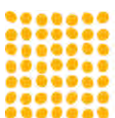


# **Business Plan**

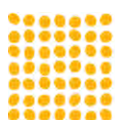
**Community Ownership of The Hatchery  
Kirkibost  
Great Bernera Community Development Trust**

February 2023  
Version 5



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# 1 Introduction and background

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## 1.1 About this plan

This Business Plan relates to the purchase of the former Scottish Salmon Hatchery building in Kirkibost by the Great Bernera Community Development Trust, and its development into a community-owned social and enterprise hub.

## 1.2 The Great Bernera community

Great Bernera Community Development Trust was established to benefit the residents of Great Bernera and Tir Mor, the area immediately on the other side of the Bridge over the Atlantic which connects the island to the rest of Lewis. Great Bernera has a resident population of around 237 people<sup>1</sup> and comprises the townships of Kirkibost, Tobson, Hacklete, Breacleite and Croir. There are 69 crofts in these townships.

Most of the land in this community is part of the Great Bernera Estate, which covers around 5200 acres on Great Bernera and Little Bernera, almost all of which is subject to crofting legislation. It is privately owned and the current owner is not resident. Efforts for a crofting community buyout of the estate have been ongoing since 2014.

As detailed in the 2014 Feasibility Study and 2019 Business Plan for the Community Buyout, Great Bernera has been affected by pressures common to Western Isles communities and those elsewhere in the Highlands: a declining and aging population; care needs for older community residents; a decline in traditional crofting, agriculture and livestock management; lack of affordable housing and high commuting costs to employment elsewhere in Lewis (predominantly Stornoway). These issues are explored in more detail in Section 2.

The 2014 study also noted several key strengths within the community at the time, including the amenities and services available. Since then, the primary school has closed, as has the mini-mart, post office and off-license. Great Bernera continues to have a church, a community centre with café and museum which will now host pop-up shop – there are plans for post office services. There is a community-owned petrol station, a children's playpark, fire station and a GP's surgery.

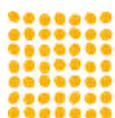
The area has valuable and ecologically important natural assets including attractive scenery, landscape and diverse wildlife and historically significant cultural assets. It also has a number of community organisations and groups providing important functions and services. Aside from the Trust, these include the Community Association and the Community Council, as well as many other specialist groups which remain active within the community and have contributed to the Enterprise Hub project.

## 1.3 Great Bernera Community Development Trust

Great Bernera Community Development Trust (also referred to in this report as GBCDT or 'the Development Trust') is a Company Limited by Guarantee (SC461347) established to manage land and assets for the benefit of the community, to provide recreational facilities and activities, to advance community development and education and to conserve the local environment and heritage.

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<sup>1</sup> ONS Mid-year Estimates 2020



The Development Trust has 115 ordinary (voting) members who are adults resident in the community, and an additional 15 associate members. It is overseen by 12 directors (9 elected and 3 co-opted) and has two part-time staff in a job share Development Officer role.

#### **1.4 The former Scottish Salmon Hatchery Building**

The former hatchery building is single storey of 20m x 10m with undeveloped attic space in the roof. It has 3-phase power, water supply, and a substantial sewer outlet. A building survey in September 2022 found the building to be structurally sound, although it identified defects in the render, drainage and fixtures requiring remedial works (a smaller timber structure on the site was found to be beyond repair).

The building is currently owned by the parent company of Scottish Salmon. Discussions with Scottish Salmon about the Hatchery building first took place in 2018/19, resulting in GBCDT securing agreement from the owner to sell the building to the Development Trust. In 2019, a valuation of the building and surrounding 1-acre site took place. In 2021, the owner confirmed that they would hold the Hatchery until the Trust could raise funding to purchase it.

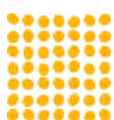
The building is located in the township of Kirkibost, with around 30 houses. Land in Kirkibost which is not part of the Great Bernera Estate has been a focal point for recent work by the Development Trust, with a pier and pontoon, e-bikes for hire and visitor services (toilets, launderette, camper van hook-up) all at the final stages of development.

#### **1.5 How this plan was developed**

In autumn of 2022, with Stage 1 Funding from the Scottish Land Fund, GBCDT commissioned a Building Appraisal and an updated Valuation of the site. Additionally, GBCDT commissioned support from Community Enterprise to carry out independent community consultation and develop a business plan for The Hatchery.

- Summer 2021: Community ideas survey followed by a poll on most popular ideas, by GBCDT with Great Bernera News
- October - November 2022: More detailed community survey distributed online and in paper copies delivered to all Bernera households with a return envelope. The survey was advertised in the Bernera News newsletter, on posters at key locations and via the Great Bernera Community Development Trust Facebook page (435 followers). A total of 86 people completed the survey, equivalent to around a third of the population of Great Bernera.
- November 2022: Market research including Case Studies of similar community-owned developments and analysis of potential for competition and displacement.
- November – December 2022: 1-1 interviews with stakeholders, including community groups, local businesses and elected representatives.
- 2<sup>nd</sup> December 2022: Two open events held at Bernera Community Hall.

Findings from community consultation have informed various sections of this business plan, and are included in more detail in the Appendix.



## 2. Research

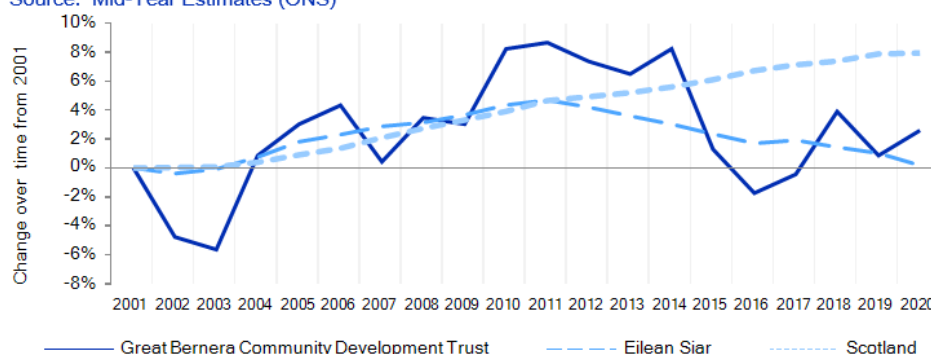
### 2.1 Evidence of need

As outlined in the previous section and identified in feasibility work for the island buyout, Great Bernera has been subject to many of the pressures affecting communities across the Western Isles. This is illustrated in area statistics below.

Unless otherwise noted, these figures are from Community Insight, a software package that collects data from over 30 databases including Census Scotland, Department of Work and Pensions, NHS and others<sup>2</sup>.

**Lack of population growth and projected decline:** As of the most recent ONS mid-year estimates (2020), there are 237 people living on Great Bernera. The population has fluctuated, with a period of growth in the early 2000s followed by a decline in the last decade and a recent slight recovery. Overall, the population is barely any higher than it was twenty years ago, in common with the rest of the Western Isles, while that of Scotland has increased by over 10%.

Figure: % change in total population from 2001-2020  
Source: Mid-Year Estimates (ONS)



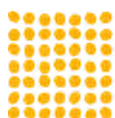
Additionally, researchers at the James Hutton Institute<sup>3</sup>, have found that the Western Isles will experience profound depopulation without meaningful intervention.

*The Sparsely Populated Areas (SPA) of Scotland have a demographic legacy, which, in the absence of intervention, will result in decades of population decline, and shrinkage of its working age population, on a scale which implies serious challenges for economic development...*

They found that the Western Isles is among the worst affected sub-regions, which by 2046 will lose more than 30% of their 2011 population. The key change in demographics for SPA, according to their projections, is not an increasing number of older people, but a decreasing number of children and young people, which will result in a smaller working age population.

<sup>2</sup> Please note: Community Enterprise / Great Bernera Community Development Trust do not own any of this data

<sup>3</sup> Andrew Copus and Jonathan Hopkins, 'Demographic change in the Sparsely Populated Areas of Scotland (1991 – 2046)', <https://www.hutton.ac.uk/sites/default/files/files/research/srp2016-21/RD3.4.1%20Note%20WP1-3%20web%20-%20published.pdf>



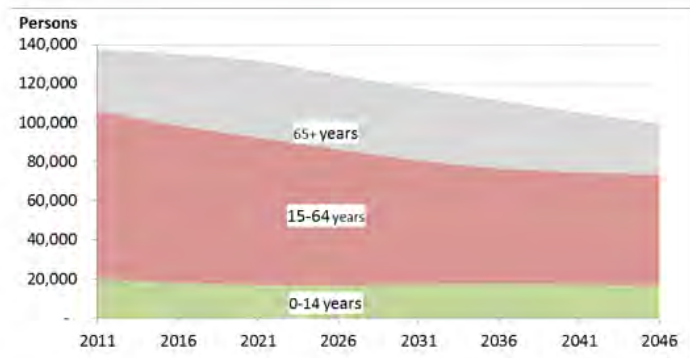
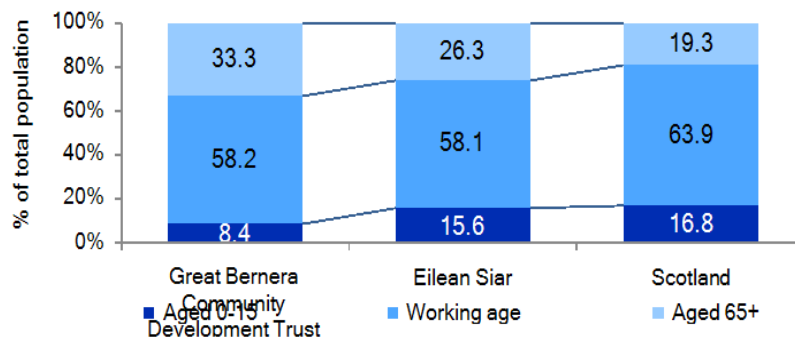


Figure 4: The age structure of projected populations of the SPA, 2011-2046.

The graph above is extracted from The James Hutton Institute report “Demographic Change in the Sparsely Populated Areas of Scotland (1991 – 2046)”.

**An ageing population:** Only 20 (8.4%) of the people living on Great Bernera are aged 0-15. This is half the average for Scotland. 138 people (58%) are of working age, less than the average of 64% across Scotland. People aged 50 or over make up over half of this age band, so a large proportion of the working age population is approaching retirement. Meanwhile, 79 people (33%) are aged 65+, more than the Scottish average of 19%)<sup>4</sup>.

Figure: Population by age  
Source: Mid-Year Estimates (ONS) 2020



**Increased care needs:** Per the Department of Work and Pensions (Feb. 22), 19% of the population of Great Bernera receive attendance allowance, which is significantly higher than the Scottish average of 11.7%. Attendance allowance is payable to people over the age of 65 who are so severely disabled, physically or mentally, that they need a great deal of help with personal care or supervision. Additionally, 11.6% of the population receive PIP, with 4.3% receiving PIP for mental health reasons, compared to the Scottish averages of 9.2% and 3.4% (per July 2022 DWP figures). PIP helps with some of the extra costs caused by long-term disability, ill-health or terminal ill-health.

Additionally, as of the last census, the community of Great Bernera has a significantly larger proportion of people who are providing unpaid care (16.3%) compared to the average across Eilean Siar (9.6%) and Scotland (9.3%).

<sup>4</sup> ONS Mid-year Estimates 2020

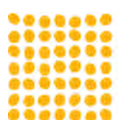
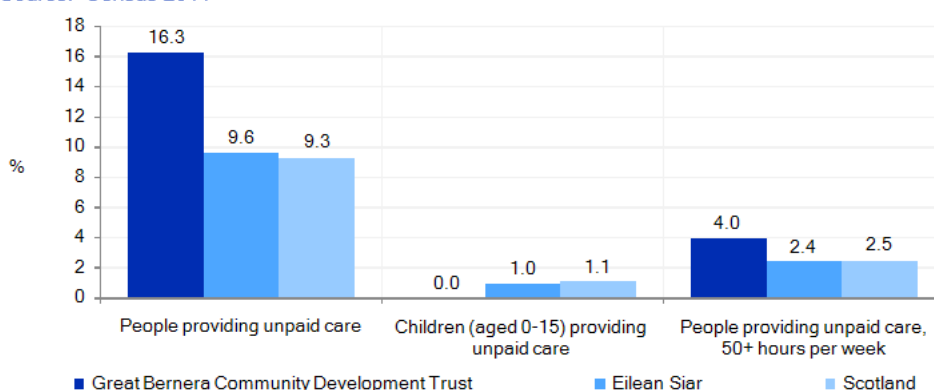
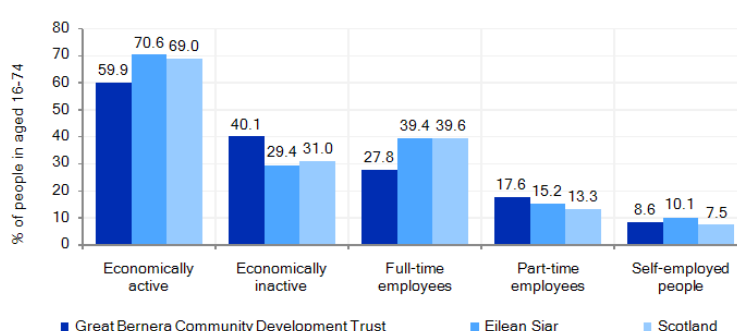


Figure: People providing unpaid care  
Source: Census 2011



**Changing employment patterns:** As of the last Census, roughly 60% of the population of Great Bernera is economically active, with only 27.8% being in full time employment and 17.6% being in part-time employment. Great Bernera also has a significantly higher proportion of economically inactive individuals (40.1%) than the Eilean Siar (29.4%) and Scottish (31%).

Figure: Economic activity  
Source: Census 2011



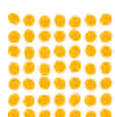
The most common levels of employment for residents of Great Bernera are professional/associate occupations (22.5%) and skilled trade occupations (20.6%).

Occupation Category	Percentage of 102 people in employment (Scotland =)
Managerial occupations	9.8% of 102 people in employment (Scotland = 8.4%)
Professional (or associate) occupations	22.5% of 102 people in employment (Scotland = 29.4%)
Administrative or secretarial occupations	5.9% of 102 people in employment (Scotland = 11.4%)
Skilled trades occupations	20.6% of 102 people in employment (Scotland = 12.5%)
Elementary occupations	12.7% of 102 people in employment (Scotland = 11.6%)

Source: Census 2011

The largest industries offering employment to people living in Great Bernera are agriculture (16.7% of all people in employment), retail industry (14.6%) and public administration and other services (14.6%), however, most of these jobs are located elsewhere, particularly in Stornoway. Job density (per Business Register and Employment Survey (BRES), which reflects jobs as a percentage of working age population, is 34.8%, which is significantly lower than the averages in Eilean Siar (97.4%) and across Scotland (72.8%).

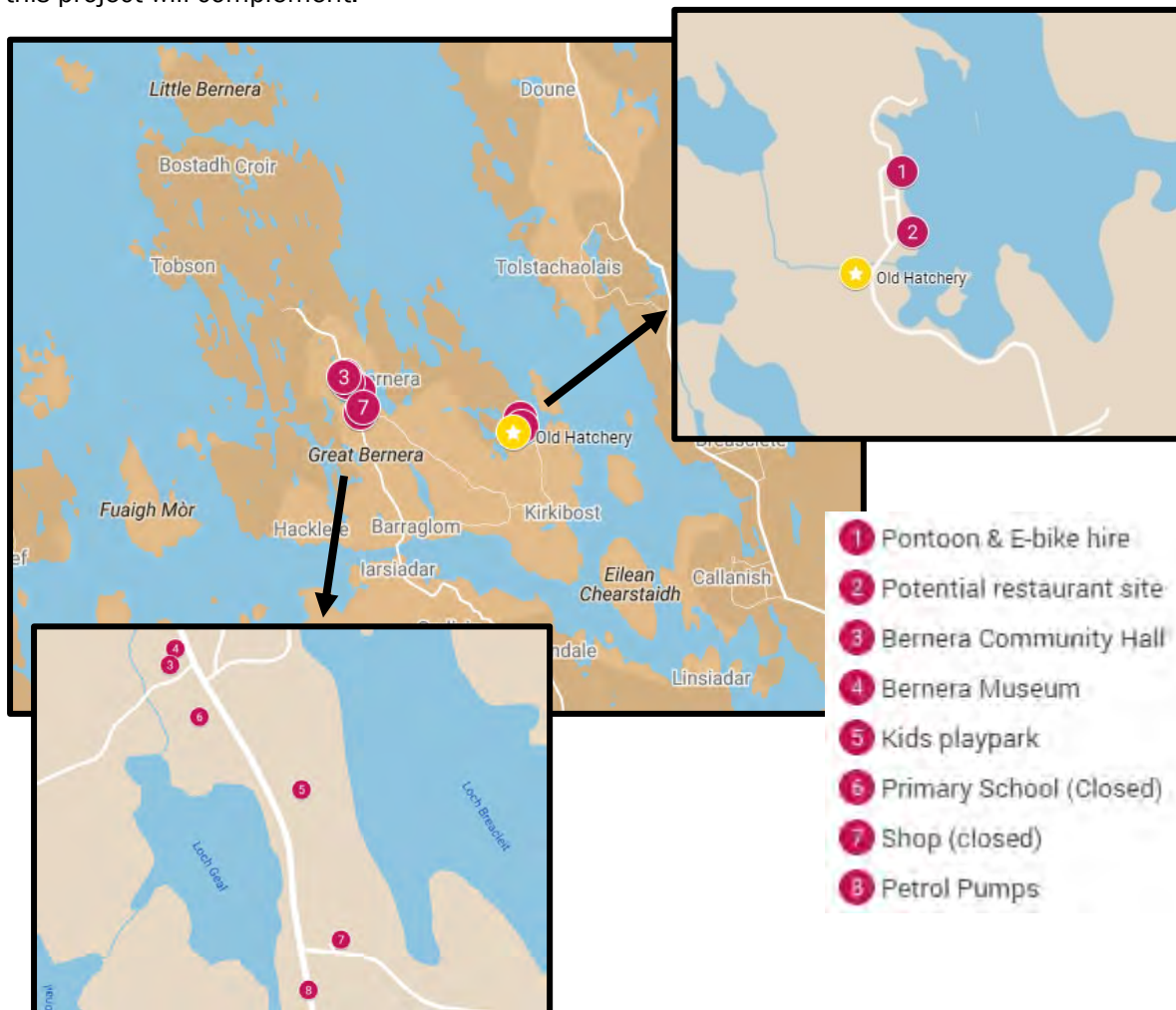
**Lack of affordable housing:** 76% of housing in Great Bernera is owner occupied, with 57% of it being owned outright (Scottish averages 62% and 28%). Further, only 18% being socially rented



housing, compared to the Scottish average of 24.3%. Additionally, there are more houses in Great Bernera that have 3, 4 or 5 bedrooms (38%, 16%, 9%). Thus, there is a lack of housing for smaller households or for first time buyers.

## 2.2 Community assets

The map below shows other community buildings and other physical assets on Bernera, which this project will complement:

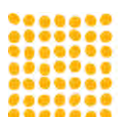


### *Bernera Community Hall*

Bernera Community Hall (or Community Centre) is managed by Bernera Community Association (BCA). The Hall is located centrally on the island. The Community Association runs a café from May to October each year. In the past, this has had dedicated staff and opened Monday-Friday. Due to difficulty recruiting staff, in 2022 the café has been run by volunteers, and opened only one to two days a week. Café opening hours are 12PM – 3PM.

BCA is working to develop a shop and post office within the hall, which will stock basics and open for an hour or two every day during the week.

Other activities at the hall include bowling, yoga, Zumba, badminton, occasional music sessions, a Christmas craft sale and private events.





### *Kirkibost Harbour developments*

Kirkibost has been a focal point for recent work by the Development Trust, due to availability of land here that is not owned by the Estate. A pontoon and moorings have been installed, with 24 berths which will be used by locals and visiting yachts. A facilities building is under development with toilets, showers and a small laundry facility, as well as an electrical vehicle charge point and new camper van hook-up. These facilities are expected to generate income for GBCDT and attract visitors who will use other Bernera businesses. E-bikes are now available for use at the harbour, with a formal hire scheme also being developed for 2023. GBCDT has applied for asset transfer of a vacant area of hard standing, with the option to develop a building here in future. The Harbour has also attracted private investment: Black Bay Studio is a high-end recording studio, with accommodation and catering onsite.

The bay and harbour are used regularly by local boats and occasionally by Stornoway Rowing Club. There was a Pier and Harbour User Group, but members joined GBCDT to develop the moorings project and the Group has not met independently recently. There is significant potential for The Hatchery to engage with and cater to users of the pier, for example; by offering space, equipment and training for boat repair.

### **2.3 Competition and displacement**

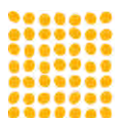
There is limited availability of individual workspaces available to rent in the wider area:

- Stornoway Business Hub; meeting room and serviced offices available to rent. Service offices cost £425+VAT per month, including all utilities and internet. Meeting room costs £7.50 per hour, £45 for a full day and £15 for an evening. Like the Hatchery, the Business Hub targets small businesses and self-employed people, with flexible rental contracts. This is a Central location in Stornoway, but around 45 minutes' drive from Great Bernera.
- Carloway Community Centre is being redeveloped to include some office and flexible meeting space. This is around a 30-minute drive from Great Bernera.

There is currently no shared workspace or co-work space on Lewis. The main alternative to the Hatchery, in terms of cheap, flexible workspace for sole traders and entrepreneurs, is home-working.

Tool and equipment hire is available in the wider area from private firms catering to tradespeople and experienced DIYers:

- AMK Plant & Tipper Hire, a construction company based in Callanish, has a variety of large construction equipment and vehicles available for hire, such as excavators and tipper trucks. The company also offers some smaller equipment such as saws and power washers. Callanish is around 25 minutes' drive from Kirkibost.
- Thompson Fencing & Groundcare, a fencing, landscaping and grounds maintenance contractor in Stornoway, offers hire of diggers and dumpers and garden machinery, and service of tools and machinery (45 minutes' drive).
- HSS Hire, a national tool hire firm, has a branch in Stornoway (45 minutes' drive).



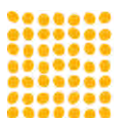
The risk of this project affecting the future sustainability of Bernera Community Hall has been one key issue raised in the consultation. More specifically, concerns raised via the survey and comments to GBCDT trustees and staff relate to:

- Use of the Hatchery as an informal café or social space, attracting users who would otherwise hire the Hall and impacting on income.
- Competition for the same funding sources as the Hall. Bernera Community Association is not planning any major capital upgrades for the hall, so this will be relevant for revenue funding for which both the Community Association and the Development Trust are eligible.

As well as many members filling in the community survey, Bernera Community Association's board has been consulted. Although the board shared the above concerns, there was recognition that use of the Hatchery as an Enterprise Hub offers opportunities that the Community Hall is not suitable for, such as a base to store tools and equipment and space for individual business units. GBCDT has also heard and addressed concerns over competition with the Hall among the wider community at its most recent AGM and at the open meeting for this project.

GBCDT and BCA staff are currently meeting once a month to coordinate activities, exchange information and reduce the risk of displacement.

If the Hatchery project goes ahead, there is potential for GBCDT and BCA to work together to deliver projects that make use of both buildings. For example, community repair sessions (suggested by a resident via the survey) would best be delivered at the Community Hall, which has space and suitable facilities for a larger community event, although the Hatchery would have the equipment needed. Similarly, events such as taster sessions and workshops held in summer and targeting locals and visitors would be best held at the Hall, and will contribute to its sustainability.



## 2.4 Community Support for The Hatchery

Via the 2022 community survey, just over 70% of respondents expressed support for the project in general. About 80% thought that at least one of the services and facilities proposed for the building would be beneficial to the community.

The benefits that people identified for the whole community included:

- supporting enterprise and innovation
- contributing to attracting or retaining younger and working age people

Prospective users of the space identified the ability to meet and work with others in the community as a benefit, leading to new opportunities for collaboration. Multiple sole traders and hopeful entrepreneurs also felt that access to space and facilities at the Hatchery would help their business to grow.

The main concern raised about the project by those who did not support it was the potential for a negative impact on the Community Hall if the Hatchery provides the same activities or services, as described above.

## 2.5 Evidence of Demand

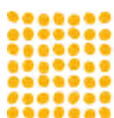
Via the 2022 community survey, 60% of respondents would personally use workspace or equipment at the Hatchery:

- 36 people (42%) would be interested in using flexible workspace.
- 30 people (35%) would use light industrial services or hire equipment
- 21 people (24%) would be interested in an individual business unit or workshop
- 21 people (24%) would be interested in hiring meeting or training rooms
- 16 people (19%) would be interested in a kitchen or shared food processing area

These individuals were mostly self-employed or sole traders, and represented a wide range of businesses and areas of interest, including:

- Woodwork
- Textile design
- Structural engineering
- Marine studies
- Crofting
- Digital media
- A tour company
- Construction
- Art / crafts (including ceramics, oil on canvas)
- Bath & body products
- Yoga teaching
- Writing

Other rural communities around Scotland have set up workspaces offering shared and/or individual space for individuals, businesses and organisations to hire. The [Highlands and Islands Co-working Association](#) has five member spaces open to users. A sixth, in Lochmaddy, is under



development. These are a mix of private businesses and community-owned ventures. Case studies on Dornoch Hub, the most rural of these spaces that is currently open, and Workspace Highland in Aviemore, are included in the appendix. Individual office units at the Dornoch Hub, for example, are fully occupied by a mix of third sector organisations and small businesses in fitness and wellbeing, construction, adventure sports and creative industries.

Meanwhile, 57% of survey respondents were interested in joining a 'library of things' at the Hatchery – 18% were not sure, and 25% were not interested.

Established Tool Libraries (where members can borrow tools to take home) are mostly in urban areas of Scotland. Libraries in Glasgow, Edinburgh and Stirling charge a membership fee of £20-30 per year, scaled by ability to pay<sup>5</sup>. While many focus purely on tool hire, there is potential to add other services such as tool sharpening and repair (priced at £3.50 a time by Edinburgh Tool Library), and taught workshops.

It should be noted that, despite this trading income, most tool libraries are partially grant funded. The Glasgow Southside Tool Library is currently funded by the National Lottery Communities Fund and received startup funding through the Climate Challenge Fund, Transition Stirling has also received Climate Challenge funding and Edinburgh Tool Library has grant funding from the Tudor Trust towards staff salaries, plus other funds for specific project work.

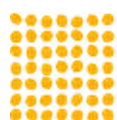
## **2.6 Fit with Great Bernera Community Development Trust's strategy**

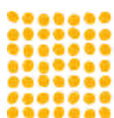
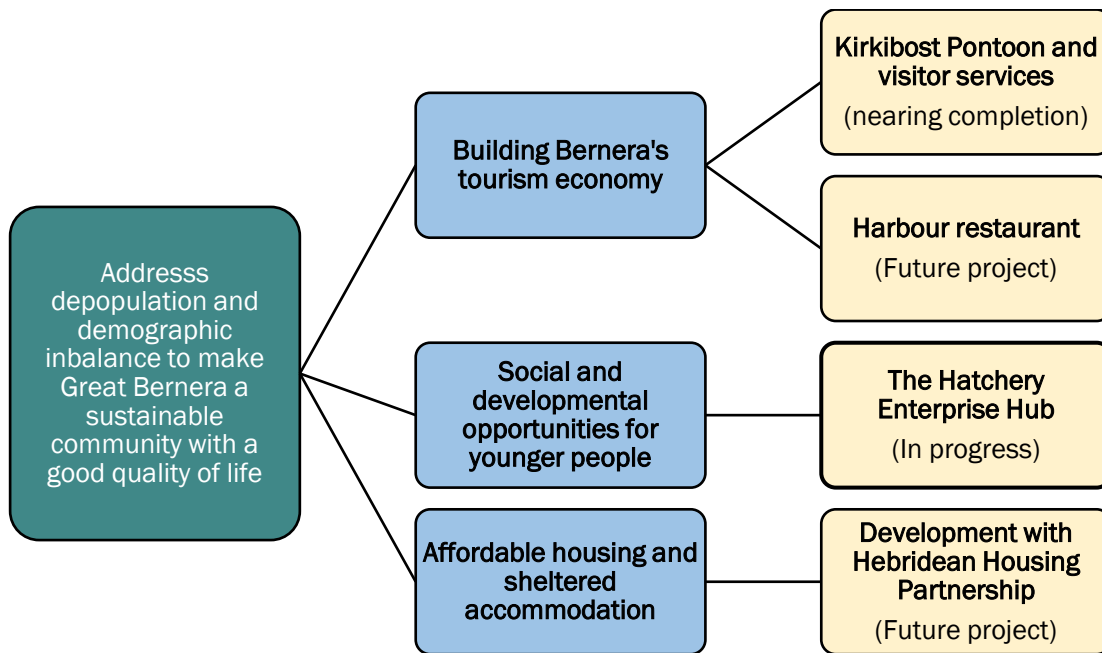
Great Bernera Community Development Trust's focus has for many years been on securing community ownership of the Bernera Estate. The Hatchery is one of several ongoing and future projects that are separate (but complementary) to this buyout.

The Business Plan for the Community Buyout of the Estate identified four priorities to fulfil the underlying strategic objectives, based on community consultation at the time. One of these, improving and increasing broadband, has been achieved, while three remain relevant: building Bernera's tourism economy, social and economic developmental opportunities for younger people, and affordable housing and sheltered accommodation. The Hatchery project contributes primarily to the second of these priorities, while other projects are underway or being planned which will support the other priorities:

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<sup>5</sup> For example, Edinburgh Tool Library: £30 p/y standard membership; £10 p/y concession price for students, benefit recipients, unemployed, over 60s. £40 'pay-it-forward' membership includes 'a little extra to cover someone else's membership'. ETL also offers organisational membership for £50, if a charity or community group needs to borrow a large number of tools for a short period (e.g. refurbishment or work weekend). Review of finances from 2018-19 shows the average paid per member was £25.01 due to 25% takes up rate of subsidised membership and pay it forward membership near 35%.





### 3. What we will do

#### 3.1 Vision

The Hatchery will be a space for people in Bernera to work, learn and create together.

#### 3.2 Services

The Hatchery will offer:

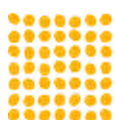
- Hire of small individual workspace, with flexible terms suited to small businesses and first-time entrepreneurs.
- Shared workspace with office equipment and rapid internet connection suited to remote workers and self-employed people. Memberships will be available for full time or part time use and ‘drop-in’ use over a short period.
- Access to shared tools and equipment. Smaller tools will be available to reserve online or by phone throughout the week to be picked up within a time slot. GBCDT will use software to manage membership, inventory, tool bookings, return dates and membership renewals<sup>6</sup>. In time, the Hatchery will acquire larger equipment such as lathes, CNC machines or laser cutters, which will be available to hire by the hour.
- Hands-on training workshops and community skill share sessions focusing on practical skills for DIY and repair.

#### 3.3 Phasing

We are aware that this is a major project and we will not be able to deliver everything at once. The table below outlines key activities to take place in the initial year after taking ownership (year 0), in the following four years of operation, and potential future developments thereafter.

Renovation and conversion - Year 0	Operation - Year 1-4	Future development - Year 5+
<ul style="list-style-type: none"> <li>• Employment of a Development Officer to assist with capital fundraising</li> <li>• Commissioning of an design team for building upgrade options and a Quantity Surveyor to provide costings for repair and upgrade.</li> <li>• ‘Meantime’ use of the building focusing on what can be done in the empty</li> </ul>	<ul style="list-style-type: none"> <li>• After refurbishment and conversion, development of services outlined under 3.2.</li> <li>• Addition of roof-mounted solar, taking advantage of the building’s large, south-facing roof and relatively sheltered location.</li> <li>• Trial, evaluate, review and update activities according to need and interest</li> </ul>	<ul style="list-style-type: none"> <li>• Potential addition of laundry facilities – these will be available at the Pontoon Facilities building, but if there is demand for a larger facility to serve the island’s 9 holiday homes + residents and visitors, this could be developed at the Hatchery.</li> </ul>

<sup>6</sup> Most Tool Libraries use software called MyTurn for this. Pricing is USD \$250 per year up to 200 users/500 inventory items, available here. Myturn have previously expressed an interest in working flexibly with small nonprofits/charities (e.g. long term free/reduced trials while getting started).



<p>shell, without addition of insulation. For example, a community boat-building project, as carried out recently at <a href="#">Portree and Plockton</a>.</p> <ul style="list-style-type: none"> <li>• Promotion of the building for discounted, short-term lets, targeting creatives and trades.</li> </ul>		
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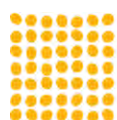
### 3.4 Outcomes

The project will:

- Help people live healthy, connected lives. Our consultation showed that people of working age can feel particularly isolated in Bernera, because most social activities happen during their working day, and that being able to meet people and share ideas is a key factor attracting people to the workspace. Although the Hatchery will be open to all, with a focus on preserving traditional skills and learning new practical skills, we also anticipate high levels of participation among older men in the community, who are in general at a higher risk of experiencing isolation and loneliness<sup>7</sup>.
- Provide meaningful volunteer opportunities including training others in skills, maintaining equipment or repairing items. A review of evidence by Volunteer Scotland found that volunteering is associated with mental and physical health benefits, brought about by building social connectedness and a sense of purpose, enhancing skills that develop confidence and self-worth and encouraging healthy behaviour. This review highlighted particular benefits of volunteering in later life and for individuals who experience disadvantage due to mental health conditions or unemployment<sup>8</sup>.
- Contribute to Comhairle nan Eilean Siar’s aspiration to net zero carbon by 2035 and to Scotland’s overall target of net zero greenhouse gas emissions by 2045 by promoting carbon literacy, repair and resource sharing.
- Help to build a thriving local economy by improving access to training, providing a platform for new ideas and space and facilities for businesses to grow and innovate. Our consultation highlighted several individuals and businesses looking to grow or try something new but currently constrained by a lack of suitable premises.
- Contribute to Great Bernera Community Development Trust’s overall priority of tackling depopulation by making Bernera a more practical and attractive place to run a business or work remotely, helping to retain and attract working-age people. This in turn aligns with the Single Outcome Agreement produced by the Outer Hebrides Community Planning

<sup>7</sup> [Campaign to End Loneliness: Threat to Health](#)

<sup>8</sup> [Volunteer Scotland: Volunteering, Health and Wellbeing - What does the Evidence Tell Us?](#)

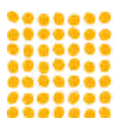


Partnership, which identifies stable populations with a better balance of age, gender and socio-economic groups as a priority.

### **3.5 Monitoring and evaluation**

We are aware of the need to monitor our performance, both to enable us to improve and to report back to our funders and the community. We will gather information from:

- GBCDT membership numbers
- Tool library and workspace membership records
- Number of training and skill sharing events delivered; number of participants and volunteers
- Occupancy rates for individual and shared workspaces
- Periodic consultation with building users, including businesses and members of flexible workspace
- Less frequent wider community consultation activities, such as a survey or series of events for people to feed back on the Hatchery project at year 3 after launch





## 4. Delivering the project

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### 4.1 Structure and governance

The building will be owned and managed by Great Bernera Community Development Trust. GBCDT is a Company Limited by Guarantee. The organisations' purposes relate to managing land and assets for the benefit of the community, providing recreational facilities, advancing community development, education and environmental protection, for the benefit of the community of Bernera. The activities outlined in this business plan align with these purposes.

GBCDT does not currently have charitable status. However, the organisation is bound by an 'asset lock' clause in its articles of association which states that, in the event of GBCDT being dissolved, any assets it has acquired may only be transferred to a similar community orcrofting community body.

The Trust's Directors are committed to ensuring that The Hatchery, alongside all other projects, is administrated effectively and can account for its activities and outcomes to our funders, stakeholders and the public. Directors meet regularly to discuss progress and plan ahead and all decisions are fully discussed, minuted and approved before implementation.

### 4.2 Board capacity

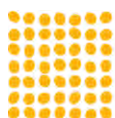
Following an AGM in November 2022, new directors have come forward to join the board, which will bring the number of directors to 12. In preparation for this business plan, a skills audit was completed by current and incoming directors. Full results are included in the appendix.

Some key points emerging from the skills audit are:

- All directors are willing to take part in training and development over the next 12 months and the time they are able to commit to this ranges from 6 to 30 hours.
- The areas for development listed by directors and the time they have available to develop skills should be incorporated into a training plan for individuals or the Board as a whole.
- Overall, the Board benefits from having at least one person with high level skills in all but 7 of the 56 specific skills areas included in the survey. Given that trustees with specific expertise will have different capacity and time available to dedicate to GBCDT, an important part of the organisation governance will be efficiently dividing and allocating tasks according to knowledge and availability.
- Learning and development needs of the Board of Trustees have been identified as:

#### *High Priority*

- Property management and letting
- Writing business plans and preparing financial statements
- Governance roles and responsibilities; especially company secretary and treasurer
- Operating accounting software
- Knowledge of grant funding and alternative funding mechanisms
- Increasing digital and IT capacity



*Medium / Low priority*

- Understanding and carrying out market research and developing a marketing strategy
- Communications: writing press releases

GBCDT has a vacancy for a young director. There are a limited number of residents who fit the criteria for this position. They have been approached as part of recent board recruitment, but to date none has joined. Given the focus of this project on younger residents, the board will continue efforts to recruit a young director.

### **4.3 Operations**

*Opening hours*

The Hatchery will initially be open 12 hours a day for room and shared workspace hire. Individual workspace tenants will have access outside of these hours.

*Access to the building*

In order to provide resilience against any future funding deficit, or difficulty recruiting, retaining staff or covering periods of absence, the Hatchery will be designed in such a way as to be usable by tenants and workspace members without staff being present. To make this possible, we will need:

- A code entry system for tenants and workspace members
- Online booking system integrated with code entry for people renting space
- Secure storage areas where equipment requiring supervision can be locked away

*Security*

Given that valuable equipment will be housed at the Hatchery, an allowance for security and alarm systems has been built into our financial projections.

*Cleaning*

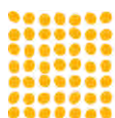
Given the use of the building, an allowance for a day a week's fees for a self-employed cleaner has been built into our financial projections from year 1 after renovation and conversion.

### **4.4 Staffing**

For this business plan, we have assumed that one Development Officer will be based at and responsible for developing activity within the Hatchery, 3 days a week (0.6 FTE). GBCDT will apply to the Scottish Land Fund for 18 months' staffing costs for the Hatchery. After this time, continued staffing will need to be funded either through additional grants, or through income generated, although as noted below, the building will be designed in such a way that it can still be used without staff being present.

GBCDT has experience of recruiting and employing staff, with two employees currently sharing a Development Officer role.

*Volunteers and Trainees*



The development officer will take responsibility for mobilising and coordinating volunteers and providing meaningful volunteering activity, as well as supporting funding application and delivery processes.

#### **4.5 Policies and procedures**

The following policies and procedures will need to be developed or reviewed for the new building:

*Terms and conditions of use:* to clarify which facilities users will have access to, their responsibilities, procedures for booking, and what happens in the event of a cancellation.

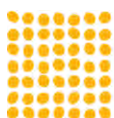
*Health and safety:* the Trust will produce an updated health and safety policy, making use of the guidance available from the [Health and Safety Executive](#).

*Fire safety:* the Hatchery will require a fire safety risk assessment. We will follow [Scottish Government guidance](#).

*Data protection:* GBCDT has a Data Protection Policy, which will be reviewed to ensure that it covers users of the Hatchery, members of the tool library and so on.

*Food standards:* We will follow guidance from [Food Standards Scotland](#) in providing or preparing food at the Hatchery.

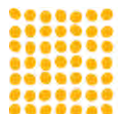
*Alcohol license:* A premises license is not likely to be required given the planned usage of the building. Personal license holders or voluntary organisations will be able to apply for an [Occasional License](#) for the space for any events where alcohol will be offered, if relevant.



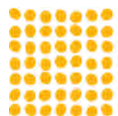
## 4.6 Risk mitigation

The table below shows the risks which could impact on the success of The Hatchery, along with actions required to mitigate these.

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
<b>Building renovation and conversion</b>					
Cost of repairs and conversion higher than anticipated	Medium	High	Phased approach to development	Realistic upgrade options and QS costings for both repair and upgrade Include allowance for inflation and contingency for unforeseen works	Board
Delay to electricity connection (as experienced at the Pontoons facilities building) or delay to IT connection	Medium	Medium		Make early application for electricity supply and IT connection route	Board
Accident on site during construction	High	Low	Structural engineer appraisal of existing condition of building	Carry out any further surveys recommended by architect/engineer GBDCT to comply with its duties under the Construction Design & Management Regulations	Board
<b>Project delivery</b>					
Lack of interest from tenants and building users leading	High	Low	Interest demonstrated via consultation Flexible approach to development to avoid reliance on individual tenants	Marketing of individual and shared workspace upon taking ownership	Development Officer



to reduced income					
Difficulty recruiting staff (has been an issue for other Bernera projects)	Medium	High	Board experienced in recruiting, employing, managing staff	Design of The Hatchery to be usable without staff presence	Board
Real or perceived displacement of BCA / Community Hall leading to reputational damage	Medium	Low	Topic addressed at AGM and Hatchery public meetings. Monthly meetings between BCA and GBCDT staff.	Further discussion with BCA to define an approach to joint working  GBCDT communications to emphasise how the two sites will complement each other	Development Officer, with input from Board
Injury to staff or users	High	Low		Appoint suitably qualified person to carry out fire risk assessment to inform fire safety policy and procedures.  Develop health and safety risk assessment and policy  Regular inspections of building and safety tests  Communicate risk assessment and mitigations to all users	



## 5. Marketing

Great Bernera Community Development Trust already has channels for communicating with the local community and beyond, including:

- A Facebook page with 450+ followers which is kept updated with project updates and other local news.
- GBCDT's website, [greatbernera.org](http://greatbernera.org), which has general information about the organisation and the community as well as pages for each of the Trust's projects. The page for The Hatchery currently holds a brief description and status update on the project.
- Good connections with partners in the community and other Development Trusts in neighbouring areas of Lewis.

To make the Hatchery financially sustainable as an Enterprise Hub and maximise its impact, it will be necessary to build on GBCDT's existing presence to attract users. This section outlines our strategy to achieve this.

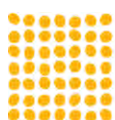
In general, our marketing strategy aims to:

- Raise awareness of The Hatchery locally as a welcoming place to work, learn or share skills, experiment and develop new ideas.
- Ensure that our stakeholders, including other community groups in Bernera and the surrounding areas, are aware of the full range of training and volunteering activities on offer.
- In the long term, build recognition of Bernera as an attractive place for self-employed people, entrepreneurs, and remote workers people to live and work, contributing to GBCDT's overall priorities.

### 5.1 Audiences

Based on market research, the main customer and beneficiary groups for the Hatchery (and other stakeholders we will need to keep informed) will be:

Profile	Needs	How will we reach them?
Local residents who are self-employed (including crofters), run small businesses or work remotely	<p>A break from the isolation of home working and a clearer division between home and work life</p> <p>Space to store inventory and equipment or facilities that can be certified for food or cosmetics production</p> <p>Access to shared tools and equipment and training in how to use and repair them</p>	Email, Facebook, word of mouth
Local residents who are retired or employed elsewhere	Opportunities to share, develop and learn new skills	Facebook, word of mouth

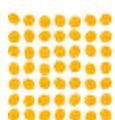


	<p>Access to tools and equipment for personal hobbies and home improvement</p> <p>Reassurance as to ongoing partnership working</p>	
<p>Visitors or prospective visitors to Bernera who work remotely and are interested in travel experiences combining work (or creative activity) and leisure<sup>9</sup>.</p>	<p>A period in a different setting and away from everyday distractions to focus on a creative project</p> <p>Chances to meet and learn from people with different skills and life experiences</p> <p>Help to find suitable accommodation and other services</p>	<p>Website and social media – could include targeted offers</p> <p>Networks of co-work spaces</p> <p>Cross-promotion with accommodation providers</p>
<p>Funders and supporters</p>	<p>Information about the project and its benefits</p>	<p>Greatbernera.org website</p> <p>Regular reporting, photos and updates based on individual funder preference.</p>

## 5.2 Selling points

- A workspace owned and managed by the community
- A space for sharing ideas and trying new things
- The only community space on Bernera suitable for work on big, messy creative, DIY and repair projects
- Connection to Bernera’s fishing and seagoing heritage, and to traditions of self-sufficiency and adaptability

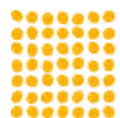
<sup>9</sup> See Visit Scotland, [Insight Innovation: Workcationing – working from holiday](#)



### 5.3 Outline marketing strategy

The table below shows the actions we will take to market the Hatchery as an Enterprise Hub:

	Renovation and conversion period	Operating period
<b>Web</b>	<ul style="list-style-type: none"> <li>Develop The Hatchery page within the greatbernera.org website: location and access information, photos of available spaces, opening hours, booking information, catalogue of tools and equipment, etc.</li> <li>Set up Google My Business listing with location, up-to-date opening hours and other information and photographs</li> </ul>	<ul style="list-style-type: none"> <li>Implement online booking for tool library, equipment and room hire</li> <li>Monitor online reviews (e.g. Google Maps) and take action as needed.</li> </ul>
<b>Social media</b>	<ul style="list-style-type: none"> <li>Create content guidelines for GBCDT's social media to ensure that services and activities at The Hatchery are featured regularly</li> </ul>	<ul style="list-style-type: none"> <li>Targeted campaigns: for example, to promote workspace at the Hatchery and Great Bernera more generally among 'workcation' travellers to the Western Isles (example of <a href="#">Youtube content</a>)</li> </ul>
<b>Email</b>	<ul style="list-style-type: none"> <li>Build GDPR-compliant customer database and mailing list (beginning with contact details gathered during consultation)</li> </ul>	<ul style="list-style-type: none"> <li>Periodic 'what's on' updates</li> </ul>
<b>Print and press</b>	<ul style="list-style-type: none"> <li>Feature in Great Bernera News (delivered in print to Bernera households)</li> <li>Inclusion in GBCDT's Welcome Pack</li> </ul>	<ul style="list-style-type: none"> <li>Updates in Great Bernera News</li> </ul>
<b>Events and word-of-mouth</b>	<ul style="list-style-type: none"> <li>Launch event</li> </ul>	<ul style="list-style-type: none"> <li>Regular public events such as training courses/workshops, skill swap or mending sessions to bring people into the building.</li> </ul>





	<ul style="list-style-type: none"> <li>• Press features (possibly linked to island buyout campaign which has been higher visibility)</li> <li>• Tailored messaging to local businesses, creatives and crofters promoting relevant equipment and services</li> </ul>	
<b>Onsite</b>	<ul style="list-style-type: none"> <li>• New signage on building visible from road</li> </ul>	<ul style="list-style-type: none"> <li>• Print and display activity listings on noticeboard</li> </ul>

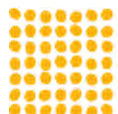


## Appendix: Alignment with National and Regional Strategy

National Policy	Relevance
Scotland's National Performance Framework <sup>11</sup>	<p>The framework is for all of Scotland. We aim to:</p> <ul style="list-style-type: none"> <li>• create a more successful country</li> <li>• give opportunities to all people living in Scotland</li> <li>• increase the wellbeing of people living in Scotland</li> <li>• create sustainable and inclusive growth</li> <li>• reduce inequalities and give equal importance to economic, environmental and social progress</li> </ul> <p><b>Relevant National Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. <b>Communities:</b> We live in communities that are inclusive, empowered, resilient and safe</li> <li>2. <b>Economy:</b> We have a globally competitive, entrepreneurial, inclusive and sustainable economy</li> <li>3. <b>Fair Work and Business:</b> We have thriving and innovative businesses, with quality jobs and fair work for everyone</li> </ol>
National Plan for Scotland's Islands <sup>12</sup>	<p><b>Relevant strategic objectives:</b></p> <ol style="list-style-type: none"> <li>1. <b>Population levels:</b> To address population decline and ensure a healthy, balanced population profile</li> </ol> <p><i>Ensuring that legislation and policy affords a supportive environment to encourage economically active people either to stay, return or move to an island – with input from local communities is of the utmost importance.</i></p> <p><i>As a priority, we will co-develop ideas and actions to support and encourage young people to remain on, move to or return to the islands.</i></p> <ol style="list-style-type: none"> <li>2. <b>Sustainable economic development:</b> To improve and promote sustainable economic development</li> </ol> <p><i>Sometimes, a small increase in jobs or income generating opportunities can have a huge impact on an island community.</i></p>

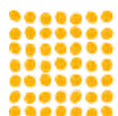
<sup>11</sup> <https://nationalperformance.gov.scot/>

<sup>12</sup> <https://www.gov.scot/publications/national-plan-scotlands-islands/>

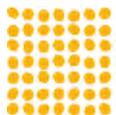


	<p>Respondents to the consultation said, “that there should be even more support for economic development, with many citing a lack of investment in relation to the retention and/or increase of on-island job opportunities and available business space.”</p> <p>We fully support the Ambition 2030 Food and Drink Industry strategy’s aim to double food &amp; drink turnover value to £30bn by 2030 and our islands have a pivotal role to play in helping achieve this growth. Scottish Islands are home to a range of iconic quality Scottish produce that is enjoyed by consumers at home and further afield.</p> <p><b><u>To improve and promote sustainable economic development, the Scottish Government committed to:</u></b></p> <ul style="list-style-type: none"> <li>• Identify key actions to drive inclusive and sustainable economic growth on islands, such as community-run businesses, e-commerce and digitally enabled island-based businesses.</li> <li>• Display leadership in the public sector by demonstrating that jobs and careers can be successful on islands.</li> <li>• Promote a thriving business environment that allows individuals to pursue a wide range of economic opportunities on islands.</li> <li>• Create and promote apprenticeships and job opportunities for young islanders.</li> </ul> <p>3. <b>Empowered island communities and strong local partnership:</b> To empower diverse communities and different places</p>
<p>Scotland’s National Strategy for Economic Transformation<sup>13</sup></p> <p>2022</p>	<p>Our vision is to create a wellbeing economy: a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all Scotland's people and places. We aim to achieve this while respecting environmental limits, embodied by our climate and nature targets.</p> <p><b><u>Five policy programmes of action:</u></b></p> <ul style="list-style-type: none"> <li>• establish Scotland as a world-class entrepreneurial nation founded on a culture that encourages, promotes and celebrates entrepreneurial activity in every sector of our economy;</li> </ul>

<sup>13</sup> <https://www.gov.scot/publications/scotlands-national-strategy-economic-transformation/>

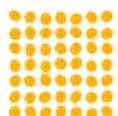


	<ul style="list-style-type: none"><li>• strengthen Scotland's position in new markets and industries, generating new, well-paid jobs from a just transition to net zero;</li><li>• make Scotland's businesses, industries, regions, communities and public services more productive and innovative;</li><li>• ensure that people have the skills they need at every stage of life to have rewarding careers and meet the demands of an ever-changing economy and society, and that employers invest in the skilled employees they need to grow their businesses;</li><li>• reorient our economy towards wellbeing and fair work, to deliver higher rates of employment and wage growth, to significantly reduce structural poverty, particularly child poverty, and improve health, cultural and social outcomes for disadvantaged families and communities.</li></ul>
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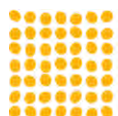
Regional Policy	Relevance
<p>Outer Hebrides Community Planning Partnership Economic Regeneration Strategy to 2020<sup>14</sup></p>	<p><b>Vision and Priorities:</b> Population, Equivalence and Parity</p> <p><b>Purpose:</b> focus the policy agenda on creating a successful Outer Hebrides that unlocks the potential in our economic assets in order to provide new opportunities through sustainable economic growth.</p> <ul style="list-style-type: none"> <li>• The projected population decline in the Outer Hebrides (11.3% from 2010 to 2035) is an acute economic and social issues facing the region. New jobs need to be created in the Outer Hebrides in order to help maintain a working age population. This strategy suggests a targets for ‘new’ job creation by 2020 should be set at 2,000jobs (or 1,600 FTEs).</li> <li>• For the Outer Hebrides to be successful economically, facilities and services available to islanders must be broadly equivalent to the services that citizens in other parts of the country areas enjoy. If that equivalence is not achieved then there is a danger of continued out-migration to the areas that are perceived as providing better economic services and better economic opportunities.</li> </ul> <p><b><u>Economic Situation SWOT (only relevant elements listed here):</u></b></p> <ul style="list-style-type: none"> <li>• Strengths: Community land ownership, community facilities</li> <li>• Weaknesses: Structural balance – public v private / third sector</li> <li>• Opportunities: Lower costs of renting commercial properties, development of local quality products, community and social enterprises</li> <li>• Threats: Fear of change / development, fuel and general cost of living, risk averse as community, lack of confidence, aspiration and ambition</li> </ul> <p><b><u>Actions in Key Sectors:</u></b></p> <p><b>Food and Drink:</b> support community-owned estates to release land to take a lead in regard to local food production activity</p> <p><b>Communities:</b> work closely with the community land sector in order to support their development aspirations</p>

<sup>14</sup> <https://www.cne-siar.gov.uk/media/5768/economic-regeneration-strategy.pdf>



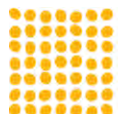
<p>Western Isles</p> <p>Covid-19 Economic Recovery Strategy</p> <p>2020<sup>15</sup></p>	<p><b>Goal:</b></p> <p><i>We aspire to reimagine and reform the economy of the Outer Hebrides by supporting a strong and socially inclusive recovery that creates strong, resilient communities where community capacity and wealth, based in the green economy and digital inclusion is prioritised.</i></p> <p>Key opportunities within the Western Isles highlighted in this report, that are relevant to this project, are:</p> <ul style="list-style-type: none"> <li>• population movement – there is potential for island and rural areas to become more attractive;</li> <li>• greater appreciation for local production and shorter supply chains</li> <li>• the need to create greater levels of local market resilience and capacity will open opportunities to explore alternative structures / enterprises and to align with locality and social objectives</li> </ul> <p>“Recovery” themes include -</p> <ul style="list-style-type: none"> <li>• Community Wealth Recovery - builds on the concepts of localism, community capacity and resilience and that positively prioritises local supply chains and local procurement;</li> <li>• Green Recovery- maximises the Outer Hebrides unrivalled renewable resources; that aspires to achieve Net Zero Carbon by 2035 and that ensures a robust set of climate change mitigations and adaptations;</li> <li>• Digital Recovery - ensures high speed digital infrastructure to every domestic property and every business premises by 2022 and uses that infrastructure to stimulate new business opportunity;</li> </ul> <p><b>Action Plan for Community Wealth Recovery Theme -</b></p> <p><i>Support a “Community Wealth Recovery” that builds on the concepts of localism, community capacity and resilience and that positively prioritises local supply chains and local procurement.</i></p> <p>Some relevant points within the action plan include:</p> <ul style="list-style-type: none"> <li>• Support businesses and communities to create greater local market resilience and capacity.</li> </ul>
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<sup>15</sup> <https://www.cne-siar.gov.uk/media/19236/economic-recovery-strategy.pdf>



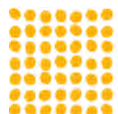
	<ul style="list-style-type: none"> <li>• Work with, and make a case to Scottish Government, to prevent its agencies removing economic capacity and skills from the Outer Hebrides or working against key economic development objectives</li> <li>• Identify opportunities for products and produce to be created closer to the point of consumption, e.g. potential for increases in local food production and for that to be better integrated into the local supply chain and the local market.</li> <li>• Identify new ways to market and deliver produce and services to local consumers, such as the digitisation of the community shop sector.</li> <li>• Identify opportunities for innovation around environmental designations to allow community control and a more appropriate balance between environmental and economic/community development considerations.</li> </ul>
<p>Outer Hebrides Local Development Plan<sup>16</sup></p> <p>November 2018 to 2023</p>	<p><b>The Vision</b></p> <p><i>To encourage and facilitate sustainable economic growth and help build confident and resilient communities, the Plan will provide planning policy that delivers long term benefits to the communities of the Outer Hebrides by ensuring development contributes to the creation of well-designed and attractive places, and that our natural, marine, and cultural resources are valued and utilised efficiently and sustainably.</i></p> <p><b>Objectives</b></p> <p>The vision aims to make our islands:</p> <ul style="list-style-type: none"> <li>• <b>A good place</b> to live in and move to</li> <li>• <b>A successful place</b> for working in</li> <li>• <b>An attractive place</b> enjoyed by residents and visitors</li> </ul> <p><b><u>Economic Development:</u></b></p> <p>As set out in Scottish Planning Policy and the National Planning Framework, Development Plans should enable sustainable economic activity and growth, which is responsive to the economic environment of rural and island areas and provides scope for diversification in the rural economy.</p> <p><b><u>Retail and Service Provision:</u></b></p>

<sup>16</sup> <https://www.cne-siar.gov.uk/planning-and-building/planning-service/development-planning/development-plan/local-development-plan/>



	<p>In line with Scottish Planning Policy the provision of retail, service and other activities should be located to best serve the communities for which they are intended. Proposals for retail, commercial and public uses will be supported in main and rural settlements.</p> <p>In line with Scottish Planning Policy, provision of community, education and healthcare facilities in the Islands should be best located for the communities they are intended to serve, within main and rural settlements.</p>
<p>Outer Hebrides Community Planning Partnership</p> <p>Single Outcome Agreement</p> <p>2013-2023<sup>17</sup></p>	<p><b>Vision:</b> Our vision for the Outer Hebrides is a prosperous, well-educated and healthy community enjoying a good quality of life and fully realising the benefits of our natural environment and cultural traditions.</p> <p><b>Relevant Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. The populations of the Outer Hebrides are stable, with a better balance of age, gender and socio-economic groups.</li> <li>2. The economy of the Outer Hebrides and economies within the Outer Hebrides are thriving</li> <li>3. The communities of the Outer Hebrides are stronger and more able to identify, articulate and take action and responsibility regarding their needs and aspirations.</li> <li>4. The services of the Outer Hebrides are of high quality, continuously improving and reflective of local needs.</li> </ol>

<sup>17</sup> <https://www.cne-siar.gov.uk/media/4890/single-outcome-agreement-2013-23.pdf>





## Appendix: Case Studies

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### Cothrom - Opportunities for Learning<sup>18</sup>

Cothrom Ltd is included as a case study for the hatchery project in Great Bernera because of the variety of projects it runs, its location in the Western Isles, to show how it has evolved over time to meet the needs of the community, and because it has professional space for community members to hire.

Cothrom Ltd is a Community Learning and Development Organisation based at Ormiclate on the island of South Uist in the Outer Hebrides. It serves a population of approx. 6,000 spread across 9 islands that stretch for 80 miles from Berneray to Vatersay.

Set up initially in 1992 to support women returning to work, Cothrom has grown into an established SQA accredited training provider, with a diverse portfolio of opportunities for adult learning and skills training. Cothrom moved into a purpose-built learning centre in 2007, which includes a Gaelic medium pre-school nursery, Cothrom Òg. Each year Cothrom has about 200 learners engaged in adult learning, employability programmes, SVQs, and Modern Apprenticeships.

In 2006 Cothrom set up a furniture recycling and restoration enterprise as a supported Intermediate Labour Market to provide opportunities for adult learners with additional challenges, especially those who could not find work placements in local businesses. In 10 years ReStore has grown into a significant social enterprise diverting furniture and textiles from landfill, providing work experience and mentoring opportunities, and delivering training in a range of skills, especially in its new purpose-built premises opened in 2017.

To summarise, Cothorm hosts a variety of training opportunities, Restore, Cothrom Og, and facilities for hire.

Training – Cothrom offer an informal, relaxed and friendly approach to training. They deliver recognised certificated courses as well as customised packages to suit individual or business needs. They are flexible enough to deliver training off site and can manage courses at a time and pace that will allow clients to achieve the learning outcomes that they desire.

Restore - Cothrom recognised that some adult learners, especially when coping with additional challenges, thrive better outwith the traditional class-room setting. To complement its range of training provision, Cothrom set up ReStore, in 2006, combining community recycling and upcycling services (furniture, textiles, household items) with delivery of transferable skills through practical workplace learning and in 2017 a purpose built space for Restore was opened.

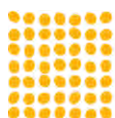
ReStore has a number of volunteering opportunities for those looking to develop skills, and those who want to share existing skills. Volunteers work in the shop, undertake upcycling, do furniture collections, drive the Restore van, all while working alongside those with additional needs. Both Restore (the name of the Restore shop) also facilitates a green economy in South Uist, by collecting and restoring furniture and other items from the community or by making new products using recycled materials, minimising the quantity of things being thrown away and decreasing the need to go off the island for goods.

Cothrom Og – This is the centre’s Gaelic medium childcare provision based at their Ormiclate campus. Originally developed in line with their adult learning programme the childcare centre was opened in order to support families and people returning to work, primarily mothers.

Facilities -

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<sup>18</sup> <https://www.cothrom.net/>



Available for hire to the public are: a boardroom, a workshop and a training room.

- **Boardroom**  
The boardroom is the largest space and can seat up to 50 people conference style. The room contains an overhead projector, TV/DVD, and an interactive smartboard.
- **Workshop**  
The spacious workshop can accommodate a large number of people for practical skills sessions. Features include non-slip flooring, ample benching, and stainless steel sinks. Workshop rooms include woodworking, painting, and textiles.
- **Training Room**  
The Training Room comfortably accommodates up to 12 people. Due to the layout of the room it can easily be fitted with any required extras and is perfect for the more informal and relaxed meeting.

For the financial year 2021/2022<sup>19</sup> their income was £437,717 and expenditure was £480,424 of which £56,403 was depreciation. So, despite the charity recording a deficit of £42,707, when you account for depreciation, they actually had a surplus of £13,696. They also spent £4,318 on repairs and maintenance. Under 'other trading activities' for the year ending 31/3/22, Cothrom lists 'hire of rooms' which made £2,476 and 'renewable energy generation' which made £2,031. The hire of rooms income was slightly lower than in the previous year. Also, income from Restore furniture sales amounted to £23,807 (up from previous year), but they count this under charitable activities, not trading activities, as the items are donated goods for repair and resale and form part of the core activities for the charity.

In their most recent accounts, majority of Cothrom's income comes in the form of unrestricted funds (£281,446), with a further £156,271 coming in as restricted funds. When comparing their finances from year end 31/3/22 to 31/3/21 their total income was roughly the same and their total expenditure was slightly higher in year ending 31/3/22.

On partnerships in 2021/2022:

Cothrom worked closely with other organisation to support the wider economic and social development of the area. Key partnerships during this year included:

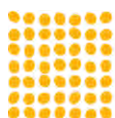
Cairdeas Coimhearsnachd Ceolas family learning  
Youth Café steering group  
Developing Young Workforce  
Community Learning Partnership for Uist  
CLD Steering Group  
Adult Learning Partnership Western Isles  
Locality planning group North Uist and Benbecula  
Alcohol and Drugs partnership for Outer Hebrides  
Substance Misuse Partnership for Uist and Barra  
Taking the initiative on mental Health Uist

Their principle funding sources (restricted funding) are:

Comhairle nan Eilean Siar  
The National Lottery Community Fund  
Adapt & Thrive  
Alcohol and Drugs Partnership  
The Robertson Trust  
Third Sector Resilience Fund  
Youth Link Scotland

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<sup>19</sup> <https://find-and-update.company-information.service.gov.uk/company/SC142456/filing-history>



UK Government Job Retention Scheme  
Bord Na Gaidhlig  
Inspiring Scotland  
Uist council of Voluntary Organisations  
Scottish Book Trust

Excluding Nursery staff, Cothrom has 5 full-time staff and about 12 part-time staff. They also employ a number of freelance staff and volunteers. The trustees have decided it is appropriate to have 3 months running costs in reserves. The cost of staff wages and salaries in the year ending 31/3/22 was £304,981. They current reserves sit at £113,156, which is slightly over the £110,000 minimum required.

### Unst Partnership – Recycling Hub<sup>20</sup>

This is a project under development, but similar in nature to what is being proposed at the Hatchery. It is a further example of a community in a rural island setting that is trying to address similar issues.

In March 2020 the Unst Partnership looked at land near their office/shop on Hagdale and began to apply for funding to look at a bigger Recycling/Community hub for the island. This would include a bigger secondhand shop, a workshop area for repairing and recycling goods, a commercial laundry and a gardening area.

A project development officer was appointed, with grant aid from the Crown Estate (now Coastal Communities Fund), and the community consulted as to what their initial ideas are for the space. Since, land has been purchased, using SIC Community Development Fund, and they are now at the stage of looking at plans in greater detail before going back to the community with their results and seeking further funding for the premises.

The Unst Partnership is working with Malcolmson Architects, also funded with the Crown Estate grant, to come up with plans for the site and to undertake a feasibility study for the work involved. The plans show two Phases of the project. **Phase 1**, the building, shows a large shop area, a drop-off/storage area, a laundry and a "Changing Places" 24hr accessible toilet. **Phase 2** has workshop areas, a meeting area, office, social hub and polycrubs outside.

With these plans they are now approaching the Planning and Roads departments of the SIC for their comments, as well as SEPA, Nature Scot (who have the nearby Keen of Hamar Reserve), utilities companies (electricity, water, telecoms) and, of course, the Unst community.

### Dornoch Hub<sup>21</sup>

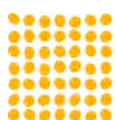
The Dornoch Hub, owned and operated by Dornoch Area CIC, is included as a case study because of the large presence of business-related rooms and facilities for hire by the public and because it is another example of an existing building being refurbished for the benefit of the community. We acknowledge that there are elements of this particular example which are services being provided by the Community Hall in Bernera.

The Dornoch Hub is located Dornoch, north of Inverness, and has 6 members of staff. The Dornoch Hub provides offices, studios and workshop for rent and conference, meeting and hot desk rooms for hire. There are seven offices and a conference room on the first floor and five office/studios and one workshop on the ground floor together with Visitor Centre and Gallery, accessible meeting room and Community Room.

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<sup>20</sup> <https://www.unstpartnership.com/unst-recycling-hub.html>

<sup>21</sup> <https://dornochhub.co.uk/>



The building was originally constructed as the Sutherland Division of the Highland Constabulary in 1980. It was purchased by Dornoch Area CIC (DACIC) through the Asset Transfer process in 2020. A complete refurbishment was carried out between September 2020 and April 2021.

What Dornoch Hub have to offer:

- Rooms to Hire – wide range of facilities for rental including conference, meeting and hot desk rooms for hire as well as Gallery Space.

The following rooms are available:

Conference Room F1

Accessible Meeting Room G5

Hot desk hire G5

Break out space G15

Gallery space G4

Community Room G20

- Visitor Centre & Gallery Space
- Community Room - This room (G20) has a fully fitted kitchen and is designed for use by various community groups. An initial grant from the National Lottery will enable a programme of art & craft workshops, healthy eating & cookery sessions, after-school coding club and a twice weekly Youth Club to be established.

This room is available for hire by community groups and individuals.

- Silverback Gym – The old police garages have been converted into a gym, at the request of 400 residents as part of the community consultation survey. It is run by a separate organisation and is available on a membership or pay as you go basis.
- Offices – 15 organisations currently operate out of the Dornoch Hub. They are at capacity.
- Seasonal Staff Accommodation - The old Police hostel now provides seasonal staff accommodation for four employees. This town centre location and low-cost rental is ideal for staff working in Dornoch from March to November. Applications for accommodation must come from local employers in relation to seasonal workers.

Steady income from this building funds a part-time manager.

Funding for this project and some of its activities came from:

SSE Renewable Energy Fund

Scottish Land Fund

The National Lottery Community Fund

Highland Council

Beatrice Windfarm Fund

HIE

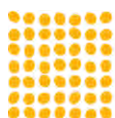
### Workspace Highland<sup>22</sup>

This is a private business operating a co-working space in a fairly rural community (although one with a larger population than Bernera).

Workspace Highland, based in Aviemore, offers desks in shared or private space, it offers views of the Cairngorms, opportunities to meet and collaborate with others and free coffee. This

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<sup>22</sup> <https://www.workspacehighland.co.uk>



company has only been in existence since 2019. It is owned and operated by one managing director.

WorkSpace Highland is run on a membership basis:

- WorkSpace Now  
Includes half day and full day passes, which can be purchased on the day or in advance. These can only be used during regular open hours. Buying a pass offers the same privileges as members, but only during the time allocated.

Half Day (4 hours) = £15

Full Day (8 hours) = £25

- WorkSpace 20-UnLtd  
This membership is for 20, 40, 80, 120, and UnLtd hours, within open hours, per month. Includes WorkSpace Unite (details below).  
One month minimum term, in advance.

WorkSpace 20 = £35/mo

WorkSpace 40 = £70/mo

WorkSpace 80 = £140/mo

WorkSpace 120 = £195/mo

WorkSpace UnLtd = £250/mo

- WorkSpace Unite  
This is the most basic membership level. Allows members to keep in touch with other members, get involved in networking opportunities, access to all events from weekly catch-ups over coffee to monthly dinners. Also allows members access to meeting spaces, but at additional fee.

£10/mo

- Annual WorkSpace  
UnLtd WorkSpace Membership within core time:  
(1) £250 for the first month, followed by 11 months at £195,  
(2) one payment of £2395.  
£2395/Unlimited

- Private WorkSpace  
There are three private offices available for rent.  
\*Prices are dependent on occupancy and additional services required.  
Offices can be furnished for an additional cost.  
Includes WorkSpace Unite (details above).

Monthly

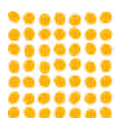
Six months minimum term, monthly, in advance.

Annually

One year minimum term, monthly/annually, in advance.

Spaces:

- The Big Room  
The Big Room is the main co-working space. There are ten hotdesking spaces around a big table and space for 3 desks at the windows. Each person gets about 1sq metre of space.



- **The Mountain Room**  
The Mountain Room can accommodate 6 to 8 hotdesking spaces, with less conventional work space.
- **Private Offices**  
There are three private office spaces available for rent. These each have space for 2-4 desks. The rates available are given as monthly, with a six month minimum term, or annually, with a one year minimum term. The private offices also have their own coffee corner and toilet.
- **The Map Room**  
This is the board room equivalent. It is available to all members of the WorkSpace Highland. It can accommodate meetings of up to 10 people.

Rates for non-members are:

£15/hour

£45/half day (4 hours)

£100/day (8 hours)

Out of Hours

£25/hour

- **The Phone Box**  
This is a private space to make phone calls. It is free for members of WorkSpace Highland.
- **Duck Duck Goose Room**  
This space is set up as a board room, but it can be changed into a small workshop space. It is free for members of WorkSpace Highland.

Rates for non-members are:

£15/hour

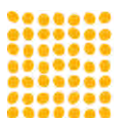
£45/half day (4 hours)

£100/day (8 hours)

Out of Hours

£25/hour

For the year ending Oct. 2021, WorkSpace Highland had only one member of staff.



## Appendix: Findings from Community Research

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### Introduction

Two polls were carried out in 2021 by Great Bernera Community Development Trust (GBCDT) to first identify and then vote on ideas for the Hatchery. As part of preparation for the Business Plan, a more detailed community survey was carried out by GBCDT and Community Enterprise in October and November 2022, in order to:

- Target more Great Bernera residents, giving people who had not participated in the 2021 polls a chance to comment on the ideas previously suggested and add new ones.
- Get up-to-date information the assets of the Great Bernera community, which this project should build on, and the challenges that it might help to address.
- Gather more detail on the needs of prospective users of the building.

The survey was distributed:

- Online, via GBCDT's Facebook page (435 followers)
- On paper, to all Bernera households with a stamped envelope for return postage to GBCDT. More paper copies were made available at the Community Hall, with a drop-off point there for completed responses.

The survey was advertised in the Great Bernera News newsletter and on posters at key locations (including the Hatchery building and nearby pier).

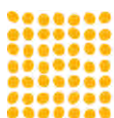
Some conclusions from this data are included below, before the more in-depth analysis on the following pages. Findings from the survey will also inform various sections of the Business Plan.

Please keep in mind the following:

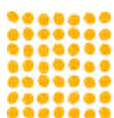
- This summary of responses includes quotes from respondents (*in italics*), which are included as originally made (although spelling errors have been corrected for clarity). We have avoided including quotes that could identify individuals.
- Questions are grouped together by theme and not all are presented in the same order used in the questionnaire.
- Personal data submitted via the survey, including contact details, will be provided separately for those individuals who gave their consent to data sharing with GBCDT.

### Summary and conclusions

- 86 people filled in the survey and almost 90% of them were Great Bernera residents, which means that around a third of the community took part in the survey directly.
- Among Bernera residents, the largest number of responses came from Kirkibost, but there was a spread of responses among all townships. Among the 11% of 'other' respondents, those who provided a location were all also fairly local (Uig parish).



- Just over 70% of respondents supported the project in general, about 80% thought that at least one of the services and facilities proposed for the building would be beneficial to the community and 60% would personally use one or more of these.
- The benefits that people identified for the whole community included supporting enterprise and innovation and contributing to attracting or retaining younger and working age people. Prospective users of the space identified the ability to meet and work with others in the community as a benefit, leading to new opportunities for collaboration. Multiple sole traders and hopeful entrepreneurs felt that access to space and facilities at the Hatchery would help their business to grow.
- The main concern raised about the project by those who did not support it was the potential for a negative impact on the Community Hall if the Hatchery provides the same activities or services. Other issues raised were concern about its financial sustainability and whether the project had a wide enough appeal and benefit.
- The survey questions about the community highlighted some of the assets that people value: the environment and the peace, quiet and safety of life on Great Bernera. However, they also reflect concern about the vicious cycle of population decline and loss of local services: *'No youth, No work, No future'*.
- Another theme that came through in comments about the community is the value of local heritage, and the risk of losing this. As well as the historic sites on the island, heritage includes traditional skills involved in crofting, fishing, seafaring and boat maintenance, practices of mending and repurposing (particularly among the older generation) and the Gaelic language. There is scope for the Hatchery project to help conserve and pass on skills and traditions like this, as well as developing new ones, for example, by providing equipment, space and social sessions for boat repair.





### Respondent characteristics

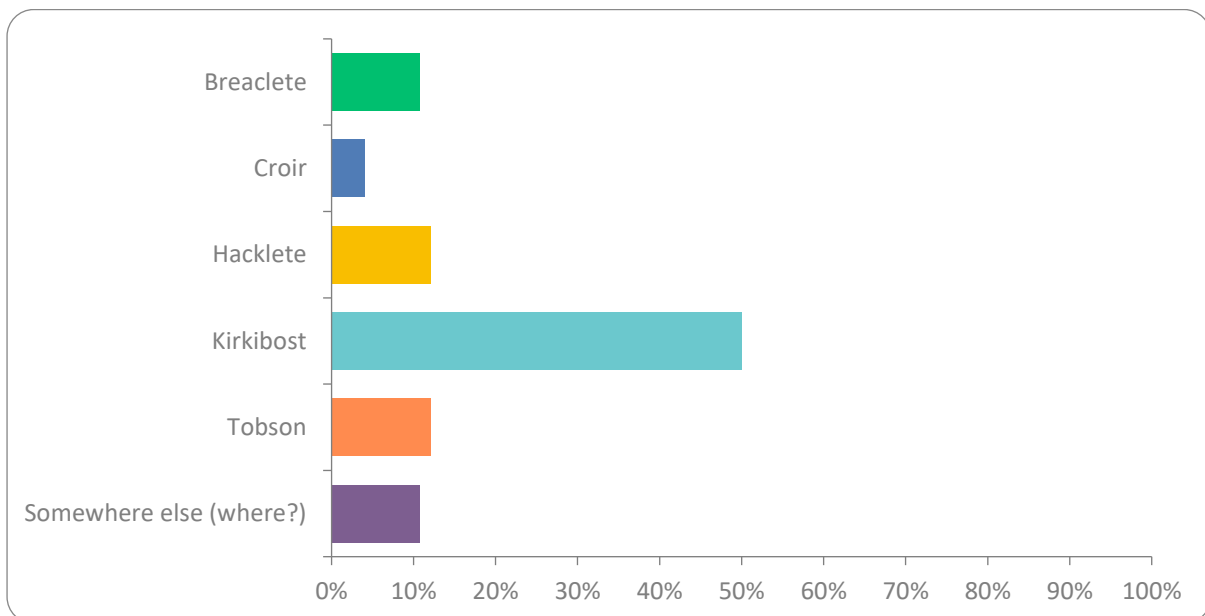
A total of 86 people filled in the 2022 community survey.

As shown in the graph below, just over 90% of the respondents who gave their location were resident in or around one of the five townships on Great Bernera<sup>23</sup>. The largest number of responses were from Kirkibost itself, at 50%. 10 responses (14%) were from Hacklete, 9 (12%) were from Tobson, 8 (11%) were from Breaclete and 3 (4%) came from Croir.

Among the 7 respondents (9%) to this question who gave another answer, locations stated were Earshader (4 people – 5%), which is part of the area on the other side of the bridge that forms part of the community covered by Great Bernera Community Development Trust.

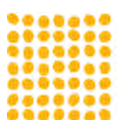
Other locations were Aird and Miavaig. These are within the parish of Uig, near Bernera – residents of these communities might still visit Bernera or use services there. No respondents stated that they came from any further afield than this.

**Your nearest village or township:**



Given that the population of Great Bernera is 237, and about 90% of respondents are from the island, we can estimate that **about a third of the island's population took part in the survey.**

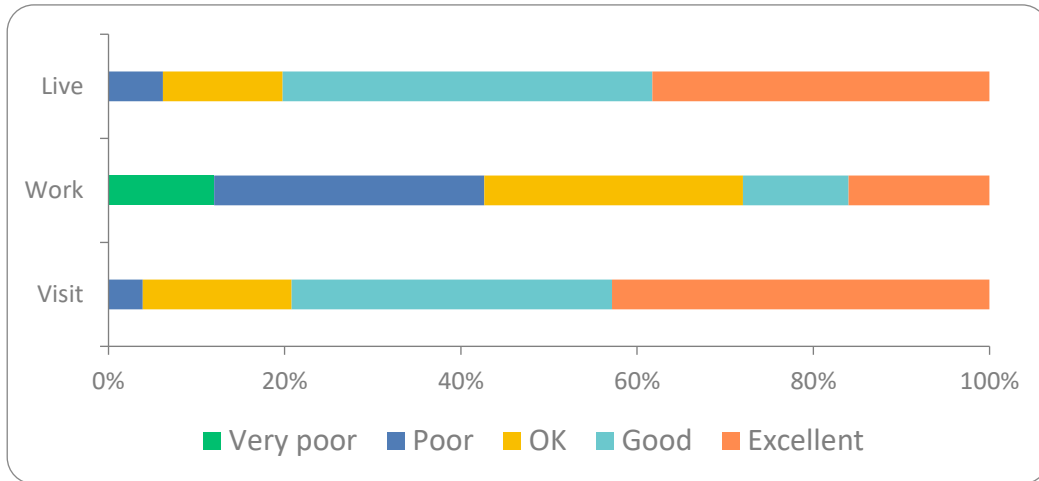
<sup>23</sup> 12 people skipped this question (which was optional, to avoid putting off anyone concerned that revealing their location might make them identifiable).



### About the community

All respondents were asked how they would rate Great Bernera as a place to live, work and visit.

#### How would you rate Great Bernera as a place to live, work and visit?

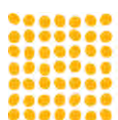
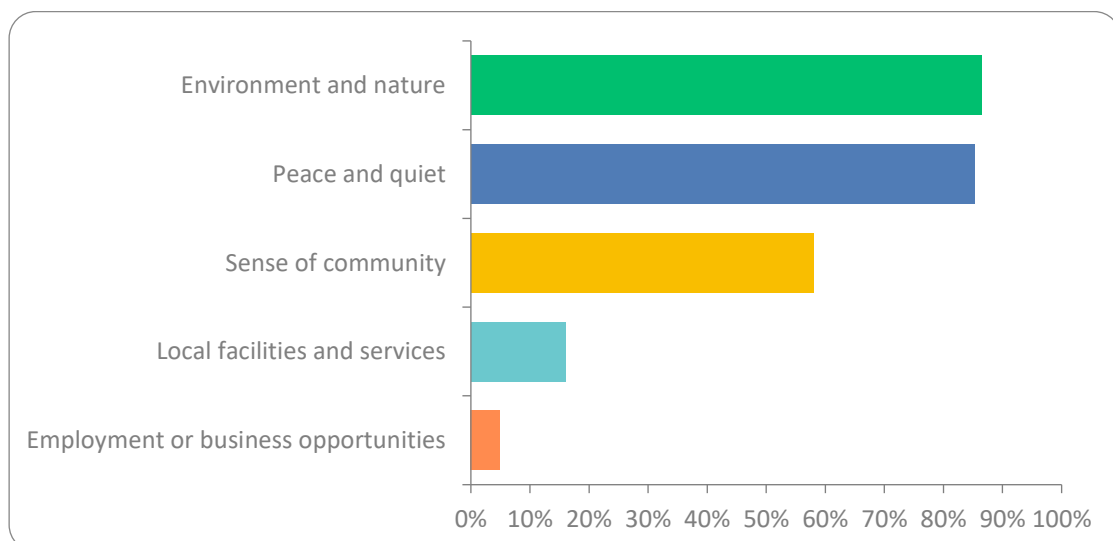


The graph above shows:

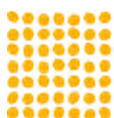
- Great Bernera is generally highly rated as a place to live. 38% find Great Bernera an excellent place to live, and 42% find it a good place to live. 14% consider it OK, and 6% think it is a poor place to live.
- Ratings for Great Bernera as a place to visit are very similar. 43% think it is excellent to visit, 36% think it is good, 17% think it is OK and just 4% consider it a poor place to visit.
- On the other hand, Great Bernera is rated much worse as a place to work. 16% think it is excellent, 12% find it good, 29% find it OK, 30% poor and 12% very poor – so almost a third in total rate Bernera as a poor or very poor place to work.

All respondents were asked to identify the **positive things** about the Great Bernera community.

#### What do you see as the positive things about the Great Bernera community? Please tick any that apply, or add others below.

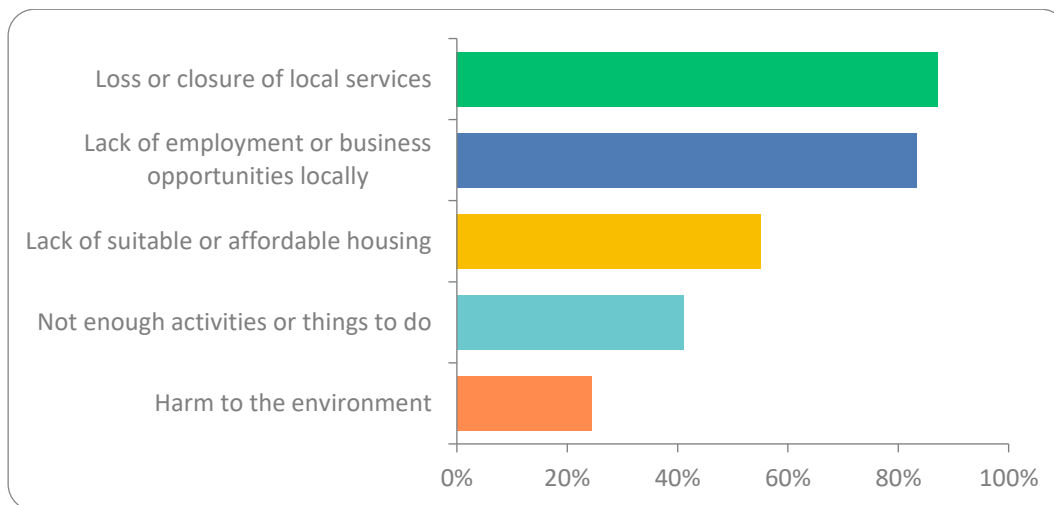


- From options suggested, the advantages most frequently identified were ‘environment and nature’ and ‘peace and quiet’, chosen by 86% and 85% respectively. Comments added to this: Bernera was described by different people as both: ‘a safe place [to] bring up your family’ and an ‘excellent peaceful environment for RETIREMENT and the elderly’, and by another as ‘a safe haven’.
- A smaller number, but still a majority (58%), thought that the sense of community was positive. Some people made positive comments about the community: ‘willingness for people I speak with to set up communities, e.g. exercise together group, sewing group I’ve also seen the potential of new groups, e.g. yoga class’; ‘inspirational and helpful folk’. On the other hand, another person felt that ‘Bernera doesn’t have a community, it has a collection of smaller groups. Lack of cohesion between the groups has been an issue for years and unfortunately I don’t see it resolving any time soon’. On the next question, but relatedly, a respondent described the community as ‘sadly split’... ‘there is a vocal group who feel that any change will affect them adversely and they can be very aggressive with their opinions’. Another respondent also alluded to divisions within the community: ‘Great potential to achieve more if the community works together’.
- Few people thought that local facilities and services were good (16%), although comments elsewhere in the survey show that the Community Centre is highly valued by many. One person commented: ‘Good facilities at the community centre but difficult to get access to them’. Similarly, ‘difficult/restricted access to community spaces’ was mentioned by another respondent.
- In line with the previous question, only 5% thought that employment or business opportunities were a positive thing in the community. Elsewhere in the survey and in 1-1 interviews, broadband connectivity was mentioned as one positive for those who work remotely or on a hybrid arrangement, but generally Great Bernera was felt to be a good place to live despite the challenges of commuting or working remotely, rather than a place that people would choose as a work base.
- A final positive thing about the community highlighted in several comments was the island’s history and heritage. As one person put it, Great Bernera represents ‘my roots’. ‘History, Ancestral Roots, Gaelic Language’ were highlighted by another and ‘historic sites’ by a third.



Similarly, the survey asked about **negative things and challenges in the community**.

**What do you think are the main challenges facing the community?  
Please tick any that apply, or add others below**



- The most frequent issue identified (by 87%) was the loss or closure of local services, unsurprisingly given the loss in recent years of the school, shop and post office. Similarly, a comment highlighted *‘transport issues’* and another mentioned *‘a lack of local authority care, e.g. neglected bridge and road’*.
- The next most frequent answer was a lack of employment or business opportunities locally (83%).
- Lack of suitable or affordable housing was chosen by a smaller number of respondents, but still more than half (55%). Other barriers to finding suitable housing were also mentioned: *‘problem with landlord making it difficult to purchase house site to get mortgage keeping families away from crofting - lack of intervention and authority from Crofters’ Commission on those matters’*.
- 41% thought that not having enough activities or things to do was a negative. One person pointed out: *‘folk have always created their own activities in Bernera. As a member of the community if you want certain activities, for yourself, children, family members, you have to be prepared to be proactive and organise events, fundraise, run clubs etc, don’t expect these things to happen if you are not prepared to put in the work organise or help, it’s part of living in a rural area and especially in Bernera’*. However, as noted above, there are clearly some people who feel that division in the community is a barrier to taking part: another comment mentioned a *‘Lack of...community centre where all are made to feel welcome’*.
- 24% identified harm to the environment as an issue. The only comment on this was on *‘fish farms spoiling our coastlines’*.
- In comments, another frequent concern was *‘population decline - especially in the retention of sustainability, by way of youth in our community’*. Similarly, other comments highlighted the problem of an ageing community: *‘No youth, No work, No future’* *‘Increasing average age, rapid reduction in number of young people’*; *‘losing young*



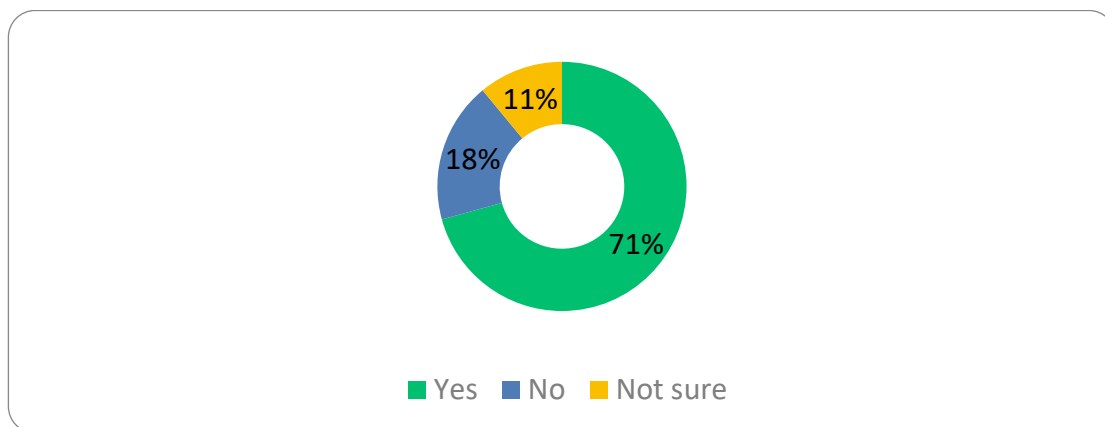
families' and a 'looming increase in the elderly with reduced social care coverage, if needed'.

- As with the previous question, the island's heritage was mentioned, but this time in the context of the risk of losing traditional skills and ways of life: *'decline in active crofting and seafaring leading to a loss of the associated skills and a weakening of the connections between people and the island environment'; 'dying Gaelic traditions. Crofting is virtually dead with nothing to replace it.'; 'losing...Gaelic language'*

### Support for the project

The survey asked all respondents whether they supported GBCDT's plans for the Hatchery.

**Based on the ideas gathered from the community in 2021, GBCDT plans to develop the Hatchery building into a social and enterprise hub, with individual business units, shared equipment and space for meetings and training. Do you support this?**



71% answered yes to this. 18% answered no, and 11% were not sure.

Some of the reasons that people gave for supporting the project elsewhere in the survey included:

- Supporting enterprise and innovation on the island: *'It would be great if there was more enterprise on Bernera'; 'Not only would this build a further sense of community, but would also undoubtedly lead to further ideas generation for the local area'; 'I feel the project is key to creating jobs and enterprise locally and will support people to remain living in Bernera'*
- Catering to the needs of sections of people already living in Great Bernera (*'all of these ideas are forward-thinking and fit with the changing nature of the island's residents'*), and attracting younger, working people: *'much is said about a declining / ageing population without any thought being given on how to attract young people to the island from a social (or working) perspective. Projects such as this would demonstrate Bernera is moving with the times and things are happening'*
- Environmental sustainability: *'To encourage shared resources is environmentally sustainable and will meet with incoming government legislation around the climate emergency'*



- The need to find a new use for the building: *'It is a real eye-sore at the moment'*

Comments from those who do not support the project, or who are not sure, shed light on risks and concerns to be addressed:

- Potential for displacement of the Community Centre, which provides *'social space, kitchen facilities for rent, space for events/meetings/training'*. Need to *'fully utilise the community centre and if required re-purpose any spaces to accommodate new requirements'*; *'GBCDT should not be proposing anything at the Hatchery that would create conflict'*
- Seen to benefit too few people: *'just one or two people'*; doesn't focus on *'the majority of the ageing population'*.
- Similarly, concern about the project's financial sustainability: *'investment in projects should generate income and employment in long term be self-sufficient. I do not think this project is sustainable'*
- Concern about allocation of units or that units could *'end up being used by the same businesses year after year'*
- Priority on other needs: *'Wouldn't give people more of a reason to live in Bernera'... 'shop and a primary school and more important essential places'*<sup>24</sup>

#### *Support for proposed activities*

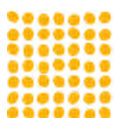
Respondents were asked to select the ideas for the building that would benefit the community.

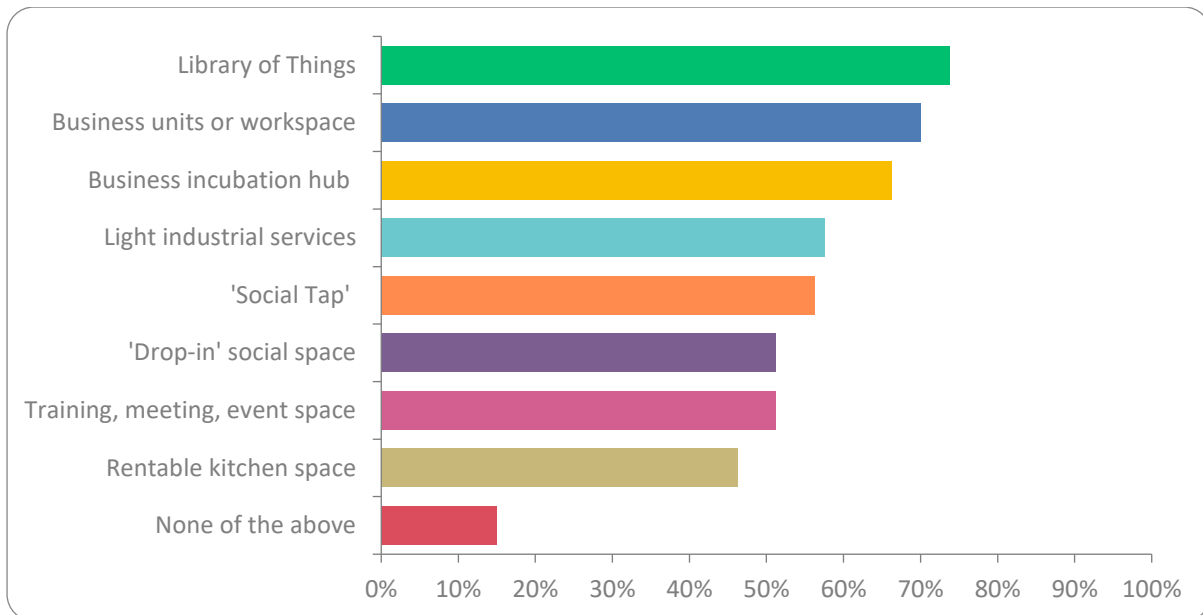
**Below are some of the main ideas for the Hatchery as a social and enterprise hub, from GBCDT's questionnaires in 2021. Which of these do you think will benefit the community?**

**Please tick all that apply.**

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<sup>24</sup> Note: a grocery shop is not one of the main ideas being considered for the Hatchery building because there are plans to develop one at the Community Hall.





At least 80% of the respondents thought that one or more of the proposed services would be beneficial<sup>25</sup>. In general, the options with the highest support focussed on developing enterprise and skills.

In order of popularity, among people who answered this question<sup>26</sup>:

- 73% thought that a 'Library of Things' or shared toolshed would be beneficial. This included several respondents who were not sure about the project overall, and one person who said that they did not support the Hatchery project. A comment specified: *'It would be great to have a multipurpose space available for use across hobbies that require tools and services which could give me chance to try out new ideas and gain new skills'*
- 70% supported business units or flexible workspace, and 66% a small business incubation hub. One person explained: *'As someone who works exclusively from home. the idea of a having a shared workspace would be fantastic'*
- 58% supported availability of light industrial services such as a lathe, CNC machine, 3D printer, laser cutter and so on. *'Screen printing'; 'work benches, vices, welding machines'* were similar suggestions. One person offered to share equipment that they already own.
- 56% were in support of a 'social tap' showcasing local brewers and food producers.
- 51% were in support of both drop-in social space and flexible training, meeting and event space.
- 46% supported rentable kitchen/food processing space.

<sup>25</sup> Assuming all 6 people who left this question blank did so because they did not support any of the proposed activities, in addition to the 12 people who ticked 'none of the above', a maximum of 20% of total respondents did not support any of the proposed ideas.

<sup>26</sup> Respondents could select one or multiple answers on this question, so percentages add up to more than 100%



15% of respondents to this question specified that they did not think any of the above ideas would be beneficial. These were mostly people who also did not support the project in general (a few were not sure whether they supported it).

From these answers, there were some alternative suggestions for the building: *'a skittles or bowling alley'*. Two further comments among this group stated that the community centre would accommodate all the proposed ideas. Even among respondents who would use some or many of the proposed facilities, some comments pointed out what was already on offer at the community centre, or might be better developed there: *'café, rentable rooms, flexible training, meeting & event space'*; *'should the community centre in Breaclete fulfil some of these needs e.g. the social ones'*.

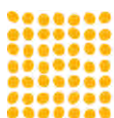
Further ideas suggested for the Hatchery, mostly in addition to those proposed in the question, included:

- A boatshed for repairs to local boats and tourist yachts. This was mentioned as an alternative use by one person who did not support any of the services proposed in this question. Elsewhere in the survey, an individual running a tour business also mentioned needing boat maintenance space.
- Equipment and training for vehicle repair: *'Recently my quad got stuck in a ditch a friend came with his 4x4 who also got stuck he contacted his friend who came out with some professional equipment to go under the wheels and a jack that worked in the wet I think that the hatchery would be the perfect place to keep this type of equipment and even training on how to use it'*.
- Repair café
- Laundry. A comment elsewhere in the survey also added: *'as we have a lot of self-catering businesses locally perhaps we could look into laundry facilities for washing, drying and ironing. Uig do have washing facilities but no ironing and may attract people from that area too, save them from having to go to Stornoway or do all the ironing themselves. This would create job opportunities locally'*.

All of the above could be compatible with several of the proposed uses, particularly shared workspace, tools and light industrial services.

Some other ideas proposed focused more on the potential as an arts venue, showcase and visitor attraction:

- *'I would love to see an exhibition space where joint or solo exhibitions open to the public, could be held. This would work well hand in hand with other small businesses such as bakery/cafe/brewery, both during opening events and also busier times such as Saturdays and holiday times when visitors could make an "all in one" outing to The Hatchery'*
- *'Some small retail units would be good. This would give opportunity for local crafts to be displayed and an outlet to sell to tourists. One of the great problems with tourism on Bernera is that there is not much to do for visitors. These work very successfully in England where there is 1 person present who is authorised to trade on behalf of the various units.'*

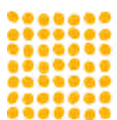




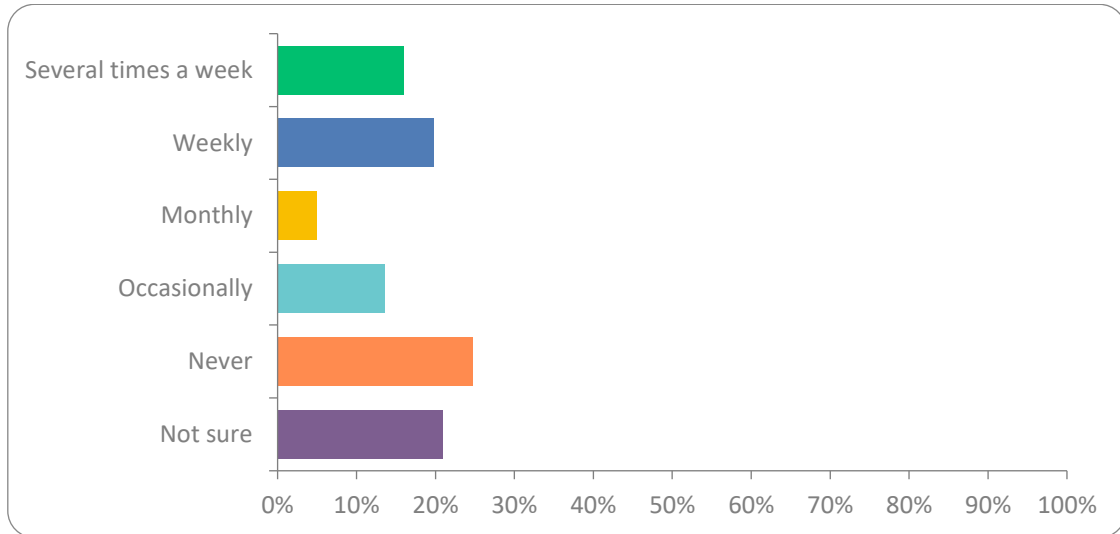
- *‘Designated artist studio spaces with the potential for artist residencies stays, these stays can often be funded by Creative Scotland, perhaps with a view to offering a bursary for those who would find attendance a struggle’*

#### *User profile and requirements*

Respondents were also asked about **whether they would personally use the kind of facilities proposed**: social drop in space, a ‘library of things’ or tool library, and the various types of workspace and equipment.



If 'drop-in' social space is available at the Hatchery building, how often (if at all) would you visit?



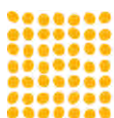
With regard to **social 'drop-in' space**, there was a split in responses: a total of 35% felt they would use this space weekly or more. However, 25% would never use it, and 21% were not sure.

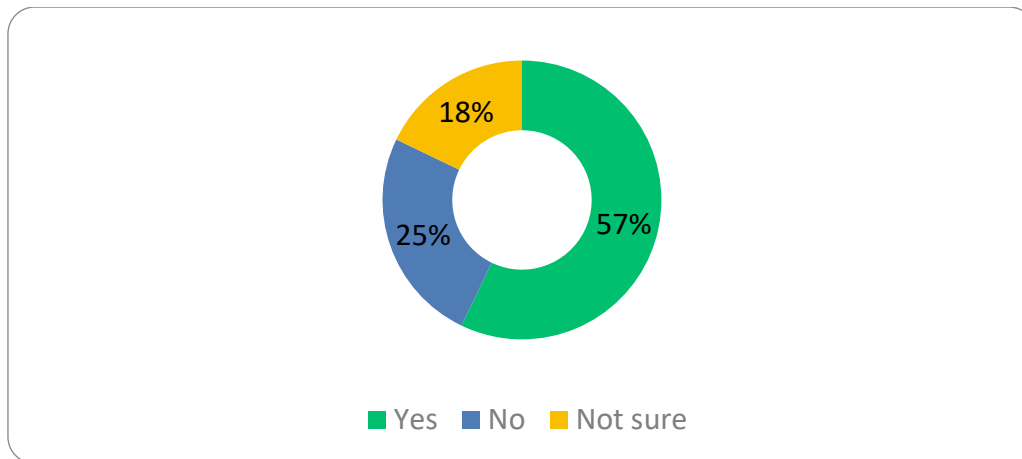
Comments made in 1-1 interviews and at the open meetings for the project suggest that the main demand for social space is from people who feel that they are not able to socialise at the Hall, especially:

- people who work during the day when the café is open
- people who feel that they need somewhere to meet casually, without committing to a scheduled event (e.g. because of childcare or other caring responsibilities)
- people who, for whatever reason, have had negative experiences at the Community Hall (as mentioned in the section about the community)
- people who wish to get together around a shared hobby requiring tools and storage space

Most of those who would use the space socially weekly or several times a week were also interested in using workspace or equipment at the Hatchery.

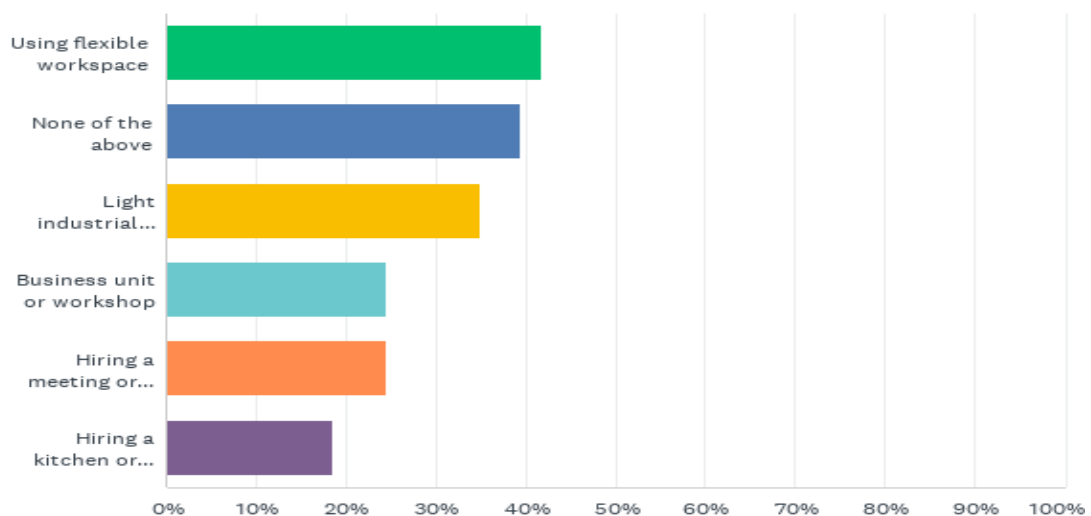
**Would you be interested in joining a 'Library of Things' at the Hatchery, to borrow tools and other items?**





There was quite a high level of interest among the survey respondents in **being part of a 'library of things' or shared toolshed** at The Hatchery: 57% would be interested in joining, 18% were not sure, and 25% would not be interested. Most people interested in being members of a library of things were also interested in using other facilities at the Hatchery.

**Would you be interested in any of the following spaces or equipment, if they were available at the Hatchery building?  
Please tick any that apply, or 'None of the above'.**

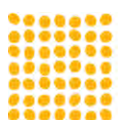


The various types of **shared and individual workspace and equipment** were grouped together in the survey, and people who indicated that they would be interested in using any such facility were asked follow-up questions about their needs (see 'user requirements' below).

Among all respondents on the survey, 60% would be interested in using one or more of these<sup>27</sup>:

- 36 people (42%) would be interested in using flexible workspace.
- 30 people (35%) would use light industrial services or hire equipment

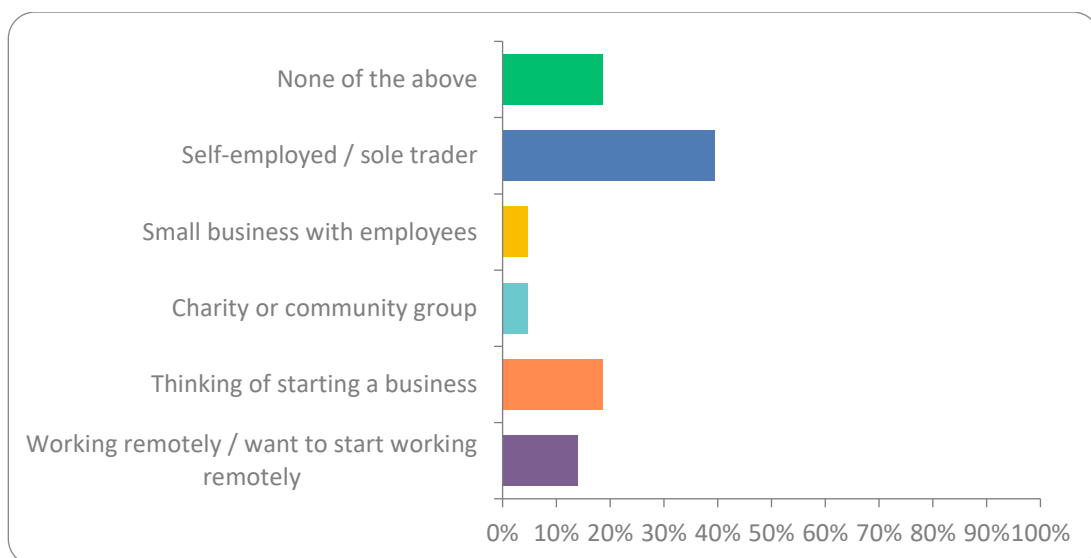
<sup>27</sup> Respondents could select one or multiple answers on this question, so percentages add up to more than 100%



- 21 people (24%) would be interested in an individual business unit or workshop
- 21 people (24%) would be interested in hiring meeting or training rooms
- 16 people (19%) would be interested in a kitchen or shared food processing area

Questions in a section of the survey were targeted specifically at the 52 people who said, via the previous question, that they would use one of the various types of workspace or equipment proposed for the hatchery: flexible workspace, light industrial services or equipment hire, individual business units or workspace, meeting or training rooms or kitchen / food processing facilities.

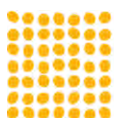
This group was asked to choose the option that best fit their **employment or business situation**.



The largest group of people who would use workspace or equipment was self-employed people or sole traders (17 people, or 40% of those who provided details about their situation). 8 people (17%) were thinking about starting a business, 6 (14%) were working remotely or wanted to start, 2 (5%) were representatives of small businesses with employees and another 2 (5%) were from a charity or community group.

A wide range of **businesses and areas of interest** were mentioned:

- Woodwork
- Textile design
- Structural engineering
- Marine studies
- Crofting
- Digital media
- A tour company
- Construction
- Art / crafts (including ceramics, oil on canvas)
- Bath & body products



- Yoga teaching
- Writing

8 people (19% of those who provided details about their situation) did not fit into any of these categories, but were interested nevertheless in kitchen space, light industrial services or equipment, or flexible workspace. One person commented that they would be interested in food processing equipment *'in a few years'... 'for processing honey'*. These prospective users might also include people with a hobby requiring use of equipment and tools, or crofters who would not classify themselves as being self-employed.

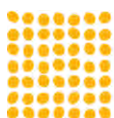
The people who plan to use space or equipment at the Hatchery were asked to describe their approximate space requirements and/or any specific facilities they would require.

Among those who specified **space requirements**, the space needed was generally quite small:

- 30 sqm, from a sole trader interested in using a business unit or workshop, but unsure how frequently.
- 16ft x 16 ft (23.8 sqm), from a sole trader interested in full-time use of a business unit or flexible workspace.
- 5m x 4m (20sqm), from a sole trader interested in using a business unit or workshop several times a week.
- 4x4m (16 sqm), from someone looking to start a creative business and rent a business unit or workshop or flexible workspace, several times a week.
- 6 sqm, from a sole trader interested in occasional use of a business unit or flexible workspace.
- Some people did not provide a number but rather described what they would need space for: *'enough space to build for example garden furniture'; 'boat maintenance space'; '10 yoga mats lying down'; 'space for 2 to 3 people with desks'*.

In terms of **facilities required**, comments relevant to the general design of the workspaces were:

- *'Rentable fridge and freezer space'*
- *'Safe storage'*
- *'Sinks'*
- *'Electrical power points'*
- *'WiFi'*
- *'Desk space'*
- *'private room for work calls'* as part of shared workspace (some spaces use a freestanding 'pod' for this)



Some more specific needs and wants highlighted, depending on the nature of the business or activity, were:

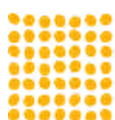
- 'Ceramic kiln'
- 'A printing facility'
- 'Kitchen unit with a storage area suitable to use for shelving to hold products, materials and equipment'...'space for a dishwasher and steel counter space or room for standalone steel worksurfaces'

Respondents interested in using workspace or equipment at the Hatchery were asked **how frequently they would use it**.

- As above, flexible workspace was the kind of space that most people thought that they would use. However, a relatively high proportion of these respondents were unsure how frequently they would use this space. Most users of flexible workspace would use it weekly.
- Although there fewer potential users of individual business units or workshops, more of them would use the space either full time or several times a week. There were however some people who would use an individual space like this on a monthly or occasional basis.
- Meeting rooms or events space were required weekly at most, with most users being occasional.
- Among those who would hire kitchen space, there were none who said they would do this full time – usage would be at most weekly, and more often monthly or occasional – e.g. to make up a batch of honey or bath and beauty products in a hygienic environment.

The segment of respondents interested in using workspace or equipment at the Hatchery also had the option of commenting on **pricing of services**. Because of the range of options available and the different pricing structures commonly used for each service, this was an open-ended question, so answers vary in format. For all the options, some respondents understandably stated that they were not sure.

- For potential users of business units or workshops, suggested pricing per month ranged from £250pm (which one respondent mentioned that they were paying elsewhere) to £750 ('depending on size'). Another said that they would pay £20 per square metre, which for this respondent (who required a small space) would equal £120 pm. One respondent suggested a yearly rate of £500 (equivalent to £42 pm). Some others suggested a day rate, which ranged between £30 and £50 a day.
- For potential users of flexible workspace, again, suggested pricing models varied – per hour, per day and per month. Hourly rates suggested were between £5 and £10 an hour. Daily rates suggested were £15-£20 up to £40 a day. Monthly rates suggested varied between £75 and £200 per month ('depending on usage'). One person suggested a yearly fee (£600 PA) which is in line with this range.

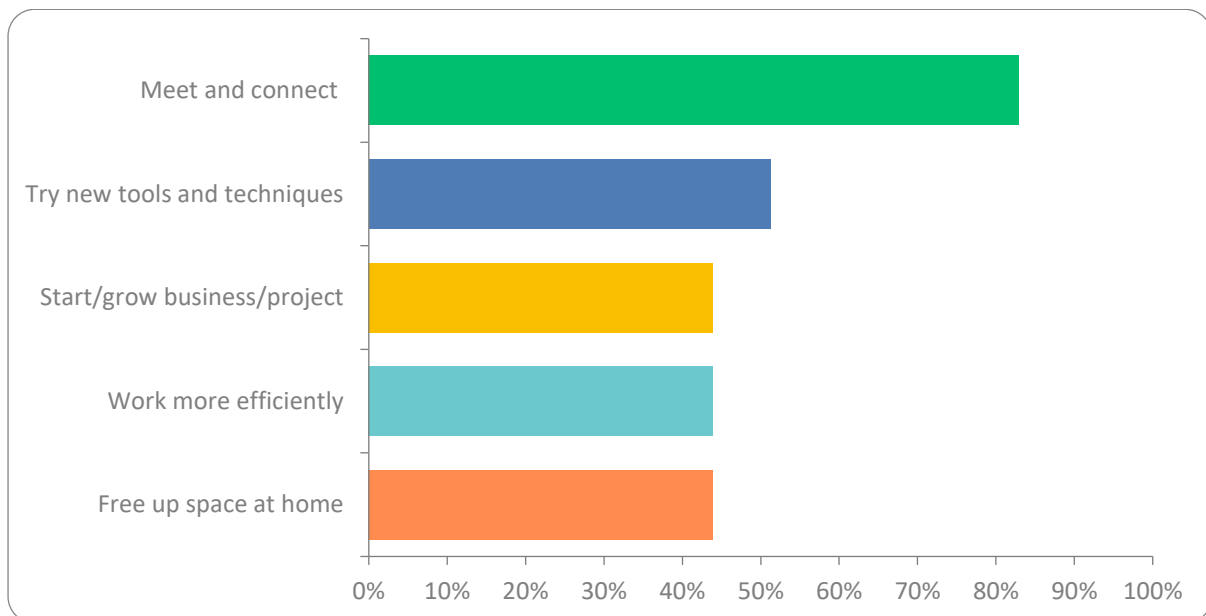


- For potential users of kitchen space, hourly or daily pricing was proposed and this would make sense given that none plan to use this kind of space full time. The range was between £5 and £15 per hour, although one person suggested £20 a day.
- Most potential users of light industrial services and equipment hire were not sure what they would pay – presumably, this would depend on the type of equipment and services available. A rate of £10 an hour was suggested by one.

### User benefits

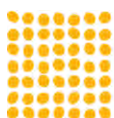
The people who plan to use space or equipment at the Hatchery commented on **how this would benefit them, their project or business**<sup>28</sup>.

**How do you think using space or equipment at the Hatchery building would benefit you?  
Please select any that apply and/or add your own ideas below.**



- The benefit most frequently identified was meeting and connecting with people in the community: 34 people (83% of this group) thought they would benefit from this. One person mentioned that this would lead to collaboration: *'Being in a space that others are in regularly might allow for collaborative projects to develop, which would be pretty amazing'*.
- The next most frequent outcome was trying out new tools and techniques, which 21 people (51% of this group) thought they would benefit from.
- 18 people (44% of this group) also thought that they would be able to start or grow a business or project, work more efficiently, and free up workspace or storage space at home. One would-be entrepreneur who was looking for a business unit said that they

<sup>28</sup> Respondents could select one or multiple answers on this question, so percentages add up to more than 100%



were *'currently unable to progress my business from development stage to being operational due to no space to work in an hygienic environment'*.

- Finally, another person who was looking to start a business doing craft workshops mentioned that the workspace at the Hatchery would enable them to *'deliver the classes to locals but also advertise outside of Bernera and bring people here'*.

#### Other comments

The last question on the survey gave respondents a space to leave any other comments about the project. Where relevant to e.g. people's reasons for supporting (or opposing) the project, or the kind of services they think would be beneficial and/or would personally use, these comments have been incorporated in the previous sections.

Other points raised here and not covered above were:

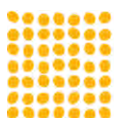
The need for engagement with other community organisations, and for the wider community to be made aware of any joint working:

- *'One challenge is the fact that there are does not seem to be sufficient engagement between the Trust and other organisations on Bernera, which means that people are working hard but [at] cross purposes. If this is not the case, there is no visible evidence to say otherwise.'*
- *'I think it is really important that the 3 community elected bodies, BCC, BCA & Trust, are all involved in the decision-making process of how things proceed, along with any members of the community'*.

Additionally, communication about the project needs to emphasise that The Hatchery is an inclusive project:

- *'it'd be nice to have words that fit more culturally. In general, I think it's a great idea as long as the development is open and encouraged for all islanders'*
- *'the main thing is that the building is available to anyone from the community to use, not just a select few'*

A further comment suggested that the Trust explore energy generation at the Hatchery and other locations on Great Bernera. Presumably, power generation at the Hatchery site would be from wind, wave or tidal power.





## Appendix: Board Skills Audit

### Survey Results

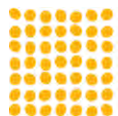
Nine Trustees of the Great Bernera Community Development Trust completed an online skills audit survey. Community Enterprise has analysed the responses.

Trustees were asked to consider the questions and rate their answer as follows:

#### 1. Developing and managing a community building

As a whole, the board has an average level of experience when it comes to developing and managing a building.

- The board has more experience with asset development and maintenance and repair.



- The board has limited experience with property management and letting.



### 3. Business Planning and Management

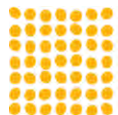
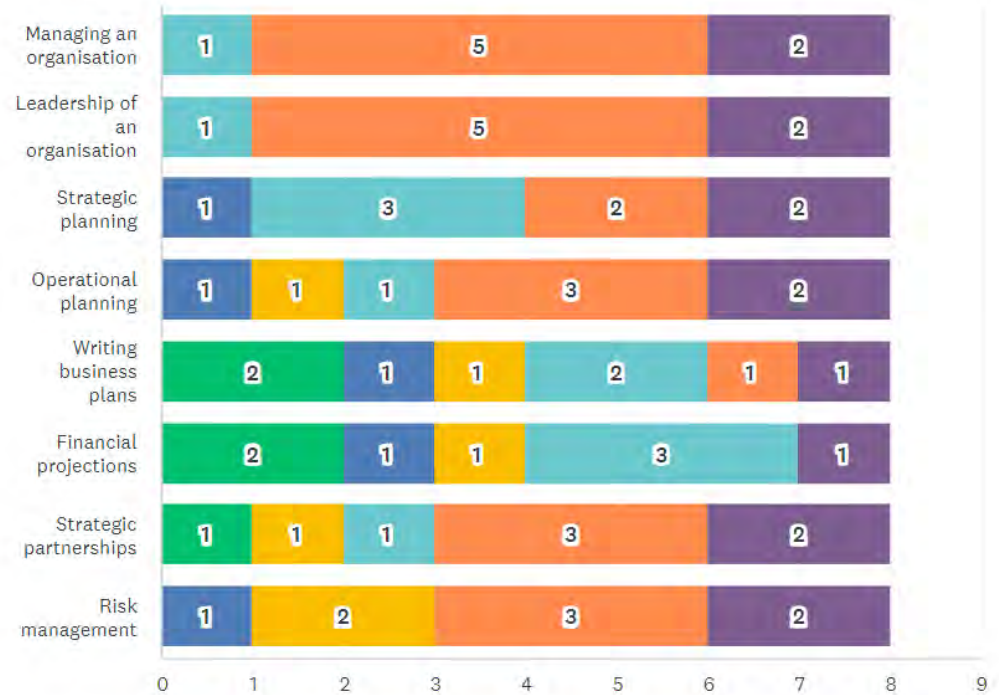
Generally, the current board has good knowledge and experience with business planning and management.

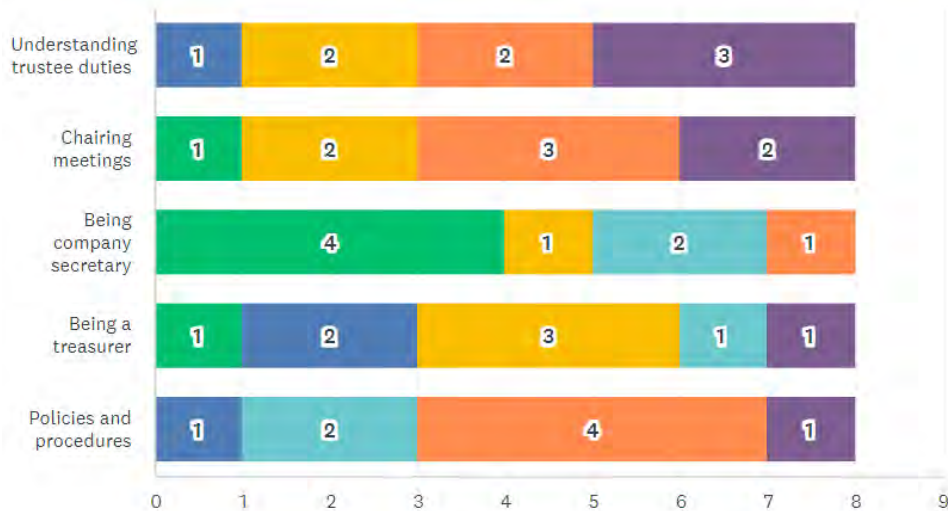
- The board has good capacity for managing and leadership of an organisation, liaising with strategic partners & building relationships, and understanding risk management.
- Training and upskilling in writing business plans and preparing financial projections has been identified as a need for the board.

### 2. Projects and Initiatives

As a whole, the Board has good experience in planning, developing, leading and delivering projects.

- Trustees expressed good or high skills in planning & developing, delivering, managing/leading and prioritising tasks for projects
- A learning and development need in project fundraising and resource management, to a lesser extent, was identified as the trustees have skills gaps and less experience in this area





### 5. Working with People

The trustees show a relatively good/high working knowledge and confidence in the area of working with people.

- A learning and development need should be considered for working with vulnerable groups
- The board may wish to consider accessing independent HR services when it comes to employment law

### 6. Marketing

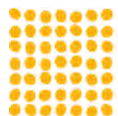
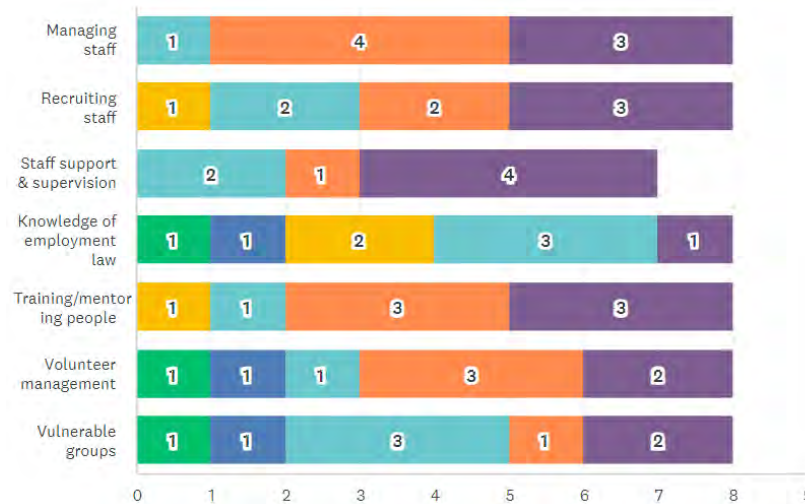
Marketing covers a range of topics including market research, marketing strategy, branding, promotion, and new product or service development.

- Most Trustees have none to average working knowledge

### 4. Governance

The skills audit showed that the Board of Trustees have an average to good level of confidence and experience within the area of governance.

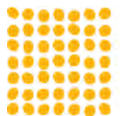
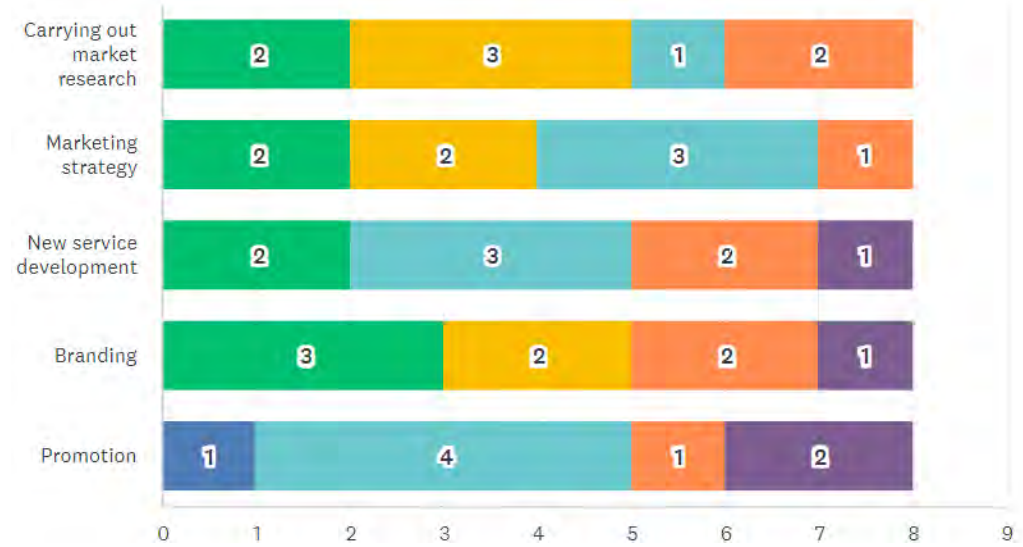
The roles such as Chairperson, Treasurer and Company Secretary will be undertaken by an individual, so it is not essential that all Trustees have a full knowledge of the roles. However, the audit showed that there is a need to support trustees to understand different roles and responsibilities concerned with charitable governance, specifically secretary and treasurer.



- 3 Trustees have good to high level knowledge of promotion, new service development and branding
- 2 Trustees have good working knowledge of market research, 1 has good working knowledge of marketing strategies

It is good practice that all Trustees understand the strategic purpose of marketing and ideally a Trustee should be skilled in order to offer advice and support to the staff member with marketing responsibilities to further develop the organisation’s profile.

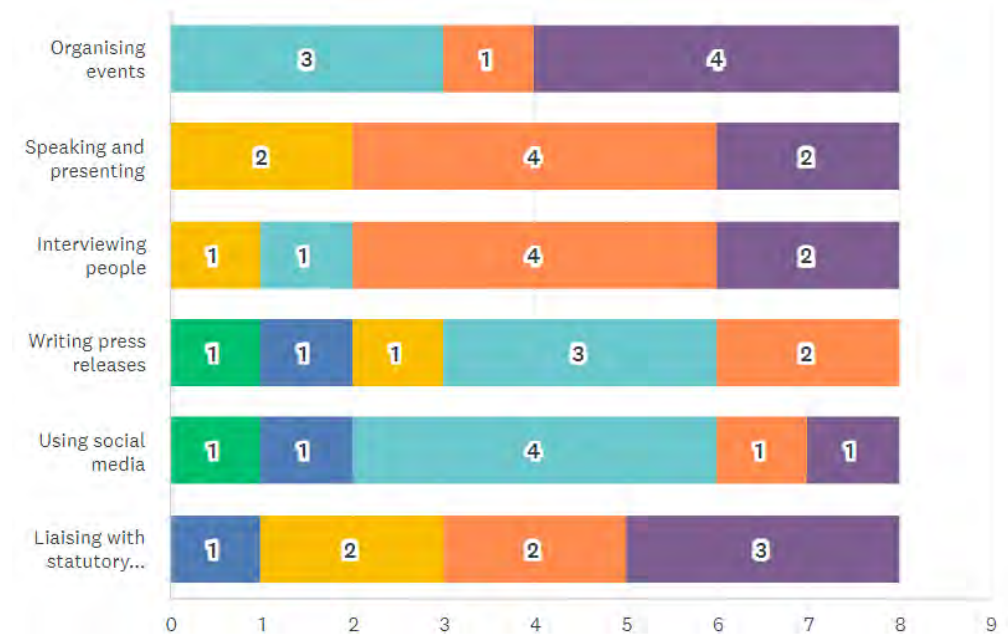
Effective marketing will have multiple benefits for Great Bernera Community Development Trust including: maintaining existing connections, reaching and attracting new people and target audiences, building legitimacy and confidence, leveraging more support, fostering good will, spreading good will, spreading knowledge and encouraging participation.



## 7. Communications

Generally, the Board of Trustees have a good working knowledge of communications skills, although there is a limit to those with expert / high level experience in a couple of areas.

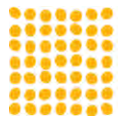
- A learning and development need in writing press releases and using social media was identified as the trustees have skills gaps and less experience in this area. This would predominantly be a role that staff would undertake but would still be a good learning exercise for the Trust.



## 8. Finance

The Treasurer is experienced in this role and has a firm grasp of the organisations finances. However, taking the topic of finance as a whole, which includes financial management, budgeting and accounting, the Board is moderately proficient and confident. This is an area where trustees might focus development and learning.

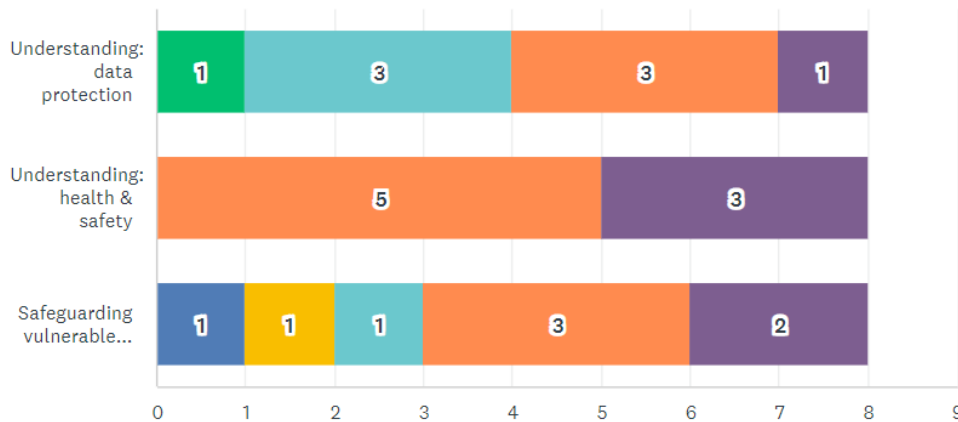
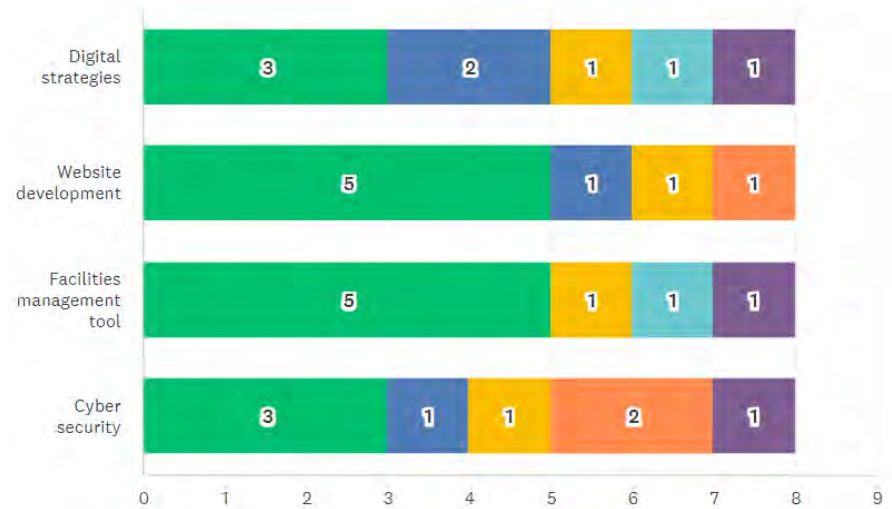
- Support trustees to enhance understanding of all areas of finance, with particular focus on *use of accounting software, knowledge of grant funding, knowledge of alternative funding options (ie social investment), and understanding the financial management of an organisation.*
- Trustees to consider finance relating to project management, income generation and developing a sustainable operating model



## 9. Digital and ICT

This is a relatively new area Boards need to consider for their organisation. For GB CDT, this is an area where trustees might focus development and learning.

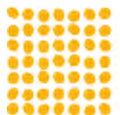
- At least one trustee with good or high level working knowledge of all digital and ICT areas.
- Generally staff will be using the website and facilities management tool, but it would be good for board to have an average to good working knowledge of what this entails.



## 10. Compliance

Generally, the board has good or high level of knowledge and experience working in the area of compliance.

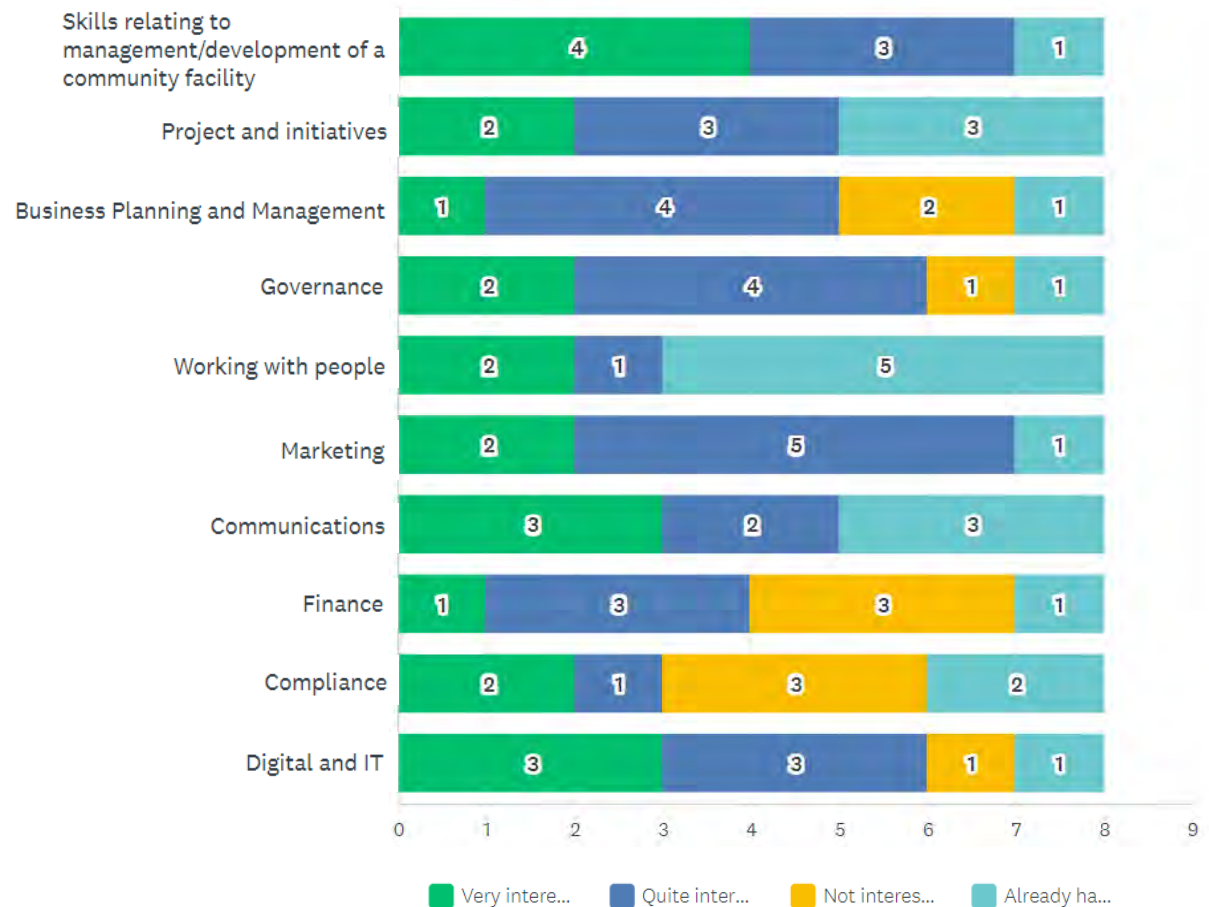
- Board might consider refreshing and skill sharing on *understanding data protection* and *understanding of safeguarding / protection of vulnerable groups*.



### 11. Interest in developing new skills

All Trustees were interested in developing new skills and as individuals can commit to varying levels of time learning these skills, from 6hrs to more than 30 hrs, over the next 12 months.

- Given the interest in the different skills topics, it is necessary to formulate an individual and Board training plan which should incorporate a range of learning approaches.
- Skills related to managing a community building and marketing are areas where most of the board (except one) are interested in training.
- There may be some areas where board members may be able to do skill sharing themselves: *project and initiatives, working with people, communications, compliance.*
- Areas where there is only one board member with the skill already should be priority areas for upskilling the board members who are interested in developing those skills: *Business planning & management, governance, finance, and digital and IT*



Skills and experience not already mentioned in the survey, but where a board member is proficient are: first aid, understanding local grazing and crofting issues.

