

Northmavine Community Development Company

Business Plan

April 2009 – March 2014



We fight da slokkin o da light.

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1.0 - Introduction & Context

This business plan captures and summarises the five year forward development plan of the Northmavine Community Development Company (NCDC). Its rationale is to provide the key reference document for both NCDC members and potential support agencies. It draws upon a range of reports, plans and funding applications prepared by NCDC, plus ongoing strategy planning sessions.

The business plan sets out NCDC's vision to embark upon a 'social enterprise route' – to embrace a range of income generating activities in order to reduce NCDC's reliance on grant funding for core activities.

The plan is organised in the following manner:

History

NCDC vision, aims and objectives

Options for the future

The NCDC Forward Strategy

Strategic activity

Financial requirement

Legal and organisational structure; NCDC fit for purpose

Operations, staffing, premises

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2.0 - Executive Summary

The aim of this business plan is to allow the NCDC to become an effective, independent organisation that can serve local needs and sustain its own core operations.

The company is limited by guarantee without share capital and has been in operation since Northmavine gained Initiative at the Edge status in 2004. In early 2008 it gained charitable status.

The main aim of the NCDC is to work with the community of Northmavine and its partner agencies, link and networks to help make Northmavine a better place to work, live or visit.

This plan reviews and improves the operational structure of the NCDC by considering a range of operational options for the future.

After a robust review of the options, the most appropriate of these is to become a community development company with a diverse portfolio of social enterprise and capital activity.

In line with the vision, aims and objectives of the NCDC, a forward strategy has been developed. The main focus of the strategy is based on the following five strategic elements:

- 1. First and foremost, remain a community-led company.**
- 2. Further develop strong relations with current and potential local businesses in Northmavine as well as agencies and networks.**
- 3. Actively identify and evaluate opportunities and pursue those that will benefit the community of Northmavine socially, economically or environmentally.**
- 4. Seek to attract public and private sector funding to further the development of the Northmavine community.**
- 5. Strive to employ development and 'project dedicated' staff to continue the development of the Northmavine community.**

Based on the Northmavine Development Plan and the NCDC forward strategy, three key areas have been identified as priority themes. The NCDC will concentrate on these themes over the next 5 years. These are:

- 1. Renewables**
- 2. Social Enterprise Development**
- 3. Housing**

A number of strategic activities have been identified as part of these themes. A mix of social, environmental and economic benefits will be drawn from the activities and these will contribute to the sustainability of the company and help support the aims of the NCDC. The projects are identified as follows:

- Wind Turbines – Wind2Heat or Grid Connected
- A Carbon Officer
- Leasing of space - Fire & Coastguard Station, Hillswick Outbuilding, Office space/hot desk, 2 x Incubation workshop
- Community shop
- Land register, croft creation support and housing information packs
- Empty properties renovation
- Gateway housing
- Leasing of housing
- Letting management agent

The NDC requires an average core budget of £50,637 per annum over the next 5 years to sustain its operations. Core costs include 1 full-time project officer, 1 part-time admin assistant, travel, training and office costs.

During Year 1 the company hopes to generate 22% of the required core costs and this will rise steadily over the following years until 76% of the core income is generated by the NDC in Year 5.

The company hopes to secure the core funding deficit via applications to public funding bodies.

With regard to the activities identified in the priority themes, the company will seek to attract public funding and in addition will use any disposable income it may be in a position to input.

Specifically, this business plan sets out the 5 year operational and financial direction of the NDC in order to provide a clear picture of the company future strategy. It is hoped that a robust, measured and clear plan will help potential funders to obtain an overall picture of the NDC.

3.0 History

The population of Northmavine is one of the most peripheral on the mainland of Shetland and covers its largest geographical area, stretching from Mavis Grind in the south to North Roe in the north and Eshaness in the west. The population of 841 (Census 2001) is concentrated around the five main settlement areas of Hillswick, Eshaness, North Roe, Ollaberry and Sullom. Northmavine comprises a series of scattered communities and in fact covers 22% of the landmass of mainland Shetland, although it contains only 4% of its population.

In April 2004, as a result of detailed work by the Economic Development Unit of Shetland Islands Council, Northmavine achieved the Scottish Executive's Initiative at the Edge (IaE) status. This status is given to rural communities in Scotland who are classed as economically and socially fragile. Northmavine was suffering from an ageing and declining population. Employment within the area was scarce and mainly in the primary sector. Historically, employment within this sector is low paid and subject to fluctuation. At a specially called Extraordinary General Meeting in July 2004, the members of the IaE Local Development Group became the new Board of Directors of the Northmavine Development Company (NDC). The Company was originally formed in June 1993 'for the benefit of the public of Northmavine' and carried out development work in the area before becoming dormant. It is a registered company limited by guarantee.

Under the terms of the Initiative at the Edge programme, funding has been made available through our partners to employ a full-time project worker and associated costs. Worker time was first used to organise a series of community consultations in conjunction with the board of directors. This resulted in the creation of a Northmavine Development Plan (see Appendix 1 – Northmavine Development Plan), launched in May 2005. The purpose of company was to put the Northmavine Development Plan into operation and to be a focal point for all those concerned individually or collectively with the regeneration of Northmavine. To date, this is still the purpose and action has been taken on a large number of the priorities originally identified. (See Appendix 2 – Achievements to date) Membership of the Company was, and still is; open to any Northmavine resident who shares its aims and objectives. Historically, the company has been dependent on the partnership Initiative at the Edge funding.

After the company had been in operation for some time, it was decided that the membership and the community would benefit from a more refined company structure. In 2008, after a special resolution passed at the AGM, the NDC became the Northmavine Community Development Company (NCDC). Membership, assets and liabilities of the NDC transferred to the NCDC and the NCDC is a company limited by guarantee with charitable status.

4.0 NCDC: Vision, Aims and Objectives

Vision Statement

To be a connected, active, enterprising community with a thriving population of locals, returners and incomers alike who are actively involved in new and existing local businesses and contributing to a vibrant community life for all.

Mission

NCDC's mission is to support the economic and social development of Northmavine in line with the Northmavine Development Plan; to promote and improve for the public benefit the economic, social and cultural well-being of people living and working in Northmavine through regeneration.

Aim

The main aim of the NCDC is to work with the community of Northmavine and its partner agencies, links and networks to help make Northmavine a better place to work, live or visit.

Objectives

The company has been formed to benefit the community of Northmavine to encourage and promote development and other measures to help fulfil the following five objectives:

- **COMMUNAL:** To work with the community of Northmavine through clear and regular communication to reverse population decline and improve services.
- **ECONOMIC:** To develop a diverse and robust economy in Northmavine to meet the needs, skills and aspirations of the community.
- **ENVIRONMENTAL:** To protect and develop the environment of Northmavine, ensuring the sustainable use of its resources.
- **CULTURAL:** To celebrate, enhance and promote the cultural heritage of Northmavine.
- **PROMOTIONAL:** To raise the profile of Northmavine, and generate greater awareness of the area's unique character and quality.

5.0 Options for the future

Although funding has been secured until March 09, the board of NCDC wish to move to an increasing level of financial sustainability through engaging in income generating activity. The next section of this business plan examines options considered before agreeing the final shape of the forward plan.

Six options were identified and appraised (see Appendix 3). In summary, these were:

Option 1	Wind up the company
Option 2	Rely solely on voluntary effort and significantly scale down activity
Option 3	All activity grant funded and outsourced
Option 4	Become a social enterprise business solely delivering goods/services for the benefit of the community
Option 5	Become a community trust funded by a single, large income-generating project
Option 6	Become a community development company with a diverse portfolio of social enterprise and capital activity

Options Assessment Conclusions

Options 1 – Given the demonstrable benefits delivered to date there is a desire to continue.

Option 2 – This option limits the opportunities for sustainable community development and is therefore unlikely to realise potential for the community. Without a paid worker, it also places all development on the shoulders of volunteer activity.

Option 3 – NCDC has been successful in building community competence, capacity and confidence through the projects carried out to date. Removing voluntary effort would lose this.

Option 4 – Focusing solely on a single social enterprise loses the opportunity for other activity such as the community support and advice service the NCDC currently provides. Given the dispersed rural nature of Northmavine, a single social enterprise is unlikely to meet the needs of the various communities within the area.

Option 5 - The possibility of operating a high income generating core business such as the Gigha wind turbines project is difficult to achieve in Northmavine given the current local/national grid system, and presently no other single large opportunity has been identified. Single, small income generating projects will not yield the levels of revenue required to sustain NCDC into the future.

Option 6 – A wider, more diverse range of income generating projects, achieved through social enterprise and capital projects are more likely to achieve the aim of the NCDC to become financially sustainable. This is in keeping with the traditional societal model of rural Shetland, where one source of income is often insufficient.

Conclusion

The outcome of the Board's deliberations is as follows:

The NCDC's forward plan is based on Option 6 as directors assess this option as being most likely to achieve the goal of future sustainability whilst delivering maximum benefit to the community. This option is also the closest fit to the situation of the company at present and allows the company to develop income-generating assets with the objectives of:

- 1) Becoming increasingly self-funding
- 2) Re-investing in community development, whilst actively delivering services and opportunities via social enterprises for the benefit of the company and the community.

Core grant funding will be required in the short to medium term to realise this option; however as a spread of projects begin to yield increasing amounts of revenue, this need will taper downwards. After year 5 it is anticipated that any grant funding required will be solely for the purpose of establishing and completing projects.

In addition, directors are strongly committed to continuing with the help, support and sign-posting services which have been provided by the company to local individuals, entrepreneurs and community groups in Northmavine since the inception of the development company. These services have assisted in the establishment of a number of community projects and small businesses to date. NCDC would seek to continue to work in partnership with, and to complement, local agencies in providing this service to the Northmavine community.

The Company is a member of the Development Trust Association Scotland, and as such, has access to its expertise and services. It has also forged partnerships with other key organisations relevant to the field of community development: Shetland Islands Council, HIE, CES and the Crofters' Commission, amongst others, and is viewed by them as having a key role to play in the development and regeneration of the area.

6.0 The NCDC Forward Strategy

In order to continue to develop, NCDC will:

1. First and foremost, remain a community-led company.

Local people are at the heart of the company and engage with us to discuss and explore their ideas to make Northmavine a dynamic, thriving place for all members of the community. Community involvement is actively encouraged through our membership, sub-groups and engagement with individuals and a range of media and techniques are used to receive feedback on NCDC activities and priorities.

2. Further develop strong relations with current and potential local businesses in Northmavine as well as agencies and networks.

Over the past 3 years, many potential entrepreneurs in Northmavine have approached the company for support and advice regarding business premises, business start-up etc. Local businesses feel comfortable approaching a worker in the community as the initial point of contact and the NCDC then signpost enquiries to the most appropriate agency.

NCDC has established relationships with HIE, Shetland Islands Council and the Crofters Commission through its' latE status and we will seek to strengthen and develop these and other connections with relevant agencies. In addition NCDC sits on the Local Area Group for LEADER funding decisions as part of the Community Regeneration Partnership, and holds membership of Development Trust Association Scotland and Community Energy Scotland.

3. Actively identify and evaluate opportunities and pursue those that will benefit the community of Northmavine socially, economically or environmentally.

The NCDC may be able to help develop services in the community that do not currently exist and would otherwise be lacking in the community. For example, the shop at Hillswick is threatened with closure and requires significant investment: however evaluation of a business case shows that it could thrive as a community asset. The NCDC is currently pursuing an opportunity to purchase the shop, to be owned and managed by the community. Community control, the ability to access funding to improve the business and the ability to create and retain local employment, will help secure the future of the business – not only as a retail facility, but also as an important social facility.

4. Develop a community asset base. The community would own and share any asset.

This would secure the long-term future of the asset and give the community greater control of the future of the asset, whilst offering the opportunity to derive community benefit from community ownership. At a time of uncertainty in rural areas and the closure of local shops, post offices, schools etc, it is increasingly important to secure the future of local assets to help retain and attract residents. Currently, the NCDC is

purchasing land in Hillswick and is exploring potential development options.

5. Seek to attract public and private sector funding to further the development of the Northmavine community.

The requirement for public grant funding to help with core running costs will taper over the next 5 years as the NCDC becomes increasingly self-sustaining. The NCDC will still continue to bid for public sector funding after this time to develop and complete projects. Where appropriate, this will be in tandem with private sector funding.

6. Strive to employ development and 'project dedicated' staff to continue the development of the Northmavine community.

Dedicated development workers not only provide a means to deliver projects identified by the community, but they also provide a very important focal point for individuals and businesses in the area in the first instance.

7.0 Strategic Activity

The remainder of this development plan sets out how NCDC will achieve this vision in the short to medium term. It is envisaged that social enterprises, subsidiary to the main NCDC, are set up to undertake the social enterprise projects outlined below.

It is also important to recognise that there will be a number of social enterprise opportunities and activities which have not yet been identified. The NCDC will continue to explore and identify opportunities for further income generation in line with community input and against its core and underlying principles:

- I. Northmavine becomes a better place to either live, work or visit.
- II. Demonstrating social, economic and environmental benefit to the community of Northmavine whilst contributing to the sustainability of the NCDC.
- III. Encouraging the Northmavine community to take part in activities that interest and excite them.

During the initial period of intensive community consultation in late 2004, comments and input from the community were used to inform and create the Northmavine Development Plan. Since the launch of the plan in May 2005 it has evolved and grown into a focused range of projects and priorities. This has been achieved through communication and discussion between workers, directors, members and the Northmavine community.

The feelings and thoughts of people in Northmavine on the most important issues raised in the development plan have been gathered through a variety of sources including information exchange evenings, sub-groups, workshops, open days, surveys, visits to groups in the area, youth consultation, visitors to

the office, planning days, events and in day-to-day discussions with people in the area. In line with the Northmavine Development Plan and the NCDC forward strategy, three priority themes have been selected as a focus for the community. These are:

- **Renewables**
- **Social Enterprise Development**
- **Housing**

8.0 Delivery of Strategic Activity

Within these priority themes, and inline with the forward strategy, a number of actions have been identified to address the following activities:

Priority Theme - Renewables

In pursuance of strategic element 3 ***“Actively identify and evaluate opportunities and pursue those that will benefit the community of Northmavine socially, economically or environmentally.”*** The NCDC carried out a renewable energy audit of Northmavine in 2007. The community indicated a desire for small-scale renewable projects in the area to help the economic and environmental costs of energy. A number of projects have been identified within this theme.

Project	Project outline	Delivery method
Wind Turbines – Grid connected	Grid-connected Wind Turbines – less than 50 Kw	Identify suitable sites in Northmavine. Identify suitable machines. Submit an outline proposal to SSE to determine possibility of grid-connection. Identify funding.
Wind Turbines – Wind2Heat	Wind2Heat Wind Turbines – less than 50Kw	Identify facilities, businesses or groups of housing that may be interested in a partnership heating project. Identify suitable machines. Identify funding.
Carbon Officer	Employ “carbon officer” for 2.5 years to carry out energy audit in Northmavine and identify how economic and environmental savings can be made for the community.	Fund post through a consortium bid to the Climate Challenge Fund via Community Energy Scotland and Development Trust Association Scotland. Survey local households and businesses to develop a base line of energy use. Identify energy-saving measures and renewable opportunities. Research local food production and marketing.

Priority Theme - Social Enterprise Development

In line with strategic element 2 ***“Further develop strong relations with current and potential local businesses in Northmavine as well as agencies and networks.”*** Strategic element 3 ***“Actively identify and evaluate opportunities and pursue those that will benefit the community of Northmavine socially, economically or environmentally.”*** and strategic element 4 ***“Develop a community asset base. The community would own and share any asset”***. Given a lack of employment in Northmavine, combined with the distance many people have to travel to access employment, the creation of employment/business opportunities in Northmavine is a priority for the community. This could help retain our current population and attract new residents.

Project Type	Project outline	Delivery Method
Leasing Opportunities	Fire & Coastguard station	Land acquisition in progress. Construction costs have been calculated. Firm up lease costs. Continue dialogue with Fire and Coastguard agencies. Firm up private funding.
Leasing Opportunities	Outbuilding at Hillswick shop as workshop space	Carry out feasibility study to identify refurbishment costs. Identify tenant. Access funding – further to SRDP. Gain permissions for refurbishment
Leasing Opportunities	Outbuilding at Hillswick as office/hot desk space	Carry out feasibility study to identify refurbishment costs. Identify users. Access funding – further to SRDP. Gain permissions for refurbishment
Leasing Opportunities	Develop 2 x incubation workshop space near Stucca, Hillswick	Identify prospective tenants. Continue dialogue with SIC/HIE re funding.
Community Shop	Community shop at Hillswick	Assess community interest. Identify business model. Finalise funding for purchase. Work with community and funders to purchase and refurbish shop.

Priority Theme - Housing

In line with strategic element 3 ***“Actively identify and evaluate opportunities and pursue those that will benefit the community of Northmavine socially, economically or environmentally.”*** and strategic element 4 ***“Develop a community asset base. The community would own and share any asset”***, NCDC carried out a housing needs survey in 2007 and has subsequently compiled a report on the findings. It identified a significant demand for affordable housing in Northmavine through a mix of private and social housing. Many of the housing priorities do not generate income but would help attract and retain people and investment in the area. NCDC will seek to address this demand through:

Project	Project outline	Delivery Method
Land Register	A register of land users who may be willing to make land available for private self build	Identify local land users Publish available sites on via www.northmavine.com and in a “Housing for Northmavine” pack.
Information on housing funding/assistance	A record of funding and assistance available for self-build and housing refurbishment. Include grant support available for private renewable schemes.	Identify information. Organise an information exchange evening. Include details of energy efficiency/green build schemes. Publish available information via www.northmavine.com and in a “Housing for Northmavine” pack.
Empty properties renovation - Gateway	NCDC acquire, refurbish and let properties to create “gateway” housing – a one-year lease to allow people to try out the area.	Identify possible properties. Identify possible tenants. Identify refurbishment costs. Research funding opportunities.
Purchase housing stock - Hillswick	Opportunity to purchase and	Identify funding. Purchase house and carry out any

	lease house property at Hillswick shop	required refurbishment/decoration. Lease to tenant on short-term six-month lease.
Croft creation	Encourage the division of crofts to create new crofts and opportunities for self-build	Identify local crofters who may be willing to divide crofts. Work with crofters and agencies such as the crofters commission to ensure new croft creation
Letting agent	Act as a letting agent for Rural Homes for Rent scheme	Aid local landowner to complete phase 2 of SG Rural Homes for Rent scheme pilot. Engage with local housing agencies to put together bid. If successful, put together tenancy agreements

In delivering the three priority themes, the following strategic elements are critical to success:

- Strategic element 1 **“First and foremost, remain a community-led company”**
- Strategic element 5 **“Seek to attract public and private sector funding to further the development of the Northmavine community”**
- Strategic element 6 **“Strive to employ development and ‘project dedicated’ staff to continue the development of the Northmavine community”**

8.1 Income Potential

From the three identified priority themes, the potential income generators are:

Project	Income total Year 1 – Year 5 (£)
Ongoing income generating projects	40180
Wind Turbines	42000
Fire & Coastguard Lease	6000
Hillswick outbuilding Lease	3600
Office/Hot desk Lease	6640
Hillswick workshops Lease	3000
Community shop – Lease *	5500
Community shop – NCDC*	35000
NCDC Gateway housing	2400
Consultancy/training**	10000
Hillswick house lease	6000
Letting agent fee	3000

**As discussions with funders and the community, regarding the purchase of the Hillswick shop as a community asset are at an early stage, a business model has not yet been decided. Income generated by the NCDC will vary greatly depending on whether the company leases the premises to an enterprise such as a co-op or whether the NCDC run the business via a trading subsidiary.*

*** The NCDC has undertaken consultancy and development training work in the past. As time and capacity progress, the board feel there will be more opportunities for this type of work.*

In summary, along with existing income generation through projects such as the Northmaven Community Council admin service and the weekly column for the Shetland Times, income generating opportunities identified at present for the next 5 years revolve around:

- Renting space and offices at Hillswick shop and associated outbuildings
- Renting space to the Fire & Rescue Service/Coastguard
- Renting space at the social enterprise workshops
- Renting accommodation
- Acting as a local letting agency
- Sale of electricity/heat from the renewables project.
- Consultancy/Training opportunities.

8.2 Project Timescales

The NCDC five-year forward plan is ambitious and will be subject to phasing. Clearly some projects are going to take much longer to organise, deliver and generate income than others. What is important is that the community is involved in a co-ordinated stream of action. Because of this, the board of NCDC has generated a prioritised list of deliverable projects with execution timescales in **Table 1**. **Table 2** shows the expected timescale for income generation.

Table 1

Project	Year 1 Apr 09	Year 1 Oct 09	Year 2 Apr 10	Year 2 Oct 10	Year 3 Apr 11	Year 3 Oct 11	Year 4 Apr 12	Year 4 Oct 12	Year 5 Apr 13	Year 5 Oct 13	Continue
Wind turbines – Wind2Heat											
Wind turbines – Grid connected											
Carbon Officer											
Leasing Fire & Coastguard											
Leasing – Hillswick outbuilding											
Leasing – office/hot desk											
Leasing 2 x incubation workshop											
Community shop - Lease											
Community shop - NCDC											
Land register											
Info on housing/funding assistance											
NCDC empty properties renovation											
NCDC Gateway housing											
Lease housing stock - Hillswick											
Croft creation											
Letting agent											

Project Organisation and Delivery Period



Table 2

Project	Year 1 Apr 09	Year 1 Oct 09	Year 2 Apr 10	Year 2 Oct 10	Year 3 Apr 11	Year 3 Oct 11	Year 4 Apr 12	Year 4 Oct 12	Year 5 Apr 13	Year 5 Oct 13	Continue
Wind turbines – Wind2Heat/Grid											
Carbon Officer											
Leasing Fire & Coastguard											
Leasing – Hillswick outbuilding											
Leasing – office/hot desk											
Leasing 2 x incubation workshop											
Community shop											
NCDC Gateway housing											
Consultancy/Training											
Lease housing stock - Hillswick											
Letting agent											

Period of Income Generation



9.0 Financial requirement

This section details the financial requirement for continuing to operate the NCDC. Detailed 5 year financial forecasts are attached as Appendix 4. The financials are very much 'work in progress', and will be subject to change as new, at present unseen, activities and opportunities emerge. Here therefore we simply highlight the key elements of the financial plan to assist the maintenance of the current core activity.

Capital Cost

There is no capital equipment requirement for the NCDC core at the present time.

Revenue Cost

The table below sets out the NCDC core revenue funding requirement and projected income generation over a five-year period.

Core Costs	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £
Salaries - 1 FT, 1 PT	35040	36920	38396	39932	41529
Travel Expenses	2760	2500	2500	2500	2500
Premises Cost	4470	3978	4057	4138	4221
Office Admin	5040	5508	5618	5730	5845
Total Core Costs	47310	48906	50571	52300	54095
Income	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Year 5 £
Community Council	4320	4406	4494	4584	4676
Shetland Times	3000	3000	3000	3100	3100
Donations	400	450	500	550	600
Gateway housing - lease				1200	1200
Hillswick shop - lease	500	1000	1000	1500	1500
Letting agent income			1000	1000	1000
Wind Turbines		6000	12000	12000	12000
House lease - Hillswick	1200	1200	1200	1200	1200
Office space - lease	1200	1720	1640	1040	1040
Workshop - lease			600	1200	1200
Fire/Coastguard - lease			1200	2400	2400
Outbuilding lease - Hillswick			1200	1200	1200
Consultancy/Training					10000
Earned Income Total	10620	17776	27834	30974	41116
Funding deficit	36690	31130	22737	21326	12979
Funding deficit %	78%	64%	45%	41%	24%

9.1 Funding Position

NCDC core is currently funded until March 2009. In order to continue, the company needs to secure grant funding to top-up any core activity funding deficit for a period of 5 years. This would take us to end of March 2014. This date would signify a journey of 10 years towards sustainability. We believe this to be a realistic timescale for community development and regeneration in Shetland.

Many community trusts and companies in Scotland have been fortunate enough to benefit from a single income-generating project to help become financially independent, but no such opportunity has been identified for Northmavine at present. For this reason the NCDC will engage in a diverse spread of economic activity and social enterprise to help move towards sustainability.

As illustrated, trading activities will become increasingly important in meeting the revenue requirements of NCDC. During year 1, 22% of NCDC income will be obtained through income-generating projects and activities, but this will increase significantly to 76% in year 5. The company hope to be financially self-sustaining for core activity by year 6.

In order to undertake and complete the projects identified in the priority themes, both revenue and capital costs will be incurred. At present the NCDC has little in the way of investment capital but will use any surplus revenue to support projects. In addition, the NCDC will also apply for and seek to attract grant funding from public sources.

10.0 Legal and organisational structure; NCDC fit for purpose

The NCDC has been incorporated as a Company Limited by Guarantee with charitable status, and a Board of Directors appointed. Crucially, this structure provides:

- Accountability to local residents
- An appropriate balance in profile, skills, expertise and credibility
- Management support for employees

Directors are all unpaid volunteers from the Northmavine community. It is their responsibility to manage the running of the Company, ensure that it complies with all its legal obligations, listens to the community, decide its priorities, maintain its direction, and ensures that the requirements of the Initiative at the Edge programme are fulfilled.

As volunteers from the community, the directors see it as their role to be responsive to the issues, concerns and priorities identified by the community through various consultation processes.

Directors as at December 2008 are:

Margaret Roberts – Chair

Margaret, who lives in Gluss, Ollaberry has been the Voluntary Chair of NCDC since the beginning of latE for Northmavine. She has experience of what it takes to successfully utilise latE status, including developing a cohesive development group, promoting area identity and building community confidence and competence. Margaret is employed as a manager with BP at Sullom Voe oil terminal.

John Alex Cromarty – Vice Chair

John Alex lives in Lochend and is involved with a number of community groups and is currently Vice-Chair of the NCDC and Chair of the Northmaven Community Council. In addition John Alex is keen to see added value and diversification in local crofting and is fully involved in this process through his work on the croft and as a butcher.

Malcolm Thomson – Secretary/Treasurer

Malcolm was born in Fife, and now lives in Ollaberry. Working life began in the hospitality industry. He was latterly self-employed, and employed up to 12 people through government contracts. Malcolm then began work in the charity sector until he became disabled. To keep occupied he was involved in running various charitable groups that lead to starting up and overseeing a charitable group, which he still runs. His health is now stabilised and he works full time at the Lerwick Tourist Office as a Visitor Services Advisor.

Alistair Williamson

Alistair is an original member of the board and is the lead member of the tourism sub group. He has worked in the oil industry for more than 25 years, and has been active in community bodies such as the Hillswick Hall the Northmavine Fiddle and Accordion Club and Hillswick, Eshaness Area Regeneration and Development Association, more commonly known as HEARD. Together with his wife, he also runs a tourism business and in his spare time (whenever that is) he enjoys a bit of inshore fishing.

Dr Susan Bowie (Morton)

Susan is a local GP, Trainer and GPwsi Paediatrics. She has lived and worked in Shetland since the 1970s, firstly as a student working in the fish factories and subsequently as a GP after qualifying. She has been married to broadcaster Tom Morton since 1988 and they have three children, two at secondary school in Shetland and the other at university in Glasgow. Susan is committed to helping to find ways of keeping small communities vibrant, sustainable, healthy and alive (as well as the populations within!). Her main interest is the environment.

Dr Chevonne Laurenson

Chevonne was brought up in North Roe and educated at Brae and then Anderson High Schools before graduating in 1997 with an Hons Degree in Zoology (Marine & Fisheries Biology) from Aberdeen University. Since then she has worked at the NAFC Marine Centre in Scalloway and completed her PhD in 2003. Most of Chevonne's work focuses around securing, managing and undertaking fisheries research projects that are of direct and current relevance to the local fishing industry. Outside of work, she and her partner Lindsay, have moved into their newly built house and are enjoying life in North Roe.

Dr Guy Turnbull

Guy has been involved in the social economy since 1988. He works across the UK as a social economy consultant, specialising in business planning, project management, training, and research and strategic planning. This has included being involved in government policy development, planning and managing multi-million pound projects, and helping establish some of the most successful social enterprises around. Guy was a key architect of the North East Social Enterprise Partnerships, and is the ghost-writer of the North East's Social Enterprise Regional Action Plan.

Drew Ratter

Drew is a crofter who lives in Ollaberry, where he and wife keep Hereford and Aberdeen Angus cattle. He is Convenor of the Crofters Commission, and a Non Executive Director of NHS Shetland. He was previously a Council Member of Scottish Consumer Council, and a Director of HIE, until he completed his term on both. Up till he accepted the Chairmanship of the Crofters Commission, in 2007, he had been a member of Shetland Islands Council for 13 years, during which time he Chaired Economic Development, acted as a European Spokesperson, and Chaired the Board of Shetland College. He continues to do some freelance journalism, when time allows.

11.0 Company Information, Staffing & Premises

COMPANY INFORMATION

Company Office:
Northmavine Community Development Company
Greenbrae
South Collafirth
Ollaberry
Shetland
ZE2 9RX

Telephone: 01806 544222
Mobile: 07769530897
E- mail: maree@northmavine.com
Website: www.northmavine.com

Office

NCDC is based in a fully equipped office at Greenbrae, South Collafirth, Ollaberry.

Staffing

The key post in the day-to-day operation of the Company is the Project Worker. She is directly responsible to the Board, with the Chair as the direct point of contact. Her role is to ensure that the priorities agreed by the Board are put into operation. The tasks also include sourcing and completing funding applications, managing the bureaucracy and administration, undertaking work on the priority projects and helping to support the project sub-groups. A role supplying advice and information for visitors to the office is also called for as well as maintaining relationships with the Company's various partner agencies. This is an extremely wide brief, which dictates a heavy workload for one individual.

The Project Worker receives support with the day-to-day office duties from the Admin Support Worker. The Admin Support Worker also helps with administration duties for many of the sub-groups.

Maree Hay – Project Worker

Maree took up the post in August 2007 after two years as a company director with the Northmavine Community Development Company. Prior to her appointment she managed a busy forecourt in the North Mainland. She is currently undertaking a part-time degree course in Sustainable Rural Development and is also very involved with a number of community groups.

Pam Abernethy – Admin Support Worker

Pam joined the company in August 2007 and has experience in many areas of administration and book keeping. Pam has recently started to provide clerk services to the Northmaven Community Council on behalf of the Northmavine Community Development Company.

Appendix 1

Northmavine Development Plan

Tourism

We shall examine the potential to:

- establish a Northmavine tourism group to co-ordinate and develop tourist activity throughout the area
- pursue all aspects of the potential for bringing the St. Magnus Bay Hotel into community ownership
- increase the range and extent of coastal walks, visitor attractions, böd accommodation, camping sites and visitor facilities
- identify and capitalise on the business and employment benefits resulting from the development of tourism
- develop a five year strategic tourism plan to ensure we maximize our potential for growth, and share in the overall increase of the tourist sector in Shetland.
- work with the Amenity Trust to ensure the development of the Eshaness Lighthouse is included within and compatible with the tourism plan
- Promote Northmavine's cultural, musical and built heritage through local events and interpretive means
- Promote and develop Northmavine's indigenous arts and crafts by emphasising quality and encouraging training

Housing

The priorities are:

- To set up a land bank of potential housing sites
- To identify suitable properties for housing usage following renovation
- To create an accurate record of the housing situation in Northmavine
- To increase the availability of rented accommodation

Transport

We will examine the needs of:

- people who do not drive
- people who wish to travel within Northmavine
- people working outside the area
- people visiting the area

Young People

Our priorities are:

- to make Northmavine a socially and economically attractive place for young people easily to settle
- to set up and establish a Northmavine Youth Group

- establish a clear picture of the issues around transport and socialising as they affect young people in the area

Health

The health and welfare of all age groups are central to the aims of this plan and the NCDC will try to ascertain need by:

- actively seeking to establish a working relationship with those organisations who are experienced in the field of health promotion in the area

Environment

Our priorities are:

- develop ways to enhance the visual amenity of the area, promoting a cleaner and more attractive environment
- encourage a positive attitude towards the removal of eyesores
- develop Mavis Grind as the gateway to Northmavine
- identify and promote renewable energy projects

Employment

The priorities are:

- encourage business start-ups
- to provide support, information, advice and training
- improve access to information technology
- conduct an audit of available business premises in the area and seek to fill any gaps
- recognise and encouragecrofting and fishing as a core employment opportunity in the area

Appendix 2 Achievements to Date

Essentially, NCDC's activities to date have combined the provision of development opportunities for people with the development/re-development of infrastructure and other local resources.

Since 2004, the Company has:

NCDC

- Carried out a highly successful programme of community consultations based on '8 o'clocks' evenings at each of the main community halls in Northmavine. These events involved 25% of Northmavine's population.
- Developed and launched the Northmavine development plan in May 2005. This is an ambitious plan that guides the development activities of NCDC.
- Built working relationships with development partners.
- Built community capacity through involvement of volunteers.
- Acted as a catalyst for regeneration activity.
- Built an identity.
- Developed a community website – www.northmavine.com - designed to encourage new residents and visitors to the area as well as to supply local information to Northmavine residents. NCDC has also generated revenue for the website through business sponsorship, associate links and pay pal donation facility.
- Contracted a worker update the website with information provided via the NCDC.
- Employed local contract worker to compile a report to consider ways the website could raise the profile of the area through marketing and ways in which the website could be sustainable.
- Grown the confidence and expertise to make a difference.
- Stimulated interest in business ideas.
- Created employment – workers and contract workers from the area.
- Given collective identity as Northmavine rather than separate communities and helped Northmavine become more cohesive as a parish.
- Commissioned an "Afore da Doors" project designed to act as a photographic record of community members in 2007.
- Become a lobbying organisation on behalf of Northmavine – e.g. worked along with Vidlin community/BT to solve problems with loss of broadband service and poor fault reporting systems.
- Given assistance and support to community groups such as Ollaberry hall and North Roe garden group.

- ❑ Formed a selection of sub-groups: Tourism, Crofting, and Youth. These groups are made up of community members and have been instrumental in helping build community involvement and capacity.
- ❑ Acted as a link to the community for agencies and partners - e.g. Through representation on committees such as Geoparks Shetland Working Group
- ❑ Updated Northmavine development plan 2006 & 2007
- ❑ Carried out consultancy work to compile a report for SIC/Community Planning Board – income generated
- ❑ Provided clerk services for Northmaven Community Council – income generated
- ❑ Compiled weekly column for Shetland Times – income generated

Tourism

- ❑ Formed a Tourism sub-group.
- ❑ Undertaken a number of “learning journeys” by sub-groups to various businesses and communities in Scotland.
- ❑ Commissioned the “Northmavine Tourism Action Plan”
- ❑ Carried out a visitor survey in Northmavine and commissioned a report to highlight the findings of the visitor survey and recommendations.
- ❑ Published a 36-page A5 visitor guide for the area. On sale summer 2008
- ❑ Assisted Interpretation Nort to carry out a summer exhibition pilot project – over 1500 visitors; summer 2008
- ❑ Assisted North Roe garden group to access Shetland plants on show at Chelsea flower show and recreate the show garden in local community garden.
- ❑ Assisted with the establishment of Interpretation Nort (IN), a local interpretive group. Including assistance with governance and group cohesion.
- ❑ Developed the Mavis Grind gateway including installation of the “Welcome to Northmavine” sign

Housing

- ❑ Assisted Hjalmland Housing Association with plans for two unplugged houses at Eshaness.
- ❑ Carried out a housing needs survey and compiled a report based on housing needs survey.
- ❑ Assisted local landowner to submit an expression of interest in pilot Scottish Government Rural Homes for Rent scheme. This has now reached stage 2.

Transport

- Commissioned a study on renewable energy potential in Northmavine including transport
- Provided transport to events and workshops, which those without transport would have been excluded from.
- Participated in consultations and surveys undertaken by ZetTrans to consider how Northmavine could secure a better public transport system.

Young People

- Northmavine development plan updated 2006 to take youth community consultation into account
- Local young people took part in a learning journey to Orkney to learn more about youth services in rural areas
- Organised events with young people, including music, craft, health and leisure activities.
- Assisted Urafirth school to complete a cycle track within the school grounds
- Assisted in setting up a monthly 'Playvan' visit for pre-school children and parents
- Assisted in setting up a parent committee and liaised with SIC in order to try to re-start a paid-worker youth club in Hillswick.
- Organised a "Gie it a go day" to give young people an opportunity to try various arts, crafts and activities.
- Worked in partnership with Shetland Arts to develop textile workshops in Northmavine.

Health & Care

- Carried out a health needs survey in Northmavine and employed a local contract worker to compile a health needs in Northmavine report.
- Carried out a survey and employed local contract worker to compile a report into the need for childminders in Northmavine
- Assisted one local person to set up a childminding business
- Employed local facilitator to put together a healthy meals project with local young people. Healthy meals project culminated in the young people organising and running a catering event in the local hall with 50 invited guests.

Environment

- Commissioned a study on renewable energy potential in Northmavine.
- One community member has taken part in a “Build your own wind turbine” project at Scoraig. Information learned will be passed to the community by means of workshops. Potential renewables business start-up.
- Community members took part in a workshop to build a solar plate collector. This workshop model will now be rolled out in the community and will provide a small income for a community member who took part in the original workshop
- Interest generated in forming a renewables group
- Consortium joint bid with Community Energy Scotland and Development Trust Association Scotland to Climate Challenge Fund. This could lead to employment of a carbon officer for Northmavine for 2.5 years.

Employment

- Employed local people to compile reports and commissions – This generated £32,000 directly to the local economy
- Provided support, help and signpost services to local individuals with business ideas. 3 businesses created as a direct result.
- Instrumental in initiating discussions with BT to ensure that repairs and improvements were made to the broadband service in Ollaberry and Hillswick as well as the fault reporting system for rural Shetland.
- Instrumental in encouraging business start-ups locally by offering the provision of workspace.
- Carried out an empty properties survey
- Held workshops and open evenings to consider land use and croft creation
- Provided a “market place” on the website to encourage local producers to market products

Appendix 3

Options for the Future - Appraisal

The Board of NCDC has considered a number of development options. They include:

1. Do nothing. Allow the Company to cease its activities once the Initiative at the Edge funding ceases.

□ **Pros**

- Given the level of volunteer commitment – directors, subgroups - volunteers might welcome a rest.
- It would be simple to wind up the company and remain dormant.

□ **Cons**

- The NCDC has already achieved much within the community and this could be wasted.
- Expectations have been raised within the community of what might be possible.

2. Rely solely on volunteer activity instead of employing dedicated staff. Scale down the number and variety of activities currently being undertaken, focussing on just one or two key projects and concentrating the sourcing of funding on just these key areas.

□ **Pros**

- The vast number of projects requiring action in the community places considerable strain on the resources of the community and the NCDC. A reduction of project numbers could help lessen the strain.

□ **Cons**

- Many projects impact on each other and it would be difficult to limit activity.
- The NCDC is a focal point for regeneration and development in Northmavine and the community may be unhappy with restrictions.

3. Become a continuously grant funded organisation. In this option the key task of the principal Project Worker becomes almost entirely that of sourcing and applying for funding. The Birse Community Trust in Scotland is an example of this approach.

□ **Pros**

- All volunteer effort is removed. Professionals undertake any studies/activities.

□ **Cons**

- All volunteer effort is removed. Community involvement and opportunities for capacity building is no longer possible.
- Funding is becoming scarcer to source and without the funds, the projects do not proceed.

4. Become a 'business', i.e. develop as a social enterprise organisation, producing goods and/or services either directly, or indirectly through profits, for the benefit of the community. This might also include the 'service level agreement' or 'tendering' model, where the organisation competes for work

outsourced by other bodies, statutory or commercial. The Langholm Initiative in Dumfries and Galloway is an example of this business-orientated approach (www.langholm-online.co.uk).

□ **Pros**

- The company becomes an employer, generating income, employing people and profits are used for community benefit.

□ **Cons**

- A wide range of business skills – production, sales, marketing etc - is required and the board of directors must reflect this.
- The bottom line is as, if not more, important as the social benefits.

5. Develop into a community trust operating one core business suitable for Northmavine and using the income from that business to fund community development projects. The obvious example in this case, following the model of the highly successful Gigha Heritage Trust (www.gigha.org.uk) would be the establishment of a wind farm in the area.

□ **Pros**

- No constraints to the use of funding, providing the use was in line with the aims of the company.

□ **Cons**

- It may be difficult to find a project to generate large amounts of income.

6. Become a community development company, partly grant funded but also generating an increasing proportion of income from social enterprise and income generating projects. Service level agreement and tendering opportunities could be included in this model. The overall financial aim of the company would be to become financially independent for core funding costs. The NCDC will be a charitable company with trading arms that can trade as social enterprises, passing any profits made, back to the charitable company.

□ **Pros**

- Given that there is limited potential for a single significant income-generating project in Northmavine, a diverse spread and number of capital projects and social enterprises is more likely to achieve the required revenue.
- A range of community needs can be met through targeted social enterprises, whilst taking advantage of income generating opportunities as they arise.
- Diversification of activity mitigates the risk of failure to realise the income-generating potential of a particular venture.
- Operating in the rural third sector, NCDC has the opportunity to fill the gap in delivering services which may yield a low profit margin and are therefore unattractive to the private sector, but which are nevertheless important in sustaining the community.

Cons

A higher level of commitment is required from the community, directors and employees to manage a more diverse spread of activity.

Appendix 4
Detailed Financials – 5 year forecast