COLONSAY COMMUNITY DEVELOPMENT COMPANY
COLONSAY VILLAGE HALL, SCALASAIG, ISLE OF COLONSAY, ARGYLL PA61 7YW

CCDC Board Meeting
26th August 2021

Document Pack

Public

Please note that not all items on the agenda have supporting papers

Confidential items (e.g. relating to staffing) are
not published in public

Our next meeting is scheduled for 7:00pm in the hall on Thursday 26th.

Draft substantive agenda are:

Projects:

Port Mor housing

Finances accounting insurance

Business Strategy review

Crofts

Restructuring

Staffing matters

COLONSAY COMMUNITY DEVELOPMENT COMPANY
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Colonsay Community Development Company
Board Meeting
Thursday 29th July 2021

1. Attendance and Apologies

Board members: Andrew Abrahams (AA), Caitlin McNeill (CM), Liam McNeill (LM), William Joll (WJ), Dannie Onn (DO).

Project co-ordinators: Lizzie Keenaghan (LK)

Apologies: Grace Johnstone (GJ), Sue Dance (SD), Callum Hay (CH), Carrie Seymour (CS) Clare Hay (Minutes taken by DO)

2. Minutes of last meeting and matters arising

Accepted. LM will post on website.

WJ to meet with hotel manager next week re composter use. Newsletter in second week of August to include a prominent reminder/ plea to contribute food waste. AA to check whether accounts for 2019/20 had been passed to David Guest.

3.Declarations of interest

LK item 8, LK and CM item 10c.

4. Projects

4a Scalasaig developments

CS and GJ reports received. DO added that the building project will now commence on 16 August. The contractor, TSL, will take the former Baptist Manse for 3 workers from August through to the end of October and from March 2022 through to completion in November. They will also be using Kirsty and Donald at Uragaig and may station a caravan at Scalasaig.

AA looked at the cost plan and asked about 'plan B' if MOWI do not come forth with funding after the contract is signed. DO defers to CH on finance but said that MOWI had previously agreed their contributions and an interest free loan facility if required; CH is engaged in discussion with MOWI and we do not foresee any problems; and a loan facility is agreed with Triodos bank. CH to be asked to update by the end of next week.

GJ submitted an application form for tenancy of the business units. This is to accompany her allocations policy previously prepared for the board. The board were generally happy with the application form. DO would like to clarify a couple of points and will meet with GJ in the next week to discuss.

GJ has been recommended the Scottish Association of Landlords as a source of help. The board approved joining at the cost of £95.

CH submitted a cost model update (version 3.0) for Scalasaig and a brief report. The board noted the report and that an update will be circulated once the contract details come from TSL. The board approved the use of the model to open negotiations with MOWI over cash flow support.

4b Former Baptist Manse

LK and GJ reports received. LK asked for comments on the potential future uses which might be put to the community. AA asked whether the property could be put aside to provide accommodation for those who were thinking of moving to Colonsay but wanted to trial living here. LK noted the challenges of finding work here, which that might help. A walk over survey to identify site constraints and opportunities will be organised. DO and WJ to attend, others would be welcome too.

The property is to be let to TSL for worker accommodation. A condition survey should be recorded before 16 August.

4c Moorings

LK report received. No additional information, no questions were asked and no decisions are required.

4d Campsite

LK report received. LK added that Environmental Health highlighted the importance of a water connection. Daily filling of ICBs would need time and money. DO will be seeing the planning officer, David Love at the weekend and has arranged for him to see the sites and advise on application requirements. LK advised that the potential funding for tourism infrastructure would need to be spent next year. No decisions were required but directors are asked to consider the Gigha model for leasing a campsite and the logistics of setting up a site next year. LK to discuss with Helen Mann initially.

5. Report on Cabinet Secretary visit

Dannie gave a verbal report on the visit of Mairi Gougeon (MG), the cabinet secretary for rural affairs and the islands, as part of her summer tour. Ms Gougeon came to see the MOWI fish farm and the proposed Scalasaig developments, but also took the opportunity to visit the new smokery being fitted out in the converted Scalasaig steadings. A lunch time meeting was held in our village hall, attended by three members of the board (Dannie, Caitlin and Callum), three community councillors, representatives of the Scottish Government, the Scottish Salmon Producers Organisation and MOWI. AA was able to join us for lunch and informal discussions.

The meeting gave us the opportunity to explain the dire need for community-led housing and the fantastic help we have had from MOWI and our various supporters and funders. MG seemed particularly interested in Caitlin's story and impressed by what we have achieved. DO set out some of the aspirations for CCDC going forward and how SG might be able to help. Connectivity is something both CCC and CCDC are concerned about. MG will be able to pass on our concerns to Transport Scotland. Making the island community sustainable would be helped by a better understanding of where we are now, a point raised in the Gass report. MG will speak to the SG Islands Team to help us with modelling the economic and social aspects of the community.

At the site visit, MG cut the first turf and announced the £1.2 million award from RIHF.

There is more. A letter is being prepared to summarise our points to MG and this will be shared with the board.

6. Finances and accounting

CH tabled a paper on financial management for the Scalasaig projects. This proposes strengthening the company's financial management capacity by employing Tanya for an additional 8 hours pcm for the duration of the project, to be paid for out of the Scalasaig project funding. Tanya has agreed. The board approved the recommendation.

7. Business Strategy review

This item will be taken at the next meeting.

8. Crofts

CM provided a factual update. Purchase of crofts by LK and Colm McNicholl are moving forward. Caitlin to pursue so that LK can apply for a mortgage during August.

Decrofting of the proposed Port Mor housing site has been sub-contracted to Gregor Cameron.

Rectification of the boundary between CCDC croft 4 and Rhona Robinson's (RR) croft has been submitted and should not take long to approval. There is a minor anomaly or difference at the very end of the boundary next the coast. This is a small area of rock. If this turns out to be different to RR's croft plan, the board agrees to settle at her version and make a rectification as necessary. CM to provide the current application map to RR.

The land swapped with RR has a difficult access at the high point of the common grazing, which would be improved by a gate or hurdle. CM to supply a map of the common grazing so that any alteration would not infringe RR croft land.

9. Newsletter and public consultation

It would be a good time to issue a summer newsletter. DO submitted a draft for text and proposed issue 9 August or soon after. That would include alerting members of the public to the imminent construction works, closure of the footpaths and other guidance on health and safety from TSL. DO will circulate amongst staff and directors who may be able to help convert this to a stylish publication. Any comments on content should be circulated.

DO proposes a public meeting and consultation on the future of the Manse in the hall, either in September or October. The board welcomed the idea. DO to provide further detail next month.

10. Staffing

(LK left the meeting)

a. A claim for back-dated holiday pay has been made by Hannah Johnston as agent for Kirsty MacAllister. This would cover the period from around 2011 to 2018. CH had advised that we must pay this in accordance with the law. WJ asked where the money would come from. DO advised that a saving on the A&BC grant could be made by not replacing Jen and training other staff to provide cover in the front office. More detail will be provided in a restructuring plan that DO and CH are working on. AA suggested we take proper legal advice. In the first instance we will seek help from A&BC and consider whether to engage a specialist lawyer as necessary.
b. DO confirmed the resignation of Roz Jewell, who had been on maternity leave. The board wished to record its thanks to Roz for the hard work she has put in over the last 4 years. She was part of the team that re-ignited the business strategy, leading to the excellent progress on all projects. The board agreed to upgrade Lizzie from maternity cover to permanent post.
c. DO referred to the proposed restructuring of the company's staffing. An additional opportunity has arisen to employ a graduate for one year under a funding scheme which will pay 75% of the salary. DO will make an application and consider the impact on the restructuring and staff funding. A detailed proposal will be circulated in the next week for consideration by directors. The process should be approved at the August meeting for implementation in early September.

11. AOCB

a. Service point now to open 2 August. DO sent in a risk assessment to A&BC. Kirsty has been in touch with them regarding health and safety procedures. Kirsty will work through August, pending restructure and train other staff in service point ways before her holiday in September.

c. HIE have intimated an ev charging point funding opportunity. AA said we should focus on getting the existing facility at Calmac available to the public in conjunction with opening up the ferry lanes to public use outwith ferry times. LM said that Calmac consider this to be a marshalling area and it will not be made available. AA to investigate.

d. GJ and CM have this week presented our work on community housing to an EGM of the Community Housing Trust, which was attended by representatives of the Scottish Land Commission, Community Land Scotland and others. They presented the background to our housing projects, the funding solutions and the tenure arrangements. The presentation was well-received, and they were told that we are a shining example to other communities. Well done!

DONM

Thursday 29th August 7pm in the village hall

COLONSAY COMMUNITY DEVELOPMENT COMPANY

PROJECT REPORT – Scalasaig Development

Project	Scalasaig Development			
Report Compiled by	Caroline Seymour			
Reporting Period	August 2021			
Project Status	Previous Status:		Current Status:	

1. SUMMARY OF ACTIVITY SINCE LAST REPORT

- Pre-start meeting held on August 6th with TSL, chaired by Gordon Paice of Ralph Ogg and attended by myself, Dannie and John Forbes. Just prior to the meeting TSL had contacted Gordon and John to advise of price increases in materials. As we have sent a letter of acceptance of the fixed contract price, we have said that if required we will approach our funders to cover any increases but can only commit to best efforts. John Forbes has advised that Scottish Government is aware of the situation and are open to this. We also have the option of applying to the Rural Growth Deal. Minutes of the Pre-start meeting attached.
- Groundworks have started on Scalasaig South. TSL have engaged MacLarens as sub-contractors for the groundworks and they commenced work on Tuesday 17th August. Peter Whitaker is the on-site manager for TSL.
- Peter has spoken to Kevin Byrne and Chris Nisbet about the work scheduled for Scalasaig North and they have agreed that TSL will try to retain access to the bookshop and brewery via the back of the village hall.
- The grants from RCGF (Regeneration Capital Grant Fund) and RIHF (Rural & Islands Housing Fund) require a Standard Security to be in place one for Argyll & Bute Council for the Business Units and one for Scottish Government for the 2 LCHO and 4 affordable rent. I am in contact with both parties and our solicitor to understand exactly what is involved.
- John Forbes advised that we should not need to get the grant offers reviewed by a solicitor, so I have sent off the grant acceptance letter for RIHF, just awaiting confirmation of bank details before sending back RCGF.
- Mowi formal agreement is in progress with our solicitor, Calum MacLeod and Mowi's solicitor.
- Meeting held with Mowi on 23rd August to confirm the financial process and commitment. Minutes attached.
- Quotes have been received regarding Clerk of Works – we will be engaging Gregor Cameron as we will look to make a saving as they will also be working for WHHA for the Port Mor development.

2. KEY ISSUES

No new issues

3. FORMAL APPROVALS / DECISIONS REQUIRED

None

4. NEXT REPORTING PERIOD ACTIVITIES

- HIE decision on BU funding
- Detailed Programme of Works from TSL
- Confirm and agree the Development Agreement with Mowi
- Finalise payment and grant draw down process
- Review and sign contract with TSL
- Appoint Gregor Cameron as Clerk of Works

5. APPENDICES

1. Pre-start Meeting Minutes
2. Mowi Finance Meeting Minutes

Colonsay Community Development Company

Scalasaig Housing Project – Funding

CCDC/MOWI meeting 23rd August 2021 (online via MS Teams)

Present: Dannie Onn – Director and Chair, CCDC
Callum Hay – Director and Treasurer, CCDC
Carrie Seymour – Project Coordinator, CCDC
John Forbes – Project Manager/Technical advisor to CCDC, CHT
Douglas Hunter – Operations Director, MOWI Scotland
Piotr Kapinos – Finance Director, MOWI Scotland

Apologies: Ben Hadfield – Managing Director, MOWI Scotland

		Action
1	Introductions	
2	CH provided a general background to the purpose of the meeting • In previous informal meetings MOWI had generously offered to help deliver the project by acting as a sort of "banker" to assist the company with cashflow if necessary. CCDC wanted to explore how that might be provided if required, and reach agreement in principle. • CH had previously circulated examples of project monthly costs and how these could be funded by the various organisations contributing to the project, although these models were still only estimates as CCC were waiting on TSL for an updated programme and spend profile. CH would issue a revised model with TSL's actual figures as soon as this was available. • JF confirmed that process would be that TSL would submit monthly payment requests which would be validated by CCDC's QS. Once an agreed figure was cleared for payment, CCDC would be required to draw down contributions from funders within the next month. Overall, CCDC should expect to have about 6 weeks notice from sum required being provided by TSL to each monthly payment deadline. • CH explained that he hoped there would be no cashflow issues, but nevertheless CCDC will ask for front-loaded payments from major contributors nonetheless to provide a cash buffer, just in case. CCDC has no financial reserve so this is simply a prudent step.	CH to issue revised cost profile when r'cd from TSL
3	CS & JF provided a general update on progress on site • TSL started on site on 16th August and plan to complete as much of the groundworks as they can by the end of October. They will then close the site and re-start in the spring next year. The actual finish date may change – if November weather is OK they may keep working. TSL are working a 10 days on / 4 off shift system. • JF noted that although CCDC had signed off on a fixed price, TSL announced at very short notice last week that increases in material prices will make it difficult for them to keep to that price. The works are continuing on the basis of the	

	original fixed price, and the issue of any cost price increases and liability for them will be addressed in parallel. JF committed to keep MOWI informed of developments.	JF to keep MOWI informed of any contract price issues
4	PK set out MOWI's position • MOWI have allocated £0.5M for the project in the period to end Dec 2021, the remainder to follow next calendar year • PK noted that this sum was £160k short of CH's projected assumed contribution • CH said that the model was probably a "worst case" scenario, so the actual figures could be lower in which case this may not be an issue. JF said he hoped to receive TSL's updated programme imminently and the actual figure can be reviewed then • DH/PK said that CCDC would be set up as a supplier, and that CCDC should invoice MOWI monthly at the same time as initiating drawdown claims from grant bodies. MOWI works on a weekly payment cycle (Tuesdays) so payments should be cleared in 8-10 days of receipt, or sooner. • PK agreed that in principle MOWI was open to making a front-loaded payment at the start of the project although how that was done, and what assurances and conditions would apply would need to be agreed with their lawyers for incorporation in the formal agreement	DH to send CS forms to add CCDC as a MOWI supplier CS note invoicing method PK/DH to inc. front-loading in draft agreement
5	There followed a general discussion about how these arrangements would operate	
6	Next steps • CH said CCDC would send a request / proposal for front-loaded payment once TSL's revised figures received & cost models updated • Once agreed, to be included as part of the project agreement.	CH to send proposal
7	Date of next meeting • Further meeting may not be required – review once update figures available Meeting closed at 14:35	

Proposed Housing and Business Unit

Development at Scalasaig Colonsay

For Colonsay Community and Development Company

Pre Start Meeting, 6th August 2021 (Teams Meeting)

MINUTES

Present

Carrie Seymour:	Colonsay Community and Development Company (CS)
Dannie Onn:	Colonsay Community and Development Company (DO)
John Forbes:	Communities Housing Trust (JF)
David Stewart:	TSL Contractors (DS)
Iain Lumsden:	TSL Contractors (IL)
Peter Whitaker	TSL Contractors (PW)
Gordon Paice:	Ralph Ogg & Partners (GP)

1.0 INTRODUCTIONS AND ROLES

1.01 **Client:** The Client is Colonsay Community and Development Company (CCDC) per The Communities Housing Trust (CHT)

1.02 **Client's Managing Agent:** Communities Housing Trust

1.03 **Employers Agent:** Ralph Ogg & Partners (ROP)

1.04 **Contractor:** TSL Contractors (TSL)

2.0 CONTRACT

2.01 **Contract Documents and Form Of Contract:** The Contract is based upon the Employer's Requirements and the Contractors Tender, revised to the Contract Sum hereunder. The form of Contract is the Design and Build Contract for use in Scotland - D/B **Scot** (2016 Edition).

2.02 **Contract Sum:** The Contract Sum is £3,278,255.88

2.03 **Commencement Date/Completion Date:** The Commencement Date is 16th August 2021, Completion Date to be advised once option of winter break is taken up.

2.04 **Contractor's Insurances:** Copies of Contractor's Insurances to be issued. **DS**

3.0 STATUTORY APPROVALS

3.01 **Planning Permission:** Planning Permission has been granted.

3.02 **Building Warrant Case Officer:** Building Warrant application has been submitted but not approved.

4.0 SITE

4.01 **Possession of Site:** 16th August 2021

4.02 **Access Restrictions:** Access will be via the pantry cafe for the first few weeks. Discussions have been ongoing with The Pantry owner.

4.03 **Security Hoardings, Scaffolding, etc.** The site will be Herras fenced 10m either side of entrances. There will be no path left open between the village hall and the existing business units.

4.04 **Site Sign Board:** A single site board to include details of funders and the various parties to be erected. TSL to submit a draught design for approval.

4.05 **Location of Site Accommodation etc.**: Site accommodation to be located to the West of the Pantry

4.06 **Services to site:** A combined toilet/restroom unit complete with electricity, silenced generator will be utilised, fuel to be brought on to the island in fuel pods. Site telephone will be a mobile number, water initially will be by water bowser, drinking water will be bottled

4.07 **Water & Power for the Works:** See 4.06

5.0 SITE MEETINGS

5.01 **Location:** The Contractor is to provide a meeting room suitable for Site Meetings. However, CCDC will be able to book the village hall as long as advance notice is given. GP will issue CCDC with provisional meeting dates.

5.02 **Chaired and Minuted By:** Ralph Ogg & Partners

5.03 **Contractor Monthly Report:** TSL to provide monthly report stating progress, delays, cash spend against cash flow etc.

5.04 **Dates of Site Meetings:** First meeting to be 15th September 2021 at 10.00am via TEAMS, further meetings to be scheduled once progress and BW submission progress are known.

5.05 **Technical Meetings:** As this is a D&B Contract it is not anticipated that there will Technical Meeting with a Client Representative present.

6.0 COMMUNICATIONS & INFORMATION

6.01 **Instructions, EI, CVI – Distribution:** All instructions will be in writing, Ralph Ogg & Partners will issue Employers Instructions. Any verbal instructions will be confirmed in writing within five working days

6.02 **Correspondence:** CHT will act as a central management point and all correspondence should be address to CCDC per CHT from where it will be issued to the parties concerned.

6.03 **Queries in writing:** All queries should be in writing and addressed as above.

6.04 **Drawings:** All parties: - CCDC, CHT & ROP require a full set of Planning, BW and Construction drawings in hard copy. A marked up copy of all underground services and drainage as installed will be required for the H&S File

6.05 **Setting Out:** TSL required to mark out the site boundaries with readily identifiable pegs. Setting out of the buildings within the site will be the responsibility of TSL. This will then be checked by CCDC.

6.06 **Information Required by Contractor:** None at present

6.07 **List of Sub-Contractors:** TSL to provide a list of their intended sub-contractors.

6.08 **Provisional Sums:** Provisional Sums are as identified in the Contract Sum Analysis.

7.0 FINANCE

7.01 Payment Applications and Procedures: The Contract identifies Option B (monthly valuation) as the payment method. TSL and ROP will liaise regarding the quantum of payment applications and TSL will submit. ROP will issue a Payment Notice to CCDC. When this is issued TSL to issue invoice to CCDC. Every effort will be made to ensure payment well within this time frame.

7.02 Cash Flow Forecast: TSL to issue a draft Programme/Cash Flow they will prepare a revised Programme/cash flow once BW is granted

7.03 Employers Instructions: Only instructions issued by way of EI will be taken account of.

7.04 Dayworks: It is not anticipated that, being a D&B Contract, there will be any dayworks. In the event of there being dayworks these are to be submitted not later than the end of the week after the week in which the work is carried out. Any work signed for by the Clerk of Works will be regarded as a record of the work having been carried out and it will not necessarily that the works will be valued on a daywork basis.

7.05 Any other EA matters: None

8.0 QUALITY CONTROL/INSPECTIONS

8.01 **Site Records:** TSL to keep weekly records of weather, operatives on site, etc. for distribution at monthly progress meetings

8.02 **Specification Samples of Materials and Workmanship.** There are conditions in the planning consent regarding external finishes, these require to be complied with/redeemed. Other material samples e.g. windows, doors, kitchen fitments will require samples to be provided.

8.03 **Inspection Role Defined – Clerk of Works** Clerk of Works still to be appointed. Possibly not until March 2022.

9.0 PROGRAMME

9.01 **Contractor's Programme:** TSL to issue their Programme 01, this will be updated/revised once BW is issued

9.02 **Public Utilities:** TSL are liaising with Scottish Water and SSE. Telecoms will be arranged by CCDC, TSL will lay Telecom ducts. CCDC to provide TSL with a Local SSE contact. (DO/CS)

9.03 **Items On a Long Leadtime:** No concern at present as a long lead in time is available.

9.04 **Review Progress at Site Meetings:** Progress will be reviewed based on TSL monthly report.

9.05 **Meeting Schedule:** A meeting schedule will be agreed subsequent to granting of BW

10.0 CDM

10.01 **Pre Construction Information:** Issued along with Employer's Requirements

10.02 **F10 Notification:** To be submitted by TSL and copies passed to relevant parties.

10.03 **Construction Phase H&S Plan:** Awaited, this must be submitted and reviewed prior to start on Site. It must take account of Covid19 measures required.

10.04 **Welfare Facilities:** These must be in place before start on site and must comply with Government Guidelines on social distancing, PPE etc.

10.05 **PPE for Visitors:** TSL must provide PPE for any arranged casual visitors (6nr) e.g. CCDC Board Members. Additional PPE to comply with Government Covid19 must be provided. Regular Visitors e.g. COW, CHT, ROP use their own PPE and must comply with TSL Site Rules regarding PPE.

10.06 **Continuing Communication and Liaison:** TSL and ROP will continue to liaise on all CDM matters as the project dictate.

10.07 **Health & Safety File:** The Pre Con Information lists the information which TSL must provide to ROP for inclusion in the H&S File.

11.0 CLIENT MATTERS

11.01 TSL to provide CCDC with cost for EV Charging points.

11.02 TSL to issue possible extract from their CPHSP which CCDC can incorporate in their newsletter. This is to update the community on relevant H&S matters arising from the works

11.03 Community Opportunity/Local Employment to be investigated. This will likely be for the second phase of work starting in March 2022.

12.0 CONTRACTOR MATTERS

12.01 Issues raised regarding increased costs due to material price increase.
DS to provide figures relating to increases.
Discussion had on a possible Letter of Comfort being issued to TSL stating that CCDC/CHT will do all they can to get additional funding in place to cover increases.

13.0 DATE OF FIRST SITE MEETING

September 15th 2021 10.00

COLONSAY COMMUNITY DEVELOPMENT COMPANY

PROJECT REPORT – Campsite

Project	Campsite			
Report Compiled by	Lizzie Keenaghan			
Reporting Period	August 2021			
Project Status	Previous Status:		Current Status:	

1. SUMMARY OF ACTIVITY SINCE LAST REPORT

- **Meeting with Helen – this Thursday**

Dannie & I are meeting with Helen just ahead of the Board Meeting to chat about the campsite, including Gigha's model of creating/leasing businesses, the possibility of Helen hiring someone to run it and the logistics of setting it up, including loos, track & water.

- **Planning visit to possible sites**

David Love, Argyll & Bute's Planner visited possible sites and said that in principle there would be no problem in applying for 'change of use', for tent/car camping.

- **Funding possibility**

I've asked Kathryn Howell at HIE if she knows of any update – no word yet.

2. KEY ISSUES

- We're awaiting a funding opportunity, and we need to see what Helen's thoughts are on it; how much she could commit to it.
- Unfortunately Jacqui Middleton from Environmental Health reported back that SEPA didn't have any information available on simple composting loo units for emptying/composting on a croft, and hadn't responded to her query. This means that we might only hear their response at the point of making a planning application.

3. FORMAL APPROVALS / DECISIONS REQUIRED

- None

4. NEXT REPORTING PERIOD ACTIVITIES

- We may know more on the possibility of funds through Argyll & Bute Council.

5. APPENDICES

- I'd just like to note that I had said that late summer wouldn't be sensible for visiting cars driving across Colm's croft without a track, on account of the heavier rainfall in August – but this year has actually been incredibly dry, so apologies!

COLONSAY COMMUNITY DEVELOPMENT COMPANY

PROJECT REPORT – Old Manse

Project	Old Manse			
Report Compiled by	Lizzie Keenaghan			
Reporting Period	August 2021			
Project Status	Previous Status:		Current Status:	

1. SUMMARY OF ACTIVITY SINCE LAST REPORT

- Site visit – please find summary notes attached
- Conversation with Tanya Wren – please find feedback notes attached
- Supporting documentation (EPC & Legionella risk assessment) submitted for Landlord Registration
- A new site idea: a solar array
  I noticed that the site slope faces south up behind the house, and there is a power pole on the site also. I wondered if a good use of the site might be a small solar farm for generating power? It would be reasonably discreet, and wouldn't be shaded by the house as the land rises up. I wonder if the small-ish scale of it possible on the site & energy generating possibilities would make it worthwhile? It might be simpler to run than a bunkhouse!
- I have made an initial enquiry with SSEN's connections team to ask what the practicalities, cost and wayleave considerations would be in diverting the overhead power cable – which would be required in order to build on the site.
- I have begun some basic calculations to estimate very roughly how much income a small bunkhouse or studio apartment might bring in – please find attached notes to follow.

KEY ISSUES

- The processing of CCDC's landlord registration was delayed by 3 months, but this has now been rectified, and I have access to the contactccdc1 email. The application/information has now been accepted, and forwarded on for approval.
- I'd like to make use of TSL's away periods to begin inviting members of the community up to the site to walk around the site and chat about ideas. We will need to save inviting people into the house itself for the winter lull. The next period I have in mind is 24th-26th September. Parking/track may need some consideration. It might be an idea to offer two weekends, so folks know they don't need to all rush at once. The next weekend might be 9th-11th October. I'd prefer it if someone else from CCDC was there with me for the consultation times to avoid being alone. I'd like to offer a sheet for ideas/comments when people visit, with some broad questions, that could be returned to the shop.

I have asked the Islands Team if they have any resources/guidance around community consultations – awaiting their response.

It might be a good idea to note on a sheet offered to individuals attending a consultation invitation, the requirements for use – that the house needs to be used to address the need for affordable, secure accommodation, and that the site is to be used for community enterprise, providing employment/income – from funding/sale agreements.

- During the site visit we noted that it would be good to see where the track was positioned next to the boundary – please find attached maps from surveyor Chris Moss that show fences in blue, ownership boundary in red, with OS detail overlay.

2. FORMAL APPROVALS / DECISIONS REQUIRED

- Thoughts on community consultation plans
- Does anyone know where to start, in assessing the cost/benefit of a solar array?
- Would other Directors like to come to the site to look around? TSL are away this weekend Thurs-Mon, and then 9th-13th September.

3. APPENDICES

- Notes from site visit & feedback from Tanya
- Survey maps of site from Chris Moss

A combined bunkhouse and studio apartment – an idea for the Baptist Manse site

Bunkhouse income projection

If there was a bunkhouse for **8 people, with 4 twin rooms**, this in the income it could make:

Peak season: £25/person/night March-October
March 1/4 full = £1400
April ½ full = £2800
May ¾ full = £4200
June ¾ full = £4200
July ¾ full = £4200
August ¾ full = £4200
September 1/4 full = £2800
October 1/4 full = £2800
Low season: £20/person/night November–February
1 person/most weeks for 4 nights £80 for 9 weeks = £720
Christmas & New Year weeks let as a whole at £600 x 2 = £1200

Overall annual total, peak & low season = £25,720 (minus outgoings)

Outgoings: change-over/cleaning staff & material costs, bookings, advertising, lifts to & from ferry, payment system, management of business lease, build loan repayments & building maintenance

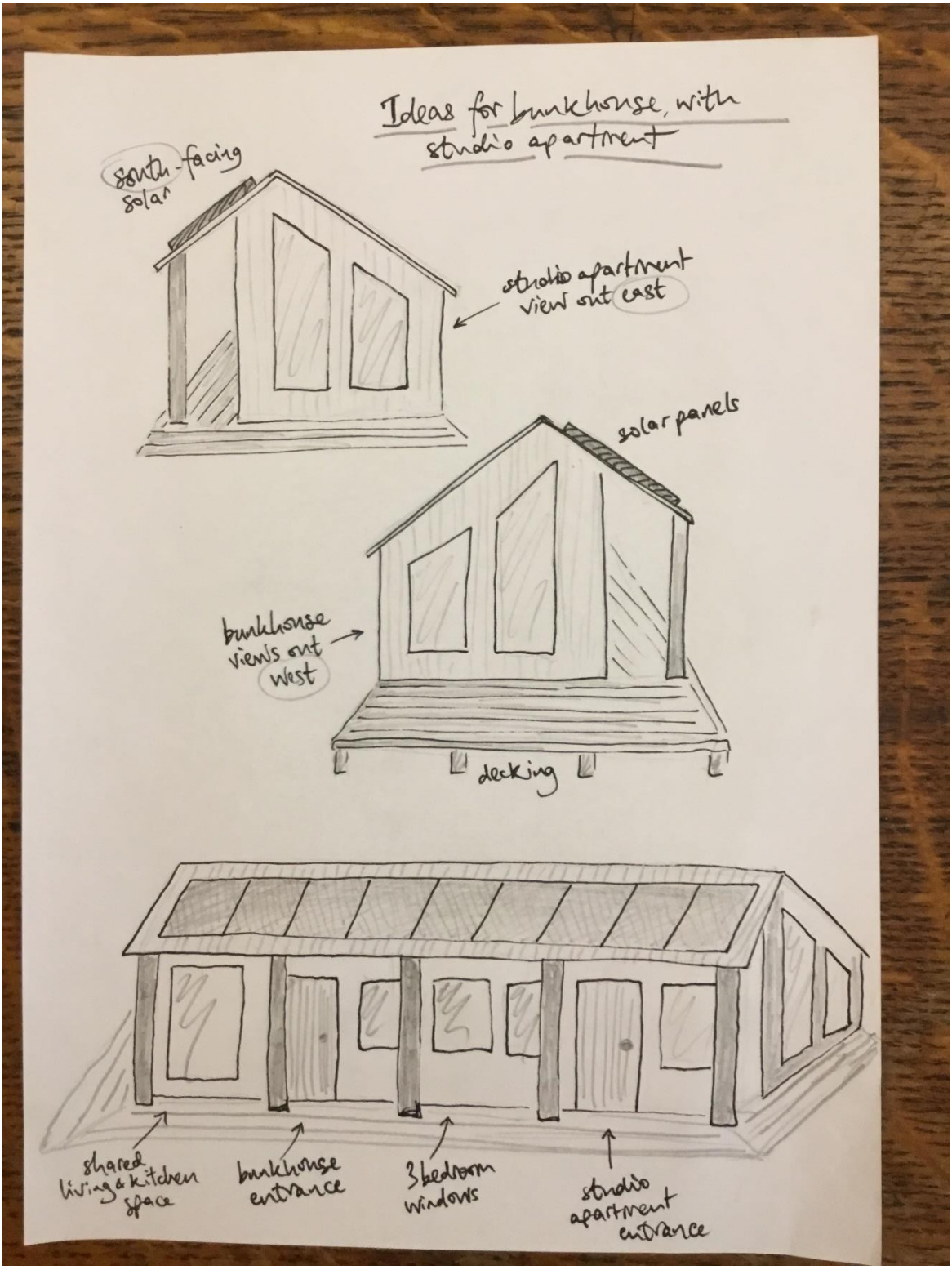
Studio apartment income projection

If there was a studio apartment let nightly for holidays/tradespeople, this is the income it could make if rented at £80/night:

- 6 months, March, October - February 1/4 of the time occupied; 8 nights each month
- 2 months, April & September ½ of the time occupied; 15 nights each month
- 4 months, May - August ¾ of the time occupied; 22 nights each month

Overall annual total (166 nights occupied in a year) = £13,280 (minus outgoings)
Outgoings: same as Bunkhouse, see above

Or….
If there was a studio apartment let long-term to a resident at £300/month, this is the income it could make in a year = **£3600** (minus outgoings)
Outgoings: fewer than if let nightly, still requiring buildings maintenance & build loan repayments


Ideas for bunkhouse, with studio apartment
south-facing solar
studio apartment views out east
solar panels
bunkhouse views out west
decking
shared living & kitchen space
bunkhouse entrance
3 bedroom windows
studio apartment entrance

Interview with Tanya Wren – a review of the Old Baptist Manse

13th August 2021, with Lizzie Keenaghan, CCDC's Project Coordinator

The purpose of the conversation was to find out more about the condition of the Old Manse, its problems and potential, after it has been lived in by a family; the comments & ideas useful for guiding improvements and developments.

Time period

Tanya, Colm & family lived at the Manse for nearly 3 months, from 20th April '21 through the summer.

Rent

£100 weekly, plus bills & Council tax
Tanya considered that this was reasonable for the spring/summer months, but that it would become unreasonable in the winter on account of the heating costs. It could cost in the region of £300/month to heat in the winter.
(The Energy Performance Certificate notes that the energy efficiency of the building is poor – a combination of the structure of the building and its heating system.)

Comments to guide improvements

Light - the house is dark, and this impacts the temperature of the house and the experience of living there.
Heaters – these are large electric heaters, expensive to use
Access track – this is challenging for car access and would benefit from improvements. Tanya's car suffered oil tank damage because of the rocky protrusions on the steep section of the track.
Windows – these are draughty
Shower – the shower is in need of replacement, it's on its last legs. Tanya noted in addition that for a family of four, one bathroom is sometimes a stretch. The windowsill next to the shower is not properly waterproof.
Layout – the internal arrangement of rooms & doors can be stressful with young kids. The kitchen is far from living room. The large door between kitchen & dining room blocks the sink when open. There is a central steep staircase and the dining room currently only functions as a 'passing through' space.
Damp – the walls still seemed to be holding damp, even through a hot, dry summer.
Storage – there is little storage. There is most likely a large store under the staircase, but at the moment the entrance has the fridge freezer in front.
Drainage covers – one is loose, in the line of driving/cycling
Bed – one of the single beds is missing some slats

Safety considerations for a family

Windows – there are no keys to be able to lock the windows, and they open outwards upstairs, which is a risk for children
Fire exit – there is only one exit from upstairs, and an additional, external fire exit would improve safety
Trees – it would be best to remove the hanging items from the trees, for child-safety

Possibilities & potential

- Could become a good family home – with improvements
- Could lend itself to creating two flats, upstairs and downstairs
- Opening up the west of the living room as a conservatory and connecting through to the kitchen would be ideal. The kitchen space could then become more of a utility corridor, and coats could be hung there. As well as creating more space and light, it would also improve the warmth by allowing solar gain. Currently only one room, the upstairs Kilchattan-facing bedroom, benefits from any warmth from the sun.
- Front parking & porch – a good idea
- New, draught-free windows would improve heating efficiency, and thicker curtains & draught excluders would also help.
- The dining room could become a bedroom.
- The front could be a garden.
- The site and house together could lend itself to renting as one unit, and it would work best if let to the same people. It could be a bit intense if other people were managing the site, in close proximity to the house as a separately rented home.
- Thought would be needed to be given to privacy when developing the site – the idea of a campsite/van hook-ups would be a bit close to the rear of house for example.
- It would be best to have CCDC invest in creating something on the site that's then rented as a going concern, as opposed to trying to rent the site bare and just see if someone is able to invest in creating something on the rented land.

Key points

- The lack of light inside the house, especially in the living room, is a major issue. It's no good having a community asset if it results in winter depression on account of the gloom!
- In its current condition Tanya considered that it was useful for short-term accommodation, but it's not of a good enough standard at the moment for a long-term let.
- A winter let arrangement this year needs to consider the heating costs and the benefits of it being heated.

Conversation notes written up by Lizzie Keenaghan, 20th August '21

Site visit – Old Manse

Monday 9th August 2021
In attendance: Dannie Onn, William Joll, Grace Johnston & Lizzie Keenaghan

The purpose of the visit was to discuss ideas for future developments, improvements and uses of the house and site, whilst walking the site and looking in the house.

The following summary of points records the discussion and ideas.

Grounds

- **Space**
  There would be space to site an additional building, towards the top right corner of the site.
- **Access**
  It's okay, needs improvement to level the surface, and we wanted to check how close the track comes to the edge of the ownership boundary, with a view to widening it. This seems okay - see maps from Chris Moss's survey work. The bell mouth visibility is okay. Drainage along the track would need to be put in.
- **Parking space**
  There would be space to create parking in front of the Manse for those in the house, leaving the rear space for another building's parking needs
- **Privacy**
  With the idea of building an additional residential building or business on the site, this would be okay if the Manse house access was moved to the front, and outlook opened up to the west.
- **Trees**
  On the approach, we consider the prominent ash tree to the right was important to keep, but needed the canopy raising, but the tree to the left would most likely need to be removed in creating better access
- **Drainage access covers**
  We noted an awkwardly placed metal top at the edge of the track, and a loose plastic drain cover at the back of the house; these might need some attention/alteration.
- **Additional septic facilities**
  We noted the corner of land lower than the house, currently over-grown, that would lend itself to siting a new, self-contained septic tank system. Dannie suggested an initial proposal to Alex for an additional sum of money to add servitude rights for the existing tank, and if this wasn't accepted, then to proceed with installing site-contained modern system – should drainage be required for a new build.
- **Overhead power lines**
  Whilst standing higher up on the site imaging how another building would fit, we noticed overhead power lines, which would be a significant planning constraints from a safety perspective. We would need to budget for the diversion of power cable between two poles. An SSE contact already engaged through similar work at the Scalasaig site would be the best for an initial assessment. We considered maybe £10,000 would be required for this alteration; the development benefit/income would need to justify it.
- **Views**
  Great views/perspective from site of potential new build higher up on the site.

Site development

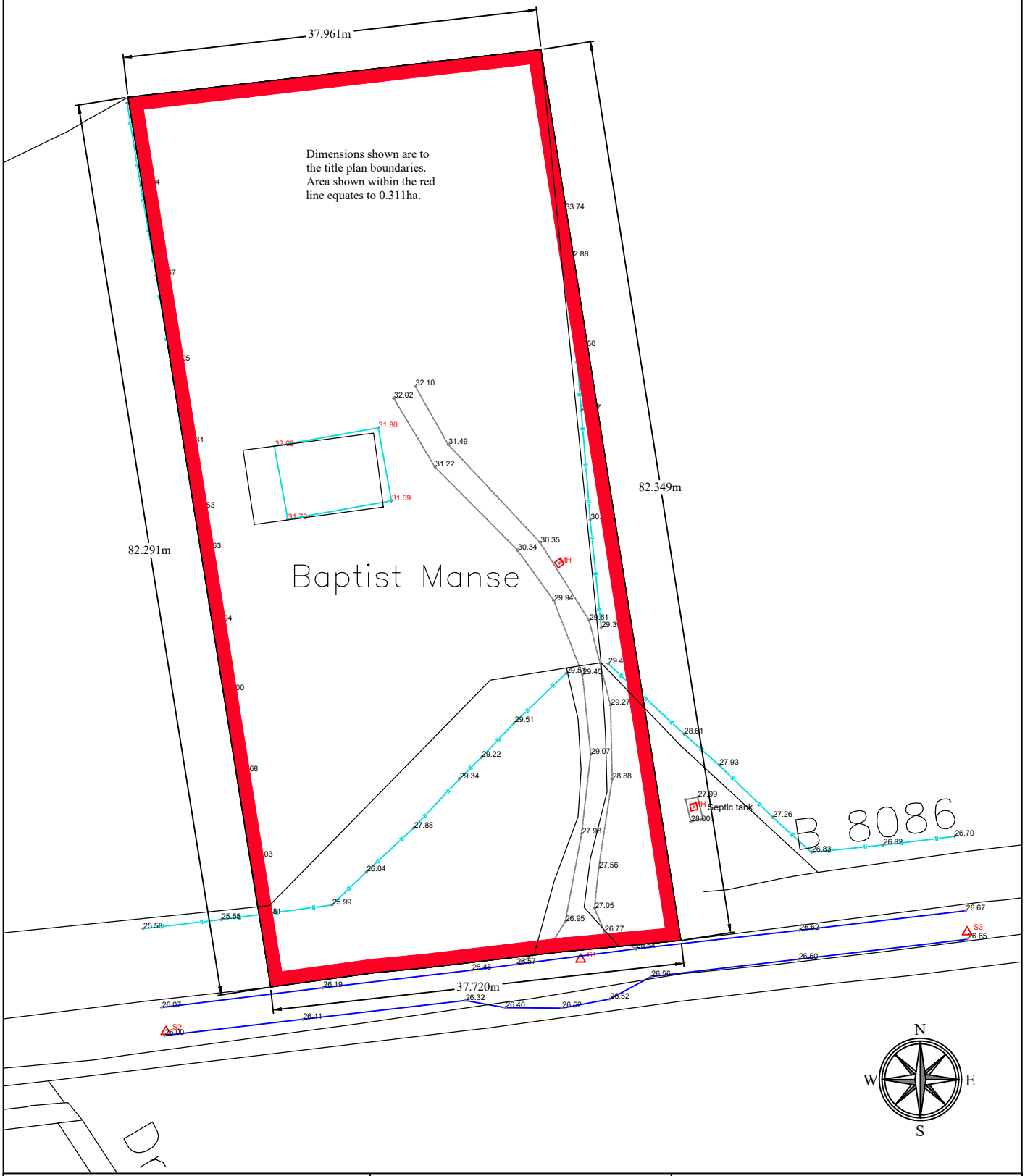
- We noted the choice with site development of either providing another home, or creating a job/business opportunity.
- It was mentioned that other café planning permissions on the island have been hard to acquire, and often parking is an issue.
- It was mentioned that the provision of studio/gallery business spaces is already well represented on the island, and it was thought that the Seapink Gallery is intending to expand into workshops.
- It was suggested that storage space for trades people and materials could be better sited elsewhere on the island.
- We considered camping on the site, and thought that specific tent-sized areas would need to be levelled, and top soil possibly brought in, and so it wasn't really suitable for pitching tents.
- Lizzie suggested dropping the idea of creating campervan pitches on the site in light of the community survey January 2021 which showed no enthusiasm for introducing campervans.
- Lizzie suggested improving the Manse house for long-term let to a family, and concurrently creating a business on the site which could also be leased to the same people, providing a stable opportunity for accommodation and livelihood in one package.
- Lizzie mentioned being interested in the idea of creating a bunkhouse, with additional studio units under the same roof, with some flexibility in either renting as holiday accommodation, or renting long-term to an individual should the need arise. Lizzie noted in the current housing plans there are no single person dwellings being created, and there could be a gap here in the provision of the full range of housing options. Dannie noted that the planning permission considerations would differ for a studio apartment intended for holiday rental or someone's residence.

House

- **Layout**
  We noted that the internal layout of the house isn't great. The kitchen is small, and it doubles up as the rear entrance. With no porch, the entrance area lacks space. The separate, small, dark rooms for kitchen, dining room and living room are old-fashioned.
- **Possible alterations**
  The dining room could convert into a third, downstairs bedroom. The internal room doors could possibly be widened to allow more openness. There could be a porch added to the front door, currently un-used. There could be a conservatory added to the west of the dark living room, which could also connect into the kitchen by knocking through the wall – creating a more spacious and light kitchen/living space. The pair of walls on either side of the staircase are structural and could not be altered. It was noted that should two flats be created, one up and one down, with external stairs, then the internal space occupied by the steep staircase in the centre of the house would be reclaimed.
- **Condition**
  We noted areas of discolouration on the walls above the stairs – landing area and bedroom. It was noted that damp was getting in, and this could be related to flashing or joins near the chimney structures on the roof - most likely needing some attention. It was noted that the bathroom was in need of replacing, and there was a plaster crack visible on the living room ceiling below it. One dining room window had moisture clouding in between the two glass panes.

Notes written up by Lizzie Keenaghan, Project Coordinator, 18th August 2021

Do Not Scale From This Drawing.



IPM Associates (Scotland) Ltd
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Argyll
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Baptist Manse
Isle of Colonsay
Argyll
PA61 7YR

Boundary Survey With Title Plan
ARG27505 Overlay

Project number	2266-20	03
Date	22.07.20	
Drawn by	CDM	
Checked by	CDM	Scale 1:500

Colonsay Community Development Company

Company Limited by Guarantee

Company registration No – SC208892
Charity registration No – SC030317

Group financial statements
for the year ended
30 March 2021

Simmers & Co
Chartered Accountants
OBAN

Colonsay Community Development Company

Company Limited by Guarantee

Financial Statements

Year ended 30 March 2021

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Colonsay Community Development Company

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year ended 30 March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 30 March 2021.

Reference and administrative details

Registered charity name	Colonsay Community Development Company
Charity registration number	SC030317
Company registration number	SC208892
Principal office and registered office	Colonsay Service Point Scalasaig Isle of Colonsay Argyll PA61 7YW
The trustees	Mr A Abraham Ms S Dance Mr C Hay (Appointed 26 November 2020) Mr W Joll Ms C McNeill Mr L McNeill Mr C McNicholl (Resigned 10 February 2021) Mr D Onn
Company secretary	Tanya Wren
Auditor	Simmers & Co Chartered accountants & statutory auditor Albany Chambers Albany Street Oban Argyll PA34 4AL

Structure, governance and management

The Company (registration number SC208892) is limited by guarantee of its members. It is a charity registered in Scotland (SC030317) and is governed by a memorandum and articles of association. All directors, including those appointed during the year by the existing directors to fill vacancies, resign and offer themselves for re-election at the Annual general Meeting of members. All the directors are volunteers and none of the directors, nor anyone connected with them, receive any remuneration or other benefit from the company.

ASAP

Objectives and activities

Colonsay Community Development Company (CCDC) is a registered charity with the following aims: Promoting the wellbeing of the residents of Colonsay and Oransay.
Advancing education amongst the community, particularly among young people and the unemployed. Addressing the issues of social and economic exclusion and providing access to employment and enterprise. Protection and preservation of the natural environment of Colonsay and Oransay, for the benefit of the local population the organisation works with the community to find out what their basic needs are - particularly for those who experience disadvantage or acute isolation. They respond by fundraising and delivering a wide range of community learning and development activities. We aim to create opportunity for islanders, their families and visitors to come together through learning, history and celebration, Owner and managed by the community, we aim to promote a more sustainable future for our residents. CCDC is independent but seeks to work in partnership with other private public and third sector organisations, it has the ambition to reduce dependency on grant support be generating income through enterprise and the ownership of assets. All trading surpluses are reinvested in the organisation and the community. The Trustees have paid due regard to guidance issued by the Office of the Scottish Charity Regulator in deciding what activities the Charity should undertake. All the organisations directors are volunteers. We also have volunteers who assist with fundraising which is carried out throughout the year.

Achievements and performance

Client to add.

Financial review

Principal risks and uncertainties
The directors regularly examine the charity's exposure to strategic, financial, business and operational risks at board meetings with specific emphasis more recently on risks arising from the major housing and business space project. Details of mitigation actions are noted in the minutes of the meeting.

Financial outturn
Under the Statement of Recommended Practice (SORP) for charity accounts, income is reported in the year it is received whilst expenditure may be reported in future years. As a result, funds may be carried forward to future years and expenditure in those years made out of those funds may exceed the income for the year.

The group results for the year were total income of £512,408 (2020 - £650,737) of which £432,264 (2020 - £565,651) was restricted income and £80,144 (2020 - £85,086) unrestricted. Expenditure totalled £162,943 (2020 - £154,780), of which £70,616 (2020 - £66,757) was restricted and £92,327 (2020 - £88,023) was unrestricted. After transfers, the result for the year was a surplus of £349,465 (2020 - £495,957) of which £361,648 (2020 - £515,412) was restricted funds and deficit £12,183 (2020 - £19,455) was unrestricted.

Total group reserves at the year end were £1,142,949 (2020 - £793,484) of which £885,288 (2020 - £523,640) of funds were restricted and £257,661 (2020 - £269,844) were unrestricted. Total charity's reserves at the year end were £1,122,133 (2020 -£772,587) of which £885,288 (2020 - £523,640) of funds were restricted and £236,845 (2020 - £248,947) were unrestricted.

The group's reserves policy are to secure sufficient grant funding to complete the planned projects and thereafter through detailed management of the business plan , obtain income through sales and other grant and voluntary revenue funding to allow the company to operate successfully and achieve its stated charitable aims.

Plans for the future

Client to insert

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on ..... and signed on behalf of the board of trustees by:

Mr D Onn
Trustee

Opinion

We have audited the financial statements of Colonsay Community Development Company (the 'charity') and its subsidiary (the "Group") for the year ended 30 March 2021 which comprise the Group statement of financial activities (including income and expenditure account), the Group and Parent Charity's statement of financial position, the Group and parent charity's statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out below, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going

concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In undertaking the audit, the auditors use best endeavours to evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management and the consequential risk of fraud occurring.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or

conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the parent charity's members, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

David McGregor (Senior Statutory Auditor)

For and on behalf of
Simmers & Co
Chartered accountants & statutory auditor
Albany Chambers
Albany Street
Oban
Argyll
PA34 4AL

18 March 2021

Colonsay Community Development Company

Company Limited by Guarantee

Statement of Financial Activities
(including income and expenditure account)

Year ended 30 March 2021

	Note	2021 Unrestricted funds £	2021 Restricted funds £	2021 **Total funds** £	2020 Total funds £
Income and endowments					
Donations and legacies	**5**	52	423,103	423,155	557,324
Charitable activities	**6**	2,820	9,161	11,981	19,628
Other trading activities	**7**	8,412	–	8,412	136
Subsidiary trading income	**7**	68,830	-	68,830	73,549
Investment income	**8**	30	–	30	100
Total income		80,144	432,264	512,408	650,737
Expenditure					
Expenditure on charitable activities	**9,10**	92,327	70,616	162,943	154,780
Total expenditure		92,327	70,616	162,943	154,780
Net income and net movement in funds		(12,183)	361,648	349,465	495,957
Reconciliation of funds					
Total funds brought forward		269,844	523,640	793,484	297,527
Total funds carried forward		257,661	885,288	1,142,949	793,484

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 12 to 24 form part of these financial statements.

Colonsay Community Development Company

Company Limited by Guarantee

Statement of Financial Position (Group)

30 March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	**16**	965,536	748,091
Investments		-	-
		965,536	748,091
Current assets			
Stocks		8,600	16,865
Debtors	**17**	14,988	15,887
Cash at bank and in hand		177,537	72,484
		201,125	102,536
Creditors: amounts falling due within one year	**18**	23,715	59,843
Net current assets		177,410	45,393
Total assets less current liabilities		1,142,946	793,484
Net assets		1,142,946	793,484
Funds of the charity			
Restricted funds		885,288	523,640
Unrestricted funds		257,658	269,844
Total charity funds	**20**	1,142,946	793,484

These financial statements were approved by the board of trustees and authorised for issue on xxxxxx, and are signed on behalf of the board by:

Mr C Hay
Trustee

Mr D Onn
Trustee

The notes on pages 12 to 24 form part of these financial statements.

ASAP

Colonsay Community Development Company

Company Limited by Guarantee

Statement of Financial Position (Charity)

30 March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	**16**	965,265	748,000
Investments		100	100
		965,366	748,100
Current assets			
Debtors	**17**	29,906	28,635
Cash at bank and in hand		147,328	45,006
		177,234	73,641
Creditors: amounts falling due within one year	**18**	20,466	49,154
Net current assets		156,768	24,487
Total assets less current liabilities		1,122,133	772,587
Net assets		1,122,133	772,587
Funds of the charity			
Restricted funds		885,288	523,640
Unrestricted funds		236,845	248,947
Total charity funds	**20**	1,122,133	772,587

These financial statements were approved by the board of trustees and authorised for issue on xxxxxx, and are signed on behalf of the board by:

Mr C Hay
Trustee

Mr D Onn
Trustee

The notes on pages 12 to 24 form part of these financial statements.

Colonsay Community Development Company

Company Limited by Guarantee

Statement of Cash Flows (Group and Charity)

Year ended 30 March 2021

	Group		Charity	
	2021	2020	**2021**	2020
	£	**£**	**£**	£
Cash flows from operating activities				
Net income	349,465	495,957	349,546	496,461
Adjustments for:				
Depreciation of tangible fixed assets	9,577	5,450	9,510	5,428
Other interest receivable and similar income	(30)	(100)	(30)	(100)
Accrued expenses/(income)	7,516	(252)	3,516	(266)
Changes in:				
Stocks	8,269	(9,282)	–	437
Trade and other debtors	(2,230)	(3,758)	(1,271)	(4,345)
Trade and other creditors	(40,516)	49,578	(32,204)	40,306
Cash generated from operations	332,051	537,593	329,067	537,921
Interest received	30	100	30	100
Net cash from operating activities	332,081	537,693	329,097	538,021
Cash flows from investing activities				
Purchase of tangible assets	(227,028)	(519,749)	(226,775)	(519,749)
Net cash used in investing activities	(227,028)	(519,749)	(226,775)	(519,749)
Net increase in cash and cash equivalents	105,053	17,944	102,322	18,272
Cash and cash equivalents at beginning of year	72,484	54,540	45,006	26,734
Cash and cash equivalents at end of year	177,537	72,484	147,328	45,006

The notes on pages 12 to 24 form part of these financial statements.

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in Scotland and a registered charity in Scotland. The address of the registered office is Colonsay Service Point, Scalasaig, Isle of Colonsay, Argyll, PA61 7YW.

2. Statement of compliance

The Group financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The consolidated financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The consolidated financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Consolidation

The consolidated financial statement incorporate the financial statements of the charity and its subsidiary Colonsay Trading Company Limited. The Charity is exempt from the requirement to present its own statement of financial activities. The results of the financial year dealt with in the financial statements of the charity are disclosed in the note to the financial statements.

Judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumption about the carrying amount of assets and liabilities that are not readily apparent from other sources, The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant, Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3. Accounting policies *(continued)*

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- legacy income is recognised when receipt is probable and entitlement is established.

- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

3. Accounting policies *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.

- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% straight line
Plant and machinery	-	15% reducing balance
Fixtures and fittings	-	20% reducing balance

3. Accounting policies *(continued)*

Stock

Stock is valued at the lower of cost and net realisable value.

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial instruments

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

3. Accounting policies *(continued)*

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The charity is limited by guarantee of its members. In the event of a wind up, individual members liability will be limited to £1 each.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
Donations			
Donations	-	5,160	5,160
Grants			
Grants HIE	–	37,611	37,611
Grants Argyll & Bute Council	–	28,900	28,900
Grants Colonsay and Oronsay Common Good Fund	–	11,250	11,250
Grants Scottish Land Fund	–	241,682	241,682
Grants Paths For All	–	–	–
Grants MOWI	–	–	–
Grants Scottish Government	–	98,500	98,500
Subscriptions			
Membership fees	52	–	52
	52	423,103	423,155

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5. Donations and legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations	698	–	698
Grants			
Grants HIE	–	116,047	116,047
Grants Argyll & Bute Council	–	–	–
Grants Colonsay and Oronsay Common Good Fund	–	2,824	2,824
Grants Scottish Land Fund	–	397,355	397,355
Grants Paths For All	–	1,500	1,500
Grants MOWI	–	28,900	28,900
Grants Scottish Government	–	10,000	10,000
Subscriptions			
Membership fees	–	–	–
	698	556,626	557,324

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
Services provided under contract	697	9,161	9,858
Charitable rental income	1,131	–	1,131
Web advertising	992	–	992
	2,820	9,161	11,981

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Services provided under contract	–	9,025	9,025
Charitable rental income	8,567	–	8,567
Web advertising	2,036	–	2,036
	10,603	9,025	19,628

ASAP

7. Other trading activities

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
Other income from other trading activities	8,412	8,412	136	136
Subsidiary trading income	68,830	68,830	73,548	73,548

The Charity controls the Company listed below by a virtue of holding a controlling interest in the equity share capital.

Name of subsidiary	**Country of incorporation**	**% of equity held**
Colonsay Trading Company Ltd	Scotland	100

8. Investment income

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	30	30	100	100

9. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
Charitable activities	21,162	70,616	91,778
Trading activities	60,961	-	60,961
Support costs	10,204	–	10,204
	92,327	70,616	162,943

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Charitable activities	8,693	66,757	75,450
Trading activities	73,053	-	73,053
Support costs	6,277	–	6,277
	88,023	66,757	154,780

10. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	**Total funds 2021**	Total fund 2020
	£	£	£	£
Charitable activities	91,778	5,623	97,401	78,837
Trading activities	60,961	-	60,961	73,053
Governance costs	–	4,581	4,581	2,890
	153,739	10,204	162,943	154,780

11. Analysis of support costs

	Analysis of support costs activity 1	**Total 2021**	Total 2020
	£	£	£
Premises	–	–	259
General office	5,473	5,473	1,942
Governance costs	4,581	4,581	3,297
Support costs - Other	150	150	778
	10,204	10,204	6,276

12. Net income

Net income is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	9,510	5,428

13. Auditors remuneration

	2021	2020
	£	£
Fees payable for the audit of the financial statements	1,800	1,000
Other fees paid	2,781	2,297
	4,581	3,297

ASAP

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	39,607	27,093
Employer contributions to pension plans	296	–
	39,903	27,093

The average head count of employees during the year was Nil (2020: 4). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Development	3	2
Service point	2	2
	5	4

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

15. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees (2020: Nil).

ASAP

16. Tangible fixed assets

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Equipment £	**Total £**
Cost					
At 31 March 2020	715,238	141,612	752	3,631	861,233
Additions	226,775	–	–	249	227,024
At 30 March 2021	942,013	141,612	752	3,880	1,088,257
Depreciation					
At 31 March 2020	–	110,044	752	2,348	113,144
Charge for the year	4,536	4,735	–	306	9,577
At 30 March 2021	4,536	114,779	752	2,654	122,721
Carrying amount					
At 30 March 2021	937,477	26,833	–	1,226	965,536
At 31 March 2020	715,238	31,568	–	1,285	748,091

Of the above assets all assets are held by the Charity with the exception of equipment with carrying amount at 30 March 2021 of £271.

17. Debtors

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade debtors	4,740	2,942	572	712
Amounts owed by group undertakings	-	-	21,053	17,923
Prepayments and accrued income	409	-	409	–
Other debtors	9,839	12,945	7,872	10,000
	14,988	15,887	29,906	28,635

18. Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	8,069	50,600	8,033	40,682
Accruals and deferred income	12,817	8,430	11,316	7,800
Social security and other taxes	2,829	814	1,117	672
	23,715	59,843	20,466	49,154

19. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £296 (2020: £Nil).

20. Analysis of charitable funds

Unrestricted funds - Group

	At 31 March 2020	Income	Expenditure	Transfers	**At 30 March 2021**
	£	£	£	£	£
General funds	269,844	80,144	(92,327)	–	257,661

	At 31 March 2019	Income	Expenditure	Transfers	At 30 March 2020
	£	£	£	£	£
General funds	289,300	86,085	(89,023)	(16,518)	269,844

ASAP

Restricted funds

	At 31 March 2020 £	Income £	Expenditure £	Transfers £	**At 30 March 2021** £
HIE development officers	-	18,992	(18,992)	-	-
Argyll & Bute Council	3,030	9,161	(7,673)	-	4,518
Waste Management	4,101		(615)		3,486
The Robertson Trust	84				84
Scalasaig Land purchase	514,925	48,060	(13,374)		549,611
Manse Development	-	233,932	(11,370)	-	227,562
Paths for all	1,500			-	1,500
Supporting communities	-	18,619	(18,592)	-	27
Islands Green Recover Plan	-	96,000	-	-	96,000
RBIP/ Business Innovation Grant	-	2,500	-	-	2,500
	523,640	432,264	(70,616)	-	885,288

	At 31 March 2019 £	Income £	Expenditure £	Transfers £	**At 30 March 2020** £
SNH	2,574	-	-	(2,574)	-
HIE development officers	-	14,047	(16,332)	2,285	-
Big lottery investing in ideas	682	-	-	(682)	-
Argyll & Bute Council	2,376	9,025	(8,047)	-	3,030
SCVO wages	412	-	-	(412)	-
Newspaper donation	100	-	-	(100)	-
Waste Management	2,000	2,823	(722)	-	4,101
The Robertson Trust	84	-,	-	-	84
Scalasaig Land purchase		532,166	(35,566)	18,001	514,925
Manse Development	-	6,090	(6.090)	-	-
Paths for all	-	1,500	-	-	1,500
	8,228	565,651	(66,757)	16,518	523,640

ASAP

21. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	**Total Funds 2021**
	£	£	**£**
Tangible fixed assets	224,885	740,651	965,536
Current assets	56,488	144,637	201,125
Creditors less than 1 year	(23,715)	–	(23,715)
Net assets	257,658	885,288	1,142,946

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Tangible fixed assets	229,065	519,026	748,091
Current assets	57,212	48,024	105,236
Creditors less than 1 year	(16,433)	(43,410)	(59,843)
Net assets	269,844	523,640	793,484

22. Analysis of changes in net debt

	At 31 March 2020	Cash flows	**At 30 Mar 2021**
	£	£	**£**
Cash at bank and in hand	72,484	105,053	177,537

23. Related parties

During the year the charity entered into the following transactions with related parties:

	Transaction value		**Balance owed by/(owed to)**	
	2021	2020	**2021**	2020
	£	£	£	£
Web advertising	144	144	–	–

One trustee paid £144 for a web advertising service in the year. The amount outstanding at the year end was nil.

COLONSAY COMMUNITY DEVELOPMENT COMPANY

PROJECT REPORT – Moorings

Project	Moorings			
Report Compiled by	Lizzie Keenaghan			
Reporting Period	August 2021			
Project Status	Previous Status:		Current Status:	

1. SUMMARY OF ACTIVITY SINCE LAST REPORT

- We now have SSEN's final approved cable position coordinates from their seabed survey earlier this year. This means we can finally proceed with re-plotting, and Stephen MacIntyre at MOWI has said that he can help with this mapping using their software – as before. It'll be row of 6 at 105m from the cable, accurately, a row of 4 further south, with nice wide spacings of 40m diameter, and a holding area >250m away from the cable to the south. .
  - Once this is done, I can put together the license re-submission details for both Marine Scotland & Crown Estate, with the adjusted design using multi-plait, the plan for winter 'unavailable' buoys, the temporary holding area, and the finalised coordinates.
- We're still awaiting SSEN's comments on the proximity agreement draft. It is with Robin Burnett, our regular SSEN contact, and this is where it's delayed, as he's busy.
- I'm still awaiting the liability agreement with MOWI – Stephen MacIntyre is asking MOWI's legal team again for it. Once I have it I can share it with NFU Mutual to double-check that our insurance would be unaffected.
- I mentioned the new CCDC logo work to Carol Paterson in passing.
- Dannie has spoken with Alex Howard. Our need for a designated walking route up from Queen's Bay, and signage there, is still all fine, unaffected by the house/track plans.

2. KEY ISSUES

- If we opt for the Square payment system, and we want QR codes printed onto buoys, this might increase the cost quoted so far for the buoys.
  - I'll need to ask what the cost is for custom-printing onto buoys, and talk with HIE & MOWI about it.

- We'll need communicate with Carol on the logo design work ahead of using it this winter on signage.

PROJECT REPORT – Moorings

3. FORMAL APPROVALS / DECISIONS REQUIRED

- None

4. NEXT REPORTING PERIOD ACTIVITIES

- Callum & I will meet later in September to look at the cost model together, and share with the Board.

5. APPENDICES

- None

COLONSAY COMMUNITY DEVELOPMENT COMPANY

PROJECT REPORT – COMMUNITY HOUSING, BUSINESS UNITS & MANSE

Project	Community Housing, Business Units & Manse			
Report Compiled by	Grace Johnston			
Reporting Period	August 2021			
Project Status	Previous Status:		Current Status:	

1. SUMMARY OF ACTIVITY SINCE LAST REPORT

The Manse

- Hammer & Thistle have erected a partition in the twin bedroom, so that the room can be shared.
- TSL are now housing 3 of their contractors at The Manse. Grace to prepare lease.
- TSL have requested internet access. CCDC to purchase 4g router?
- Still awaiting Private Landlord application approval.

Business Units

- Awaiting funding decision from HIE.
- Grace has updated the BU EOI form and sent out the link to the community. Database has been updated.

Community Housing

- TSL have commenced ground works at Scalasaig.
- Grace and Dannie to attend online meeting with Moira MacVicar from WHHA at 2pm on Thu 26th Aug. Will report findings at board meeting.
- Housing EOI questionnaire has been updated and redistributed. Database has been updated.
- Grace to invite formal EOIs for self build plots.

2. KEY ISSUES

No new issues

PROJECT REPORT – COMMUNITY HOUSING, BUSINESS UNITS & MANSE

3. FORMAL APPROVALS / DECISIONS REQUIRED

Approval/comments from board on BU app form

Decision on joining Scottish Association of Landlords

4. NEXT REPORTING PERIOD ACTIVITIES

- HIE decision on business units funding
- Approval of Private Landlord application
- WHHA role in management of Scalasaig Houses

5. APPENDICES

- n/a

Restructure of the Colonsay Community Development Company 2021

Background

The current structure of the company has served well in recent years, and helped the company deliver a range of community projects, acquiring and promoting the re-letting of crofts, buying the Baptist manse, providing services for Argyll and Bute Council through the service point and supporting the company's subsidiary trading company.

However, things are about to change dramatically, with the company moving away from being essentially a small-scale project delivery organisation to becoming an asset manager, responsible for delivering and then running substantial housing and business development facilities on the island. Moorings and maybe a campsite are expected to follow. The company will benefit from a permanent, long-term income stream from these assets, but with that will come new responsibilities.

At the same time external pressures are bearing on the company that require it to change the way it operates. The introduction of digital banking and card payment systems will significantly reduce the administration load for the trading company; the climate change agenda will gradually force the trading company to curtail the sale of fossil fuels and diversify (or eventually cease trading); and the introduction of fibre broadband to the island may lead Argyll and Bute Council to radically change or even terminate the service point agreement in favour of direct on-line access to Council helpdesk services.

At present, the company supports 3 part-time posts, but these roles may be under threat if they do not change to meet the challenges ahead.

This paper sets out a "road map" for the transition towards a new structure that will support a different way of working, and as far as possible protect jobs too.

Where we are now

The existing structure is that the Board of Directors employs a permanent service point officer; a project co-ordinator under a contract until 2022; and a property co-ordinator until the end of August 2021.

The SP officer is a part time post funded by Argyll and Bute Council under a service level agreement (SLA). A copy is appended for information. The post is a job-share and currently only one half of this is filled by Kirsty MacAllister. The other part of the post has not been filled pending reorganisation. A copy of the current contract is appended for information.

The project co-ordinator post is a fixed term, part time post funded until 2022 by Highlands and Islands Enterprise (HIE). This post is also a job share and is currently staffed by Carrie Seymour and Lizzie Keenaghan.

The property co-ordinator funded by SLF until end August 2021.

What is changing

The company is undergoing dramatic but necessary change. We have acquired increased assets in the land at Scalasaig and the former Baptist Manse. The contract for construction of housing and business units are committed and we will be responsible for managing the new houses and business units owned on behalf of the community.

At the same time, external funding is under pressure and we cannot guarantee further funding for project staff beyond 2022. Argyll and Bute Council are also under extreme financial pressures. The threat to the service point funding is very real. We managed to stave off closure of the service point two years ago, but we should be prepared for this to happen in coming years.

What we need to do

Sensibly, we must ensure that the projects provide the income required to manage our organisation. This will make us a sustainable organisation and reduce the risk of funding not being available. The following proposals envisage a reformed structure, still responsible to and directed by the board.

Proposal A

1. An overall manager is engaged to manage the office and our business
2. A clerical officer delivers in accordance with the Service Point SLA, with additional time spent supporting the manager
3. Project staff are employed, as now, but subject to funding being available
4. Flexibility in all roles, particularly in being able to adapt and support company priorities as these change, and in providing day-to-day cover for the service point.

Proposal B

1. We appoint a transition manager for one year to complete the reorganisation proposals
2. We appoint a temporary asset manager to manage the assets as they emerge
3. A clerical officer delivers in accordance with the Service Point SLA, with additional time spent supporting the manager
4. Project staff are employed, as now, but subject to funding being available
5. Flexibility in all roles, particularly in being able to adapt and support company priorities as these change, and in providing day-to-day cover for the service point.

In either case, job descriptions, hours and pay will need to be written and calculated, depending on the available funding and closer examination of our role in the management of projects and assets. Any post can continue as a job share or become one by agreement between the board and applicants.

How we implement the new structure

Dannie and Callum will define the detail of the preferred structure for approval by the Board informally by email, with formal approval at the board meeting at the end of September.

Meantime, staff will be provisionally matched into new posts and at change-over their previous posts will be deleted. For the reasons set out earlier (the company is changing) staff should not expect new post responsibilities to exactly mirror their previous roles.

If existing members of staff do not wish to be matched into their new post they will be free to resign, but that will be a personal choice. Provided a suitable post exists for them that they have been matched into and the match is reasonable, redundancy would not apply.

We will seek guidance from A&BC HR dept. for how the matching process is conducted to ensure the process is legally sound, fair and transparent.

Our aim is to achieve this for October this year. A possible timetable is:

16 August – prepare new job descriptions. Discuss proposals with A&BC and seek professional advice if needed

20 August – circulate restructure outline proposal to the board for outline approval

23 August – Service Point training (except finance)

23 August to 3 September – present detailed proposals including new job descriptions to existing staff for one-to-one discussion, and job matching

26 August – approve the new structure at board and authorise implementation

30 August advertise for any vacant posts if necessary

20 September – interviews if required

30 September – ratification at board meeting

1 October – begin implementation

Funding

The proposed structures depend in part upon funding.

We have existing funding for service point and project co-ordinators. We will need funding for the other post or posts. Callum has calculated a surplus from our developments to fund a limited hours general manager post in the first instance, and the company has aspirations for this to become a permanent 2-3 days per week role in the longer term.

The option of a transitional role could involve funding from a graduate programme we have been invited to apply for.