

**Scottish Land Fund**  
Ionmhas Fearainn Na H-Alba



**HIE**  
Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean

 **The Scottish Government**

# The Aald Skül Business Plan

## Draft

### Community Development Company of Nesting

2017 to 2023



---

## Contents

1.1 Project Summary.....	3
1.2 The Organisation.....	4
1.3 Vision and Mission.....	4
1.4 Methodology.....	5
<b>2 The Need and The Evidence of Need.....</b>	<b>7</b>
2.1 Evidence of Need Context.....	7
2.2 The Area we will serve.....	8
2.3 Policy Context.....	10
2.4 Case Studies.....	11
2.5 Options Appraisal.....	11
<b>3. Delivery and Project Management.....</b>	<b>13</b>
3.1 What we will deliver from The Aald Skül.....	13
3.2 Delivery Social Outcomes Under a Single Vision.....	15
3.3 Beneficiary Groups.....	16
3.4 Phased Approach to the Project.....	17
3.5 Asset Transfer Process.....	19
3.6 The building, the land and use of space.....	19
3.7 Accommodation Schedule.....	21
3.8 Usage Schedule.....	25
3.9 Empowering and Improving the Lives of Individuals.....	26
3.10 Why Our Project is the Best Way to Meet the Need.....	26
<b>4 Governance and Operational Management.....</b>	<b>28</b>
4.1 Legal Structure.....	28
4.2 Board and Staff Structure.....	28
4.3 Policies and Procedures.....	30
4.4 Monitoring and Evaluation.....	31
4.5 Partnership.....	32
4.6 Risk Mitigation.....	34
<b>5. Financial Management: Costs, Funding and Sustainability.....</b>	<b>37</b>
5.1 Cost Estimates.....	37
5.2 Funding Strategy.....	38
5.3 Asset Transfer Process.....	39
5.4 VAT.....	39
5.5 Income Generation and Sustainability.....	39
<b>6 Marketing Strategy.....</b>	<b>41</b>
6.1 USP of the Project.....	41
6.2 Marketing Strategy.....	41
6.3 Marketing Objectives.....	42
6.4 Our Services.....	44
6.5 Customers.....	45
6.6 Pricing.....	46
6.7 Marketing Communications Plan.....	47
6.8 Our Competitors and what makes us different.....	51
6.9 Branding.....	52
6.10 Budgets.....	53
6.11 Marketing - Monitoring and Evaluation.....	53
<b>Appendix 1 – Financial Projections.....</b>	<b>54</b>
<b>Appendix 2 : The fully developed site vision.....</b>	<b>65</b>
<b>Appendix 3 : Development Officer Job Description.....</b>	<b>66</b>



# 1 Introduction and Background

## 1.1 Project Summary

### Background and Context

Community Development Company of Nesting was formed as a steering group to develop and manage the project with the aim of preserving the land and property at The Aald Skül, Vassa, South Nesting. The community which is active, highly self-reliant and already undertakes a lot of community activity, is also however, a vulnerable and fast changing rural community. A strong infrastructure of services and facilities are vital for our social capital and without this, there is the potential for negative change. The old school building is one of the few public buildings in the area and when it shut as a school there was a real local momentum to consider a positive use for the space. Research carried out in 2016 showed that residents were keen to ensure the building remained in community use and further research was commissioned in 2017 to provide more evidence of need and scope out how this project will move forward to become a viable business proposition whilst delivering key social outcomes for our community.

### The Asset

The asset is the former school within significant land as set out below. It is currently owned by Shetland Island Council who are a supportive and willing seller. We are going through their asset transfer process at the moment and that is going very smoothly as they are keen for this to be a flagship example of what can be done in partnership.

Former School – has a classroom, small office, store and toilet and has an attic that could become additional space. There are 67m<sup>2</sup> of usable space.

Detached wooden classrooms – these extend to 220m<sup>2</sup> and have two classrooms, the canteen, kitchen and toilets. These are in a state of serious disrepair.

Land Between the buildings and Loch Benston

The land extends to 0.83 hectares. There are two key uses for this.

Land Between the Public Road and the Shore

This is a crucial piece of land for the community. It extends to 0.24 hectares.

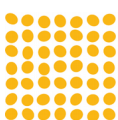
### What We Will Do

The research we carried out during 2016 and 2017 showed support for a range of activities which will generate income and help us to deliver real community benefit. These include:

- Workshop/ learning centre – this space will be a bespoke space, equipped with plant and tools allowing local people and visiting groups (under supervision) to work on metal and woodwork projects. We will also promote this as a learning space allowing local schools bringing older pupils and other groups to learn from our own skilled local residents, in many cases learning traditional hand tooling techniques passing these on between generations.

Nesting has a strong Up Helly Aa tradition with the local people working from October to February building and preparing. We plan to wrap an Our Heritage (HLF funded) project around this workshop, merging traditional local skills with a heritage celebration.

- Meeting /general purpose room – two smaller or one large (sub-divided) room will be provided for use by local groups and businesses to hire for meetings, seminars, or other events bringing local people or interest groups together. This space will be flexible and will ensure local groups or businesses don't have to go far to meet and develop projects together or develop strong business connections. We will work in close partnership with the Village Hall to ensure there is mutual benefit and no duplication.



- Childcare – one room will be used to offer childcare for local families. We will hire this space out to a local provider or group of childminders/parents, as registered childcare with the Care Inspectorate and Scottish Social Services Council (SSSC). We expect that the services offered will include preschool childcare, after school care and holiday care for primary school age children. This will occur in later phases.
- Gym – we will open a gym offering a range of free weights and cardio and fitness equipment allowing gym members to embark on a well-rounded fitness regime. We will also work with local fitness instructors offering classes from South Nesting Hall and this breadth of space will attract customers.
- Scrapstore – a key part of our building will be the continued trading of our Scrapstore which continues to grow in popularity. The Scrapstore will have internal and external space trading in a range of household and architectural or gardening goods rather than focusing on clothing. By working with South Nesting Hall, offering a Sunday Tea, we will attract both locals and visitors to Nesting, creating a “day out” excursion for the family.
- Storage – we will offer a range of storage spaces, fully covered or enclosed, to provide space for groups, businesses and individuals to store boats, paperwork, stock as well as an option of office space for some sole traders. These will utilise a small village of pods in the ground surrounding the school, ideally echoing the Viking heritage construction.
- Use of the land for storage, workshops and growing and using the lower site for local celebrations. This is fleshed out later in the business plan.

## 1.2 The Organisation

CDCN was established as a steering group coordinating community consultation and to drive the project forward.

We have subsequently decided to register as a company limited by guarantee with charitable status and are in the process of registration with Companies House and OSCR. This should be completed by late 2017 and will enable us to proceed with funding applications, entering into contracts for services and ultimately to trade.

The structure of our organisation will allow for a minimum of 12 members with membership being open to those over the age of 16. The board will consist of at least 5 directors with 3 office bearers, being Chair, Vice Chair and Treasurer. Membership is open to everyone with no restrictions.

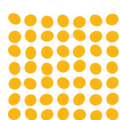
## 1.3 Vision and Mission

**Our Vision** is that Nesting will be a vibrant place where people want to live and bring up their families and a place which connects people to their community and their heritage.

### Business Objectives

In the next five years, our strategic objectives are to:

- Secure capital funding to meet costs of refurbishment, demolition and build from a range of funders including Big Lottery, Robertson Trust, LEADER, Heritage Lottery, Trusthouse Charitable Foundation, Clothworkers Foundation, Regeneration Capital Grants Scheme and others
- We will undertake fundraising activity to raise smaller pots of funding locally.
- The gym will open in 2020/21 and will start with a membership of 10, rising to 30 members by 2022/23; we will generate an income of £3,600 in 2020/21 rising to £6,600 in 2022/23.
- Childcare will open for the first intake of children in Summer 2020; whilst we will be the “landlord” rather than practitioner, we expect this will allow up to 10 children in 2020/21; this number will rise to a maximum of 20 by 2022/23; the income we have shown for childcare is rental income only.



- We will accommodate 4 external storage units in 2020/21 increasing this to a maximum of 10 by 2022/23; rental from storage units will be £40 per month on average but this will depend on the kind and size of the space. In 2020/21 we will achieve an income of £2,400 rising to £4,800 by end 2022/23.
- Bookings for our workshop and learning centre will be open in 2020/21 and will generate an income from bookings of £6,100; hourly fee of £5; we will increase occupancy to rise from 30% to 60% in the evening by 2022/23 and from 10% to 40% during the day in the same period.
- We do not expect our meeting room/general room will directly generate an income until beyond the initial trading period in this business plan, being used to provide space for tourist and more learning activities. Any income will be small and will be additional to trading shown in the cash flow.

## 1.4 Methodology

To arrive at the best way forward for our community, a range of qualitative and quantitative research work has contributed to this business plan, largely pulled together during the last two years then most recently through a focussed piece of research work in Summer 2017 undertaken by independent consultants to ensure it was objective. From the original surveys and meetings in 2016, we suggested seven projects to form the basis of further research in 2017. These ideas were a gym, storage, workshop, childcare, allotments, music room and meeting rooms, with a further 2 ideas being how to incorporate a scrapstore and how to celebrate our heritage and culture.

**Stage 1 – Commissioned Research** – Community Enterprise brought experience of working with a range of community based enterprise and funded capital projects. Community Enterprise was commissioned to undertake research and business planning work to support a strong Stage 2 Scottish Land Fund bid. This focussed on evidencing need for various initiatives related to developing The Aald Skül as a key asset in the local community. The consultants led a collaborative process and undertook the following with significant involvement from Shetland Islands Council and a number of other stakeholders;

- A public consultation meeting was held for local people
- Focus groups were held around key themes
- Stakeholder meetings were held to gain a different perspective on the needs of the community.
- Specific stakeholder conversations also took place to back this up
- 56 one to one interviews took place
- Commercial research was undertaken into viability
- An analysis of the competition and partnership with other facilities and services locally
- Consideration of case studies
- Two surveys on use of the gym and need for childcare provision

**Stage 2 – Options Appraisal and Feasibility Study** – On production of the report, the consultants presented the options to the local community. Feedback from the steering group indicated their preferred way forward. These discussions involved some further research, thinking and modelling.

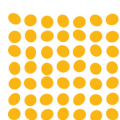
**Stage 3 – Business Plan** – This plan was put together based on the above data and further communication between the consultants, CDCN board members and important partners such as the Scottish Land Fund and Shetland Islands Council.

*Beyond this stage;*

**Stage 4 – Design Team** – the next stage of this consultation will involve the design team who will be appointed when funding is in place.



**Stage 5 – Final Business Plan** – The organisation itself, or with consultancy support will use the technical data to augment the business plan. Importantly the QS estimates will inform the final funding strategy.



## 2 The Need and The Evidence of Need

### 2.1 Evidence of Need Context

Establishing the needs of this community and analysing the market opportunities that will ensure sustainability, has been a long and careful process. The full research is contained in a separate Research Report with appendices which is available on request. This includes analysis of our socio-demographic profile as a community, policy that will align with the proposed projects, case studies and market analysis of the ideas presented as well as the primary research within the community itself.

The quality and quantity of the research is set out below;

- Analysis of the survey done by the group in 2016 with every household in the village.
- Surveys – designed to record demand and needs for a gym and childcare provision.
- Community consultation meeting attended by over 40 people at South Nesting Hall.
- Focus groups to discuss storage, allotments and childcare.
- 56 stakeholder conversations held with a range of stakeholders from across Shetland and representing the interests of a wide range of local people in Nesting as well as the wider community.
- Market analysis in the areas we will “trade” in including storage, tourism, gym use and childcare provision.
- Demographic and statistical analysis using SIMD figures and a Community Insight report detailing the nature of our community.
- Case Studies of three similar ventures run by community groups in Scotland.
- Competitive / Partner analysis for the different activities we planned to offer to ensure there was no displacement.

### Evidence of Need Summary

Having considered the research conducted we have summarised below the main findings that has led us to focus on the six activities listed.

Activity	Evidence of Need
Gym	120 people said they would use a gym in 2016; this figure was further explored in the survey in 2017 when 50% of people said they'd use the gym more than once a week and 25% said they'd use it daily; 75% said they'd like free weights and 63% cardio equipment – 9 people completed this survey.  At the public meeting 5 people said they'd use a gym once or twice a week.
Childcare	51 people said they'd use some kind of childcare provision in 2016; further explored in 2017 the survey and stakeholder conversations showed 60% would use after school club and 70% saying they'd use a holiday club; 17% said they'd need a nursery provision for either 3 or 5 hours per day. 5 parents said they would need childcare at the open meeting.  Parents we spoke to are concerned that if there is no childcare provision in Nesting, this will lead to the demise of the primary school.
Storage Units	50 people said they'd use storage in the 2016 survey and the focus groups and stakeholder conversations suggest a range of uses for storage including boats, canoes, business purposes, storing stock and building materials, office space. A list of 8 groups





	have expressed an interest in renting a storage unit.
Workshop/ Learning Centre	<p>83 people said they would be interested in using a workshop space in the 2016 survey; subsequent conversations with a number of individuals and group representatives suggest that block bookings particularly over the winter months, could be easily secured providing a good income.</p> <p>People attending the open meeting see that heritage is something that could be promoted in a general space, providing exhibitions and displays about local memories, culture and history, sharing local stories which could be developed into organised educational packages to be promoted to both locals, Shetlanders and tourists or visitors.</p>
Scrapstore	The scrapstore has been mentioned at the public meeting and during stakeholder conversations as a way to bring people to Nesting, linking with other services such as Sunday Teas that could be offered at the South Nesting Hall. This will generate a regular income and could provide opportunities for volunteering and potentially employability schemes.
Meeting or General Purpose Rooms	<p>Range of clubs have expressed a need to regularly rent a meeting room.</p> <p>People attending the open meeting see that heritage is something that could be promoted in a general space, providing exhibitions and displays about local memories, culture and history, sharing local stories.</p>

## 2.2 The Area we will serve



### Population

**505 people live in Nesting. Of this 110 are aged under 15, 320 are of working age and 80 are over the age of 65.<sup>1</sup> Considering the potential for the childcare service, there will be 28 births in 2018/19 and 27 are projected in 2019/20. The number of pre-school age children in 2017/18 is 88 and this figure will reduce to 81 in 2018/19.<sup>2</sup>**



### Geography

Nesting covers an area of 47 square miles and sits approximately 10 miles to the North of Lerwick, with a population of 505 living in the settlements of South Nesting and North Nesting, as well as the neighbouring areas of Grlsta and Wadbister.

People do not drive “through” Nesting, instead people go to Nesting because they live there.

The weather in Shetland has a huge impact on its economy, visitor numbers and ultimately on any proposed project we plan to embark on, causing this to be “seasonally” sensitive area. Locals refer to winter as being from September until April and this will be a key consideration when planning activities and considering how visitors can be drawn to projects and activities taking place in The Aald Skül.



### Transport

Given the rurality of the area, only 8.5% do not own a car. Almost 40% own one car, while many (32.4%) own two. A fair amount of households have three or four cars (12.8% / 6.9%). Public transport however is very poor.

<sup>1</sup> ONS 2015

<sup>2</sup> Bruce Family Centre, Shetland Island Council





## Economy

The main area of South Nesting, which is where 330 people live, accommodates a Primary School with 19 primary school age children and 2 part time teachers; there is also a Village Store and Garage in South Nesting and also an active Village Hall, being used by locals for mainly social events and fitness club meetings.

Shetland has one of the most economically active populations in Scotland (approximately 85%). In Nesting, specifically, 80% of the working age population are economically active (Scotland average = 69%). Most are employed in health and social work, construction or retail. Skilled trades are the second most common after professional occupations given the overwhelming presence of primary industries (47% of all business sites compared to 10% in Scotland). There are still a number of crofts in the Nesting area and another source of jobs is aquaculture with a number of Salmon and Mussel farms in the coastal waters around Nesting and the North Mainland. <sup>3</sup>



## Employment

Residents of working age living in Nesting work locally or in Lerwick and Sullom, accessing services mainly in Lerwick and for this reason the area is becoming more of a “commuter” area which is presenting some concerns, some of which are the basis for the community being keen to offer more locally.

52% people aged 16-74 are in full-time employment around Nesting compared with 40% across Scotland.



## Housing

Most households in Nesting are composed by married couples (43.1%). One-person (aged under 65) households are 15.4% of the overall households, while approximately 1 in 5 are pensioner households.

The overwhelming majority of housing is detached houses (81.5%) while 16% are semi-detached, 1.5% terraced and 1% temporary dwellings.



## Tourism

Shetland has a vivid tourist market which attracts thousands of tourists annually, both from within and outside the UK. Shetland Islands Council in partnership with Highlands and Islands Enterprise and Visit Scotland commissioned Scotinform to conduct a visitor survey (2012/13). The key results from this show us that 64,655 people visited Shetland in 2012/13 spending £251 during their trip with the average stay being for 10 nights. 42% of visitors to Shetland were on holiday and 12% were visiting family and friends. Most visitors were over 45 years of age and the profile showed most being Scottish, 33% from rest of UK, 11% from the EU and 8% from elsewhere in the world.

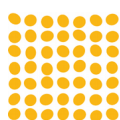
*People visiting Shetland for a holiday said that 43% visited Shetland because of the scenery/ landscape and 22% due to the archaeology/ history of the islands. 35% of tourists visited archaeological sites. The illustrations below show what people do when they visit and when considering the type of historic sites, the most popular sites are shown separately.*



## Health

In Shetland in general, most people would describe their health as very good (54.6%) whereas only 3.4% would describe it as bad or very bad. In Nesting, there are approximately 5% less people with a limiting long-term illness compared to Scotland's 19.6%.

Generally, people in Shetland have a flourishing physical and mental health with most indicators faring better than the national average. However, one key problem in the area is alcohol and drug addiction. Approximately 22.2% of the Islands' residents have a drinking



---

problem; the figure rises to 30.2% amongst men. 3.5% of men are drug users.

---



### Deprivation

Whilst Shetland is not a deprived area when considering Scottish Index of Multiple Deprivation, it does suffer from a lack of access to services due in part to the rural nature of the area.

A report prepared by the Shetland Islands Council quotes the following:

“Access is a fundamental factor in relation to social exclusion and deprivation in Shetland: lack of access to opportunities restricts development in most other areas of people’s lives. A section of the Shetland community are unable to take part in opportunities the majority, with a private vehicle and sufficient funds, take for granted. To date, their isolation has meant their needs, including access, have never before been comprehensively captured.”

Given that Shetland’s rankings in the access domain of the SIMD are some of the most concerning in Scotland, one can conclude that social exclusion is high in the area. Furthermore, the same report argues that Shetland’s community can be rather exclusionary:

“On the face of it, community life in Shetland enables people to feel included and part of society. However factors such as culture, race, age, disability and past history can influence the extent to which people feel included. For those born into Shetland communities there is generally a safety net of family and community networks should times become difficult, which is less readily available to incomers. For others circumstances can lead to extreme feelings of isolation and exclusion both from the community and community events.”

Social exclusion does not only have detrimental effects on issues such as identity and belonging, but also on health, housing or education.

---

## 2.3 Policy Context

See section 2.3 of the research report for further details.

We have considered both national and local policy to identify which policies and strategies the projects we plan to deliver will align with. This will enable us to match our projects with potential funding sources as well as ensuring that we meet the outcomes from the Scottish Government and from Shetland Island Council. Full details of main priorities for these policies and how The Aald Skül will meet these can be seen in the Research Report.

### National Policy and Strategy

The activities we plan to deliver at The Aald Skül will align with five of the Scottish Government’s 15 Outcomes, being living longer and healthier lives; we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others; we value and enjoy our built and natural environment and protect it and enhance it for future generations; we reduce the local and global environmental impact of our consumption and production.

Our activities will also align with Scottish Government -Community Empowerment Action Plan; Scottish Government - Achieving Sustainable Futures; Scottish Government – Fairer Scotland; Scottish Government, Mental Health Strategy 2017 – 2027; NHS Scotland, Delivering a Fairer Healthier Scotland 2016 – 2017; Scottish Government, Reducing the damaging impact of drugs and alcohol; Historic Environment Scotland – Policy Statement 2016; Scottish Government – Our Place in Time.

### Local Policy and Strategy



Locally we will aligning with Shetland Islands Council – Local Development Plan 2014; Shetland Islands Council – Shetland’s Local Outcome Improvement Plan 2016; Report and Recommendations from Shetland’s Commission on Tackling Inequalities, March 2016; Shetland Partnership: Tackling Inequalities Together; and Place Standard Final Report, April 2017

## 2.4 Case Studies

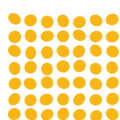
We considered the key learning from six communities around Scotland (see section 2.4 of the research report) involving groups having taken over the running of four primary schools as well as one recycling project. We also considered a local project, the Hoswick Visitors Centre, which attracts a large number of visitors and tourists to its centre every year in Shetland. The key learning from these and other case studies was:

1. having a member of staff with responsibility to develop these projects and coordinate bookings and activity as well as ensuring the building and spaces are maintained as a multi-use environment is one of the first things to be organised, as soon as funding permits
2. roles and responsibilities of each board member should be clearly written down and understood, in particular the roles involving staff and financial management
3. weak governance is a factor in many projects that fail; strong governance should be a priority with systems ensuring detailed reporting and monitoring, good management of information and sound financial probity
4. keeping the community involved in project development and progress is vital for people to engage and come to the building so marketing and communications is important
5. strong marketing will need to focus on the different activities being offered ensuring that CDCN understands the different customer groups, what they need from a service, and how to communicate with them
6. involvement of stakeholders and partners will allow CDCN to get assistance and support when needed particularly with the delivery of community benefit in areas that CDCN does not have expertise
7. partnerships are best delivered with descriptions of what is expected and what should be delivered, not specifically target driven, but ensuring that expectations of each partner are understood and roles are clearly defined – the role of CDCN as a “landlord” or facilitator rather than delivering projects should be clearly understood at an early stage
8. stakeholders will also help to ensure that projects fit with local Council and Scottish Government priorities by keeping the group up to date with priorities within the thematic areas under which projects will be delivered
9. the building should, where possible, make use of green building materials and renewable energies such as ground sourced heat pumps and solar pv panels but this will be further developed by the Design Team

## 2.5 Options Appraisal

A detailed options appraisal can be seen in section 4 of the research report. This outlines the best options and the impact of not doing anything. It balances social impact and financial viability.

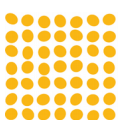
In terms of sites there are very few potential sites in the area because nearly all the land is allocated for crofting or in private hands. In terms of public buildings and sites;



1. The primary school is relatively new. It has good internal and external space with a play area for children which can be accessed outwith school hours. Their land is limited so there are no development potential for a new community asset. Rather there may be a demand for growing space which could be accommodated on the Aald Skül site.
2. The village hall is community managed and well used. There is no space to develop new facilities.
3. We are not aware of any land available at this time. Even if it was available new build from a cleared site would be much more expensive and much less easy to phase.

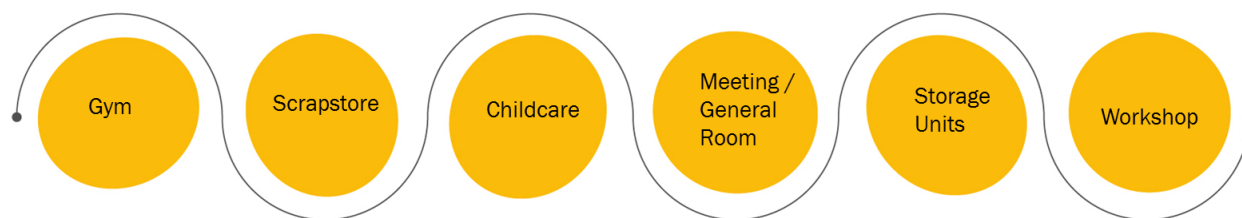
The preferred site benefits from the fact that;

- It is relatively central to the area for everyone who lives here.
- There is a good solid central core building that can be utilised in the meantime with only very limited upgrading followed by a more extensive renovation..
- There is a poor building that can be demolished relatively easily and cheaply for a subsequent phased extension.
- There is land to the rear for flexible development of modular structures.
- There is the land to the shore which is so vital for Up Helly Aa.
- This is the building that was preferred by the whole community as making the most sense to meet the need identified.



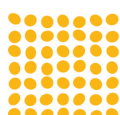
### 3. Delivery and Project Management

#### 3.1 What we will deliver from The Aald Skül



There will be six key activities we will offer from The Aald Skül, using the older Victorian schoolrooms as well as a new building to be developed at a later stage (likely to be on the site of the wooden structures). We will define the services to be offered and identify the different customer groups in the Marketing Plan in section 6. In summary this will be:

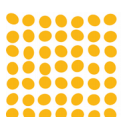
Space	Activity or Service
Gym	<ul style="list-style-type: none"> <li>• Range of cardio and weights fitness equipment; free weights</li> <li>• Links to fitness classes in South Nesting Hall</li> <li>• Accommodates up to 8 people at any one time, though there are up to 30 members projected in total.</li> </ul>
Scrapstore	<ul style="list-style-type: none"> <li>• Scrapstore selling household goods, books, and architectural salvage and garden tools/furniture</li> <li>• Linking with Sunday Tea (South Nesting Hall) when that is happening</li> </ul>
Childcare	<ul style="list-style-type: none"> <li>• Managed by partner organisation or separate group</li> <li>• Pre-school childcare; after school care and holiday club for school age children</li> <li>• Accommodates up to 20 children</li> <li>• Care Inspectorate rules say space needed up to 10 children is 48 sq m</li> </ul>
Meeting or General Purpose Room	<ul style="list-style-type: none"> <li>• Flexible meeting space</li> <li>• Large tables with chairs</li> <li>• Storage (to store furniture and clear space)</li> <li>• Space for “craft shop”</li> <li>• Accommodate 12 people (board room style)</li> <li>• Focus on joint work with Village Hall to offer a range of spaces at different times</li> </ul>
Storage and Sheds	<ul style="list-style-type: none"> <li>• Garage/attractive wooden structures used for storage of boats, equipment, materials               <ul style="list-style-type: none"> <li>• Range of unit types, and sizes</li> <li>• Units may be used for office space</li> </ul> </li> <li>• Indoors and outdoor storage facilities               <ul style="list-style-type: none"> <li>• Huts used for crafting activities</li> <li>• Wigwams for tourists/glampers</li> </ul> </li> <li>• Up to 12 storage units but starting with 4 and growing as demand emerges</li> </ul>
Workshop / Learning Centre	<ul style="list-style-type: none"> <li>• Bookable space for local groups to work on wood or metal work projects</li> <li>• Safe learning environment to teach and present traditional hand tooling techniques including metal lathe, wood lathe and welding</li> <li>• Tools and work benches provided in this space; tool library available for people to</li> </ul>



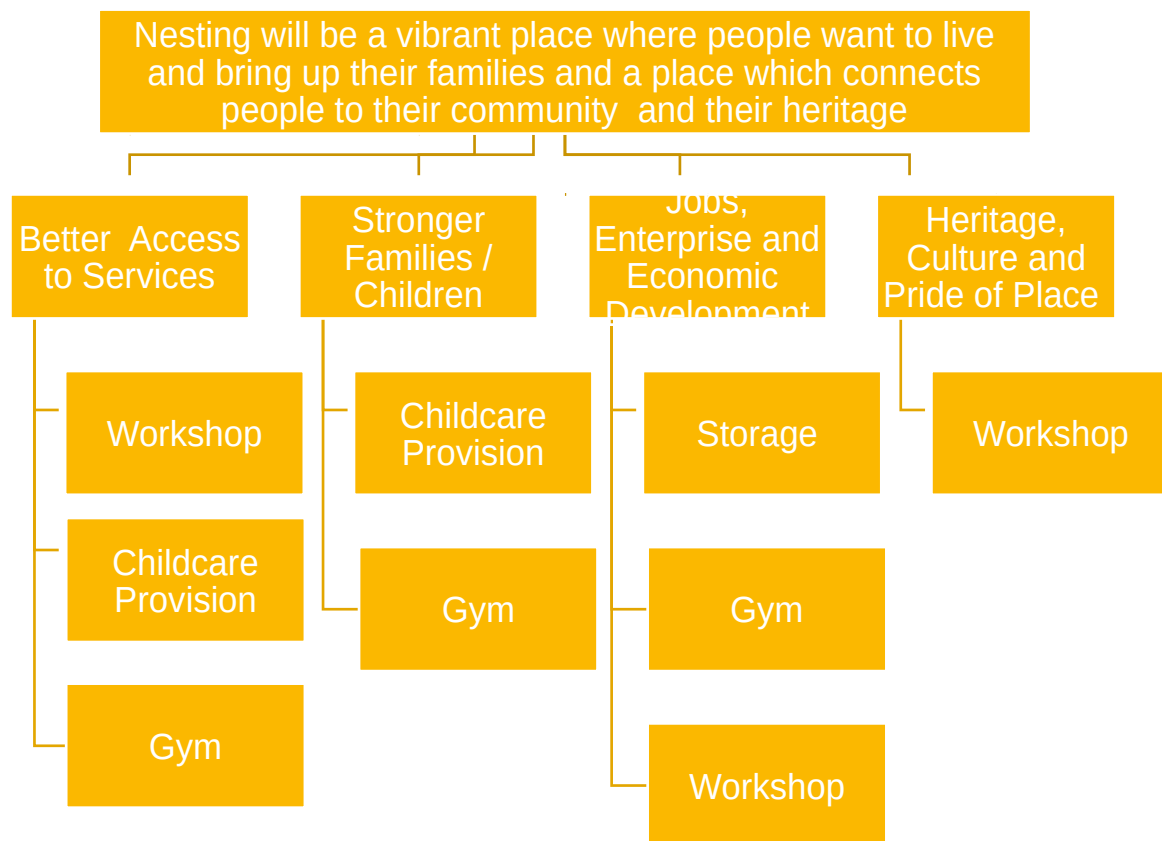
	<p>borrow tools (at a cost)</p> <ul style="list-style-type: none"> <li>• Accommodates Up Helly Aa group during the winter</li> <li>• Accommodates up to 15 people; can be sub-divided for use by 2 groups</li> </ul>
Tourism Offering	<p>Allowing spaces inside to be used for exhibits and displays on local history and culture. Outdoor heritage trails, geocache routes and guided tours could be arranged with the History Group leading.</p> <p>Learning about Up Helly Aa – the skills involved as well as the event itself</p>

### 3.2 Delivery Social Outcomes Under a Single Vision

Considering the research findings, our work will align with the following four themes under one vision:





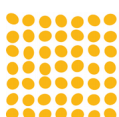


To meet the needs of funders and partners including Shetland Island Council, we understand that key to our success is ensuring that we generate a viable sustainable income from our activities, whilst delivering social and community benefit. This will be a better place to live, work and visit following the investment and the establishment of the project.

We want this project to build on the assets of our community and will base our monitoring of the project on the following outcomes.

Project	Social Outcomes	Target Numbers in first 5 years <sup>4</sup>
Childcare	<ul style="list-style-type: none"> <li>Families will be stronger and more united</li> <li>Parents, especially women, will be better supported to return to work or extend working hours</li> <li>More children will remain in their local community to learn and interact with peers, feeling part of Nesting</li> </ul>	40 children 30 families
Gym	<ul style="list-style-type: none"> <li>More people will be physically active, taking control of their own health and well-being</li> <li>More people will benefit from group exercise and fitness classes;</li> <li>More people will benefit from socialising and mental wellbeing arising from physical exercise and mixing with others in the community</li> </ul>	40 people
Scrapstore	<ul style="list-style-type: none"> <li>Local waste will be recycled or re-used and less waste will go to local landfill</li> <li>The community will have a place to gather round</li> </ul>	200 people

<sup>4</sup> Includes turnover over that period. It is important to note that this indicates numbers of beneficiaries. There will be more indicators which will be part of the monitoring and evaluation system.



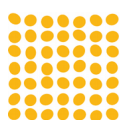


Storage/ Sheds	<ul style="list-style-type: none"> <li>Local businesses, sole traders and entrepreneurs will be able to develop businesses using quality bespoke space</li> <li>More local clubs will increase membership through access to local storage facilities easing access and use of equipment (such as canoes/boats)</li> <li>People will find the community more sustainable by having a place to store items important to them</li> </ul>	20 people
Meeting Room /General Purpose Room	<ul style="list-style-type: none"> <li>Local groups will have access to quality accessible meeting space;</li> <li>More local groups will remain in existence with a base to work from;</li> <li>People will have opportunity to meet and get together;</li> <li>Space will be available and accessible for heritage and cultural displays and exhibitions, helping the community celebrate its own heritage and visitors learn about it</li> </ul>	50 people
Workshop / Learning Centre	<ul style="list-style-type: none"> <li>Fewer people will be affected by social isolation with an opportunity to use space to get together around a purposeful activity</li> <li>People will have the opportunity to share and improve skills and learn together;</li> <li>Employability will be enhanced through the learning of how to use tools <ul style="list-style-type: none"> <li>Children will have a chance to learn traditional techniques from older people;</li> </ul> </li> <li>People will develop a pride in our local heritage and a “sense of place”</li> </ul>	100 people
Heritage	<ul style="list-style-type: none"> <li>A stronger sense of place and better community cohesion will emerge from these activities and this space;</li> <li>Local family ties will be strengthened promoted through our heritage (HLF funded projects)</li> <li>Visitors will learn about a local Up Helly Aa, rather than just the commercialised Lerwick event</li> </ul>	200 people
Volunteering	<ul style="list-style-type: none"> <li>More people will be encouraged to volunteer, share existing and develop new skills, work together in teams, share ideas and develop new project ideas in this space and through all the various projects</li> </ul>	25 people
Overalll	<ul style="list-style-type: none"> <li>Increase the number of CDCN members</li> </ul>	100 people

### 3.3 Beneficiary Groups

We will work with the following beneficiary groups, understanding the needs of these different groups in how we deliver our activities:

- children and young people
- families already living here
- young families moving into the community



- older people
- working age adults
- community groups
- sporting clubs
- volunteers

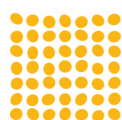
We are drawing a distinction between our beneficiary groups and those people we see as our “customers” who are better described in our Marketing Strategy in section 6. Our customers will be:

- parents using the childcare service
- adults (over 16) using the gym
- visitors or tourists
- members of groups and committees using the workshop
- school or youth groups using our workshop/ learning centre
- sole traders and small businesses
- groups and club using storage

### 3.4 Phased Approach to the Project

To guide us in the project management of the development of The Aald Skül , we have identified the following key milestones and phases:

Timescale	Key Actions
<b>Development Phase 2018/19</b>	Secure funding from SLF – January Finalise asset transfer process - February Secure funding for Design Team – January Purchase School – March Agree Brief for Design Team - March Secure funding for Development Officer (3 year contract, 4 days per week initially reducing to three days a week beyond the first three years) – March, Part funded by SLF as detailed in the finance section Strengthen steering group with more members and training - March Apply for Capital and Revenue Funding - July Agree final designs – July Secure Planning Permission - October Secure Capital and Revenue Funding (include costs for temporary accommodation for Scrapstore) - December Appoint Contractors and Project Manager Secure temporary space for Scrapstore when decanted to renovate that room (remain trading during build phase)
<b>Build Phase 2019/20</b>	Capital funding in place – April 2019 Start build of existing school building – Summer Finish refurbishment – March 2020 Recruit more volunteers to help overall project Find group to develop Childcare model of delivery and research need – secure lead delivery partner Open 4 storage units



<b>Trading 2020/21</b>	Extend Scrapstore for trading - April Open meeting/ general purpose room for rentals - May Open Gym to members - May Formal Opening of old school building and launch – September 2020 Open 4 more storage/shed units to space behind old school building Agree Activity Plan for Workshop and start promotions Source funding for ongoing employment of Development Officer and Caretaker Develop childcare model as an anchor tenant
<b>Trading 2021/22</b>	Secure bookings for Workshop space Open additional storage units/craft units (sea side of road) Conduct market research into “wigwam” units for Tourists Secure funding to extend Development Officer role and for Caretaker Recruit Caretaker
<b>Trading 2022/23</b>	Build up promotion of workshop/learning activities to secure bookings Increase intake of children into childcare offering – expand into after-school care and/or holiday clubs Increase membership of Gym

### 3.5 Asset Transfer Process

Key to this project is the success of the asset transfer process with Shetland Island Council and the ongoing management of our relationship with the Council. This relationship has been hugely positive and supportive and we enjoy a relationship of partnership rather than purchaser/seller.

We will continue our discussions with the Asset Transfer team and will submit our formal Asset Transfer Request to the Council by October 2017 with an approval being expected by the end of October.

We will then submit our Scottish Land Fund application with the support of the SLF officer.

### 3.6 The building, the land and use of space

#### The Building

See appendix 4 for details

The asset is a semi-detached former school, a stone build property attached to a private dwelling.

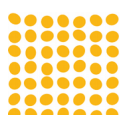
Former School – has a classroom, small office, store and toilet and has an attic that could become additional space. There are 67m<sup>2</sup> of usable space.

Detached wooden classrooms – these extend to 220m<sup>2</sup> and have two classrooms, the canteen, kitchen and toilets. These are in a state or serious disrepair.

#### Why The Aald Skül?

During the research we have established that people know The Aald Skül well, not just those from Nesting but from further afield. The space available, both in the older building and outdoors, lends itself well to the activities we plan to offer.

Partnering with the South Nesting Hall, which currently accommodates meetings, a bar, catered events, social events and sporting and fitness classes, means that we can develop a mutually beneficial relationship with the Hall which will add value to what we offer.



The Hall is well used with one large space downstairs, one smaller room connected to the kitchen and bar area, and a snooker room upstairs. The Hall is busy in the evenings and at weekends, being busy enough to generate enough income to meet costs and as such could not accommodate the activities we will offer at The Aald Skül. The land across the road from the Hall is currently used for camping electric hook ups, and is very busy particularly during the summer months.

One of the outcomes from our project will be to retain and promote our local heritage and The Aald Skül will serve well to do this due in no small part to its location across the road from our burning site which hosts the Nesting and Girlsta Up Helly Aa celebrations.

There is no other building available in the Nesting area other than the North Nesting Hall which is 5 miles from South Nesting, this being the most heavily densely populated area in Nesting. North Nesting Hall is in need of refurbishment and sits on a relatively small piece of land and with North Nesting being further away from main transport links it is more difficult to get to the area on a narrow coastal road.

The extensive open spaces allows us to develop sensitive storage and work units (wooden pods echoing the design of the new houses adjacent to the site and using Viking long house design), develop the Up Helly Aa launch site for local and visitor benefit and potentially develop community growing in the future phases.

## The Design

In early 2018 we will discuss and confirm the brief with the Design Team. The build phase will include a refurbishment phase focusing on the Victorian school building to create a meeting room, general purpose room, storage area (upstairs) with toilets and an entrance hall; this may involve a small extension to rear of the building. A new building will be erected where the existing hut is located. Alternatively another option will be to extend the building out of the back of the existing school but this will be discussed and agreed once the Design Team has been appointed.

The design will be sympathetic to local buildings and the environment, as well as embracing the “tourism” potential we seek to create a building that will be used by both locals, visitors and tourists. The new building will be designed around a “Viking long house” structure, linked to the old building by a glass corridor. Though this is envisaged just now this may change during the design process.

Accommodation will comprise the following (room sizes are approximations; this will be confirmed through discussions with the Design Team):

Building	Use of Space
Victorian School Building	Toilets, entrance hall meeting room – 40 sq m general purpose room – 30 sq m storage – 20 sq m (upstairs) toilets (fully accessible) entrance hall
New Building	Glass corridor linking old building to new building Large entrance hall, information boards, displays, toilets Gym and changing facilities – 100 sq m Workshop - 100 sq m Scrapstore – 120 sq m Childcare with easy access to outdoor play space and separate toilets (fully accessible) - 100 sq m Kitchen area – 20 sq m Storage/ sheds – 500 sq m at average of 40 sq m
Outdoors	Temporary space for Scrapstore – portacabin Storage units – up to 12 Wigwam accommodation units for tourists/glampers – up to 4



	Parking for 12 cars Outdoor play space at rear of building
--	---

### Building Requirements

From the research, stakeholders and locals told us the following would be important when considering the specification for the building refurbishments:

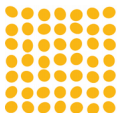
- Wifi
- multi-use spaces
- functional and airy spaces
- disabled access
- natural light
- design to reflect our heritage and culture
- use of indoor and outdoor space
- storage
- shared kitchen area

The design and specification of our buildings will be detailed in early 2018 upon appointment of a Design Team and fees have been included in our Stage 2 bid to Scottish Land Fund. We anticipate that the design of the building may be similar to that below<sup>5</sup> but the design team will work with our brief presenting ideas that will meet the requirements of Planners, whilst ensuring this is acceptable to neighbours and the community as a whole.



One option will comprise two buildings, linking the Victorian “old school” via a modern clean corridor to the new building which will accommodate most activities as well as linking to the outdoor area. Alternatively we may extend the main school building creating one larger building.

<sup>5</sup> Architect, Mary Arnold Forster



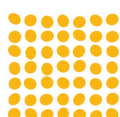
The design will be sympathetic to our local environment, the style of buildings around the site using environmentally sensitive materials and build methods.

### 3.7 Accommodation Schedule

The total square meterage will be confirmed during the design process and may change significantly. CDCN will need to produce a brief and the outline accommodation schedule below forms the foundation of that brief.

Ideally the accommodation schedule should include attractive, fit for purpose, accessible accommodation split over the following sections:

Element	Space and Facility Needed	Comments
<b>OUTDOOR SPACE</b>		
<b>Outside Parking and Access</b>	– Parking for up to 20 cars Access into carpark through main gates at front Loading/unloading area within carpark Access from carpark into main building through main entrance door Access to rear of building, storage and allotments space through paved path around side of building	Consider impact on neighbouring properties minimising noise and nuisance  Consider access for trailers bringing and removing boats and canoes
<b>Storage</b>	Up to 10 clad or covered storage units (up to size of standard shipping container (20ft size) Hardstanding base Access from carpark allowing vans and trailers in and out of storage area Potential to expand storage area in Phase 2 or 3 of project; this will include Wigwams for rent by tourists/glampers	Planning considerations are key to ensuring storage is attractive and in keeping with local environment. Lighting should not be overly bright and noise kept to a minimum (for local neighbours)
<b>Outdoor Play Area</b>	Accessed from childcare room and from front of building – with gated access from front	
<b>Growing area</b>	Potential for growing on the land, with raised beds and polytunnels.	Focus on groups and children and homes that don't have land. Further research required here in year two.
<b>INDOOR SPACE</b>		
<b>Entrance &amp; Corridor Space</b>	Open, light airy, welcoming space Space with information boards Reception desk for one member of staff Central corridor with rooms leading	Reception space may not be manned at all times so information boards, notices, signs should direct people around the space  Fit for regular locals as well as for visitors or tourists



	<p>Small office space for up to 2 staff</p> <p>Water machine or vending machine</p> <p>Large area that could be used for exhibition or displays (heritage projects)</p> <p>Wifi enabled</p>	<p>Consider how this space can be used to exhibit heritage projects</p> <p>Potential key pad entry when staff member not on site.</p>
<b>Workshop</b>	<p>Space for up to 15 people</p> <p>Space equipped with central work benches, storage on walls and under counter storage options</p> <p>Space for a tool library</p> <p>Larger tools such as lathe, drilling machine, welding machine</p> <p>Access to toilets and kitchen or vending machines</p> <p>Space to be around 100 sq m</p>	<p>Natural light</p>
<b>Childcare Room</b>	<p>Larger hall</p> <p>Storage for toys, crafts</p> <p>Access to separate toilet facilities</p> <p>Access to kitchen</p> <p>Access to outdoor play area</p> <p>Separate access door from carpark</p> <p>Security access on doors – with keypad or door release only from inside</p> <p>Wifi enabled</p> <p>Space to be 80 sq m</p>	<p>Bright, light airy large room</p> <p>Multi-purpose room with adequate storage allowing toys to be put away and space to be used by other groups in the evenings or weekends</p> <p>Security is key consideration – child protection</p>
<b>Gym</b>	<p>Space for up to 8 people attending at any one time</p> <p>Bespoke room fitted out with gym equipment including free weights, cardio fitness equipment and free floor space for stretching and floor exercise area</p> <p>Access to changing room and toilets</p> <p>Water fountain or water machine</p> <p>Wifi enabled</p> <p>Noticeboard advertising fitness class programme at South Nesting Hall</p> <p>Secure access</p> <p>Space up to 80 sq m</p>	<p>Secure access, keypad access allowing people to come and go without having to go through main reception/entrance area</p>





<b>Scrapstore</b>	Bespoke space with storage; reception/sales desk Space to display stock Access to outdoor storage area 120 sq m required for internal scrapstore	
<b>Kitchen</b>	Small kitchen area with storage, sink, fridge, microwave and kettle Vending machine Accessible from outside (when building is not open) Space to be 20 sq m	Kitchen would be shared facility for all of the rooms and spaces in The Aald Skül . People would have to tidy up themselves; responsibility for this being with groups.
<b>Toilets</b>	Fully accessible for disabled access Accessible from outside (but not having to go into main building – when it's not open)	

## The Use of the Land

There are two packets of land which are relatively extensive and an important element of the site. This has been picked up in the table above and throughout the report but will be summarised here for convenience.

### Land Between the buildings and Loch Benston

The land extends to 0.83 hectares. There are two key uses for this.

1. The main phased building will be developed by renovating and extending the current Victorian school and extending to where the existing wooden structures are, which would be demolished. The remaining land will be used to create a small “village” of pods, relatively small modular buildings that can be erected very quickly, brought onto site and plumbed into water and utilities. As noted elsewhere in some detail, these will range from storage solutions for local organisations (such as the canoe club) and local businesses (including antiques and building supplies) to small enterprise units and work spaces. There will be 4 initially rising to no more than 12.
2. There is an aspiration to create space for Wigwam accommodation units for tourists/glampers – up to 4 in later years in close partnership with the hook ups offered by the village hall.
3. Growing space. Though most homes in the area have land, there is latent demand for polytunnels and allotments. Demand was higher in 2016 than this year so this will be investigated for future phases. It is likely that there will be some demand from the local authority housing which have no or small gardens, and potentially from community groups such as the school.
4. Parking may be required to service the building.

### Land between the Public Road and the Shore

This is a crucial piece of land for the community. It extends to 0.24 hectares.

This is the land where the Nesting Up Helly Aa boat is set alight and launched is the focus for community celebrations. This will firstly be vital for community celebrations including but not restricted to the Up Helly Aa celebrations. This is crucial for local pride and a sense of community. From October to February it will be part of the preparations for that event. The area below the road would be primarily centred around the Galley/Guy Fawkes burning site, with the surrounding area kept clear for fire safety, room for the crowd to view the burning, and some car parking.

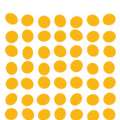




In addition, we plan to sensitively build visitor numbers to gain an interest in the event and to start to attend Shetland heritage courses. Without the culmination in the launch event in February, this will be meaningless and losing control of this crucial site will be devastating to the community.

There would also likely be some additional room for a few storage/ business start up huts, especially to cater for the canoe club.

A member of the committee has sketched out the vision for the whole site including the two pieces of land. See appendix 2.



### 3.8 Usage Schedule

The usage schedule shows when we expect the building will be open to various groups, residents and activities.

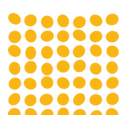
Facility	Opening Hours	Opening Hours
	Monday to Friday	Saturday and Sunday
Meeting/ General Rooms	10 am to 9 pm	Closed to public  Can be booked for full day or half day events/ meetings
Staff Offices	10 am to 5 pm	Closed
Gym	8 am to 10 pm; peak times 8 to 9 am and 4 to 7 pm	9 am to 10 pm
Workshop/ Learning Centre	10 am to 9 pm	Closed to public  Can be booked for full day or half day events/ meetings
Scrapstore	1 to 6 pm, 2 days per week; rising as demand dictates	2 to 5 pm on Sunday  Closed on Saturday
Childcare room	8 am to 6 pm	Closed
Kitchen area	10 to 9 pm	9 am to 10 pm
Storage units	24/7  Use of tools restricted after 8 pm	24/7  Use of power tools restricted after 7 pm

### Estimate of Numbers

The basis for our estimation of numbers is set out below.

1. Gym – allowing a maximum of 8 people using the gym at any one time; whilst we expect our membership will be well above this number (refer to Marketing Plan Section 6) the room will allow for this number of people using this space.
2. Workshop /Learning Centre – allowing up to 15 people in the room.
3. Scrapstore – space for up to 10 people browsing at any one time (allowing for space needed for volunteers, stock and storage); footfall of people coming into the Scrapstore will peak at weekends.
4. Childcare – up to 20 children.
5. Storage Units - n/a.

There is a total catchment population of around 505. We believe that at least 50% of these will have some contact with the Centre at one time or another, eg. to attend groups, meetings, the gym, childcare, workshop,



Up Helly Aa activities and meeting rooms. This relates to around 250 local people. We do expect this number will rise and footfall in The Aald Skül will increase as user groups expand their bookings, more people join the gym and as we promote Nesting as a tourism/visitor destination.

Visitor numbers will be additional to this.

### 3.9 Empowering and Improving the Lives of Individuals

We will seek funding from a range of funders where priorities align with the activities we will offer and therefore the need that is in our community. Our priorities therefore will not be limited to these listed below but may include:

- Sustainable, economic and social development – The Aald Skül will become a well-used community space but will need to become sustainable over the first five years as we will demonstrate in our cashflow forecasts; we will also attract visitors and tourists to The Aald Skül making this a destination and increasing our potential to generate a healthy income allowing us to maintain our hire rates to local groups or clubs to a minimum for space rentals. By using our Workshop as a Learning Centre we will combine the income potential of attracting tourists, with ensuring that we offer educational activities leading to local young people developing skills and knowledge of our culture and heritage as well as very practical life skills.
- Stronger role in the community – The Aald Skül will become a key part of the Nesting community, acting as a destination by working with community partners such as South Nesting Hall. People will drop their children here for childcare, come here alone or with friends to get fit and will come here to learn from each other and to find out more about our local heritage.
- Well-managed sustainable buildings – the buildings will combine the beauty of the Victorian school building with the cultural statement we hope to make through the design of the new building, being a Viking Long House. Materials and building techniques will work well with our environment and be sympathetic to local building styles in line with Shetland Council's Planning Department requirements. The building will harness our natural assets using renewables where possible.
- Community led and community driven – CDCN has been created out of community need and continues to lead our development and plans for The Aald Skül. We will ensure that as a member organisation we continue to communicate with local people, our members and stakeholders, to keep them advised during the planning and building stages as well as then to promote our activities and projects to them as they become regular customers and beneficiaries.
- Well connected – during our consultation we have engaged with a large number of stakeholders and potential partners and from the working relationships we already have with Shetland Islands Council and other partners, we will remain well connected looking to create joint partnership projects where possible and where these will benefit our local community and the people living here and using The Aald Skül.

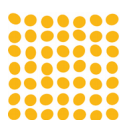
### 3.10 Why Our Project is the Best Way to Meet the Need

#### Assets

This project sets out to celebrate and build on our assets. We have an active community and whilst many are growing older, we retain a large number of young families moving back to Nesting with their children, having grown up here themselves. There is a strong sense of community, helping each other out and ensuring we look out for older people who may be more isolated. The project or activities we plan will make the most of these assets and will serve a population that has disposable income to pay for services, making this both financially viable as well as delivering strong community benefit.

#### Strong active community

Our community is a young family-oriented community and we have a strong history of coming together to celebrate our heritage particularly once a year through our Up Helly Aa activities in February. The Aald Skül



will provide us with the opportunity of a place for groups of us to meet together and work and learn together to help us prepare for these celebrations. The location of The Aald Skül has been used for many years as the burning site for our galley during Up Helly Aa celebrations every February and this asset is one that we need to ensure is key and part of this project going forward to attract more visitors and tourists to celebrate with us.

The Aald Skül will not work in isolation, instead we will actively discuss ways of working together; directors on CDCN board represent local groups including Boating, Canoeing and Rowing Clubs, South Nesting Hall, Up Helly Aa, Parents Association and the History Group. This has been done to ensure that the services and activities we offer meet the needs of the whole community, all age groups and all interests and ensuring that we all have a voice and can contribute to the development of The Aald Skül.

Many of us have been born, brought up and now live here with our families. Nesting does not lose many young families to live in Lerwick. However we also understand that we do need to ensure that we work together and are active in ensuring that we continue to have the services we need locally, which have recently been reduced as a result of Council budget cuts. As an active community, The Aald Skül is a way that we can help ourselves to remain a strong and vibrant community rather than becoming another dormitory town to Lerwick.

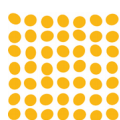
### Partnership

The assets in our community include other local groups such as South Nesting Hall, the Canoe, Boating and Rowing Club, our Parents Council, the History Group and our primary school. There are opportunities to work together and conversations with individuals from these groups and clubs suggest that we are all keen to build on our assets together, ensuring that groups, children and local residents can access seamless services from South Nesting Hall, the primary school and The Aald Skül.

### Board and Management Team Capacity

We are a tenacious and young board, all live local to Nesting, are committed to the future of The Aald Skül and have a range of key skills which enables us to be extremely focused, organised and passionate about this project. However we understand we need to continually build our capacity and have undertaken a skills gaps audit identifying a need for us to recruit additional skills to the board and to arrange training for our existing board.

To ensure we control the development of the different phases and aspects to this project, and recognising the different expertise we have on the board, we will form steering groups to manage each element – build phases, tourism, gym, storage, workshop and childcare. These steering groups will feed into our main board meetings, bringing reports on progress of each aspect against agreed milestones.



## 4 Governance and Operational Management

### 4.1 Legal Structure

We have applied to become a company limited by guarantee with charitable status and expect this will be in place by late 2017.

Our charitable purposes are:

1. The advancement of citizenship and community development.
2. The advancement of arts, heritage, culture or science.
3. Providing recreational facilities or organising recreational activities with the aim of improving the conditions of life for the people for whom the facilities or activities are mainly intended.

These charitable purposes are clear and wide enough to cover the activities envisaged for the organisation and the facility. This includes generating income from running a childcare provision, running a community gym, learning activities, and promoting our culture and heritage to groups, local families, as well as visitors and tourists. These are activities that relate directly to the core charitable aims and, as such, are considered to be a primary purpose of trading.

### 4.2 Board and Staff Structure

The committee has 11 members with 4 office bearers, Secretary, Chair, Vice Chair and Treasurer. We have representatives from the main community groups and clubs in Nesting on the board to ensure that what we deliver will meet the needs of everyone in our community.

The Board completed a skills gap analysis in 2017 and as a result of this has identified which skills we need to recruit or what training needs to be undertaken. We will recruit other directors who bring the same passion for the project, an understanding of the local community and additional skills to build the capacity of the board to take this project forward. This is likely to include recruiting people with specific finance, legal and marketing and business development experience.

We already have robust processes in place reporting on progress and discussions at meetings, through our Agendas, Minutes and other records. We will ensure these are maintained and strengthened as we secure funding and have targets and outcomes to meet. Minutes are publicly available.

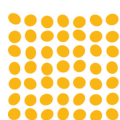
#### Skills and Capacity

An on-line skills audit was undertaken to identify the key skills of the committee. Every individual completed it and the analysis can be seen at section 5.3 of the research report.

#### Succession Planning

We understand the risk of reliance on one key staff or board member and will ensure through succession planning that we mitigate this risk through:

- Training board members to “shadow” each role on the board.
- Revolve positions on the committee, having a maximum of 4 years in each position, but allowing for new board members to be appointed if they stand forward for election – we will not all automatically stand down after 4 years.
- Train staff to shadow all roles, ensuring continuity over holiday periods or periods of illness if these may arise.
- Reviewing job descriptions to ensure key responsibilities are covered by other roles in the staff team and having written procedures covering this i.e. a board member will cover for the Development



Officer when/if they are not in work; Development Officer or volunteers will cover for the caretaker as required.

- Holiday cover being well managed to ensure no key staff or board members are on holiday at the same time.
- Strong and robust reporting to the board from staff, ensuring that the board is well informed and aware of key milestones for projects, funding and income targets.
- Encouraging young people. It is clear that there is a need to recruit younger people to the board in the future and ensure that the whole community is involved and interested. We will utilise social media and digital means such as e-news to ensure younger people know what is happening and are keen to get involved.
- Volunteer recruitment is vital to give everyone an interest in the project and these interested and involved individuals will become the board members of the future because they will be committed to the project long term.

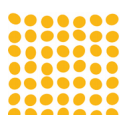
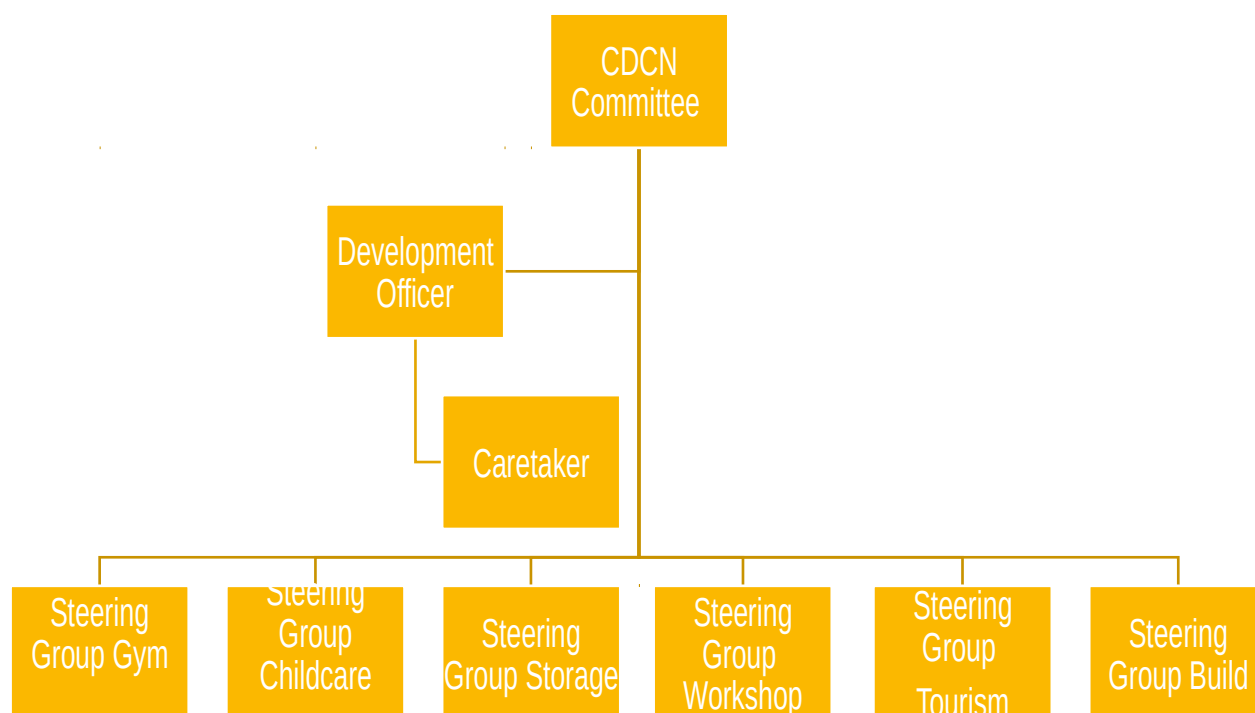
### Governance and Strategic Management

The Board is aware of the amount of time, commitment and hard work that will be required to develop and manage this project. Board members meet regularly (every four weeks) to discuss progress and plan ahead and all decisions are fully discussed, minuted and approved before implementation.

Robust processes and procedures are present and will be further implemented to ensure compliance and monitor performance (financial and outcomes) as the project develops. These will then be reviewed to ensure that they are robust enough to cope with the increased levels of activity and responsibility that will come with managing the facility, our staff and volunteers as The Aald Skül develops and welcomes higher footfall.

### Staffing

The board will have a strategic overview of the running of the building. We will form steering groups to manage individual projects with day to day operations being the responsibility of a Development Officer initially with a small budget for caretaker/cleaner.



The roles will be:

- CDCN Board –prepare funding applications; gather accompanying information for funders; manage funding strategy; meet with funders; appoint contractors; oversee project planning; act as first point of contact for design team and construction contractors; develop marketing plan; general management; line management for staff; financial controls; reporting; support funding applications; submit funding applications; manage hand-over process; manage snagging; be part of the communications strategy raising awareness of build phase and all activities; ongoing strategic management of The Aald Skül.
- Development Officer – a funded 3 year role then on-going based on trading and grants; responsible for defining and developing the service we offer; developing partnerships; developing prospect database for each activity; developing the marketing offering, understanding customer needs and coordinating all marketing activities; coordinating bookings; answering queries; providing information; promotions for the various projects or areas – this role may be allocated targets to secure bookings and sales levels.

In 2022/23 we will secure funding to allow us to continue to have a development role but the focus of this role may change, to build up our tourism offering around the theme of heritage. This may allow us to approach a funder such as Heritage Lottery for a specific project which may include a Development officer and project materials.

We are projecting trading to at least part fund the Develop Officer salary.

- Caretaker – responsible for ensuring spaces are kept clear and clean; checking security of the building; maintaining equipment and plant as appropriate and not covered by maintenance contracts; opening and locking the building. This post may have a small kick start but is viewed as funded from income generation.
- Steering group responsibilities –deal with Planning applications; liaise with design and technical team; coordinate drawings and plans; liaise with main CDCN board on drawings; prepare monthly update for CDCN board; confirm full costings for build phase; project manage the build phase.

### 4.3 Managing the Refurbishment

We plan to secure funding to purchase the land and building in early 2018 and capital funding to complete the building refurbishment and new build by the end of 2020. Please refer to section 5.3 for a list of funders we will approach.

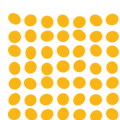
We expect the build or refurbishment phase to run from 2019 to mid-2020; depending upon securing funding we will complete the new build phase of the project by early 2022. This schedule will be further developed by our Design Team when they are appointed in early 2018.

The development will be led by the architect, though we will try to recruit a Project Manager (either with funding or on a voluntary basis) to provide objective support. We do have significant technical expertise on the board at the moment.

### 4.3 Policies and Procedures

We will write new policies and procedures, reviewing these on a regular basis at our board meetings, one of our board being responsible for reviewing policies and bringing them to the board for amendment where appropriate. Support will come from other community groups, Community Enterprise and from the local Third Sector Interface:

- Health and Safety Policy
- Data Protection
- Child Protection



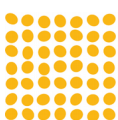


- Vulnerable Adult Protection
- Grievance Policy
- Membership Policy
- Staffing Policy
- Volunteering Policy
- Recruitment and Training Policy
- Environmental Policy
- Equalities Policy

#### 4.4 Monitoring and Evaluation

Evidence will be sought from the following:

- Number of bookings for meeting rooms and the workshop.
- Numbers of individuals using each service.
- Value of income generated by each project – workshop, meeting rooms, storage, scrapstore, childcare and gym.
- Number of members of the gym and frequency of use; peak times of use.
- Number of children using childcare – we will also measure where families are from and the way they use the childcare provision
- When and how people are accessing the storage facilities and the gym to ensure that noise or nuisance is kept to a minimum for local neighbours.
- We will monitor the impact these projects are making for local people, clubs, groups and families and capture this through life stories of those involved; this will be valuable to feedback to funders and stakeholders as well as being a good way to promote what we do at The Aald Skül.
- Recording details of the service users and customers of the Centre: where they are from; what services they are accessing; how often are they accessing the services; the impact of these services on the service user.
- Numbers and nature of volunteers. All volunteers will have an application form with aspirations as well as skills and interests and we can easily track the increase (or otherwise) of volunteers and the depth of their contact with The Aald Skül.
- User and customer surveys which will be kept simple and used on a regular basis. These will be compared with the baseline information. These surveys will be on-line and will give the opportunity to make changes so they, as users, can see the immediate benefit of giving comment.
- A confidential bi-annual local survey to record wider benefit. This will be to the local community. It will be very simple, consisting of three key questions – how did you use The Aald Skül/ what difference did this make to you/ any suggestions for improvements and ideas for the future, with one statistical questions about levels of satisfaction.
- A bi-annual survey to user groups who are using the building; this will monitor the impact The Aald Skül has on local people using local groups





- A regular stakeholder meeting will also gather data about how workers involved locally have found the impact in The Aald Skül from their perspective and from the perspective of their members.
- We will use facebook and a page on our website to facilitate comments electronically.
- Our marketing plan will agree targets for numbers of followers and numbers of likes etc on social media. We will work towards a smarter use of technology and will monitor the success of this.
- The finances will be monitored as per section 5, though sometimes social impact and financial imperatives will impact on each other and this will be taken into consideration.
- The success of activity in the building will be dependent upon the efforts and motivation of existing and new staff, board members and volunteers. Staff will be given the opportunity to report on their perspective of how things are progressing.

### How We Will Use This Information

*Sharing Learning with others:* gathering this data from our customers, clubs, groups, stakeholders and partners will allow us to continuously improve and to continue to meet the needs of people in our community.

We will use this information to design our services and to engage with our partners, funders and stakeholders in the future.

### 4.5 Partnership

Developing strong links with local partners is vital for the delivery of local social outcomes as well as impacting on financial sustainability. The key partners are set out in the table below.

Agency / Individual	Nature of Relationships
South Nesting Hall	Providing space and access for fitness classes bookable online through the gym membership; providing Afternoon Teas for groups of visitors or tourists and those attending learning activities in the Workshop  Joint marketing and collaboration on use of booking meeting and event space.
Fitness instructors	Arranging up to 4 classes per week for gym members to book online
Bruce Family Centre	Support with recruiting and training childminders; access to services such as the PlayBus which tours Shetland with free soft play equipment that can be hired by local community groups and schools; access to information and statistics; help to promote childcare services; signposting to other services and information
Hame fae Hame	Help to discuss ideas about how to deliver the right model for the community; Manager does not consider this to be competitive to their offering, and is keen to support this
Care Inspectorate	Further discussion to decide which childcare delivery model would be most suitable; guidance around the Rules of the Care Inspectorate and how to be more flexible about childcare provision in rural communities in Shetland
Shetland Arts	Devising joint arts and culture projects to attract school groups or adult education groups to the Learning Centre, learning about and creating art and wood or metalwork on a Nordic cultural theme; this product could also be sold to tourists as art workshops
Shetland Island Council, Youth	Helping to promote and book the above type of workshop for youth teams,



Services	young people and children to our Learning Centre (working with teachers)
Nesting and Lunnasting Community Council	Key partner to help with promotion and communication in the community as well as signposting groups, clubs and individuals to the building when we open
Community Councils in and around Shetland	Signpost groups needing workshop space and access to tools to The Aald Skül
Youth groups, High Schools in Shetland	Using space for young people to develop tooling skills and to develop traditional skills (celebrating local heritage)
Nesting Primary School	Joined up approach to learning activities; devising joint projects around promoting the environment with a “hands on“ approach; arranging supervised learning in our Workshop.
Boating, Canoe, Rowing Club	Local clubs all represented on our board; working with these clubs we will endeavour to increase their membership and develop their ability to hold classes in our Learning Centre teaching young people and children water and boat confidence, in turn also increasing footfall in The Aald Skül.
History Group	This group may become an anchor tenant generating income for CDCN but also ensuring that we use their local knowledge of our heritage, our stories and memories to deliver educational classes in our Learning Centre as well as to create interesting exhibitions and displays appealing to visitors and tourists.
Up Helly Aa Committee	Potentially another anchor tenant for use of the workshop space particularly over the winter months but also a way of bringing people into The Aald Skül to see what else we offer, to join in other activities and also to help us to promote our culture and heritage through displays and workshops celebrating Up Helly Aa.
Health Improvement Team	As the project develops once we open, there may be need to hire space to health workers and teams to deliver community outreach health projects and the opportunity to co-develop joint projects.
Methodist Chapel	Ensuring that the church is included in part of our communications strategy helping us to raise awareness of what activities and events are planned and encouraging members of the congregation to come along and get involved. There may also be opportunity for sharing local heritage on the Chapel’s history and place in the community.
Other development trusts	Complementary work including support with recycling from the scrapstore
TSI Shetland	Training, support and guidance



## 4.6 Risk Mitigation

We have identified the key risks we will face through the build and development phases:

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Difficulty securing Match funding	High	Low	Strong funding strategy and personal contact building relationships with key funders.	Variation of funds  Investigate alternatives such as crowd funding and community shares	Board and Development Officer (DO)
Asset transfer is not agreed by SIC	High	Low	Already having positive dialogue and have involved Asset Transfer team from outset	Continue to develop this relationship; ensure strong communication/PR around this if it goes through – being first in Shetland	Board
Low demand for services – gym, childcare, bookings	High	Medium	Building awareness; involving the community; consultation	Strong marketing throughout; keep community advised during build and as elements are open for business; ongoing social media and digital marketing plan	Development Officer and Board and steering groups
Difficulty getting lead partner for childcare provision	High	Medium	Good engagement with Care Inspectorate and potential partners before and during consultation;	Developing these links  Securing a partner/tenant to run childcare; working alongside Care Inspectorate and Bruce Family Centre to support and ensure compliance with CI	Board
Controlling shared spaces in the building	Medium	Low	Commitment from board to assist with this	Recruit volunteers to assist with maintenance; employ caretaker responsible for this; contracts with tenants and users to ensure they help to keep areas tidy and clean	Board and DO

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Noise levels causing nuisance for neighbours	High	Low to Medium	This was noted during the research but we have engaged with neighbours and put their mind at ease  Developing good relations with neighbours involving them throughout the consultations	Continue to keep them advised of developments, Planning permission and the build schedule	Board
Costs are not covered by income generated	High	Low	Cashflows prepared;	Realistic cashflow forecasting to ensure we understand the level of income we need to cover costs  Need to input full build costs when we have these	Board
Difficulty recruiting volunteers	Medium	Low	The community supports this project and we feel confident we'll get help from local people already interested in the project	Continued communication with residents offering opportunities to volunteer as required	Board and DO
Fit out costs higher than expected	Medium	Low	Cash flow projection and business plan estimate with contingency	Get competitive quotes  See cost savings  Phase fit out costs during construction	Design team and Board
Capital Costs Higher than expected following tenders for construction	High	Medium	10% contingency and additional potential savings	Clever cost savings by design team  Additional funding if possible  Secure Project Manager role and steering group management of costs	Board and design team and steering group
Getting the wrong development	High	Medium	Job description	Write detailed person specification;	Board

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
officer (without the right skills)				recruitment process and interview panel; probationary period of 3 months; ongoing training plan and appraisal system from year 1; strong line management	
Decreasing number of groups booking space	High	Low	Strong partnerships Low pricing	Build up partnerships Ensure pricing is reasonable	DO
Difficulty getting revenue funding	High	Medium	Clear outcomes; evidence of need Strong relationships Partnerships	Approach a mix of funders; clearly demonstrate outcomes	Board and DO
Loss of Key Personnel, Volunteers and Board Members	High	Medium	Good terms and conditions for volunteers and clear CPD for staff	Write a succession plan Good terms and conditions for future staff Continued CPD for staff and board	Board
Insufficient reserves to manage cash flow	High	Low	Building up trading income and ensuring no loan servicing Reserves planned in current cash flow	Build reserves during initial years	Board and DO

## 5. Financial Management: Costs, Funding and Sustainability

### 5.1 Cost Estimates

The capital costs set out below are simply there to indicate the kind of things that will be required to be funded over the phases and that this is fundable in principle. They are by no means to be relied upon and proper costs will be derived from a detailed QS estimate working as part of the architect led design team once funding is secured.

Revenue funding will also be sought to cover staffing and running costs for the building during early phases. Grants will taper off as trading increases but it is vital that there is funding in the early stages for working capital.

Item	Amount
<b>Capital</b>	
Building Purchase <sup>6</sup>	£4
Legal and other fees associated with building purchase <sup>7</sup>	£5,000
Phase 1 – Simple Repairs and Maintenance to upgrade core building plus furniture and equipment	£50,000
Phase 2 – Initial phases of storage plus various fees	£55,000
Phase 3 – Renovation, extension and additional storage	£750,000
VAT (20%) and Fees (10%) on phase 3	£225,000
Planning permission for phase 3	£3,000
Building Warrant for phase 3 (estimate)	£5,000
Site investigations for phase 3 (estimate)	£10,000
Furniture and kit out for phase 3 (estimate)	£30,000
<b>Total</b>	<b>£1,133,004</b>
<b>Revenue Funding</b>	
Contribution to Staffing Costs (development phase)	£75,000
Contribution to staffing costs (implementation phase)	£70,000
<b>Total</b>	<b>£1,280,000</b>

### 5.2 Funding Strategy

<sup>6</sup> 10% of market value as a reflection of the significant social impact that will be achieved.

<sup>7</sup> Quotes from local lawyers will be required before a figure is put into the SLF application form. Confirmation will be required as to whether the Council legal fees will need to be paid.

Cost Element	Source of Funding and Target Amount	
<b>Purchase Price and legal fees</b>	SLF	£4 to purchase
		£5,000 for legal fees
<b>Staffing for development phase year one</b> (see appendix 3 for job description)	SLF	£24,000
	LEADER	£16,000
<b>Staffing for development phase year two</b>	LEADER	£20,000
	Robertson Trust	£15,000
<b>Design Team fees to take project to Riba stage 2<sup>8</sup></b>	SLF	£18,600
<b>Capital</b>		
<b>Phase 1</b> £60,000	LEADER	£40,000
	Robertson Trust	£20,000
<b>Phase 2</b> £55,000	Gannochy Trust	£25,000
	Clothworkers	£30,000
<b>Phase 3</b> £1,023,000	Big Lottery Community Assets funding	£500,000
	Regeneration Capital Grants scheme	£523,000
<b>Revenue Funding (implementation from 2021)</b>	Robertson Trust	£30,000
	HLF (Our Heritage)	£30,000
	Henry Smith	£10,000

### Match funding for Purchase

Initial SLF development grant at stage 1 (£13,776). SLF development grant at stage 2 (legal fees £5,000, design team fees £18,600. Contribution to salary costs, £24,000. Purchase price £4.

Therefore the total SLF request will be £61,380. If SLF are happy to contribute 80%, then CDCN will need to contribute £12,276 but that will be more than covered by the discounted rate on the purchase price (a saving of £39,996 because the asset is valued at £40,000) which will be considered as match funding so no cash match will be required by CDCN.

### Other Funders

The above table provides the initial target funders that we will approach for both revenue and capital funding. We have spoken to a number of these funders. However, it is likely that we will have to be flexible

<sup>8</sup> Suggested fee scales - <http://aj100.architectsjournal.co.uk/FeesCalculator.aspx>

Estimate as follows

Architects indicative total fee (8% Feasibility - 15% of that) - indicative Architects fee - £9,000

QS - £1,500

Engineer - £1,500

M&E - £1,500

Expenses

- £600 for travel and misc

- Desktop SI report - £900

- Services plans and digital maps - £500

Plus VAT = £18,600

about funding and other potential funding is set out in detail in the feasibility study. In particular we believe we can build a heritage project around many of the outcomes and outputs and this will fund some capital and revenue.

### 5.3 Asset Transfer Process

Shetlands Islands Council have been incredibly supportive of the asset transfer process. It is a new and untested process and this is being viewed as an opportunity to fine tune the process. It has been recently clarified that formal Council approval should be secured (rather than in principle approval) before the stage 2 SLF bid is submitted. The local authority is endeavouring to arrange an officer meeting to agree this.

The consultants have produced a summary business case document which can accompany the CAT request.

### 5.4 VAT

As the cash flow, even in later years, shows the project operating well below the VAT threshold, there is no need to register for VAT so we have included all VAT on costs and have not factored VAT into the cash flow projection. If the organisation was keen not to have VAT liability, it is possible to opt to tax voluntarily. This will allow the project to reclaim some or all of the VAT, but will impact on the long term sustainability.

We will seek a formal VAT assessment at some stage to provide us with guidance on this.

### 5.5 Income Generation and Sustainability

Our full financial projections are shown in Appendix 1 in this Business Plan. We have shown 7 years altogether.

The initial 2 years (2018-2020) of the development cover the early phases as CDCN occupy the building and establish the early phases of the project. The income comes largely from grants and from the scrapstore. These phases will be led by the development officer who will manage the design team then fundraise for the re-development.

We will start trading in 2020/21 with a fully renovated and extended building, and have shown 5 subsequent trading years. Growth is still incremental and occupancy rates increase slowly over the first three years. A summary of the trading picture is set out in the table below and shows trading increase until it the project reaches sustainability in 2023 year 4 of full trading. At this point, grants end.

#### CDCN Aald Skul Financial Summary

	2020-1					
Trading income	£19,51					
Grant income	£40,01					
Total income	£59,51					
Proportion of trading	33					

Trading increases steadily while grants reduce. Trading gets a plateau in year 4 which is a high level of success. Trading beyond this will require additional services and space. Gradual growth to a good level of trading is standard for such an organisation, though it may diversify at that point.



We have shown in these forecasts, that we will have built up a strong level of reserves in the region of £48,000 by the end of our fifth year of trading being 2024/25. Since this is nearly a year of running costs, it is highly likely that this income will be utilised to re-invest in the community leaving a reserve of 6 months. Where trading is not as strong as expected, this balance can be seen as a contingency.

Income will be generated initially through revenue grant funding, meeting much of our running costs and the costs of employing a development officer. In 2020/21 we will open our doors and year one trading will begin to grow.

Grant income will reduce over the next 3 years, resulting in a trading income in the 5<sup>th</sup> year of £40,830. Beyond 2022/23 we anticipate that the building will run itself and will not need a dedicated development officer role. Instead we will secure funding to allow us to employ a project worker to develop our tourism and heritage offering, allowing us to introduce another income stream or to increase some of the existing streams. We will in this time, continue to employ a caretaker and may employ sessional workers, as our income allows, to provide some administrative support.

## 6 Marketing Strategy

---

### 6.1 USP of the Project

This will be used in all branding and messaging.

**Accessibility.** The Aald Skül is central in the village of South Nesting and accessible from North Nesting, Girlsta and other smaller hamlets around Nesting. Other residents or visitors can get easy access to Nesting via the A970. The building will meet disability requirements with its ramped access and purpose built disabled toilets.

**Variety of spaces.** The building will offer varied spaces for hire and comprises rooms and areas of differing size which will meet the requirements of a wide range of activities. There are 4 rooms, a gym, a scrapstore and outdoor storage sheds or units.

**Community pricing strategy.** The Aald Skül will operate as a social enterprise. As our prime purpose is to provide amenities for the local community and encourage community involvement and social inclusion, the prices that we charge to community clubs or groups will be low but will cover costs with a reasonable profit margin, building target reserves to cope with fluctuations in this. It will, however, charge commercial organisations and individuals at market rates.

**Community focus.** In accordance with its aims and objectives, we will positively seek to encourage the use of its premises for community activities. In particular, CDCN will be as flexible and accommodating as possible to support start-up groups and those that promote social inclusion and community cohesion.

The recent research carried out by Community Enterprise (see Research Report) has identified that there is demand for locally provided services that will ensure people remain in Nesting, and provide services that families and individuals need.

### 6.2 Marketing Strategy

**Marketing Strategy.** The marketing strategy will include an effective means of communicating and consultation with the local community to ensure that its needs and interests are understood and that services and facilities being provided at The Aald Skül reflect the changing needs of local people. Statistical records will be maintained to monitor usage, improve performance and inform the marketing strategy. This strategy will include partnerships with a range of local community groups, including developing existing partnerships (defined in section 4.7).

Full use will be made of a range of communication channels and tools to ensure all potential users are aware of the facilities available. Promotion will be carried out through social media, local press and radio and use will be made of a dedicated website. A register of local organisations will be maintained and publicity material will be regularly distributed via a mailing list. Use will be made of public noticeboards which are located around the area and we will also make use of community groups' newsletters as well as sharing information on The Aald Skül through their social media posts.

We will where possible ask Shetland Islands Council and CHCP (Community Health and Care Partnership) to promote our services and what is going on at The Aald Skül.

### 6.3 Marketing Objectives

2018/19	2019/20	2020/21	2021/22	2022/23
<b>Refurbishment phase</b>	<b>New build phase</b>	<b>New build phase/Operating</b>	<b>Operating</b>	<b>Increasing Footfall and Income</b>
Employ Development Officer	Develop website; go live	Social media posts for meeting/general rooms	Finish new build (phase 2)	Agree marketing objectives and sales targets for each activity
Agree marketing objectives	Launch comms plan for gym	Build brand awareness	Official Launch of The Aald Skül - event and publicity	Build brand awareness
Devise communications strategy (updates on build/ progress for locals/ stakeholders)	Roll out website	Open access to storage units	Move Scrapstore into new building – increase sales	Increase sales
Devise newsletters/ digital communications	Roll out social media strategy	Increase meeting room bookings and gym memberships	Open childcare provision	Build tourism and visitor market
Define services – features and benefits	Build brand awareness – gym & meeting spaces	Agree comms plan for Workshop/ Learning	Promote heritage to tourist market	Improve stakeholder relations and enhance customer relationships
Clearly identify different customer groups – profile and needs	Advertising in newsletters	Improve stakeholder relations	Open workshop/ learning space for bookings	Review marketing budget
Develop Brand	Launch new products, services and projects	Customer satisfaction survey for meeting rooms	Build brand awareness	Increase social media visibility
Build brand awareness	Improve stakeholder relations	Review marketing and sales targets – gym, meeting rooms	Increase room bookings and gym memberships and storage units	Consider introducing new products – Viking funerals; glamping; wigwams
Build and Improve stakeholder relations	Enhance customer relationships	Review marketing budget	Improve stakeholder relations and enhance customer relationships	Conduct customer satisfaction surveys
	Agree model for childcare provision	Increase social media visibility	Review marketing and sales targets for all activities	Build large event around Nesting and Girlsta Up Helly Aa
	Devise communications plan	Prepare comms plan for childcare provision	Review marketing budget	
			Clarify ongoing role for	

<p>Build partnerships</p> <p>Networking</p> <p>Fundraising/ marketing portfolio</p> <p>Clarify monitoring tools for sales income/ targets</p> <p>Agree comms plan for gym</p> <p>Agree parameters for childcare provision</p> <p>Build large event around Nesting and Girlsta Up Helly Aa</p> <p>Open Scrapstore from temporary venue</p>	<p>for childcare customers – inc.</p> <p>Conduct customer satisfaction survey - gym</p> <p>Review marketing and sales targets - gym</p> <p>Increase social media posts/ shares – general</p> <p>Conduct research into heritage projects</p> <p>Devise heritage learning “products” and displays</p> <p>Add meeting/ general rooms to website</p> <p>Increase gym memberships</p> <p>Increase sales in Scrapstore</p> <p>Build large event around Nesting and Girlsta Up Helly Aa</p>	<p>Review use/ access to storage units</p> <p>Add storage and childcare pages to website</p> <p>Develop heritage offering in Learning Centre</p> <p>Develop database of customers for Learning Centre</p> <p>Official Opening of Phase 1 (old building) – small event with publicity</p> <p>Build large event around Nesting and Girlsta Up Helly Aa</p>	<p>Development Officer</p> <p>Increase social media visibility</p> <p>Conduct market research into “wigwams” or glamping – demand?</p> <p>Conduct customer satisfaction surveys</p> <p>Build large event around Nesting and Girlsta Up Helly Aa</p>	
---	--	--	---	--

## 6.4 Our Services

Our services can be classified as:

Community Benefit Projects			
Activity	Features	Benefits	Target Market
Heritage and culture events	<p>Weekly learning events - programme 2 hours in length</p> <p>Heritage workshops - delivered by local volunteers with knowledge of history</p> <p>May be led by History Group displays and exhibitions celebrating our memories, our families, our working lives, our agriculture</p> <p>Community events asking locals to contribute their own stories</p> <p>Up Helly Aa celebrations</p> <p>Heritage trails and geocache trails</p> <p>Links to existing events</p> <p>Links with “Viking funerals” – selling this concept?</p>	<p>Brings the community together</p> <p>Retains our local history and knowledge</p> <p>Encourages us to share our memories</p> <p>Learning opportunity for local children, schools</p> <p>Will appeal to visitors and tourists (generating an income)</p> <p>Makes Nesting more of a destination</p> <p>Brings tourists to Nesting</p>	<p>Tourists</p> <p>Visitors</p> <p>Local families</p> <p>Children</p>
Learning programme/ Learning Centre	<p>Traditional woodworking/metal working techniques</p> <p>Wood turning</p> <p>Crafting techniques – basket weaving</p> <p>Upcycling classes (links to scrapstore)</p> <p>Canoeing, sailing or rowing classes (delivered by Clubs)</p>	<p>Teaches local historical techniques</p> <p>Brings people together</p> <p>Sharing experiences and skills</p> <p>Encourages upcycling or re-use</p>	<p>Local older adults</p> <p>Children</p> <p>Visitors</p>
Gym	<p>Range of gym equipment</p> <p>Free weights</p> <p>Access to fitness classes (at SNH)</p> <p>Monthly membership – flexible contracts?</p> <p>Pay as you Go membership</p> <p>Self-access</p>	<p>Physical exercise</p> <p>Improved mental health through exercise</p> <p>Brings people together</p>	<p>Adults over age of 16 from 10 mile radius</p>
Childcare	<p>Model still to be delivered but may include pre-school care; after school care for primary school age children; holiday clubs (for children up to 14)</p> <p>Outdoor play space</p>	<p>Local access to childcare for local families</p> <p>Security for local school (encouraging children to be cared for locally)</p>	<p>Local families</p>
Workshop	<p>Hire for individuals to use space</p> <p>Tool library (for hire)</p> <p>Hire for groups to use space</p>	<p>People will work together</p> <p>Individuals will have access to space and</p>	<p>Young people over age of 12</p> <p>Individual adults</p> <p>Groups – Up Helly</p>

	Block bookings available	tools	Aa
Meeting /General Purpose	Pop up retail space selling local crafts Display/exhibition space (celebrating our memories – see Heritage above) Office or meeting space for some groups	Flexible space for variety of uses	Groups Clubs
Scrapstore	Weekly scrapstore (may increase) held at weekends Recycling and re-using household items, toys, books and architectural and agricultural salvage May link with upcycling activities (through Learning Centre?) Potential to sell higher value items on Ebay or using an auction	Encourages upcycling	Local individuals and families Visitors (from whole of Shetland) Tourists
Storage Units/ Sheds	Variety of units, sheds – storage for boats, canoes, tools, materials, stock etc Wood-clad storage containers Office space Access to utilities Access space Floodlit Covered outside storage – caravans	Provides space for businesses as a base (office or storing stock) Enables clubs to store more equipment Fit for purpose, weather resistant storage Secure storage	Businesses Sole traders New-start businesses Individuals Clubs and groups

## 6.5 Customers

We will have different customer groups and will ensure our marketing communications focus on their needs and how best to reach them:

Customer Group	Profile	Needs
Residents	Living locally – within 5 miles of South Nesting Living further away, within 15 miles of South Nesting Families, individuals, couples All age-groups Disposable income Working adults and retired adults Crafters or hobbyists, people involved with Up Helly Aa	A place to go during winter months Access to local services Flexible membership to gym (no contract?) Access to services before and after work Access to services in the evening and at weekends Retaining local heritage and memories Parking
Community Groups or Clubs	From Nesting area as a whole Interest clubs such as History group and Up Helly Aa Fitness clubs such as Rowing, Boating and Canoeing	Flexible and easy access Parking Space to store equipment and archives Easy and reasonable payment

	Constituted and un-constituted groups	options Retaining heritage and culture Welcoming space for them to bring their members to (reflects well on them, grows membership)
Visitors or Tourists	From Shetland wide From mainland UK From abroad – Scandinavia and US, Japan, China All ages Families, couples, individuals Bikers, campers, walkers, cyclists Cruise ship tours	Interesting activities Something different; typical of Shetland Appeals to all ages – families Reasonable prices (if family activity in particular) Access to catering (at SNH) Momentos and souvenirs Clear promotion on social media – how to get here, what we offer, prices, times Selling idea of Viking funerals
Funders	Local and national funders	Clear outputs and outcomes Evidence of impact – what difference are we making? Life stories – demonstrating impact Promotion of their support
Partners and stakeholders	Specifically mentioned in section 4.6 Social enterprises Community groups Council – different teams Community Councils Councillors Schools	Different needs according to the needs of their service users/ customers Adding value to their projects – how to link up? Joint projects (jointly funded in some cases) Good referral mechanism between groups Clear social outcomes Clear pricing of activities Point of contact – building relationships Opportunities for good PR (for them and jointly)

## 6.6 Pricing

Our pricing is shown in our cashflow forecasts (within the assumptions) but we have considered:

- Competitive pricing or market rates for commercial organisations and residents
- No charges for community groups or clubs using the meeting or general rooms (this may be reviewed in the future)
- Covering our costs and contributing to a surplus

## 6.7 Marketing Communications Plan

The key features of The Aald Skül highlighted in its marketing strategy are shown in the table below:

<b>Service: Meeting or General Purpose Rooms</b>	<b>Marketing Strategy:</b>  We will increase bookings through communications strategy including website and social media, working with South Nesting Hall:
<b>Target market:</b> local residents; organisations; community groups; Health Improvement Team and CAB; adult education teams  Links with South Nesting Hall	<ul style="list-style-type: none"> <li>• Launch event inviting local residents, stakeholders and press to come and see the refurbished and extended space</li> <li>• Social media campaign through Facebook and Twitter, shared through local community groups, social groups, friends networks</li> <li>• Invite local parents groups and schools to come along and see our space</li> <li>• Use space to display and exhibit Up Helly Aa memorabilia and other historic displays</li> <li>• Work with rather than competing with South Nesting Hall</li> <li>• Develop joint initiatives where use of general or meeting rooms can complement events taking place in South Nesting Hall – linking heritage events/ learning products with meals at SNH</li> <li>• Tie this space in with developing the heritage “product” and links with the Learning Centre (in year 3 onwards of trading)</li> <li>• Website promoting spaces available and on-line booking available through website – Wordpress website will be sufficient in the early years; however we will build on this to allow us to provide online booking for this space, gym, learning centre by using ecommerce platforms such as Shopify or Magento or booking platform such as Event Brite</li> </ul>

<b>Service: Halls – Gym</b>	<b>Overarching Marketing Strategy:</b>  We will increase footfall in our gym and develop features for our members:
<b>Target Market</b> – residents from 10 mile radius  .	<ul style="list-style-type: none"> <li>• USP will be that our gym will offer range of free weights, cardio and fitness equipment as well as fitness classes, all from Nesting</li> <li>• Social media involving Twitter and Facebook to raise awareness of the gym, encourage people to like and share</li> <li>• Incentives to members to introduce a friend – giving them one</li> </ul>



	<p>month's free membership if the friend joins</p> <ul style="list-style-type: none"> <li>• Hold free trial open evenings once a month for first six months</li> <li>• Devise a programme of fitness classes offered at SNH and promoted at the gym; create special offers – 6 classes for the price of 4 (would need agreement by Fitness Instructors)</li> <li>• Work with Fitness Instructors to promote the new gym (working with rather than competing)</li> <li>• Launch event (see above)</li> <li>• Advertise in local newsletters, media including radio stations, and using posters in local community centres and schools</li> <li>• Advertise to parents using childcare provision at The Aald Skül, as well as parents in the school, making sure everyone using The Aald Skül for other reasons knows about the gym and comes in to try</li> <li>• Website promoting the gym and allowing members to book fitness sessions online</li> </ul>
--	--

<p><b>Service: Storage Shed or Units</b></p>	<p><b>Marketing Strategy:</b></p> <p>We will fill our storage units, with a variety of uses of space and a range of longer term and short term bookings:</p> <ul style="list-style-type: none"> <li>• Social media through Twitter</li> <li>• Links with Council, local TSI, and Business Gateway</li> <li>• Website promoting different options available and full pricing structure</li> <li>• Network with larger storage providers on Shetland (such as Shetland Storage, Ian Reid Storage and Peterson SBS) asking them to refer customers to Nesting if their request is for short term or smaller units</li> </ul>
<p><b>Target Market</b> – local sole traders, community organisations, groups and clubs, local residents (with boats, caravans or canoes)</p>	

<p><b>Service: Workshop/ Learning Centre</b></p>	<p><b>Marketing Strategy:</b></p> <p>We will secure some longer term block bookings particularly during the winter months:</p>
--	--

<p><b>Target Market</b> – local residents, clubs and groups, crafting groups from Shetland, health and social care professionals; local schools and adult education teams; children; tourists</p>	<ul style="list-style-type: none"> <li>• Social media through Twitter and Facebook</li> <li>• Hooking the use of the learning space on to strong heritage learning opportunities – develop products such as “Roots of Up Helly Aa”, Nesting Up Helly Aa; traditional skills and techniques; traditional tools etc. Work with History Group to develop the product.</li> <li>• Understanding the learning audience and their needs – tourism product aimed at raising awareness, appealing to families, linking with pop up shop in “general rooms/meeting space” to sell hand-made goods/crafts promoting heritage</li> <li>• Ensure the products (learning opportunities) target the right level of knowledge – children and adults; tourists</li> <li>• Website to promote suite of events or learning programme</li> <li>• Personal selling to adult education teams, schools as well as tourism groups and tours and specialists to bring bookings to The Aald Skül</li> <li>• Developing the product (particularly for the tourism market) to include lunch or coffee and home baking at South Nesting Hall</li> <li>• Developing the product (particularly for the tourism market) to outdoors learning and tours – including World War 1 seaplane base at Catfirth</li> <li>• Links from other community groups through to The Aald Skül website (unless local services to them compete with The Aald Skül)</li> </ul>
---	---

<p><b>Service: Childcare Provision</b></p>	<p><b>Marketing Strategy:</b></p> <p>We aim to secure an anchor tenant into the childcare space in The Aald Skül and to maintain this tenancy delivering a much needed service for local families:</p> <ul style="list-style-type: none"> <li>• Facebook page for parents – advising of what’s happening at The Aald Skül</li> <li>• Invite local parents in to The Aald Skül at Launch event (see above) – making sure they know what else goes on</li> <li>• Website should include one page for the childcare provision; links from registered providers’ own website through to The Aald Skül</li> <li>• Develop links with all primary schools within 15 mile radius of Nesting</li> </ul>
<p><b>Target Market</b> – local parents, family support groups, local primary school</p>	

<b>Service: Scrapstore</b>	<b>Marketing Strategy:</b>  We will attract <ul style="list-style-type: none"> <li>• Developing the product (particularly for the tourism market) to include lunch or coffee and home baking at South Nesting Hall</li> </ul>
<b>Target Market</b> – residents of Shetland; visitors and tourists; businesses and farmers	<ul style="list-style-type: none"> <li>• Developing the scrapstore to become a “destination” particularly at weekends aimed at visitors and tourists</li> <li>• Ensuring good relations with local farmers and businesses to provide good stream of stock</li> <li>• Develop learning activity (product) around recycling or re-use theme – linking with learning at South Nesting Hall – “make and bake” events aimed at families or children – re-make class with baking??</li> <li>• Website page dedicated to scrapstore highlighting products available (promoting range of products)</li> <li>• Personal selling by key volunteers</li> <li>• Posters in community halls (branded)</li> <li>• Signage should be branded in line with The Aald Skül branding</li> </ul>

## 6.8 Our Competitors and what makes us different

We identified a number of competitors to our activities and services locally in the Research Report, mainly for the provision of childcare and the gym. In order to understand how we can compete we must understand what makes us different from these other similar operations.

- Gym – there are a number of gyms around Shetland with a high number of gyms operated by Shetland Recreation Trust and community groups as well as private gyms. The nearest gym to Nesting is Scalloway Gym but this focuses on strength development and body building.
  - What makes us different – our USP (unique selling proposition) will be offering a combination of fitness suite with accessible classes undertaken along with South Nesting Hall; we will ensure rowing machines are available to meet demand from rowers training for the popular sport of Yoal racing. We will also offer flexible contract arrangements avoiding the need for members to join into an annual contract. Location and affordability is key.
- Childcare Provision – CDCN will not directly offer this service, but will instead act as a landlord to a group or organisation who will offer this. We will ensure we help to promote this service as the research we did strongly supports the need for this locally so this will help us to achieve social and community benefit. A number of nurseries and primary schools offer pre-school and some offer after school childcare close to Nesting but families are having to take children to services in Tingwall or Lerwick at present.
  - What makes us different will be having a service locally for people in Nesting. We will also try to ensure that a flexible approach is taken by the provider to bookings allowing parents to fit childcare around their work shifts. We will also try to ensure that after school care and holiday clubs are offered (there are not many holiday clubs in Shetland) which may draw in families from outwith our expected 10 mile radius for the childcare market.
- Storage – there are a number of commercial large storage units available mainly in Lerwick.
  - What makes us different – we will have a range of storage options, covered external storage, contained storage, office space and all will have full utilities. We will offer flexible pricing around monthly lets or longer term lets. We will ensure that groups and clubs in particular can easily access their storage on a regular basis making the operation of their clubs easier.
- Workshop / Learning Centre – there no space like this anywhere in Shetland so we will be able to offer this unique space with extras.
  - What makes us different – access to tools and workbenches and space that is well lit and designed for this purpose. We will give customers access to a tool library allowing them to use larger tools they may not have at home. We will also link this space with learning activities, allowing customers to come along to a learning group to learn how to do something. This will also encourage new crafters, hobbyists and those interested in Up Helly Aa activities to become involved and learn new skill helping them to develop these interests and hobbies. The Development Officer will explore relationships with colleges and learning centres.
- Scrapstore – there are a couple of other scrapstores in Shetland but none close to Nesting. We have been trading the scrapstore for two years now and have built up quite a loyal customer base and become a bit of a destination offering Sunday teas from South Nesting Hall as a way to get families out for an afternoon's visit to Nesting.

- What makes us different – linking with SNH helps us to bring people to the scrapstore as it becomes more of an outing and appeals to families and couples as well as tourists. We will build on this and increase our opening hours to accommodate more visitors. We do not stock clothes, focusing instead on more salvage, building materials and household items where we see more re-sale value or upcycling potential - we are not a charity shop. We can link our scrapstore with the activities we can offer from our Learning Centre to encourage people to upcycle items bought at the scrapstore.
- Meeting/ General rooms – we will not compete with South Nesting Hall, which is less than a mile from The Aald Skül and already offers space for meetings, large social events and catered events. Instead we see what we will offer in our meeting rooms complementing that being offered at SNH.
  - What makes us different – this space will be offered as office space for longer term lets rather than being used regularly for monthly meetings. We will use the space for general use, particularly for displays and exhibitions for heritage and cultural exhibitions and will link this with our Learning Programme where we can display items that are made as part of our learning activities where possible. We will also link this with our heritage projects, allowing us to exhibit people’s memorabilia, photos and stories.

## 6.9 Branding

CDCN will develop its brand identity to include the following key factors:

- Vision – why The Aald Skül exists and how CDCN hopes customers will benefit through its use.
- Position statement – how CDCN wants its customers to feel and think about The Aald Skül and their experience in it; what they want saying about them
- Unique selling proposition – what makes The Aald Skül different to other services in Shetland.
- ‘Why you can believe our claim’s’ – examples of proof points that support The Aald Skül’s claims.
- Brand attributes – a list of attributes that affect its beliefs and brand personality.
- Audience promise – a sentence to summarise The Aald Skül’s brand promise.
- Messaging tone – high level tone.
- Elevator pitch – a 60 second statement selling what The Aald Skül offers.
- Tagline – brief statement reflecting The Aald Skül’s brand.

## 6.10 Budgets

We will ensure a budget for marketing is set aside each year. Whilst a small budget is allowed for marketing, we will in the first 3 years develop our website and social media plan by using volunteers to reduce our costs and by using website platforms such as Wordpress.

<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Planning	Construction	Operating	Operating	Operating
£1,800	£1,800	£1,800	£1,200	£1,200

### **6.11 Marketing - Monitoring and Evaluation**

We will monitor key outputs including:

- number of bookings for meeting rooms and the workshop
- value of income generated by each project – workshop, meeting rooms, storage, scrapstore, childcare and gym
- number of members of the gym and frequency of use
- number of monthly memberships versus pay as you go members
- number of children using childcare – we will also measure where families are from and the way they use the childcare provision (preschool, after school or holiday programmes)
- when and how people are accessing the storage facilities and the gym identifying peak activity times
- use of storage – what is stored
- the impact we make through ongoing customer satisfaction surveys and open community events asking people about The Aald Skül, what difference we are making and what could be done to improve things or ideas for new activities and services

Appendix 1 – Financial Projections

CDCN The Aald Skul Financial Summary						
	2020-21					
Trading income	£19,500					
Grant income	£40,000					
Total income	£59,500					
Proportion of trading	33%					

[illegible]



Note	Assumption
1	Trading is never year the VAT threshold so there is no need to VAT register unless there is a desire to "opt to tax" to reclaim capital costs.
2	There will be meeting and general purpose space but there is no income allocated to this - this will be for small local meeting, heritage display boards to attract visitors etc.
3	Rises to 25 members paying monthly
4	Slow start rising to 15 uses a month
5	The storage model is to create an attractive village feel round the open site with sensitive design. Space will vary. Some may be for boat or furniture while others may be set up as office / business start-up space. Some outside space for boats and caravans may be possible. £1 per month per m2 is seen as a reasonable average fee to base your calculations on. Client suggested 500m <sup>2</sup> of space would be easily achievable. If we reduce this to 400m <sup>2</sup> and estimate each unit to be 40m <sup>2</sup> with some smaller units, that amounts to 10 units on the whole site at £40 per month.
6	Nothing in year one
7	15% occupancy - likely to be free community lets during the day
8	Rises to 50% occupancy, 60% during Up Helly Aa preparations
9	Currently up to £200 per week with opportunities to grow. Remains informal so no costings for repairs, volunteer expenses etc
10	Manager and caretaker (both part time). Includes NI and pension 4 days this year but dropping to 3 days after this.
11	Rateable value is £3300 As it is under £15,000 this will be zero due to small business bonus scheme
12	Assumes initial costs grant funded for website and brand. Following on, small budget for some materials.
13	Increase to 30 members
14	Increase in units

15	Year two - afterschool and holiday club only. Use of outside space.
16	Increase to 30% occupancy
17	Stable at 50% occupancy apart from Up Helly Aa
18	This idea emerged from the client (" a small learning centre giving intensive burst (say weekend) lessons for activities such as Metal lathe work, wood lathe work, general welding. Specialised welding etc etc)" and is not backed up with research. However we believe this is a strong idea that the Development Officer can consider. Workshops (eg in traditional skills or the history of local Up Helly Aa) is likely to be the only income generator from tourists direct to the Aald Skül. Though this will need to be tested, we have estimated 4 classes per month x 8 people paying £20 per session with a focus on tourism - potential discounts for local people and premium for visitors (=£640) minus tutor costs and materials (£50 per session = £200). Start in summer increasing sales into year 3.
19	Levels at 30%
20	Increase to 20 ad hoc uses per month
21	Rises to 50% occupancy
22	Levels at 60% occupancy
23	Increase in the summer by offering tourist sessions
24	On-going requirement for a small amount of grant funding or fundraising.
25	Increase in training income
26	Staffing reduced in year 4 to basic caretaking complement as business levels out. Any addition to this needs to be grant funded which is quite standard for such a community asset.
27	Increase in maintenance budget. Much of this will be done by local voluntary labour
28	5% inflationary increase to accommodate increased costs across the board
29	No grants for core costs but it is highly likely that project funding will be secured for specific initiatives that will contribute to core costs.
30	Any negative monthly cash flow will be managed by the reserve that has been built in previous years (£21,415 by the end of year three)









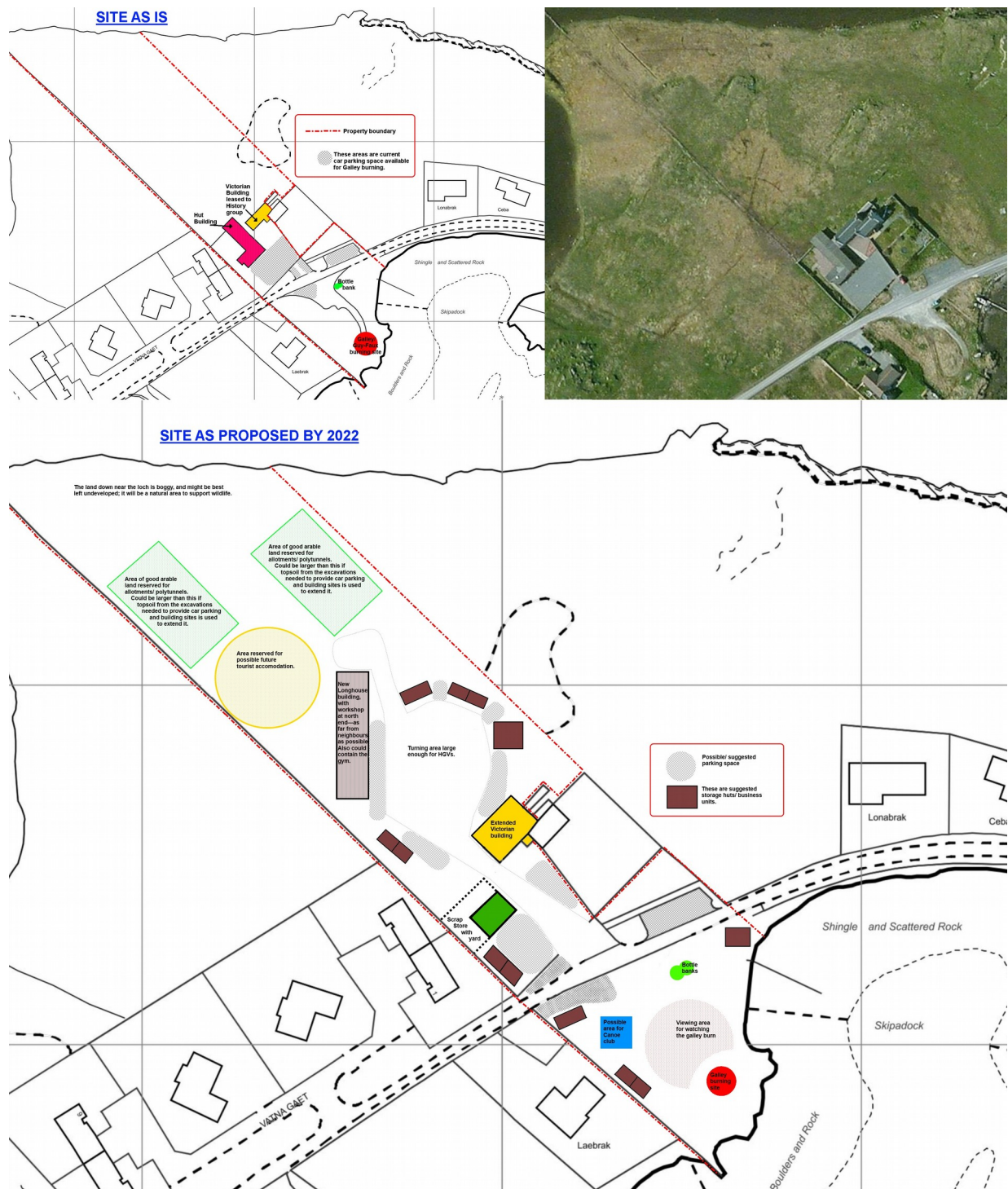








[illegible]



## Appendix 3 : Development Officer Job Description

This is a draft job description to be developed by the organisation prior to recruitment.

**Community Development Company Nesting  
Job Description**

Job Title: Development Officer – Ref: CDCN 01

Job Purpose: To work closely with the board to deliver the vision of a redeveloped The Aald Skül as a multi-purpose community asset for the people of Nesting and the surrounding area

Accountable to: Development Officer

Main Duties: The successful candidates will be expected to:

**Strategy**

- Service and support the board. This is a high level role, working closely with a strategic group of local people and responsible for implementing the creation of the community asset on the site of The Aald Skül.
- Developing the business plan on an on-going basis
- Strategic links – representation on local strategic groups and liaison with sector partners, the local authority etc. Lead on the negotiation and management of new and existing partnership agreements, (both formal and informal) and managing these relationships appropriately

**Developing Services**

1. Consolidation and support to existing services including funding, location, volunteering and expansion
2. New service development in response to changing need. This includes developing, launching, consolidating and supporting new services but also investigating and converting contract opportunities

**Fundraising**

3. Amending and changing the capital and revenue fundraising strategy, following up leads and seeking new funders
4. Bid writing and fundraising of around £1m

**Financial Sustainability**

5. The DO will be responsible for developing income generating ideas t. This post will have an overview of all trading activity especially getting it started in the early phases

**Staffing and volunteers**

6. The recruitment and induction of new staff and the on-going line management of the whole team
7. The recruitment and support of volunteers

### **Marketing**

8. Securing funds and commissioning a new website, brand and marketing strategy
9. Working with the Board, staff team and members, to promote the vision and mission of the organisation. Overseeing and managing the communication strategy to promote the organisation and sell services. Representing the organisation and being the first point of contact for the press and media, local authority and other key stakeholders
1. prepare regular reports on activities for the board
2. such other tasks as may be required which are consistent with the duties and responsibilities of the post.

Hours: 30 hours per week over 4 days. The post to be worked in a flexible way, to include some weekend and evening work, for which time off in lieu will be available.

Salary: £28,000 depending on skills and experience

Location: Nesting, although travel across Shetland will be required

Employed by: Community Development Company of Nesting