b>	<b>31</b>
Current Position	31
Financial Projections	31
Funding Opportunities	33
<b>9. Risk, Monitoring and Impact</b>	<b>34</b>
Risk analysis	34
Monitoring and Evaluation	35
<b>10. Socio Economic Impact</b>	<b>36</b>

## Appendices

1. Board of Directors
2. Comments from Speldiburn Café Visitors
3. Asset Transfer Survey Results
4. Newsletter
5. Letters of Support
6. Detailed Financial Projections

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## 1. General Information

Name: Bressay Development Ltd (BDL)

Status: Company limited by guarantee not having share capital  
Incorporated on 21<sup>st</sup> August 2015

Registered Number: SC513684

Registered Office: Bressay School, Bressay, Shetland, ZE2 9EL

Phone: 01595 820706

Email: [bressaydevelopment@gmail.com](mailto:bressaydevelopment@gmail.com)

Website: [www.bressay.org](http://www.bressay.org)

Social Media: [www.facebook.com/bressaydevelopment](https://www.facebook.com/bressaydevelopment)

Bank Details: TSB, Victoria Buildings, Esplanade, Lerwick, ZE1 0LL

Accountancy advisor: RSM, St Olaf's Hall, Church Road, Lerwick, ZE1 0FD



View from Ward Hill

## 2. Community Background and Issues

We are located on the island of Bressay which lies to the east of Lerwick and can be reached by a short 5 minute ferry crossing from the centre of Lerwick. The ferry carries around 70,000 vehicles and 180,000 passengers per annum.

### Map of Bressay



Bressay is 7 miles (11km) long by 3 miles (5km) wide and has a population of around 340 at the most recent estimate. This is a reduction in numbers from the 2011 census when it was 368 and in 2001 when it was 384.<sup>1</sup>

Bressay has a rich natural and cultural heritage with diverse habitats, designated natural history sites, many archaeology sites and 14 listed buildings. It is ideal for walking or cycling. Sites of interest include:- WW1 remains, old townships, shipwrecks, Ward Hill which at 226m offers spectacular views over most of Shetland, dramatic cliffs and seabird colonies, numerous burnt mounds, brochs and Neolithic remains.

The main employment on the island relates to crofting, a fish meal processing plant, the local ferry, and tourism related activities such as accommodation (e.g. Bressay Lighthouse, B&Bs, Maryfield House Hotel), and the local shop and post office. Most people in work commute out of the island by ferry for work on Mainland Shetland.



Bressay Lighthouse

The island has an active community with many voluntary organisations such as Bressay History Group, Up Helly Aa Committee, Public Hall Committee, Community Council, Bressay Under 5s, Boating Club, Sports Club, Football Club and Youth Club.

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<sup>1</sup> 2001 and 2011 census figures are resident population including absent households





Photos - Bressay Up Helly Aa 2019

Although the island lost its school in 2013 and has no resident doctor or nurse, it does have a community hall, heritage centre, public toilets, marina with caravan parking facilities, play park and football pitch, and a retained fire station. It also has a good broadband connection on the west side of the island.

### SWOTs analysis and current issues for the island

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Close proximity to Lerwick</li> <li>• Good agricultural land</li> <li>• Strong community spirit and involvement</li> <li>• Range of community facilities</li> <li>• Many visitor attractions including Noss</li> <li>• Rural island with a vast range of fauna and flora to see</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Lack of employment on the island</li> <li>• Lack of business premises</li> <li>• Limited access via ferry to Mainland Shetland</li> <li>• Lack of affordable housing</li> <li>• Shortage of public toilets</li> <li>• Reliance on Lerwick for many facilities</li> <li>• Closure of primary school</li> <li>• Lack of nursery and childcare provision</li> <li>• Lack of island medical cover</li> <li>• Closure of local kirk</li> <li>• Local island public transport</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Access to Noss NNR</li> <li>• More visitors, including cruise line passengers</li> <li>• Provision of further facilities at the school</li> <li>• Vacant kirk building</li> <li>• Purpose built nursery and childcare facilities at the school</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Further loss of services and facilities</li> <li>• Ageing and declining population</li> <li>• Increasing cost of ferry service</li> </ul>

### 3. Introduction to Bressay Development Ltd

The Bressay Community Development Association was originally set up in January 2014, in response to community concerns about the falling and ageing population, loss of local services, and increasing ferry fares. We became a company limited by guarantee in 2015 and changed our name to Bressay Development Ltd (BDL).

Shetland Island Council (SIC) offered us the opportunity to rent in the former Primary school in 2015, and following community consultation we decided to accept the SIC offer and redevelop the former school into a multi-purpose Community Hub.

Our objectives contained in our Articles of Association are to: -

- a) Promote Bressay as an affordable, accessible, and safe residential base, so as to encourage people to settle and remain in the community
- b) Seek to retain and support the existing population
- c) Seek all means to reduce the cost of access to work, off island services and leisure facilities
- d) Seek to improve, develop, and promote affordable infrastructure, services, and facilities on the island
- e) Seek to increase the availability of affordable housing in the community
- f) Identify and maximise opportunities to grow the Bressay economy
- g) Promote Bressay and its historic and natural environment and encourage and maximise tourism development
- h) Identify and maximise employment and learning opportunities for the community
- i) Identify and maximise technological advances to the benefit of the community
- j) Identify and maximise funding opportunities for community activities and projects
- k) Seek to strengthen the community bond
- l) Seek to facilitate effective communication within the community
- m) Raise awareness and understanding of the Bressay community requirements within and outwith Shetland
- n) Undertake any other activities in pursuit of the association aims

Our core values are:

- Be open and inclusive – all are welcome
- Don't compete or conflict with other local groups or businesses
- Buy / use local products and services
- Support other local community groups
- Seek to form a more sustainable and resilient community
- Promote and facilitate business start-up and economic development
- Be green and aim to set eco-friendly policies and practices
- Bressay is a great place to live, continue to make it better and more attractive

We have set out comprehensive aims and objectives, with the ultimate aim:

***“Secure and sustain a vibrant future for Bressay with an active, connected, thriving, and resilient community.”***

In 2018 we produced a business plan setting out our priorities for the next three years, the five priorities were as follows: -

- Work with SIC to complete an asset transfer of the former school to Community ownership
- Consolidate and develop the optimum use of the Community Hub – to ensure our sustainability
- Encourage increased visitor numbers to Bressay, grow the tourism offering and increase promotion
- Work with partners to develop a sustainable and effective community transport offering for the island
- Ensure we maintain and grow community engagement and input to our priorities and work to regenerate and promote Bressay as a place to live sustainably, work and visit

The broad priorities set in 2018 are still valid and are used to underpin the more detailed priorities and actions put forward in Section 6 of this business plan.

### **The Community Hub**

We have leased the former primary school from the SIC since 1<sup>st</sup> December 2015, at a cost of £1,250 per quarter, however no charge has subsequently been made, in order to provide a number of community services and facilities. The lease runs until 30th November 2020 when the rent can be reviewed.

The property comprises an original single storey traditional rubble stone wall construction, harled and masonry painted externally. There is a lean-to extension to the North which has been added and is constructed of a steel frame with vertical timber boarding. The net internal area is 465 sq. m (5005 sq. ft).

The former classrooms and space in the school have been converted into a multiuse Community Hub by ourselves, after securing funding from Awards for All and SIC, page nine details how we utilised funding to convert the building.



## SWOTs analysis for Community Hub

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Strong community support</li> <li>• Dedicated directors and volunteers</li> <li>• Café and rentable space</li> <li>• Best Wi-Fi connection in Bressay at Hub</li> <li>• Good as New Shop</li> <li>• Encouraging tourism on Bressay</li> <li>• Encouraging Bressay's environmental sustainability</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• High energy costs</li> <li>• Limited income streams</li> <li>• Limited parking spaces or space for caravans or tents</li> <li>• Reliance on grant funding for development workers and capital investment</li> <li>• Limited land for expansion and additional developments at the school</li> <li>• Limited volunteer capacity</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Attract more visitors to use café and shop</li> <li>• Underused space in the Hub</li> <li>• Increased utilisation of the multicourt</li> <li>• Employment creation</li> <li>• Gym and multicourt</li> <li>• Space for business units and NHS</li> <li>• Extend use of nursery service for the community, employing trained staff to run</li> <li>• Energy efficiency measures and renewables</li> <li>• More storage space for let</li> <li>• Potential to use outdoor space</li> <li>• Heritage Centre to move into the Hub</li> <li>• Increased provision of classes and hosting events</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Major repairs and liabilities on the building</li> <li>• Ongoing energy costs</li> <li>• Increase in ferry fares and/or decrease in service</li> <li>• Lack of secure regular income</li> <li>• Parkrun stopping or becoming less popular</li> <li>• Another parkrun being set up in Shetland</li> <li>• Capital costs of building improvements e.g. energy efficiency improvements</li> <li>• Decrease in volunteer availability</li> </ul>

## **Governance and Management**

### **Directors, staff and volunteers**

We have a board of nine directors who run the company, along with two part time development officers, four part time seasonal café staff, plus around 35 additional volunteers. A list of our current directors can be found in appendix 1.

Volunteers are involved in many aspects of our activities including the café, Good as New Shop, Parkrun, admin, finance, maintenance, and the many meetings that take place.

It is estimated that volunteers put in at least 4,600 hours per annum which could equate to well over £41,000 in wage costs at living wage rates. This is considered to be a conservative estimate and the actual hours could be quite a bit higher.

Our directors meet every month. Sub groups have been set up to take forward specific aspects such as Tourism and the Environment. These groups meet as and when required.

### **Membership**

Membership is open to all individuals over 16 years old who are resident in Bressay. They are entitled to vote at an AGM and are eligible to be elected as directors. We currently have 61 local people who are members, 29 of whom have signed new forms which allow us to share their details with the SIC.

We can also have associate members that could include community groups, voluntary organisations and businesses working within Bressay. They are not entitled to vote at general meetings.

### **Legal Structure**

We are currently a company limited by guarantee which requires annual accrued financial accounts to be submitted Companies House. As a non-profit making or distributing company this makes us eligible for a range of grants to help fund developments and activities.

Potentially we could register for charitable status, this would extend the potential sources for grant funding opportunities. This would require to submit financial accounts to OSCR as well as Companies House. Most of the local development groups in Shetland have charitable status as well as being company's limited by guarantee. In 2018 we investigated the options for registering charitable status and came to the conclusion that it wasn't suitable for us at present. Charitable status can be looked at again in the future if required.

### **Community led Commitment**

We have been active in consulting with and informing the local community about what we are doing or proposing to do, through our website, Facebook page and regular newsletter. We also work with other stakeholders, both on and off the island, such as Bressay History Group, Bressay Public Hall, SIC, NHS, Maryfield House Hotel and Bressay Community Council, to ensure we maximise opportunities and avoid overlaps. Our most recent community consultation took place during July and August 2019 in relation to the proposed Asset Transfer, during which a total of 52 surveys were undertaken.

## Achievements to Date

We have achieved a great deal in a relatively short space of time. The main achievements to date have been as follows: -

1. Leasing the former school and converting it for a variety of community uses which has brought huge benefit to Bressay. This was done with funding from Awards for All, Bressay Community Council and the SIC, large amounts of volunteer time and funds raised by us. The main uses and achievements are shown in detail on pages 11 – 14 but include: -
  - a) Developing and running the Speldiburn Café.
  - b) Supporting Bressay Parkrun every Saturday morning.
  - c) Securing HIE funding and Account Management support enabling us to provide the Community Office and Development Officer posts.
  - d) Providing rooms/space to let as creative studio spaces and business start-ups.
  - e) Community Library and Multi-use rooms to hire.
  - f) Good as New Shop which encourages recycling and reusing.
  - g) Keeping the former school nursery, used by Bressay under 5s on a part time basis.
  - h) Providing Art Gallery and craft exhibition / sale space.
  - i) Provision of activities and social opportunities including, beginners 500 class, craft workshops, drawing classes, art classes, cookie decorating, bread making, singing.
2. Other Activities
  - a) Promotion and communication e.g. produce a quarterly community newsletter as well as set up a website and Facebook page; running workshops and open community meetings, producing posters, surveys and info packs <https://www.bressay.org/whats-on>.
  - b) Recycling and environmental improvements e.g. bulky waste service.
  - c) Secured funding from the Climate Challenge Fund for Skills for Sustainability project that was held in the Hub, Awards for All, and Stage 1 Community Land Fund for progressing the transfer of the asset from the SIC.
  - d) Commissioned various specialist professional services e.g. to undertake a complete building survey of the premises (CASS Property Consultants, February 2019), electrical survey (George Robertson) to provide an independent valuation (David Adamson and Partners, March 2019), to complete a full energy survey (Resource Efficiency Scotland), and to provide quotes for the investment needed to upgrade energy systems.
  - e) Community defibrillator and volunteer training.
  - f) Bressay Garden Show and Bide Da Day in Bressay open event.

g) PAT Testing qualification.



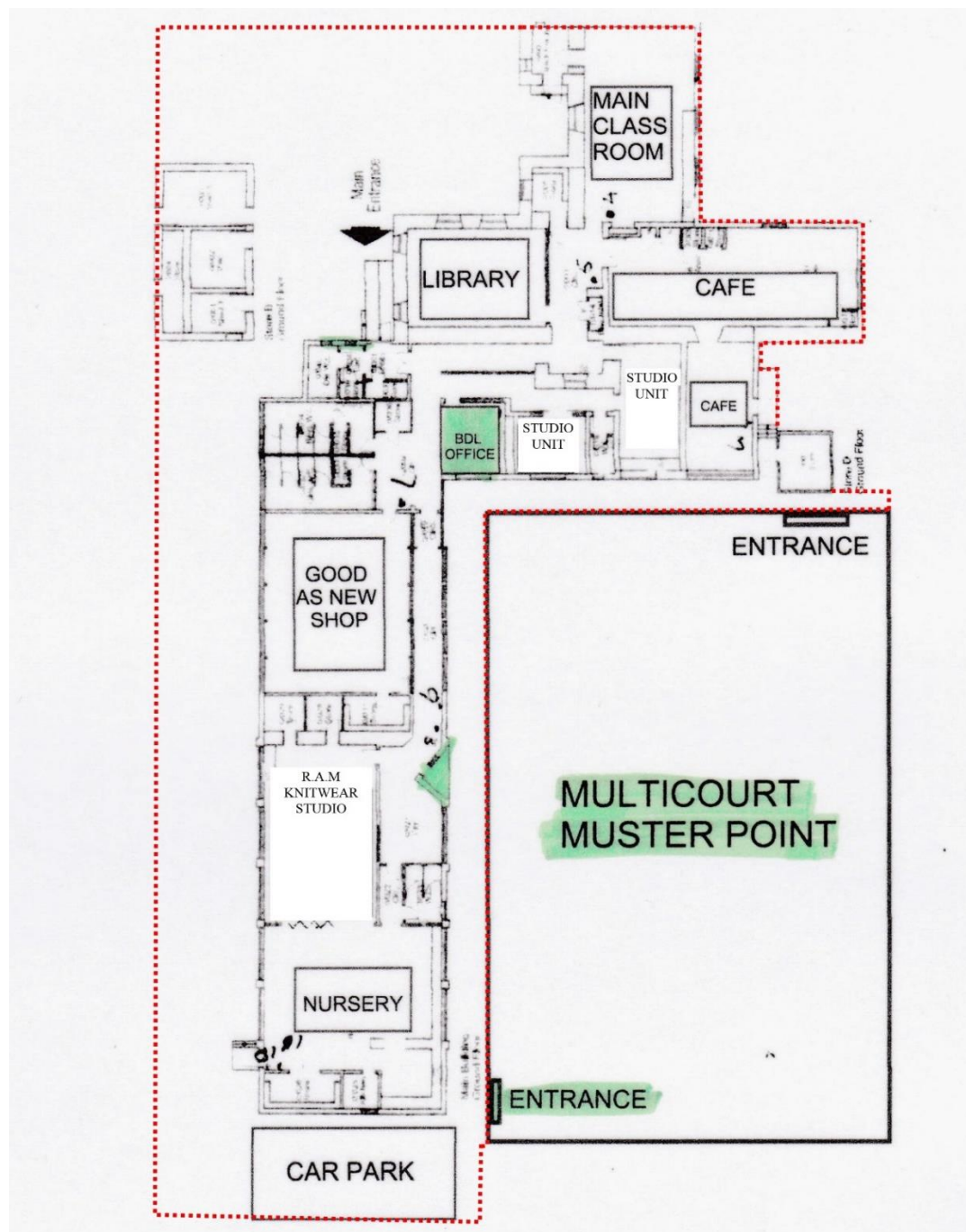
Parkrun participants

#### 4. The Asset. Former School / Community Hub

##### Former Bressay Primary School Site Plan

The plan below shows the layout of the building along with its current uses (the library will become the NHS clinic in April 2020). The building has a total floor area of 465m<sup>2</sup>. The Big room, Library and Speldiburn Café are sited within the stone built part of the building, whilst the other parts of the building are timber extensions built in the early 1980s and late 1990s.

The red dotted line shows the perimeter of the site which includes the car park, tarmac playground, potting shed and former toilet block, now four small self-contained store sheds. The multicourt is owned by Sports Scotland and maintained by the SIC and does not form part of the Asset Transfer request. Access to the multicourt is through the carpark and access is always open to the public.





## Current facilities

### Speldiburn Café

The need for a café in Bressay was raised at every one of our early community workshops. The Speldiburn Café was set up in 2016 with grant assistance from SIC Economic Development and Awards For All. Managed by ourselves the Speldiburn Café provides Bressay residents with an easy to pop along to social space. The friendly atmosphere and reasonably priced, homemade food is welcoming to all. The café offers a great experience for visitors, open during the summer to suit Noss and Bressay Heritage Centre opening times. The café experience includes an art gallery, local crafts for sale, alongside studios and the Good As New Shop all a 20 minute walk from the ferry.

Total café income during 2018 –19 was £28,056.90, up from £24,321 the previous year. Based on 2018 figures and an average spend, this suggests around 3000 customers p/a. The café returned a profit in 2018/19. It provides home delivery meals to the less able and provides catering for events. We keep down the costs relating to the café and event catering with the help of a dedicated team of volunteers who run the café on Saturday mornings for Bressay Parkrun customers, and provide extra help during large group bookings. However, our café staff (four part time staff May – Oct) have received £10,991.34 in wages during 2018 – 19, this a considerable sum in an Island with limited employment opportunities.

Speldiburn Café is staffed by volunteers every Saturday morning, year-round, to welcome Bressay park runners and parkrun volunteers. Bressay Parkrun, a 5K timed run, started in January 2018 and brings around 2000 customers per year to the café – around 80% of Parkrun participants. This averages at 40 customers per week and could represent around 36% of café income.



Photos - Speldiburn Gallery, world map showing where our visitors came from, Parkrun customers



Photos: - Christmas cookie making, tasty home baked cake, Speldiburn café interior.

### Next steps/opportunities

We will continue to build on our work so far. Plans are being devised for extra events during the winter 19/20 for locals, these will increase social opportunities for Bressay folk and increase footfall during the quieter months. Plans so far include: - live music, classes and winter socials.

### **Creative business development - Art, Craft and Knitwear Studios**

We currently have three studios rented to tenants, all of whom have been resident in the Hub for over a year. Aimee Labourne has rented her studio space since May 2016. Short term artist tenants include Gunner Olafson, a regular visitor from Aberdeenshire. Income during Oct-Sep18/19 from studio lets was £4,140. This is expected to rise to £5,740 in 2019/20.

The studio spaces, along with our craft shop, have greatly encouraged creative business in Bressay. We found accommodation in Bressay for Gunner Olafson, and for Aimee Labourne which enabled her to settle here. We also provided her with work in the Speldiburn Café during its first two years.

On 1<sup>st</sup> September 2019 Roisin McAtamney of R.A.M. Knitwear swapped her studio space with the sole tenant of the shared studio, to enable her to begin to build her business. This shared studio space has had a number of tenants and occupancy has ranged between 25% – 75%. The large classroom sized room has excellent lighting, good access and plenty of space for Roisin to grow her design and manufacturing business, which will employ two people by the end of the year.

### **Nest steps / opportunities**

We have worked with Aimee to run art classes, one is planned for this winter. We have discussed working together with R.A.M Knitwear to offer / promote more classes. Through our 2019/20 tourism and marketing plan we aim to provide better marketing of the studios, as part of our visitor destination. The Hub is on the Shetland Craft Trail.



Above, Studios in Bressay; Aimee Labourne, Gunner Olafson and the new R.A.M. Knitwear Studio.

### **Increasing Craft Sale opportunities**

Art, knitwear, postcards and crafts by six local artists are sold in the Speldiburn Café. Items are displayed year-round. We take 10% commission on items sold.



Items by local artists for sale; Fyon Fibres, Rozanne's crafts and Aimee Labourne.



## The big room

Situated next to the Speldiburn Café this large, bright Victorian classroom lends itself to a wide variety of uses. The room was recently painted by the Community Payback Team.

Room hire is charged at £15 per morning / afternoon / evening and available facilities include: -

- Tables and chairs
- Tea / coffee facilities
- Catering
- Projector and screen

During the past year the room has been used: -

- 24 times as a meeting room by us
- 6 times as a meeting room by Bressay Boating Club
- 45 times by Bressay sewing group
- 1 time as a meeting room by SIC
- 1 time as a venue by the Shetland Collage
- 9 days as an exhibition space during Shetland Wool Week
- 3 times as a lunch venue by Shetland community Groups
- 1 time by Adult Education as a class venue
- 5 times as an Art evening class
- 10 times as a Tour bus lunch venue
- 10 times for 500 practice
- 2 times for Songs of Praise evenings
- 1 time for a singing workshop
- 45 Saturday mornings by Bressay Parkrun

Room hire rent during oct-Sep 18/19 was £1,170 but this figure does not include catering hire charges.

## Next steps

Improve heating / insulation see page 24.

Increase usage see page 25.



Meeting space



Creative space



Social space



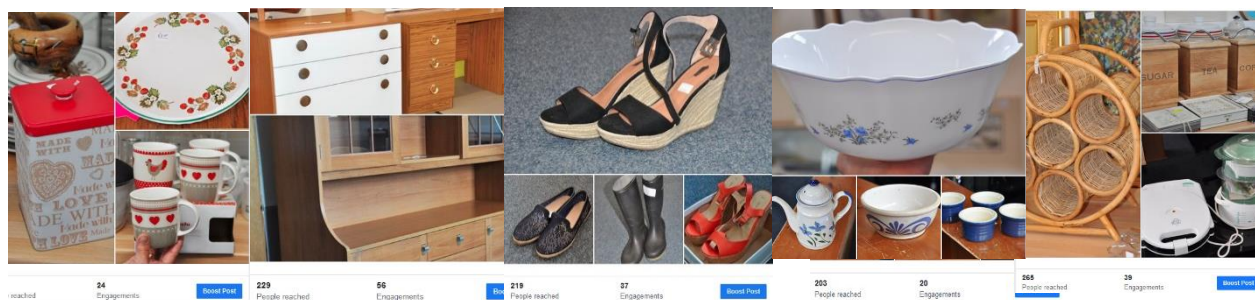
Exhibition space



Dining space

## The Speldiburn Good As New Shop

The Speldiburn GAN Shop was set up in early 2017 as part of our 'Skills For Sustainability' project, which was funded by the Climate Challenge Fund. We transformed an empty classroom into a bright, welcoming shopping and recycling venue. Income from the GAN Shop during 2018/2019 was £3,553.80. The GAN Shop is a great addition to the visitor offering at the Hub, and we have regular customers coming from all over Shetland. The GAN Shop opens during Speldiburn Cafe hours, and allows Bressay folk (and those from further afield) to recycle quality items and to shop in a sustainable way.



## GAN Shop comments from Bressay residents

*"I've also appreciated the GAN shop - it's great to have both opportunities on the island and within walkable distance. I know people from Lerwick who choose the days GAN is open to open to come over."*

*"I love second hand shops - that's how I get most of my clothes - so having the GAN shop at the school is ace - plus it's a nice way to socialise"*  
*(Bressay residents)*

## The Nursery

Our purpose-built nursery provides the ideal setting for Bressay Under 5's group who meet every Tuesday throughout the year. 12 bairns regularly take part in the Tuesday morning sessions averaging eight bairns per session year-round. The room is also used occasionally for meetings, bairn's birthday parties and evening classes. Options for increasing usage are limited as the room has play equipment set out all the time. This arrangement is unlikely to fully cover the room costs, however our directors are happy for the room to continue to operate as a nursery space, as this provides a good social outcome for the community.



The nursery provides an excellent childcare space.

## Current Usage of the Former School building

Space	Use or Service
Big room	<ul style="list-style-type: none"> <li>• Seating area (20 – 40) for bookings too large for the café</li> <li>• Overspill for café during Parkrun and summertime</li> <li>• Evening classes (yoga, crafts, 500, art)</li> <li>• Weekly sewing group meeting space (with storage)</li> <li>• Meeting room (used by us, Bressay Boating Club, SIC)</li> <li>• Exhibition / conference / event space</li> </ul>
Speldiburn Café	<ul style="list-style-type: none"> <li>• Seating for 27</li> <li>• Café open 4 days (May - Oct) and 2 days (Nov – April)</li> <li>• Catering in 2019 for 33 group bookings (12 – 40 folk)</li> <li>• Special opening and menu to support Bressay Parkrun</li> <li>• Classes – baking, cooking</li> <li>• Home delivery meals for housebound Bressay folk – 8 per week (summer), 4 per week (winter).</li> <li>• Provides 4 part time jobs (summer) 1 part time job (winter)</li> <li>• Art Gallery with secure hanging system, monthly exhibitions</li> <li>• Shop front for local craft sales (6 individuals at present)</li> <li>• Comments from visitors can be found in appendix 2</li> </ul>
Library	<ul style="list-style-type: none"> <li>• Lending library</li> <li>• Café overspill</li> <li>• Bookable for meetings, etc</li> <li>• Exhibition space (used during 2019 for knitwear displays)</li> </ul>
Studio 1	<ul style="list-style-type: none"> <li>• Long term local artist tenant</li> </ul>
Studio 2	<ul style="list-style-type: none"> <li>• Long term local artist tenant</li> </ul>
Office	<ul style="list-style-type: none"> <li>• Our office</li> </ul>
GAN	<ul style="list-style-type: none"> <li>• Open 12.30-2.30 alongside cafe</li> <li>• Affordable, quality 2<sup>nd</sup> hand goods</li> <li>• Encourages recycling/reusing</li> <li>• During the GAN Shop's first year (2016 – 17) items were weighed to calculate carbon savings, a total of 996 kg of goods were recycled (not counting furniture which was too heavy to weigh).</li> <li>• Income - £3,553.80 2018/19</li> </ul>
Large studio	<ul style="list-style-type: none"> <li>• Long term tenant (R.A.M Knitwear)</li> </ul>
Nursery	<ul style="list-style-type: none"> <li>• Bright, large, purpose build nursery space</li> <li>• Under 5's weekly meetings (average – 8 bairns per session)</li> <li>• Long term storage tenant</li> </ul>
Sheds	<ul style="list-style-type: none"> <li>• Shed 1 long term storage tenant</li> <li>• Shed 2 &amp; 3 our recycling / storage</li> <li>• Potting Shed our seed sowing for café salad</li> </ul>

## **Utilities - Over coming difficulties**

When we became the tenant in the school the electricity supplier was EDF, and the meter readings were estimated. Bills were received quarterly, and were always paid on time. In January 2017 an actual meter reading was taken by EDF, who found that usage had been underestimated. EDF then recalled the bills for 2016 and reissued new ones which were substantially higher. We queried these bills, and the account was marked as 'in dispute'. We tried on many occasions to establish the cause for this, however made little progress with the call centre. Further complicating matters, the renewal contract with EDF was not signed in March 2017, which meant that unit charges were made at the standard variable rate and not the at the in-contract price. Due to the fact that the account was 'in dispute', no monies were paid in 2017, and debt continued to rise as subsequent bills were also estimated.

In February 2018 we submitted an actual meter reading to find that the usage had again been underestimated, resulting in a substantial bill of many thousands of pounds.

Faced with such a large bill, we spoke to EDF and asked for a managerial review. The outcome of the review was that a new contract was signed, and it was agreed that all outstanding charges would be backdated and charged at the new in-contract rate. This brought the outstanding balance down to a more manageable level.

During the period that the account was in dispute, our treasurer set aside monies which along with some help from HIE, allowed us to clear the debt by the summer of 2018.

Since this time, more robust financial measures have been put in place. The meter readings are entered online at the beginning of every month and the bills are paid monthly by direct debit.

At the end of the contract period, in Feb 2018, EDF increased their prices by 35% so we switched supplier to British Gas.

## **Controlling utilities costs.**

We have replaced all 74 fluorescent light tubes in the building with LED tubes, reducing lighting costs by 50%. We fully funded this project with the work carried out by volunteers, one of whom was an electrician.

However, the building continues to be heated by old and inefficient night storage heaters, and running costs are approximately £700 per month. Over a period of time we have had surveys done, to enable a decision to be made on how to reduce these charges. Options identified are as follows:

- a) Replace like for like with modern heaters.
- b) Replace with radiant heaters.
- c) Replace with ground source heat pump (GSHP).
- d) Replace with air source heat pump (ASHP).

There are little to no savings with options a) or b) and we do not have the land available to install option c), option d) is therefore the preferred option.

ASHP's are used across Shetland, and can be installed on a modular basis. Each ASHP will support up to five air to air heaters. With 20 storage heaters to be replaced, we could replace five at a time and this would enable us to prove the technology before committing to full implementation.

The key to ASHP's is the Coefficient of Performance (COP). Manufacturers claim a COP of 1:3, which means that for 1 kW of electricity the ASHP will give out 3 kW's of heat. Meaning 1/3 of the electricity would be required to heat the building. Standard heaters have a COP of 1:1.

Attached are costs quoted from one supplier. We are also having another survey carried out with costs to supply and install ASHP's, and then remove the old heaters.

Note: The attached cost analysis is based on a COP of 1:2.5

	Current Monthly kWh's	kWh's/day	Current Cost @ 13.69p /kWh	Usage With ASHP and COP at 2.5	kWh's/day	New Cost @ 15.71p /kWh	New Standing Charge 25.99p/day	CCL 0.847p/ kWh	VAT @ 20% above 33 kWh/day Else 5%
Sep-19	2990	99.67	409.33	1196	39.87	187.89	7.80	10.13	41.16
Aug-19	738	<b>24.60</b>	101.03	295	<b>9.84</b>	46.38	8.06	0.00	2.72
Jul-19	1155	38.50	158.12	462	<b>15.40</b>	72.58	8.06	0.00	4.03
Jun-19	2102	70.07	287.76	841	<b>28.03</b>	132.09	7.80	0.00	6.99
May-19	4433	147.77	606.88	1773	59.11	278.57	8.06	15.02	60.33
Apr-19	3716	123.87	508.72	1486	49.55	233.51	7.80	12.59	50.78
Mar-19	4606	153.53	630.56	1842	61.41	289.44	8.06	15.61	62.62
Feb-19	4877	162.57	667.66	1951	65.03	306.47	8.06	16.52	66.21
Jan-19	6588	219.60	901.90	2635	87.84	413.99	8.06	22.32	88.87
Dec-18	4926	164.20	674.37	1970	65.68	309.55	8.06	16.69	66.86
Nov-18	5150	171.67	705.04	2060	68.67	323.63	8.06	17.45	69.83
Oct-18	4684	156.13	641.24	1874	62.45	294.34	7.80	15.87	63.60
	45965		<b>£6,292.61</b>	18386	612.87	<b>£2,888.44</b>	95.64	142.19	584.01
		Standing charge @ 28.99p/day	£106.14		Standing charge @ 25.99/day	£95.64			
		CCL @ 0.847p /kWh	£389.32		CCL @ 0.847p/kWh above 33 kWh/day	£142.19			
		VAT	£1,357.61		VAT	£584.01			
		<b>Total</b>	<b>£8,145.69</b>		<b>Total</b>	<b>£3,710.28</b>			

### Next steps

As outlined on page 26, We have prioritised improvements to heating in the building. Phase 1 heating project will cost £15,000. We have discussed funding to undertake energy improvements with SIC Economic Development, and HIE. SIC Economic Development agreed that they would be able to offer a grant of up to 30%, to improve heating and sustainability. HIE are willing to grant fund heating improvements, as part of a bigger project. Other funding options we are considering are the Climate Challenge Fund ( we are required to own the building to access funding for capital works), Awards for All and a Resource Efficient Scotland (interest free loan scheme). We have successfully applied for CCF and A4A funding in the past.



## 5. Consultation & Communication

### Community consultation

We have undertaken three workshops and two consultations. The first, in 2013, was prior to our official formation in 2014, but formed the basis of our priorities. Three have been specifically focussed on development of the former school / Asset Transfer of the former school.

#### 2013

The 2013 consultation took place in conjunction with the BCC and SIC Community Development, and covered a wide range of concerns and opportunities, some of which we have been able to make great improvements on, by using the school as a base for economic, community and tourism growth. Desire for the facilities and development now in place are shown here using some of the answers to the following question: -

**What three changes would make the biggest positive impact on Bressay's future? – and what do you think the community can do to make a difference?**

- Attracting new people
- Improved business development
- Small business development
- Local employment
- Working on community projects together
- Café – community café or attached to existing business
- Engage with tourist activities, e.g:- Bressay Day, lighthouse etc

#### 2015

In February 2015, 35 people attended a workshop 'to gauge community support and ideas for the asset transfer of *Bressay Primary School* from the *Shetland Islands Council Assets and Property*'

2015 ideas from community	Oct 2019
Wool Week opportunities	Wool Week 2019 saw the Speldiburn Café, R.A.M Knitwear studio and exhibitions open 11am-4pm for 9 days. 21 tour groups visited for lunch. Large exhibition and sales area of local knitwear and textiles. Demos by locals, live music. Joint working with Garths Crofts, R.A.M Knitwear, local knitters and Shetland Textile Museum.
Nursery – Retain for childcare provision	Nursery space retained for Under 5s group
Rentable office spaces or Wasp Arts Group	Three long term craft/artist/knitwear design tenants. Art classes. Newly furnished office available as shared/hot desk
Staff room - Nurse Practitioner (health promotion, flu jabs)	Library in former School preferred option for new NHS clinic in Bressay.
Dining Area – café & craft shop Displays in cafe area	Café with 4 part time jobs (May-Oct) plus 1 part time (Nov-Apr). Crafts on display for sale by 6 locals. Local art exhibitions in gallery, changing monthly.
General Purpose room as Library	Well stocked lending library/quiet café overspill/meeting room

## **2018**

Asset Transfer Survey questionnaire delivered to all households, and returned by 23 individuals/couples. The following summarises the results: -

- All but one responder (newly arrived in Bressay) used the facilities/services at the school
- All responders felt the facilities and services brought benefit to Bressay

Survey results are attached as appendix 3.

## **2019**

Our development officer undertook a consultation, to raise awareness of Asset transfer legislation, and gauge views on our school developments, and the proposed community Asset Transfer of the former school.

- 50 individuals took part in the survey, and care was taken to consult a wide range of ages and genders.
- The face to face nature of the consultation allowed for greater discussion of the options and questions.
- Over 80% of respondents use the school facilities and services.
- The facilities that exist are viewed as providing a benefit to the Bressay community; a Community Hub where people can meet and employment / creative space opportunities, Premises to develop skills and businesses.
- The association of the Speldiburn café with the phenomenal continued success of the volunteer-run Bressay Parkrun is consistently regarded as bringing benefit to the community in terms of footfall and revenue. Our volunteers are highly thought of in terms of those who have experience of interacting with them on Saturday mornings
- The Speldiburn café is consistently viewed in positive terms, with the friendliness of the staff and good quality of the homemade produce on offer being regularly offered responses
- A small number of those surveyed raised the seemingly increasing number of visitors to the island, principally during the summer months, and how this was a good thing in terms of bringing more into the island (accommodation - Maryfield/Lighthouse/Newhall/Croft house etc) and visitor spend (Bressay shop, Heritage Centre, Maryfield, Speldiburn, GAN, Noss etc).

Our representatives attended Caring For Bressay project meetings, along with members of the NHS and Community Council. We will continue to attend as the project enters phase two.



## **Communication**

### **Wir Newsletter 'Weel Bressa, Whit News?'**

- Keeps the Bressay community updated on our developments, activities that have taken place on Bressay and upcoming activities. The newsletter is produced by us, but contributors include members of the community and community groups i.e. Bressay Hall Committee and Bressay History Group
- Weel Bressa also allows us to communicate regularly on our developments, and we use the front page for this purpose. Developments at the school, progress with the Asset Transfer and information about consultations are always highlighted. Our contact details are always displayed, and feedback is encouraged
- Produced quarterly
- Sent out to all Bressay households, copies available in the school, and available for download on our website

### **Posters**

- Notifications of future community events, produced by us, community group or a member of the Bressay community
- As and when required
- Posters appear in the school, Hall, Mail shop, ferry. They are also published on our Facebook page, and 'Whats on' page of our website

### **Website and Social media**

- Our website [www.bressay.org](http://www.bressay.org) was set up in 2017, with help from NB Communication, and funding from Awards for All. The website gives users lots of information about activities at the Hub, visitor information and general community information.
- We run three Facebook pages, all used to provide daily / weekly updates to locals and visitors. One for Bressay Development (529 likes), which like the newsletter, is used to highlight our activities alongside a wide variety of Bressay events, items of interest and local businesses. One for the Speldiburn Café, and one for the Speldiburn GAN Shop.
- Email updates are sent to our 61 members, volunteers, or other Bressay groups as appropriate. Email communication allows us to reach over 80 Bressay residents.

A copy of one of our newsletters is attached as appendix 4.

## **Marketing and Promotion**

As mentioned under achievements a new website has been created that provides a great deal of information on our organisation, its activities and Bressay in general. A Facebook page provides up to date information on activities for the area, and a newsletter is produced on a regular basis.

<https://www.bressay.org/whats-on>

<https://www.facebook.com/bressaydevelopment>

As mentioned above we will continue to develop the tourist offering, and undertake other promotion and marketing activities, in conjunction with other stakeholders to attract more people to visit the island.

We are working on new, more obvious, signage for the Hub and café from the ferry and at several points along the way, as well as at the building itself. We have purchased a new banner for use during the summer season to highlight the Speldiburn Café and Hub.

The images below show some of the methods we regularly use to communicate with locals and visitors.

1. Weel Bressa, Whit News?
2. Shetland Visitor Guide advert (we share this advert every year with Bressay History Group, and we use the opportunity to advertise Bressay Boating Club's Caravan Park)
3. Our 2019 advert in The Shetland Times 'Oot and Aboot' feature.
4. Facebook adverts on our three pages give our followers regular updates.
5. We use posters on the Ferry, Mail Shop, facebook and in venues throughout Shetland to highlight upcoming events, café hours etc.

1. **Weel Bressa, Whit News?**

If you have an idea, picture, story or event you would like to include in the next issue contact: [bekevee@yadoo.co.uk](mailto:bekevee@yadoo.co.uk)  
Or call us on 020 776 0752 or 075477560041  
or email [info@bressay.com](mailto:info@bressay.com)

**Should We Own the School?**  
News from Bressay Development Limited

BDL is currently considering community ownership of the school building. We've applied to the Scottish Land Fund for a grant to pay for specialist advice, surveys, valuations, business planning, etc. This support will help BDL to make a well informed decision about what option would be best - asset transfer, purchase, lease or even, possibly, leaving the building.

To get the grant, BDL must be able to show community support for the school development along with clear benefits that the café, facilities and services bring to folk in Bressay. We would therefore hugely appreciate folk taking the time to complete and return the attached survey and please feel free to add any comments of your own.

BDL Members will receive a survey by email too.

Membership is open to all Bressay residents over the age of 16, email us at [info@bressay.com](mailto:info@bressay.com) or drop along the office to find out more.

BDL's AGM took place in January and four new directors were appointed. The committee is as follows: - Aina Skene - Chair, Amanda McCartney - Vice Chair, Beatrice Lowe - Secretary, Sheila Iniloch - Treasurer, Sharon Sealley, Kathy Kelly, Noel Kelly, Alison Reid, Hazel Anderson, Moira Smith, and Don Henderson-Flacher.

**Speldiburn Café has longer opening hours**

The Speldiburn Café has begun its summer opening hours! We're open four days a week:  
**Tuesday, Wednesday and Friday from 11.00 - 3.00**  
**Saturdays from 9.30 - 3.00**

Our new staff, Janice Jones and Christiana Clark, will be serving up tasty homemade cakes and soups, with specials including quiche and fritata - and there's a hot meal option every Friday. Volunteers will continue to offer bacon rolls and egg rolls on Saturday mornings, so whether you've done the parkrun or not, why not come in along.

Our gallery space currently has a show of beautiful seascapes by artist Sam Davis. The exhibition will change monthly during the summer and will showcase work by a number of well known local artists.

Our lovely filter coffee is Bean Shop Blend. Bean Shop, gourmet, local or La Pota del Leone. Fairtrade organic are all available in a casketer. We also have 25kg bags of coffee available to buy too!

The Speldiburn Café is supporting No Single Use Plastics Shetland and all our take away food containers, coffee cups and straws are made from plant based material - just put them on the compost heap when you're finished!

Photos from left: Elizabeth Edwards and Stephen Anderson give the Thon Junction phone box a spruce up. Parkrunners Ray, Theobald and Payton; Kathy and Noel Kelly taking a break from making the bacon rolls on a Saturday morning in the Speldiburn Café.

Year 2018 Edition 16

2. **SPELDIBURN Café**

- Light lunches, homemade cakes and Bean Shop coffee
- Art Gallery and Studios
- Good As New Shop
- Crafts Shop
- 20-minute walk from the ferry
- 5-minute walk from the Bressay Marina and Caravan Park

[www.bressay.org](http://www.bressay.org) [info@bressay.org](mailto:info@bressay.org)

**Heritage Centre**  
01595 820750

Discover the natural and cultural heritage of Bressay and the fascinating Bronze Age Bressay Project! Open May-Sep. To check times visit the Tourist Office or [www.bressay.org](http://www.bressay.org)

Visitor information point  
Located by the ferry car park

**Bressay is Shetland in miniature** - inspiring coastal landscapes, wildlife up close and countless sites of historical, natural and adventure interest!

- 3.
- 4.
- 5.

3. Facebook post from Speldiburn Cafe:

Just a few of the gifts and crafts for sale at the Speldiburn Cafe this week!

155 People reached, 18 Engagements

4. Exhibition of Bressay knitwear

Speldiburn Cafe open every day 11.00 - 2.30

Knitwear, textiles, art and crafts for sale

Saturday 28th Sept - Sunday 6th Oct

Exhibition and demonstrations

Spinning, weaving, knitting

Sunday 6th October

12.00 - 4.00

At the Speldiburn Cafe in Bressay

Live music

Enjoy cake & coffee in the Speldiburn Cafe

Proceeds to Bressay Development Ltd community fund  
[www.bressay.org](http://www.bressay.org)

Local Partnerships

Group / Organisation / Individual	Nature of Partnership
Bressay Hall Committee	<ul style="list-style-type: none"> <li>• Promote and advertise Hall activities and events on website, and social media platforms</li> <li>• Speldiburn doesn't work in competition with the Hall or provide bar facilities for events</li> <li>• We work with the Hall to coordinate the annual Garden Show – hosted at the hall</li> </ul>
Bressay History Group	<ul style="list-style-type: none"> <li>• Provides a communication platform to advertise Heritage Centre and History Group events.</li> <li>• Share advert each year in the Shetland Visitors Guide</li> <li>• Joint tourism planning</li> </ul>
Bressay Community Council (BCC)	<ul style="list-style-type: none"> <li>• We provide the Community Council with regular updates on our developments</li> <li>• Space in the school has been used by the Community Council to host meetings</li> <li>• We are working in collaboration on the Caring for Bressay project to deliver healthcare service for Bressay</li> <li>• In the past we have helped to coordinate the volunteers and arrangements for the waste skips, a service funded by the community council</li> </ul>
Bressay Under 5's Group	<ul style="list-style-type: none"> <li>• Under 5s group hire nursery weekly</li> </ul>
Bressay Boating Club	<ul style="list-style-type: none"> <li>• Boating Club hires space for meetings</li> <li>• We help to promote the Marina &amp; Caravan Park facilities provided by the Boating Club on our website and social media platforms</li> </ul>
NHS Shetland	<ul style="list-style-type: none"> <li>• We are currently working with NHS Shetland to provide rentable space in the building to facilitate a clinic</li> <li>• We attend the Caring for Bressay project meetings and will work in collaboration with NHS Shetland to deliver the project's healthcare outcomes</li> </ul>
Highland & Islands Enterprises (HIE)	<ul style="list-style-type: none"> <li>• HIE provide grant funding for our Development Officer and the running of the office</li> <li>• HIE provides us with advice and support in our development plans</li> <li>• Plans for the future include working with HIE on developments for community projects, and developing the Hub</li> <li>• HIE have provided a letter of support (appendix 5)</li> </ul>
SIC Community Development & Economic Development	<ul style="list-style-type: none"> <li>• Provide advice and support in our development plans</li> </ul>

Group / Organisation / Individual	Nature of Partnership
	<ul style="list-style-type: none"> <li>• Provided opportunities to access grant funding for community cub developments</li> </ul>
Scottish Fire & Rescue Service - Shetland	<ul style="list-style-type: none"> <li>• We have worked in partnership with the Community Council, and SFRS in the relocation of the Automated External Defibrillator (AED) on the outside of building</li> <li>• SFRS have provided CPR training to Parkrun volunteers at the school and plans include repeating the training to members of the community</li> </ul>
Bressay Parkrun	<ul style="list-style-type: none"> <li>• The school is the endpoint of the Bressay Parkrun</li> <li>• Speldiburn Café opens on a Saturday to support the event with the help of volunteers working in the café</li> <li>• British and world map for visitors and park-runners to pinpoint where they come from</li> <li>• We have installed a notice board used to post Bressay Parkrun news</li> <li>• Approximately 80% of the park runners also come into the café, for Oct 18 – Sept 19 this equates to over 1,943 footfall</li> <li>• Bressay Parkrun have provided us with a letter of support (appendix 5)</li> </ul>
Shetland Coral Society	<ul style="list-style-type: none"> <li>• Society rents storage space within the building</li> </ul>
Island Vista	<ul style="list-style-type: none"> <li>• Speldiburn Café staff and volunteers provide lunch for the tour operator group as part of their visits to Bressay</li> </ul>
Shetland Wool Adventures	<ul style="list-style-type: none"> <li>• Speldiburn café staff and volunteers provide lunch for the tour operator group as part of their visits to Bressay</li> </ul>
Shetland Stroke group	<ul style="list-style-type: none"> <li>• Speldiburn Café and volunteers provide lunch for the visiting group</li> </ul>
Shetland College	<ul style="list-style-type: none"> <li>• College hired room and catering</li> </ul>
Bressay Up Helly-Aa Committee	<ul style="list-style-type: none"> <li>• Speldiburn Cafe provides the Up Helly-Aa squad with breakfast to start off the celebrations for Bressay Up Helly-Aa</li> </ul>
Shetland Textile Museum	<ul style="list-style-type: none"> <li>• Speldiburn Café provides luncheons for tour groups</li> </ul>

Group / Organisation / Individual	Nature of Partnership
Artists and Craft workers	<ul style="list-style-type: none"> <li>• Artists and a knitwear designer rent out space in the building as long-term tenants</li> <li>• Speldiburn Café provides an outlet to exhibit and sell items produced by local artists and craftworkers – currently 5 craftworkers sell their goods.</li> <li>• Provide a venue for knitwear designer R.A.M. to accommodate and build their business</li> <li>• The school building is part of the Craft Trail and we help to promote the work of local artists and craftspeople</li> </ul>
Local Businesses	<p>We work with local companies and suppliers to source goods and services.</p> <p>Some of produce used in the café is provided by Bressay crofters – e.g. eggs, sausages, sassarmaet and potatoes.</p>
Garth Croft Tours	<p>Speldiburn Café is a regular lunch stop for Garth Croft Tour parties.</p>

## **6. Proposals and Plans for the Future and Targets**

### **Objective**

Continue to provide and grow social opportunities, services and facilities in Bressay. We will use the former Bressay School as a setting to encourage social and economic growth, and a focus for local and visitor activities in Bressay.

### **Main priorities**

#### **First priority – Asset Transfer**

Complete the Asset Transfer of the former Bressay School from the SIC. We have spent four years developing a range of services and facilities all aimed at supporting the Bressay community, opening up and developing tourism and business opportunities and utilising the former school in a way that secures its future as a community asset for Bressay. Our directors have come a long way during this process, we have worked very hard to prove our commitment to our aims and have slowly built considerable community support. This increased support, our financial situation, the success of the Speldiburn Café and GAN Shop, and the confirmation of two new tenants renting large rooms has given our directors a new found confidence in our ability to take over ownership of the building.

**Timeframe** – target date has been set of 31<sup>st</sup> March 2020.

#### **Second priority – heating refurbishment**

Ensure sustainability of the school Hub project by upgrading the heating system, to ensure a comfortable setting for visitors, and a more manageable heating cost for us.

The most immediate problem is the high heating cost, based on old storage heaters and insufficient insulation. A number of options have been considered and these are set out on page 16 and 17. Unfortunately, air to air heat pumps are no longer eligible for the Renewable Heat Incentive (RHI). During a meeting held at the school on the 17 October 2019, SIC Economic Development staff stated that they would match fund these improvements at 30%. HIE also indicated that they would consider funding for this, as part of a wider development project. We are in a position to provide a proportion of the funds required.

**Timeframe** – Phase 1 as soon as possible on completion of Asset Transfer.

#### **Third Priority – Increase Hub usage**

Increase usage of the Hub, and maximisation of the available space in order to increase the income that can be generated, benefit to the community, and future sustainability of the Hub.

#### **New NHS Clinic**

The NHS has joined with the Bressay Community Council, and other stakeholders (including us) to form the Caring For Bressay working group. One of the group's aims is to deliver a new project, which will provide access to healthcare on Bressay. The former library was agreed by the group as the preferred site, and we have met with the NHS to agree the general arrangements of the lease, as well as a timescale for the work to commence.

It has been agreed that the NHS will rent the library from us for a minimum of 3 years, with shared communal space and toilets leased at around 50% of the usual rent, to reflect the shared nature of the space.

The NHS will provide / pay for their own IT systems, cleaning, and at present heating. Discussion about how to heat the room will take place again, when we are ready to undertake phase one work to provide air source heating. The fire alarm system will be shared.

**Timeframe** – building work is set to begin on the 1<sup>st</sup> April 2020 (on completion of the Asset Transfer). Work on the planning application and building warrant will begin late 2019, and will be the responsibility of the NHS.

### **Evaluation of underused space**

We will undertake a survey of underused space in the building, following completion of the Asset transfer in spring 2020.

### **Increase visitor numbers**

We will work with HIE and Bressay History Group, to put in place new plans for developing the 2020 tourism season. This will include new Bressay leaflets, and highlighting what Bressay has to offer to the B&B and hotel sector.

**Timeframe** – Winter 2019/Spring 2020

### **Potential ideas to pursue include:-**

1. Offering the Nursery to a childminder, who could provide child care service in Bressay.
2. Potential to talk to Bressay History Group about relocating the Heritage Centre from the ferry terminal to the Hub. The current area of the Heritage Centre is 120 sqm which includes toilets, office, store and tourist info point. There could be considerable synergy and benefits from this move for both parties. It would be helpful to consider this option in conjunction with the acquisition of a community minibus, for use by local groups and to ferry visitors back and forward to the ferry and Noss.
3. There is opportunity to expand craft sales area within the café, and elsewhere in the building. There would have to be no overlap with items sold by the existing shop on Bressay.
4. There could be scope to increase opening hours especially in the summer, and to undertake catering for external events. The cafe is run through a combination of volunteers and paid staff. If it becomes more successful, or was to extend its opening hours, it may be necessary to consider different management models.
5. The café regularly uses the big room and library for overflow an event catering, but if the current overspill areas are not available, it may be possible to knock through to the staff room to extend the seating area.
6. Corridors could be developed further with more displays of items for sale, for example, glass doors in the half wall which divides the entrance corridor.
7. There are four small external buildings on the site; a small potting shed to the rear and a block of three units by the road. One of the three units is currently rented to a private individual, the other two are used as storage by us. There is a lack of public toilets in Bressay, the only ones being at the Ferry Terminal. Therefore, we are considering redeveloping this block into public toilets, with shower and laundry facilities.
8. Playground. We have limited external space at the school site, but the tarmacked former playground which wraps around the building, has the potential to be used differently. Currently some outdoor space is used for growing flowers and salad, and there are four picnic benches used on fine days by café customers.
9. Multi court. This is not currently part of the purchase proposal from the Council, however we provide sports equipment to anyone who wishes to use the facility.



## Wider aims – Community development opportunities

1. **Caravan site:** Currently there are four power points for caravans at the marina, but no other facilities. There have been discussions about linking to the Hub, with the Hub providing facilities such as toilet and other services, and with a path created between the two.
2. **Community minibus:** Community transport is one of the five priorities set out in the previous business plan. It is suggested that it should be reconsidered, in conjunction with the development of the Hub, and maximising the use of the facilities by both visitors and locals. It could provide transport on the island for visitors and locals, between the Hub and ferry terminal, and to and from the Noss ferry.
3. **Community Transport Pilot:** There is potential to work alongside SIC and the BCC, to design and deliver community transport which would best suit the needs of Bressay residents. Discussions were held with both parties in 2016.
4. **Housing:** A lack of affordable housing on Bressay was raised at community meetings as an issue. It forces young folk to leave the island, and is seen to facilitate population decline. We hold plans for a small development created a number of years ago, and the SIC have suggested that land is available for this, or a similar, development. We would like to revisit a potential housing project in the future.
5. **Environment:** Improving Bressay's environmental sustainability and our island surroundings, is important to us. We would like to build on the work started during our Skills For Sustainability project in 2016. Ideas suggested by Bressay residents including community composting and community growing space, could be considered in the future, as well as continuing skip provision. Encouraging more people to recycle and re-use goods, through the Good as New Shop, should be possible with continued promotion.
6. **Tourism:** We will continue to build on past efforts to encourage more visitors to Bressay using promotion and marketing, increased networking with tour operators and promoters and increasing the offering available in Bressay. We will engage with others offering visitor services and facilities on Bressay and Noss, and will also help to promote these where possible.
7. **Island wide broadband:** The Broadband service available to households differs greatly across Bressay. We should explore the possibility of a community broadband project which could increase speeds and aid communication, business growth and recreation for islanders.

The Business Plan financial projections in section 8, reflect the requirements to address the top three priorities. The other potential proposals for development require further consultation and research on the feasibility, as well as costings before they can be included. It is envisaged this work would be undertaken by one of our part time development workers.

## Demand

We have established that there is interest from a number of bodies for space in the Hub such as NHS Shetland, Bressay Community Council, Bressay Fire and Rescue Service, and small businesses, as well as demand from the local community for holding events and meetings, workshops, and classes. The café and its volunteers form an integral part of the very successful Bressay Parkrun.

There is also demand from visitors. The actual numbers using the Hub and café are not known precisely, but it is estimated it could be around 4,000. We should aim to increase the numbers that come to the Hub, and café and Good as New shop, to at least 4,500. Groups and businesses who have become return visitors to the café include: - Island Vista, Shetland Wool Adventures, Shetland Stroke Support Group, Garth Croft Tours and Shetland Textile Museum.

There were 2,292 visitors to the island of Noss in 2018. We met with SNH staff and Noss Wardens in early 2019, to show them round the facilities at the school, and to give them information about places of interest, and things to do on Bressay, in order that the wardens can encourage visitors to Noss to spend time in Bressay too. There are also people who stay in visitor accommodation on Bressay, and day trippers who come to explore the island, and for walks.

Having become part of the Craft Trail should also help to draw more numbers to Bressay. We should continue to develop the tourist offering, and undertake other promotion and marketing activities, in conjunction with other stakeholders, to attract more people to visit the island.

## Rental Charges

Rental charges for tenants were set in 2015 at £75/m<sup>2</sup> per year, but were re-assessed in 2018 to take account of rising heating costs, and the varied usage of individual tenants. The current standard rate is £80/m<sup>2</sup>. Storage only tenants pay a reduced rate, as they have no access to electricity or water. Tenants in the shared studio space also pay a lower rate (they are charged £80 per month), to reflect the shared nature of their facilities. This is a great deal lower than Lerwick, where units can be £120 - £160/m<sup>2</sup>. The overall market rent for the Hub was suggested by the Valuer in 2019 to be £8,000 per annum. This is very low compared with rental figures elsewhere.

Charges for community organisations can be considered at a lower rate, but we need to be mindful of covering costs e.g. the charge for use of the nursery currently is only around £570p/a, which is unlikely to cover costs. Current charges for community organisations are £15 per session (morning, afternoon or evening) for a room hire.

Our directors are careful not to compete with other facilities on the island, and work closely with the local hall and heritage centre, to ensure complementarity and avoid displacement.

## Targets

It is helpful when looking to the future, and to what it is hoped could be achieved by undertaking some of the actions above, to estimate achievement and to set targets. These could include:-

No of commercial tenants	90% occupancy or 4 tenants
No of people using the café	3,200 p/a
No of people using other facilities at the centre	4,000 p/a
Occupancy of rooms to let	increase occupancy rate by 10%
Income and turnover for the Hub	5% increase p/a
Number of children using the nursery	average of 8 per week
Number of meals sent out	approx. 140 hot meals

## 7. Legal Aspects and Consents

### Previous Planning Consent

When the school changed to become a community Hub, Planning Consent was only required for the café area and car parking. This was obtained in 2016 (2016/167/PPF), when consent was given for 13 parking spaces and change of use to a kitchen and café (See plan below).

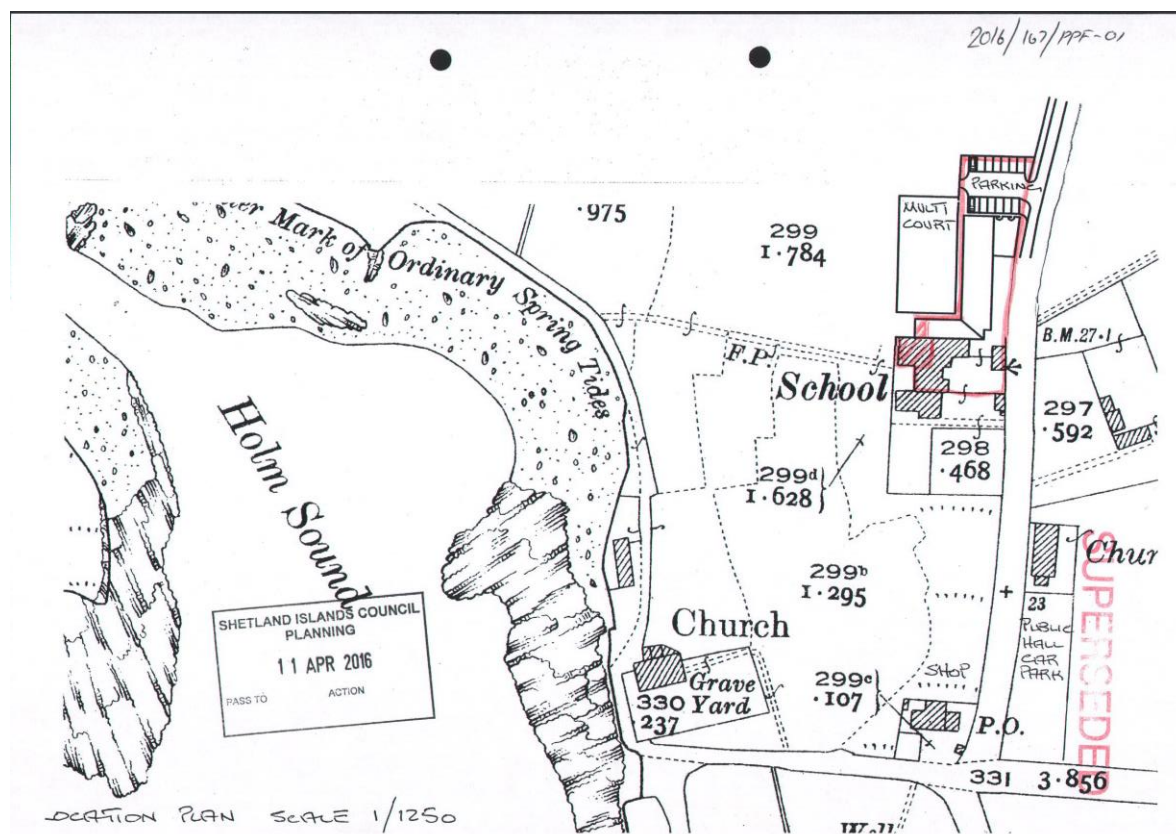
### Future Planning Consent

We have met with SIC Planning Officers for pre planning advice on the range of potential projects noted on pages 24-26, to ensure correct consent is sought before any changes are made. The NHS has undertaken to ensure correct planning consent and change of use, is in place for the new clinic. R.A.M Knitwear will require a change of use before commencing their new business.

### Lease / ownership

The current lease for the site is only for 5 years to November 2020. Therefore there is no security of tenure. This makes it difficult to carry out any capital improvements, and means that it is necessary to either obtain a long lease, or purchase the asset. If the asset is to be transferred, we will need to make quite sure what land/buildings are included in the transfer.

We will request an Asset Transfer of the building and site from the SIC. This will allow us to ensure that a sustainable asset will be at the heart of our future developments, and will allow us to invest in improvements to the building. A first draft application has been discussed with members of the SIC Asset and Property and Economic Development teams. There is an assumption that no backdated rent will be sought by the SIC. The target date for completion of the Asset Transfer is the 31<sup>st</sup> March 2020.



Location of the former Bressay Primary School – Our Community Asset

## 8. Finance

### Current Position

	2017/18	2016/17	2015/16
Income	70,180	72,110	23,176
Expenditure	66,334	67,634	24,225
<b>Profit/Loss</b>	<b>3,846</b>	<b>4,476</b>	<b>1,049</b>

The above information is based on last three years financial accounts, and shows we have made a profit in two of the three years of operation. This is despite having to bear high electricity bills during this period. We have applied for and secured a range of grant funding to support projects. In addition, funding has been secured from HIE to pay for 2 part time development workers. At this stage we could not afford to pay for these workers without grant funding.

### Bank account

At the end of our financial year on 1<sup>st</sup> Oct 2019, the bank account balance was £10,775  
The bank balance includes funds designated for Mail to Marina improvements - £,3000  
Our funds for general use at 1<sup>st</sup> Oct 2019 were £7,775.

### Financial Projections

	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
<b>Realistic</b>					
Surplus/Deficit	2,663	3,629	2,138	3,498	3,646

Detailed financial projections have been prepared for five years. These show that if we take ownership of the school, we could continue to make a profit. This is based on a modest growth in income due to sales in café, full occupancy through lets, more income through events and electricity costs savings. Copies of the projections can be found in appendix 6.

**Income Assumptions - Realistic**

	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Income</b>					
Grants received - HIE , SLF and Other	£32,627	£34,525	£0	£0	£0
Donations	£329	£329	£342	£494	£636
Room hire/rent	£5,372	£9,635	£12,190	£12,190	£12,320
Good as new shop sales	£3,675	£3,737	£3,774	£3,808	£3,820
Café sales, Events & Catering	£32,391	£33,039	£33,865	£34,542	£35,202
Grants received - heating project	£0	£15,000	£15,000	£0	£0
Loan income - heating project	£0	£0	£0	£0	£0
<b>Total Income</b>	<b>£74,393</b>	<b>£96,265</b>	<b>£65,171</b>	<b>£51,033</b>	<b>£51,978</b>
<b>Expenditure</b>					
Staff Wages	£10,991	£12,440	£12,440	£12,440	£12,440
Dev worker salary	£20,166	£21,929	£7,920	£7,920	£7,920
Staff Tax & Pension	£4,143	£5,107	£454	£454	£454
Café , Events & Catering	£8,878	£9,034	£9,192	£9,204	£9,516
Electricity	£9,556	£8,689	£5,687	£4,392	£4,392
Water, Broadband & Insurance	£2,588	£3,088	£3,104	£3,158	£3,214
Office Costs & Advertising	£2,532	£2,532	£2,532	£2,799	£3,079
Cleaning & Gen Maintenance	£1,391	£2,803	£3,891	£4,355	£4,355
Other (Accounting, & Web Hosting)	£3,613	£3,613	£2,813	£2,813	£2,963
Project Expenditure - Asset Transfer	£4,813	£8,400	£0	£0	£0
Project Expenditure - HIE	£3,057	£0	£0	£0	£0
Project Expenditure - heating	£0	£15,000	£15,000	£0	£0
Loan repayments - heating	£0	£0	£0	£0	£0
<b>Total Expenditure</b>	<b>£71,730</b>	<b>£92,635</b>	<b>£63,033</b>	<b>£47,535</b>	<b>£48,333</b>
<b>Surplus/(Deficit)</b>	<b>£2,663</b>	<b>£3,629</b>	<b>£2,138</b>	<b>£3,498</b>	<b>£3,646</b>

The 2018/19 figures shown above were based on our receipts and payments. Final accounts to the end of September 2019 are not yet available.

It is assumed the NHS will commence paying rent in April 2020. General terms of lease have been agreed. However it is possible that the NHS rent figure included above will change subject to changes in communal floor area, insurance premiums, council rates and/or electricity tariffs.

It is assumed the project to replace the heating system will be completed by June 2021, and the finance projections are based on grant funding.

HIE funding for the Development Officer will end in September 2020 and the projections reflect BDL will fund a part-time Development Officer post after then.

It is assumed that we will undertake various projects (as suggested on pages 26-28) during this period and the indicative costs have not been included in the yearly projections. Research will be undertaken to identify costs for the projects and we look at opportunities to utilise grant funding where possible, as well as our own funds towards for every project.

## Funding Opportunities

There are a number of funding possibilities for activities and investments which we are considering, particularly for energy investments, as well as projects for growing spaces and camping facilities.

- i. **Energy investments: SIC Economic Development** will fund 30% of heating improvement work. HIE will consider a grant which includes heating but would not fund heating work out with a larger project. **Climate Challenge Fund** is only open for small development grants up to £500. It is closed for full applications. **Local Energy Scotland** which delivers the Government Renewable Energy scheme only has a **Cares** Enablement grant (up to £25,000) that is available to fund planning, legal, and technical advice, design and procurement. However, an interest free loan (if no RHI) repayable over 8 years is available for capital works, especially after an audit by Resource Efficient Scotland. A 15% cashback may be possible if funds are available.
- ii. **SIC business development grant** of up to £25,000: this is available for small businesses and social enterprises for a range of expenditure.
- iii. **HIE** : we are account managed by HIE, and therefore can access a range of support and finance.
- iv. **Scottish land Fund**: we already have stage 1 grant, and could apply for costs. Even if the building only costs £1, the legal fees could amount to several thousand pounds. However, grants from the SLF are only available at a minimum of £10,000.
- v. **The Lottery Fund**: This comes in several guises including Awards for All up to £10,000, though a high level of competition. There is also a Community Fund for small projects.
- vi. **Tesco bags of help**: Small grants up to £4000 are available for community projects. <https://www.groundwork.org.uk/Sites/tescocommunityscheme/pages/Category/boh-grant-for-project-tes>
- vii. **Coop local community fund**: This fund supports projects that benefit local communities e.g. through helping to save, build, fix or improve indoor or outdoor local spaces. <http://supportingcommunities.org/funding-news-1/2019/5/24/co-op-local-community-fund>
- viii. **Resilient communities small grant scheme**: This is an SSE fund which aims to improve community participation of more isolated members of the community. It is closed at the moment but will reopen in 2020. <https://www.ssen.co.uk/rcf/>
- ix. **Scottish Seafarms Heart of the Community**: Grant Awards can be made of around £4-5,000 for projects that involve health, education, personal development, and community projects that benefit the majority. <https://www.scottishseafarms.com/community/heart-of-the-community/>
- x. **Postcode lottery**: This comes in several forms, some of which is only available to charities, but small grants can be available for projects such as community gardens, play areas, wildlife and green energy projects. <http://www.postcodelocaltrust.org.uk/>
- xi. **Successor to Leader**: the current Leader programme has been fully committed. A new programme is expected but it could be a few years away.
- xii. **Crown estate**: Coastal Communities funding has been available, but is currently unavailable. It could come back again in a new format.
- xiii. **Crowd funding**: This is a possibility if a project being put forward appeals to people to make a contribution.

This list provides an indication of possible sources of funding for different projects and activities we might consider. There will undoubtedly be other funding streams for other projects and different ones in the future as it is an ever-changing scene.

## 9. Risk, Monitoring and Impact

### Risk Analysis

Risk	Type	Impact	Likelihood	Mitigation / Risk Reduction
SIC reject Asset Transfer Application	Financial/ Technical	High	Low	Ensure strong communication relationship with SIC, with regular updates
Capital cost over budget	Financial / Technical	High	Low	Feasibility study and business plan undertaken Full costings obtained Good level of contingency built into costings to take account of increased costs and locational factor
Full funding package not secured	Financial	High	Medium	External advice sought on funding and range of potential funders identified Reduce costs Change project
Insufficient income to cover operating costs of school building	Financial	High	Medium	Professional advice used in preparation of financial projections to ensure they are robust and achievable, breakeven point highlighted Effective promotion of the facilities on offer to both visitors and locals
Unforeseen major repairs	Financial/ Technical	High	High	Undertaken full survey of the building Ensure full insurance cover Money set aside as a reserve
Running costs higher than expected to keep current level of service	Financial	High	Medium	Careful monitoring of costs will be undertaken to get early warning of potential problems and action taken
Not enough directors or volunteers to undertake all necessary tasks	Management	High	Medium/High	Active recruitment process for volunteers ongoing and support.
Number of users and visitors falls short of expectations due to external factors	Market	High	Low	The facility will be well promoted through a range of media and promotions, and has several USPs
Lack of community commitment and involvement	Community	Medium	Low	Extensive consultation already undertaken and high level of interest shown Local organisations included in the development process Keep community involved and informed
Potential actions of individual directors or staff	Governance	Medium	Medium	Ensure good governance procedures and practices in place Ensure attitudes of directors and staff have a positive effect on our reputation



A number of possible risks have been identified in the table above, with suggested mitigating actions to minimise and overcome the potential risk.

### **Monitoring and Evaluation**

It is important in any project to be able to track progress, and identify what has been achieved, or where the project has fallen short of expectations. In order to do this, it is necessary to gather data on key aspects or indicators that help to measure the degree of success or otherwise. Systems need to be put in place as soon as possible to record and collect data. It can be difficult to quantify the effect of some activities and actions. In this case some qualitative assessments can be made.

It has not been easy to quantify the level of success of our actions to date, due to the lack of historical data e.g. on number of users (locals and visitors), numbers of café customers (locals and visitors), and average spend per customer, and number of customers to Good as New shop. It can be very difficult to record numbers in a multi-use facility such as the Hub, the café is also very busy at times, however it is recommended that we set up simple systems for recording appropriate data, so that in future there is data available that can inform future actions, as well as report more fully to the local community and to funders, the positive effects of our actions in relation to our overall aims. This could be done through till or booking records, or a simple mechanical device. This data can then be analysed and used to compare progress year on year.

## 10. Socio Economic Impact

It can be very helpful to consider our socio economic impact both locally in Bressay, and wider afield. As with Monitoring and Evaluation it can be difficult to quantify these impacts as many will be softer qualitative effects that can only be more subjectively assessed.

We have been brought grant funding totalling £29,000 (not including HIE and the SLF) into Bressay so far from funders including Awards For All, Celebrate and the Climate Challenge Fund.

**What has been the impact so far and what would be the impact if it closed tomorrow?** Our activities have brought more money into the community from visitor spend, as well as public funding. Two part time jobs have been created, in the short term at least, plus four part time seasonal jobs in the cafe. There are three individuals benefiting from creative sector studios, which have been given affordable premises to enable them to grow their work, and become more established. Craft businesses have been given a new outlet for their products.

This direct impact will in turn have an indirect impact on other activities, and businesses on Bressay, to give an even larger gross economic impact. For example, the café purchases local produce where possible such as eggs, pork, potatoes, and other vegetables.

There has also been an impact on the community through greater communication, involvement and participation, increased cohesion, and less isolation for the less able. If the Hub closed a significant part of this impact would be lost.

Our activities have had a significantly positive social impact on the community in Bressay, as demonstrated below:-

### Community Social Impact

	Impact	
Community Participation	+ve	Membership of our group is open to all Bressay residents over the age of 16. We currently have 61 local members, who currently undertake in excess of 4,600 hours of voluntary service per annum. We provide activities for all age ranges within the community, from preschool, including a permanent under 5's facility, through to events for children, adults and more elderly members of the community, providing opportunities for social interaction and participation. We also provide a home delivery meals service to the less able members of our community.
Community identity/confidence/image and reputation	+ve	We have taken a disused school building on the island, and made it into a thriving community facility. The impact of this has been to turn what had been a potential symbol of loss within our community, i.e. the closure of our primary school, into a hub for community interaction and growth. This has not only promoted community identity within Bressay, but has also led to increased community confidence, and enhanced the image of the island both internally and externally.
Quality of Life	+ve	The provision of services within the hub facility including café, GAN shop, and community library, as well as a variety of events held over the years, has led to an improved quality of life for all. It is also felt that the facility has improved mental wellbeing on the

		island through the provision of opportunities for learning and social interaction.
Demand for Community Services	+ve	Demand for community services such as the café, shop and library, as well as events, classes and meetings space has been well proved over the last few years. It is also hoped that shortly NHS services will become available from within the facility.
Compatibility with other community activities	+ve	We work closely with a number of other community groups and activities including the park run and Up Helly Aa, local hall, history group, community council, under 5's group and boating club. We regularly work in partnership with these and other groups and organisations both on and off the island.
Change in community infrastructure	+ve	The creation of facilities within the old school has greatly enhanced the community infrastructure within Bressay. Providing opportunity not only for community development and participation, but also business development and education.
Employment/Unemployment and income levels	+ve	We have directly created jobs for 2 part time development workers, and 4 seasonal café workers. In addition we currently provide retail opportunity for 5 local craft workers, and studio space to 3 local businesses.
Culture, heritage and tradition of the Islands	+ve	We have close links with the local history group, including promotion within our newsletter, a shared advert in the Shetland Visitor, and a joint tourism plan.
Population Change/Migration	+ve	Bressay has suffered from an aging and reducing population in recent times. An objective of our group is to seek to retain and support existing population. This has been encouraged through the creation of employment, and opportunities for business development, as well as provision of services for the community. It is hoped that a potential future housing project may serve to further develop our aims in relation to this.
Crime/antisocial behaviour	neutral	Bressay has very low levels of crime and anti-social behaviour. The activities of our group aim to maintain this, as well as assist with the rehabilitation of offenders. This is evidenced through the recent use of a community payback team to undertake painting within the old school.

### Economic Impact

The economic impact of our activities during the financial year 2018/19, at both a Bressay and Shetland wide level, has been estimated below. The main assumptions used to create these figures revolve around our own output and employment, and estimates for those of our tenants. Figures below are gross and include direct, indirect and induced impacts.

	Bressay	Shetland
<b>Output</b>	£259,351	£376,213
<b>Employment</b>	5.1 FTE	8.1 FTE

In addition our activities lead to a voluntary contribution within the economy of Bressay in excess of 4,600 hours which could equate to well over £41,000 in wage costs at living wage rates.

**What is the likely impact of any new proposals?** If the further actions proposed are undertaken then we could increase our economic impact through letting more space; more room hires for meetings and events; working more closely with other groups, through developing other projects, and through attracting more visitors to Bressay. It may be possible to keep employing at least one part time post, in addition to café staff; though this will depend on the level of new income generated, and the reduction in costs such as energy.

R.A.M Knitwear's investment and business plan is likely to increase usage and footfall, and will open up new opportunities for workshops, tours, knitwear sales and classes.

The NHS clinic will also increase footfall, which is likely to benefit the café and other activities in the building. Partnership working, begun with the Caring For Bressay project, will bring opportunities for us to work alongside the NHS to use the building to help better support Bressay residents.

If the Hub can become more sustainable financially, it will enable us to continue to offer services to the local community, and continue our efforts to involve the local community, as well as make Bressay a more attractive place to live and work. Profits from the building will be reinvested within Bressay. This should help to achieve the aim as stated in section 3 of "a secure, sustainable and vibrant future for Bressay with an active, connected, thriving and resilient community".



## **Appendices**

### **Appendix 1 – Board of Directors**

Afra Skene – Chair

Noel Kelly – Vice Chair

Beatrice Lowe – Secretary

Sheila Tulloch – Treasurer

Dee Henderson-Haefner

Kathy Kelly

Matthew Mason

Marion Scollay

Moiria Smith

## **Appendix 2 – Comments from Speldiburn Café Visitors, 2019**

**Visitor From: Ridgeway, Ontario, Canada**

*"Lovely! Thank you all for preserving your heritage and educating us."*

**Group From: Perth Canada & Irvine Ayrshire, Scotland**

*"Fabulous food, super shop. Very welcoming definitely will be back"*

**Visitor from: Musselburgh, Scotland**

*"Wonderful welcome from the ladies in the café ..... and the Blueberry Cake: Wonderful!!"*

**Visitor from: Powys, Wales**

*"Beautiful soup scone and cake! Lovely ladies, well done everyone"*

**Visitor from: Clarkston, Glasgow, Scotland**

*"Thoroughly enjoyed my 3 visits"*

**Visitor from: Treforest, South Wales**

*"Tremendous hospitality – I love this community enterprise"*

**Visitor from: Paris, France**

*"What a lovely place! Great memory for our 18 months old Léo"*

**Visitor from: Lancashire**

*"Best Café in Shetland. Tasty food, sensible price, friendly people, clean and bright. Cake better than bakeries"*

**Visitor from: Cheshire**

*"Don't buy the Walnut Cake, leave it all for me !! 😊"*

**Visitor from: North Island, New Zealand**

*"What a find! Just great."*

**Visitor from: Leeds, West Yorkshire**

*"Fantastic café on a beautiful island."*

**Visitor from: Storrington, West Sussex (Parkrun visitor)**

*"What an amazing little coffee shop! The staff are amazing especially – and breakfast? Best so far"*

**Visitor from: Kent**

*"What a lovely place, Gilly B exhibition and excellent cake 😊"*

**Visitor: Nova Scotia, Canada**

*"Great Place, friendly people"*

**Visitor from: Bristol**

*"Wonderful parkrun with best café ever!"*

**Visitor from: Redhill, Surrey**

*"Brilliant parkrun, beautiful place and fantastic cake. Thank you!"*

**Visitor from: Massachusetts, USA**

*"Fantastic food and lovely staff!"*

**Visitor from: Muckle Roe**

*"We'll be back!"*



## **Appendix 3 – Asset Transfer Survey Results**

### **BDL - Asset Transfer Community Consultation.**

Final Report. August 2019.

The questions to be posed as part of the Asset Transfer Community Consultation were ratified by board members of BDL at their June 2019 meeting. Since that date and the formal email of 12<sup>th</sup> June (with minor amendments to the questionnaire), part-time Development Officer Chris Dyer has undertaken 52 surveys (verbal and electronic) with individual members of the Bressay Community.

The initial findings (of 23 individuals surveyed) were discussed during a meeting of 19<sup>th</sup> June between Chris Dyer, Beatrice Lowe, Noel Kelly and Kathy Kelly. As a result of this meeting and the recurring themes that were beginning to emerge, it was felt prudent to continue the consultation exercise until 50 people had been individually surveyed. This would be augmented by those responding digitally following the Summer 2019 'Weel Bressa' newsletter but, together, would give a sufficient amount of information going forward, both for BDL and for members of the community.

Respondents to the survey are, as agreed at the outset, anonymous with the exception of sex and broad age demographic (youth, working age, retired).

## Summary.

All of those surveyed were aware of BDL although the majority linked the organisation wholly to the school and the present manifestation of Speldiburn café, classes and workshops, studio spaces, GAN, under 5s. This is perhaps not surprising given the substantial energies that have been concentrated in this direction but should be considered in light of the wider aims and aspirations of the organisation going forward, as stated, to support the Bressay community, provide better facilities and services on the island, promote Bressay's assets, and encourage tourism, business and work opportunities. (\*\*This was not a wholesale opinion and notably the bulky waste uplift service being a commendable example of BDL's involvement beyond the school buildings and facilities).

The survey has permitted the positive opportunity to communicate that BDL is considering community ownership of the school and investigating the option of an Asset Transfer. This has been, at times, a slightly awkward aspect to broach as the conversations and discussions that have tended to follow, whilst respectful of the excellent and reasonably priced facility available through the Speldiburn café, have not been wholly forthcoming in their support. As previously stated during the interim survey report of 17<sup>th</sup> June, whilst the majority do feel that the facilities at the school provide benefit to the Bressay Community, the best way to summarise the overall feeling is more a **recognition** rather than an **affinity** with BDL and the specific facilities offered at the school. This is a crucial semantic difference, especially in light of the aspiration, indeed necessity, to increase local footfall and revenue to support investment in terms of the business case.

Individually the services are respected, if not necessarily used by all those surveyed, and the Speldiburn café in particular is extremely well regarded. However, the most significant repeated theme that has been borne out by the survey is a concern verging on scepticism in terms of the business case viability of any future model taking into account the process of Asset Transfer. The wider context that may substantially explain these views is the fragile and precarious state of a number of inter-related community assets in the island; principally the Hall, Kirk and, to an extent, given reduced hours and volunteer staffing issues for 2019, the History Group premises.

A number of respondents also expressed a view that the present manifestation of BDL, especially the board members, was governed by a conservative rather than a progressive view. There have certainly been differences of opinions with members of the community either former staff members, island residents offering to help or coming with ideas that they would like to try which and when situations have not developed to the mutual benefit of parties, have led to a retraction of offers. Crucially therefore, in a small island, there is a demographic which feels that, due to experience, it will no longer presently engage with BDL for political/personnel reasons, which is regrettable but must be crucially considered in light of the requirement to increase resident island footfall outwith the conventional 'peak visitor' times of year (May-August).

Despite this BDL is well-placed to develop and host NHS provision within the island which is a consistently stated and requested aspect by survey respondents and draws on the working partnership to date involving, amongst others, NHS Shetland and Bressay Community Council.

A final observation, in summary, is an analogy from the relatively recent past, of interest here, which is the Mareel complex in Lerwick; controversial in the planning and delivery stages but since its opening in 2012 is now widely regarded as a success in terms of the content that is offered, local and visitor footfall alike and the steps taken to address financial efficiencies.

## Asset Transfer consultation 2019

### **1. Do you use any of the facilities provided by BDL at the school and do you think they provide any benefit to the Bressay community? What are the benefits?**

Over 80% of survey respondents have used and/or continue to use facilities provided by BDL at the school. The facilities that exist are viewed as providing a benefit to the Bressay community in terms of establishing a community hub where people can meet and employment / creative space opportunities in a peripheral location. In addition, the facilities, notably the building conversions, have enabled some to rent premises to develop skills and businesses.

The association of the Speldiburn café with the phenomenal continued success of the volunteer-run Bressay Parkrun is consistently regarded as bringing benefit to the community in terms of footfall and revenue. The BDL volunteers are highly thought of in terms of those who have experience interacting with them on Saturday mornings. The decoration within Speldiburn including maps that reference both Parkrun and wider visitors to the island is a positive addition and draws attention, increasing visitor dwell time.

The provision of classes and one-off sessions within the school has also been viewed as a positive asset and community benefit by those who have taken part (some would have paid more for participation!). Art/Drawing classes, horticultural/growing advice provided by Transition Turrifield, Yoga, Breadmaking, for example, have been enjoyed by all of those who have taken part and often have a large degree of repeat visits. These sessions are also noted in terms of having the potential to increase footfall by virtue of those having had a positive experience bringing a friend and those from outside the island being attracted to make a visit and potentially stay on and explore more of Bressay. However, it was felt by some respondents that this could be extended towards providing adult education, links with the UHI/ Anderson High School which was not presently being considered.

The Speldiburn café, as noted above, is consistently viewed in positive terms with the friendliness of the staff and good quality of the homemade (local where possible) produce on offer being regularly offered responses. The tasteful decoration, high standard of workmanship evident in the renovations and changing exhibition spaces are mentioned in a positive light.

In terms of future ideas, the provision of evening meals and/or one-off food nights has been mentioned by several respondents as a possibility to explore that would be attractive to attend and encourage folk from outside the island to visit Bressay. In addition, more could be done to introduce or promote Bressay (with a map and text?) in the entrance to the school. Perhaps even a board to tell the story of the school building, juxtaposed with historic pictures from the school (available through the History Group). Certainly, orientation as to what facilities were on offer and where on the island could be improved by elaboration upon entering the school building.

Those that tend not to use the facilities provided by BDL express uncertainty or confusion relating to when exactly the building is open with some expressing surprise that Speldiburn is not open on a Sunday when Noss is open during the summer months and a greater proportion of island residents of working age will more likely be in Bressay.

## **2. Are you aware that BDL is considering community ownership of the school and investigating the option of an Asset Transfer?**

Background & Explanations: -

The current commercial lease BDL has with the SIC is not an option going forward as the lease plus and running costs is too high for BDL to afford. The lease cannot be reduced as the SIC has a policy which does not allow peppercorn rents (although an Asset Transfer agreed lease may be an option, the SIC have suggested they do not favour this, it would also require BDL to take on all maintenance). BDL had a rent free period when it took on the school but this has ended. The SIC will not look for rent payments whilst BDL are looking into an Asset Transfer. Going through the Asset Transfer process is the only option which would allow BDL to make improvements and reduce running costs.

BDL has agreed to begin the Asset Transfer Process with the SIC, this is a legal process which allows community groups to take over publicly owned buildings or land at a discounted price or with grant assistance.

BDL has also received grant funding from the Scottish Land Fund which has paid for building surveys, a valuation and an updated business plan.

During the Asset Transfer process BDL will consult with the community and gather information (likely future uses, structural & electrical surveys, etc.) which will help BDL & the SIC to make a decision as to whether Community ownership would be a good option. A long-term lease with full maintenance responsibilities may be an option and vacating the building would also be an option.

The Community Empowerment Act 2015 allows communities to apply for ownership of any land or building they feel they could make better use of.

If BDL took on an Asset Transfer of the school but then in the future found it wasn't able to continue maintaining / no longer required the building ownership of the school would pass to the Scottish Government.

=====

Question 2 has provided the opportunity to give elaborating information on the situation presently being explored by BDL. As such, it feeds in to the responses gleaned from Question 3 (below). However, several respondents felt that the prospect of reopening the building as a school should not be ruled out and discussions taken forward on this front with Education Services whilst, unrelated, one correspondent noted a concern that *"If it all goes wrong, we just hand the problem over to the Scottish Government" which would see the building forever lost to the community, Bressay and indeed Shetland.*

**3. Community ownership of the school would enable BDL to seek to reduce overheads and access funding to replace, for example; the aged, inefficient heating system. At present, the finances (like many voluntary, community-led organisations) are delicately balanced but reduced overheads would ideally lead to larger surpluses which would be reinvested into Bressay. However, it would be critical that footfall and revenue increased to support this investment. Consequently, would you**

**be willing to support this and what would influence you to use the facility more? In addition, what would you like to see at the school and from a wider perspective in Bressay over in next five years that BDL could facilitate: for example; NHS presence, community garden etc.?**

This question/statement has elicited some interesting responses. In terms of what people would like to see, this has been answered by unanimously addressing the school and not the wider perspective within the island (such as a community garden/developing tourism). In demographic terms, the older population is relatively consistent in a desire for some form of NHS/health provision in the island and the absence of a resident nurse is a cause for concern. Several people elaborated on stories concerning healthcare where multiple trips to Lerwick were required (Health Centre, blood tests at hospital, for example) which were often separated by several hours. It wasn't so much the expense of going to Lerwick that was a cause of concern but the time away from home with hours spent waiting, a situation that could be vastly improved were service provision on offer in the island.

It follows that the discussions that have been ongoing between NHS Shetland and Bressay Community Council come at a time when there is an increasing call for medical provision within the island after a hiatus of several years. The prospect of hiring a room at the school to allow this would be fundamentally welcomed and in addition, the provision therefore of linked services/facilities (Speldiburn/GAN) may draw additional footfall. There is a belief echoed by several respondents that the Scottish Fire and Rescue Service will step up to become emergency First Responders on the island.

The younger demographic in the island – perhaps connected with the success of Parkrun and/or the Sports Pitch/Football team - has regularly expressed a desire for a gym or fitness facility within the school. The recent restoration of the Auld Skul in Nesting to house the History Group, a gym and space for the popular yoal rowing club is a link to be made here and received press on the Shetland News website on 10<sup>th</sup> June 2019. Those interested in sports may be interested in using the multicourt more, especially if this could mean saving a trip to Lerwick to train at an equivalent facility – there would need to be discussion about access and specifically lighting if this was to be undertaken during the winter months.

It must be said that the provision of gym facilities would be a considerable undertaking both in terms of building works and upfront costs for equipment. All of this without a definite return. There are a number of the Bressay population that regularly use a gym, consulted as part of the survey, that presently visit the Clickimin at least once a week.

As the question indicates, the finances of BDL (especially in terms of infrastructure and electricity costs) are delicately balanced. However, when approaching people to ask if they may be inclined to increase their support and begin using the facility more, it has certainly not been possible to elicit an overwhelmingly positive response. Many indicate they are very busy with their lives and this is the basic reason against change. At the other end of the scale, several older residents have stated 'they are too old for change'.

An interesting explanation – as expressed by a survey respondent - for the relative absence of enthusiasm for change sheds light on a number of interrelated items. In generations past, with one parent working and the other at home raising children, the grandparents generation was to an extent free, if retired, to look towards other, voluntary interests. The price of living in 2019, especially on an island with increased transport costs, means that, if not wholetime, both parents often have a form of employment. This can mean that the grandparents generation can become involved with childcare to facilitate contemporary lifestyle and employment choices and consequently there can be a

reduction in the number of those with spare hours to volunteer. One (younger) resident pointed out that the older generations within Bressay did not have spare time and disposable income during their youth and therefore were unlikely to change their way of doing things/facilities they used and attended.

When asked about changing habits and supporting the work of BDL in terms of increased footfall, this often leads to wider scepticism in terms of the business model and future viability of the school, especially given the present perceived state of the Hall, Kirk and History Group. A lot of the concern around the business viability comes from anecdotal observations that outwith the principal tourist/visitor time of year, the café (Parkrun excluding) can be very quiet and is not used substantially by the Bressay population. There is also a query given the perceived conflict (given the not for profit aspect of BDL) with the services being offered by Maryfield House Hotel and the fact that the older demographic, certainly, would be more inclined to use the hall for social events – often it would seem by virtue of tradition whereby ‘the school is the school’.

A small number of those surveyed did raise the seemingly increasing number of visitors to the island, principally during the summer months, and how this was a good thing in terms of bringing more into the island with bed nights (accommodation – Maryfield/Lighthouse/Newhall/Croft house etc) and visitor spend (Bressay shop, Heritage Centre, Maryfield, Speldiburn, GAN, Noss etc). Noss, especially has had a number of days so far within the 2019 visitor season with over 70 visitors to the island, all of whom are passing through Bressay and can potentially come back to / stay longer in Bressay.

Bressay has a niche advantage in terms of heritage tourism. The existence of a National Nature Reserve a short distance from Lerwick, wildlife, open access and quiet coastal and historical walks in a landscape that despite proximity is not impacted on the ground by the burgeoning cruise ship tourism that can see the population of Lerwick rise by up to 4-5000 some days. Visitors to Bressay enjoy the natural and historical heritage of the island and a quiet unspoilt landscape. If appropriately managed, there is added value here which will be to the advantage of BDL and very much chimes with the wider objectives of the organisation to develop tourism opportunities within the island.

The prospect of moving the Heritage Centre archives and displays to the school and ‘pooling’ the volunteering resource within the island was also mentioned by a small number of survey respondents, given the present premises staffing issues within the History Group.

It is an uncomfortable point to make but must be stated that certain members of the community consulted have had differences of opinions with board members of BDL and this has influenced them not to use the facilities at the school. This reputational damage is concerning in terms of requiring a greater local investment in the facilities from within the island. Sometimes this originates with past employees, sometimes with people who have offered to help but felt they ‘got nowhere’ and sometimes it has originated with people who felt that in coming with new ideas they did not get a fair hearing or an ability to try something new and consequently have withdrawn their interest and, effectively, support. There is a feeling from some within the community of the present board members being quite conservative in terms of change rather than progressive and one thread has been ‘do BDL want to run a business or a social enterprise/charity?’. Indeed one respondent stated *There has been no dialogue with parents of under school age children, or the education service providers to examine the merits of reopening the Nursery and providing a service that would reduce travel costs to families.*



**4. There are many community facilities in Bressay (Hall, Maryfield, Marina/Boating Club, History Group, Kirk, Community Council). How important is the continued viability of all of these to you (very important, important, not important, no opinion)?**

All of the respondents stated or agreed with the notion that it is important to have facilities within the island that can be used by the whole island. The Sports Club, especially with the excellent football pitch and Up Helly Aa were also included to the above list, the latter especially at a time of increased costs and fewer SIC Ferry community runs.

For clarification, a number of respondents highlighted that the *Community Council is not a "Community Facility" it is an elected, constituted accountable group of individuals empowered to represent the community. The continued viability is at the behest of the Bressay electors.*

**5. Bearing in mind all ownership options for the school remain on the table for BDL (asset transfer, lease, leaving the building), how important is the continued viability of the school to you? (very important, important, not important, no opinion).**

The viability of the school and the services and facilities provided by BDL is important to the significant majority of those who responded to the survey. However, the business case would need to be watertight and there was a concern expressed by some in terms of the safety net if BDL took on an Asset Transfer of the school but then in the future found it wasn't able to continue maintaining / no longer required, then the building ownership of the school would pass to the Scottish Government. This was a concern as a stated opinion was that were the building handed over to the Government, it would be lost to the community.

In an era of many voluntary/not for profit organisations struggling for volunteers and with increasing overheads such as electricity, some respondents felt that a stark choice existed between running the former school premises as a profit-driven business rather than a social enterprise/not-for-profit community group. Only then could the model be viable and secure the long-term sustainability of the buildings were it not to revert to its original purpose as a school.

## Appendix 4 – Newsletter

# Weel Bressa, Whit News?

Have any pictures or stories for the next edition? Then please get in touch. Contact us at [info@bressay.org](mailto:info@bressay.org) or 820706 Jackie will be in the office on Tuesdays, Thursdays and Fridays, or email her at [bressaydevelopment.jj@gmail.com](mailto:bressaydevelopment.jj@gmail.com) Chris can be contacted at [c\\_thomasdye@hotmail.com](mailto:c_thomasdye@hotmail.com)

### Bressay Development Ltd update

#### New NHS Clinic

Bressay will have a purpose built clinic within the school next year! The present Library room is set to become a consulting room and waiting area with building work commencing in the spring. BDL are delighted to be able to provide space for the clinic and we look forward to working with the NHS to help improve health and well being of all in Bressay. The clinic is part of a new approach to health care developed by the 'Caring For Bressay' project team which includes representatives from the NHS and Bressay Community Council as well as other stakeholders.

#### Feedback from survey

Thank you to everyone who took the time to chat to Chris about BDL, the school and community ownership. We are delighted that the results show the community believes the facilities at the school bring benefit to Bressay and this is being used to support our Asset Transfer application. There was understandable concern around what would happen if BDL couldn't continue to be financially sustainable but we are confident that BDL has a good business plan and financial forecast in place which is based on growing our current model, which is already sustainable. There were plenty of suggestions too, for example:- BDL directors should be bolder with their aspirations; consider offering adult education classes; greater promotion of Bressay. BDL will use the feedback to help us as we look during the winter at ways to increase promotion of Bressay, increase activities and facilities and as we consider wider community projects which would benefit Bressay. Chris has provided a summary of the results which can be found on page 2.

#### Welcome new members

Thank you to everyone who signed new membership forms. BDL now has a total of 59 members and we are really delighted that so many of you have chosen to give us your support.

#### Bressay Kirk Closure

Members of Bressay History Group arranged a community meeting with Rev Ian Murray on Saturday 5th October. The meeting, held in the Hall, was well attended and folk there felt Ian listened to concerns, answered questions honestly and took on board the dismay and confusion inflicted on folk following recent actions and lack of consultation by the Church of Scotland. More on page 3.

#### Wool Week at Speldiburn

The Speldiburn Cafe welcomed an amazing number of visitors during Wool Week - from near and far! Chris brought along 18 groups from his Garth Croft Tours (he ran a total of 27 tours!) Douglas Courtis brought along 2 groups of 18 and John Odie brought along another 24! Many visitors made their own way, and some did so more than once! We'd like to thank them all, everyone has been so enthusiastic about Bressay, our knitwear, crafts, exhibition and cakes. We were so lucky to have two music groups (we were delighted that both featured Hamish). The Overlys provided us with great music and a thoroughly entertaining Saturday afternoon and Christine brought along a fantastic selection of musicians for the grand finale on Sunday. Well done to Isobel who's vintage cardigan was so admired by one visitor that she bought it by giving a £70 donation to the Shetland MRI Scanner appeal! A big thank you to all of you who helped with the exhibitions, demonstrations, the food and staffing the GAN Shop. We enjoyed every minute of it and hope you did too!



Above. Superb musicians, fantastic fun and great tunes on Saturday and Sunday at the Speldiburn Cafe!

Hairst 2019

Edithon 19

## Appendix 5 – Letters/Emails of Support

### Bressay Park Run

*“The Bressay parkrun has been very appreciative of the support from the Speldiburn Cafe and it’s volunteers since it began in January 2018. Initially the Cafe did not open on Saturdays but they kindly agreed to do so on our request and this has proved vitally beneficial. On average, 45 people attend parkrun each week plus an additional 20 volunteers who all buy something in the cafe between 9.30-11.30am every Saturday. All parkruns are required to have a Cafe for participants and volunteers to congregate in after the event. This promotes the social fitness side of the parkrun as well as providing a place for results to be processed. Many friendships have been made and kept through the Speldiburn Cafe and this has had visible impacts on people’s mental wellbeing. The parkrun tourists from all over the World have commented on the buzzing atmosphere they experience and how this is far superior to other parkruns they have attended. People of all walks of life make use of the cafe and have enjoyed the high quality food it provides and have promoted the cafe all over social media sometimes with the hashtag #speldiburncafe. We were impressed that the Cafe staff themselves introduced a pin board for parkrunners and other visitors to add a pin to show where they have come from - a pleasing sight for all to see and a further indication of how welcoming and accommodating they have been. We have also been delighted to see that the Good as New shop has begun opening up for the post-parkrun period as this is a great quirky addition to the experience of our volunteers and participants. In future, we wonder if it might be possible to put some play equipment (perhaps from the under 5s group) in the big room next to the Cafe to entertain our youngest attendees as this would again add to the positive experience they have and attract more young families to visit Bressay. Thank you so much for all the work that you do - we continue to highly recommend a trip to the Speldiburn Cafe and are keen to ensure its long term existence as parkrun would struggle to exist without its top notch Cafe.*

*Best regards,*

*Kate Wills*

*Event Director”*

## HIE Letter of Support

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Beatrice Lowe, Secretary  
Bressay Development Ltd  
Old Bressay School  
BRESSAY  
Shetland  
ZE2 9EL

26 November 2019

Dear Beatrice

### HIE Support to Bressay Development Ltd (BDL)

In response to your request for a letter outlining HIE's support, I am pleased to provide the following summary of HIE's engagement with and investment in Bressay Development Ltd.

HIE first engaged directly with BDL in early 2016. Through SIC Community Planning and Development and BDL themselves, HIE was aware of the organisation's activities and ambitions. Following detailed due diligence, HIE invested £62,857 in April 2016 to enable BDL to employ a development worker (and some office/running costs) for a 2 year period. HIE decided to invest in this project because we were impressed with the work BDL had undertaken to date, namely, consulting with the community, agreeing development priorities, accessing funding for other projects and starting to deliver on these.

We believed BDL to have sufficient capacity and a clear plan of action to benefit from development staff resources. HIE was also interested in the potential for BDL to own and develop a community asset; create local employment on the island; generate income in order to sustain its activities in the longer term and potentially re-invest in the community.

BDL became one of HIE's account managed clients and we developed an ongoing relationship, in order to help them grow as a community development organisation. In addition to direct funding investment, we have also supported them in the following ways: -

- Specialist HR advice when BDL first started employing staff
- Delivery of a Social Enterprise Ventures Workshop by the Social Enterprise Academy, to broaden the directors understanding of social enterprise and explore how best to capitalise on local opportunities.
- The undertaking of a governance health check by HISEZ (Highlands and Island Social Enterprise Zone). This identified strengths and weaknesses in the organisation and was followed up with advice and training where gaps in knowledge and skills around governance were present.
- Specialist advice support to develop a 3 year business plan.
- Referral to a Scottish Land Fund advisor (based within HIE). The advisor then worked with BDL, helping them complete a successful Stage 1 funding application for £10,213 to the SLF (for technical studies, further business planning, building valuation).

Solarhus, 3 North Ness Business Park, Lerwick, Shetland, ZE1 0LZ, Scotland

T: +44 (0)1595 744940 F: +44 (0)1595 693208 E: [lerwick@hient.co.uk](mailto:lerwick@hient.co.uk) W: [hie.co.uk](http://hie.co.uk)





In 2018 HIE agreed further investment of £62,620 for a development worker and associated costs for another 2 year period. This investment was based on evidence of BDL's progress in developing their community asset (former school leased from SIC); becoming an employer, increasing income generation, successful delivery of projects, engagement with a range of partner agencies to further their aims and realization of community benefits on Bressay.

HIE continues to work with BDL, supporting its continued growth as the community development organisation for Bressay. We may consider future financial investment as well as the supply of HIE products and services suitable for their needs.

We are aware of BDL's current asset transfer request to SIC and are supportive of this approach.

If any further information about HIE's support is required, please get in touch with BDL's account manager, Fiona Stirling.

Your sincerely

A handwritten signature in dark ink, appearing to read 'Rachel Hunter', written in a cursive style.

Rachel Hunter  
Regional Director of Service Delivery and Area Manager for Shetland

## Appendix 6 – Financial Projections

### Income Assumptions

#### Cash Flow

2018/19

	October	November	December	January	February	March	April	May	June	July	August	September	Total
<b>Cash In</b>													
Grants received - HIE, SLF and Other	£50	£0	£6,081	£0	£4,595	£10,680	£0	£0	£3,809	£2,600	£4,813	£0	£32,627
Donations	£0	£112	£0	-£13	£0	£2	£40	£0	£0	£50	£139	£0	£329
Room hire/rent	£370	£390	£795	£450	£386	£405	£435	£425	£525	£225	£210	£756	£5,372
Good as new shop sales	£364	£510	£126	£112	£184	£100	£116	£283	£407	£558	£675	£240	£3,675
Café sales, Events & Catering	£2,798	£4,188	£1,152	£1,337	£1,841	£1,826	£1,543	£2,793	£3,244	£3,917	£4,856	£2,896	£32,391
Grants received - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan income - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£3,582</b>	<b>£5,200</b>	<b>£8,154</b>	<b>£1,886</b>	<b>£7,005</b>	<b>£13,012</b>	<b>£2,134</b>	<b>£3,501</b>	<b>£7,985</b>	<b>£7,350</b>	<b>£10,693</b>	<b>£3,892</b>	<b>£74,393</b>

#### Cash Out

Staff Wages	£1,169	£320	£248	£41	£41	£0	£0	£1,203	£1,567	£1,692	£2,132	£2,579	£10,991
Dev worker salary	£1,903	£1,221	£2,402	£1,221	£1,221	£1,221	£1,891	£1,747	£1,857	£1,827	£1,827	£1,827	£20,166
Staff Tax & Pension	£0	£715	£53	£41	£809	£36	£110	£205	£57	£721	£495	£901	£4,143
Café, Events & Catering	£801	£802	£1,029	£326	£709	£514	£748	£249	£473	£1,876	£390	£960	£8,878
Electricity	£338	£0	£2,229	£0	£137	£2,666	£1,001	£841	£1,010	£593	£427	£313	£9,556
Water, Broadband & Insurance	£105	£99	£1,524	£101	£98	£0	£62	£109	£107	£115	£117	£152	£2,588
Office Costs & Advertising	£80	£120	£42	£14	£227	£60	£50	£0	£235	£142	£0	£1,562	£2,532
Cleaning & Gen Maintenance	£67	£55	£119	£6	£0	£352	£122	£621	£44	£5	£0	£0	£1,391
Other (Accounting, & Web Hosting)	£51	£42	£14	£8	£176	£0	£47	£220	£1,303	£1,713	£0	£40	£3,613
Project Expenditure - Asset Transfer	£0	£0	£0	£0	£0	£4,813	£0	£0	£0	£0	£0	£0	£4,813
Project Expenditure - HIE	£0	£0	£0	£0	£0	£2,864	£0	£193	£0	£0	£0	£0	£3,057
Project Expenditure - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan repayments - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£4,514</b>	<b>£3,373</b>	<b>£7,660</b>	<b>£1,759</b>	<b>£3,418</b>	<b>£12,526</b>	<b>£4,031</b>	<b>£5,388</b>	<b>£6,653</b>	<b>£8,685</b>	<b>£5,389</b>	<b>£8,334</b>	<b>£71,730</b>

Opening Balance	£10,502	£9,571	£11,397	£11,892	£12,019	£15,606	£16,091	£14,194	£12,307	£13,640	£12,304	£17,607	
Cash In - Cash Out	-£932	£1,827	£494	£127	£3,587	£485	-£1,897	-£1,887	£1,332	-£1,336	£5,303	-£4,442	£2,663
Closing Balance	£9,571	£11,397	£11,892	£12,019	£15,606	£16,091	£14,194	£12,307	£13,640	£12,304	£17,607	£13,165	



## Income Assumptions

### Cash Flow

2019/20

	October	November	December	January	February	March	April	May	June	July	August	September	Total
<b>Cash In</b>													
Grants received - HIE, SLF and Other	£2,375	£2,375	£7,775	£2,375	£2,375	£2,375	£5,375	£2,375	£2,375	£2,375	£2,375	£2,375	£34,525
Donations	£0	£112	£0	£0	£0	£2	£40	£0	£0	£50	£139	£0	£329
Room hire/rent	£495	£490	£660	£760	£510	£690	£1,140	£940	£1,035	£940	£940	£1,035	£9,635
Good as new shop sales	£441	£185	£195	£123	£200	£109	£126	£309	£444	£608	£736	£262	£3,737
Café sales, Events & Catering	£2,854	£4,272	£1,176	£1,364	£1,878	£1,862	£1,574	£2,849	£3,309	£3,995	£4,953	£2,954	£33,039
Grants received - heating project	£0	£0	£0	£0	£0	£0	£15,000	£0	£0	£0	£0	£0	£15,000
Loan income - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£6,165</b>	<b>£7,879</b>	<b>£9,806</b>	<b>£4,513</b>	<b>£5,036</b>	<b>£4,956</b>	<b>£23,169</b>	<b>£6,565</b>	<b>£7,251</b>	<b>£7,841</b>	<b>£8,992</b>	<b>£4,371</b>	<b>£96,265</b>

### Cash Out

Staff Wages	£2,115	£192	£192	£192	£192	£192	£192	£1,203	£1,567	£1,692	£2,132	£2,579	£12,440
Dev worker salary	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£1,827	£21,929
Staff Tax & Pension	£464	£388	£388	£388	£388	£388	£388	£463	£463	£463	£463	£463	£5,107
Café, Events & Catering	£815	£816	£1,047	£332	£722	£523	£761	£253	£482	£1,909	£397	£977	£9,034
Electricity	£338	£0	£2,229	£0	£137	£2,666	£1,001	£841	£636	£373	£269	£197	£8,689
Water, Broadband & Insurance	£105	£99	£1,524	£101	£98	£0	£562	£109	£107	£115	£117	£152	£3,088
Office Costs & Advertising	£80	£120	£42	£14	£227	£60	£50	£0	£235	£142	£0	£1,562	£2,532
Cleaning & Gen Maintenance	£979	£55	£119	£6	£0	£352	£205	£704	£127	£89	£83	£83	£2,803
Other (Accounting, & Web Hosting)	£51	£42	£14	£8	£176	£0	£47	£220	£1,303	£1,713	£0	£40	£3,613
Project Expenditure - Asset Transfer	£0	£0	£5,400	£0	£0		£3,000	£0	£0	£0	£0	£0	£8,400
Project Expenditure - HIE	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - heating	£0	£0	£0	£0	£0	£0	£7,500	£7,500	£0	£0	£0	£0	£15,000
Loan repayments - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£6,774</b>	<b>£3,539</b>	<b>£12,783</b>	<b>£2,869</b>	<b>£3,767</b>	<b>£6,009</b>	<b>£15,534</b>	<b>£13,121</b>	<b>£6,748</b>	<b>£8,324</b>	<b>£5,289</b>	<b>£7,880</b>	<b>£92,635</b>

Opening Balance	£10,502	£11,691	£16,638	£18,764	£21,014	£22,890	£17,630	£25,202	£18,726	£18,932	£18,290	£21,861	
Cash In - Cash Out	-£608	£4,340	-£2,977	£1,644	£1,269	-£1,053	£7,635	-£6,556	£503	-£483	£3,702	-£3,508	£3,629
Closing Balance	£11,691	£16,638	£18,764	£21,014	£22,890	£17,630	£25,202	£18,726	£18,932	£18,290	£21,861	£20,211	

# Income Assumptions

## Cash Flow

2020/21

	October	November	December	January	February	March	April	May	June	July	August	September	Total
<b>Cash In</b>													
Grants received - HIE , SLF and Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Donations	£0	£112	£0	£0	£0	£2	£40	£0	£0	£50	£139	£0	£342
Room hire/rent	£940	£940	£1,035	£1,180	£940	£1,065	£1,140	£940	£1,065	£940	£940	£1,065	£12,190
Good as new shop sales	£375	£520	£128	£115	£187	£102	£118	£292	£419	£575	£695	£247	£3,774
Café sales, Events & Catering	£2,925	£4,379	£1,205	£1,398	£1,925	£1,909	£1,613	£2,920	£3,391	£4,095	£5,077	£3,027	£33,865
Grants received - heating project	£0	£0	£0	£0	£0		£15,000		£0	£0	£0	£0	£15,000
Loan income - heating project	£0	£0	£0	£0	£0		£0	£0	£0	£0	£0	£0	£0
	<b>£4,240</b>	<b>£5,951</b>	<b>£2,368</b>	<b>£2,692</b>	<b>£3,052</b>	<b>£3,077</b>	<b>£17,911</b>	<b>£4,152</b>	<b>£4,876</b>	<b>£5,660</b>	<b>£6,851</b>	<b>£4,340</b>	<b>£65,171</b>

## Cash Out

Staff Wages	£2,115	£192	£192	£192	£192	£192	£192	£1,203	£1,567	£1,692	£2,132	£2,579	£12,440
Dev worker salary	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£7,920
Staff Tax & Pension	£76	£0	£0	£0	£0	£0	£0	£76	£76	£76	£76	£76	£454
Café , Events & Catering	£829	£830	£1,065	£338	£734	£533	£775	£258	£490	£1,942	£404	£994	£9,192
Electricity	£213	£0	£1,404	£0	£87	£1,680	£631	£530	£636	£225	£162	£119	£5,687
Water, Broadband & Insurance	£106	£99	£1,525	£102	£99	£0	£567	£110	£108	£116	£118	£154	£3,104
Office Costs & Advertising	£80	£120	£42	£14	£227	£60	£50	£0	£235	£142	£0	£1,562	£2,532
Cleaning & Gen Maintenance	£233	£222	£286	£173	£167	£519	£372	£871	£294	£255	£250	£250	£3,891
Other (Accounting, & Web Hosting)	£51	£42	£14	£108	£176	£100	£47	£220	£303	£1,713	£0	£40	£2,813
Project Expenditure - Asset Transfer	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - HIE	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - heating	£0	£0	£0	£0	£0	£0	£0	£7,500	£7,500	£0	£0	£0	£15,000
Loan repayments - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£1,588</b>	<b>£1,312</b>	<b>£4,337</b>	<b>£735</b>	<b>£1,489</b>	<b>£2,891</b>	<b>£2,441</b>	<b>£9,565</b>	<b>£9,642</b>	<b>£4,470</b>	<b>£1,010</b>	<b>£3,193</b>	<b>£63,033</b>

Opening Balance	£15,191	£16,813	£20,345	£18,667	£19,628	£20,414	£21,296	£36,229	£29,638	£22,929	£22,214	£25,751	
Cash In - Cash Out	£1,622	£3,532	-£1,678	£961	£787	£881	£14,933	-£6,591	-£6,708	-£715	£3,536	-£1,553	£2,138
Closing Balance	£16,813	£20,345	£18,667	£19,628	£20,414	£21,296	£36,229	£29,638	£22,929	£22,214	£25,751	£24,198	

## Income Assumptions

### Cash Flow

2021/22

October	November	December	January	February	March	April	May	June	July	August	September	Total
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#### Cash In

Grants received - HIE , SLF and Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Donations	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£494
Room hire/rent	£940	£940	£1,035	£1,180	£940	£1,065	£1,140	£940	£1,065	£940	£940	£12,190
Good as new shop sales	£378	£521	£129	£116	£189	£103	£119	£295	£424	£581	£702	£3,808
Café sales, Events & Catering	£2,984	£4,467	£1,229	£1,426	£1,963	£1,947	£1,645	£2,978	£3,459	£4,177	£5,178	£34,542
Grants received - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan income - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£4,344</b>	<b>£5,969</b>	<b>£2,434</b>	<b>£2,762</b>	<b>£3,134</b>	<b>£3,156</b>	<b>£2,946</b>	<b>£4,254</b>	<b>£4,989</b>	<b>£5,739</b>	<b>£6,862</b>	<b>£51,033</b>

#### Cash Out

Staff Wages	£2,115	£192	£192	£192	£192	£192	£192	£1,203	£1,567	£1,692	£2,132	£2,579	£12,440
Dev worker salary	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£7,920
Pension & Tax	£76	£0	£0	£0	£0	£0	£0	£76	£76	£76	£76	£76	£454
Café , Events & Catering	£830	£831	£1,066	£339	£735	£534	£776	£259	£491	£1,943	£405	£995	£9,204
Electricity	£159	£0	£1,053	£0	£65	£1,260	£473	£397	£477	£225	£162	£119	£4,392
Water, Broadband & Insurance	£108	£100	£1,552	£104	£100	£0	£577	£112	£110	£118	£120	£156	£3,158
Office Costs & Advertising	£89	£133	£47	£17	£251	£67	£56	£0	£260	£157	£0	£1,719	£2,799
Cleaning & Gen Maintenance	£292	£277	£300	£181	£175	£649	£465	£915	£308	£268	£263	£263	£4,355
Other (Accounting, & Web Hosting)	£51	£42	£14	£108	£176	£100	£47	£220	£303	£1,713	£0	£40	£2,813
Project Expenditure - Asset Transfer	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - HIE	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan repayments - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£4,380</b>	<b>£2,236</b>	<b>£4,885</b>	<b>£1,601</b>	<b>£2,354</b>	<b>£3,461</b>	<b>£3,246</b>	<b>£3,841</b>	<b>£4,252</b>	<b>£6,853</b>	<b>£3,818</b>	<b>£6,606</b>	<b>£47,535</b>

Opening Balance	£15,191	£16,380	£20,114	£18,731	£19,629	£20,584	£21,545	£21,722	£22,747	£24,189	£23,712	£27,351	
Cash In - Cash Out	£1,189	£3,734	-£1,383	£898	£955	£961	£177	£1,025	£1,442	-£478	£3,639	-£1,913	£3,498
Closing Balance	£16,380	£20,114	£18,731	£19,629	£20,584	£21,545	£21,722	£22,747	£24,189	£23,712	£27,351	£25,437	

## Income Assumptions

### Cash Flow

2022/23

October	November	December	January	February	March	April	May	June	July	August	September	Total
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#### Cash In

Grants received - HIE , SLF and Other	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Donations	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£636
Room hire/rent	£1,027	£1,027	£1,027	£1,027	£1,027	£1,027	£1,027	£1,027	£1,027	£1,027	£1,027	£12,320
Good as new shop sales	£380	£522	£130	£117	£190	£104	£120	£296	£425	£582	£703	£3,820
Café sales, Events & Catering	£3,044	£4,556	£1,254	£1,454	£2,003	£1,986	£1,678	£3,038	£3,528	£4,261	£5,282	£35,202
Grants received - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan income - heating project	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£4,457</b>	<b>£6,104</b>	<b>£2,427</b>	<b>£2,613</b>	<b>£3,232</b>	<b>£3,129</b>	<b>£2,839</b>	<b>£4,368</b>	<b>£4,984</b>	<b>£5,869</b>	<b>£7,007</b>	<b>£51,978</b>

#### Cash Out

Café wages	£2,115	£192	£192	£192	£192	£192	£192	£1,203	£1,567	£1,692	£2,132	£2,579	£12,440
Dev worker salary	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£660	£7,920
Pension & Tax	£76	£0	£0	£0	£0	£0	£0	£76	£76	£76	£76	£76	£454
Café , Events & Catering	£859	£859	£1,103	£350	£760	£551	£802	£267	£507	£2,011	£418	£1,029	£9,516
Electricity	£159	£0	£1,053	£0	£65	£1,260	£473	£397	£477	£225	£162	£119	£4,392
Water, Broadband & Insurance	£109	£102	£1,579	£106	£102	£0	£588	£113	£112	£120	£122	£159	£3,214
Office Costs & Advertising	£98	£146	£52	£19	£276	£74	£62	£1	£286	£173	£1	£1,891	£3,079
Cleaning & Gen Maintenance	£292	£277	£300	£181	£175	£649	£465	£915	£308	£268	£263	£263	£4,355
Other (Accounting, & Web Hosting)	£51	£42	£14	£108	£176	£150	£147	£220	£303	£1,713	£0	£40	£2,963
Project Expenditure - Asset Transfer	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - HIE	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Project Expenditure - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loan repayments - heating	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	<b>£4,419</b>	<b>£2,279</b>	<b>£4,953</b>	<b>£1,616</b>	<b>£2,406</b>	<b>£3,536</b>	<b>£3,388</b>	<b>£3,853</b>	<b>£4,296</b>	<b>£6,938</b>	<b>£3,835</b>	<b>£6,814</b>	<b>£48,333</b>

Opening Balance	£15,191	£16,340	£20,116	£18,687	£19,602	£20,548	£21,323	£21,380	£22,421	£23,884	£23,402	£27,126	
Cash In - Cash Out	£1,149	£3,777	-£1,429	£915	£946	£775	£57	£1,041	£1,463	-£482	£3,724	-£2,062	£3,646
Closing Balance	£16,340	£20,116	£18,687	£19,602	£20,548	£21,323	£21,380	£22,421	£23,884	£23,402	£27,126	£25,065	