

## Minutes to the fourth Virtual Board Meeting : 30 June 2020

Participating: Flora Macleod (Chair); Mairi Maclean; Alisdair Wiseman; Ranald Fraser (Associate Director); Euan Macleod (Development Manager); and Sarah Fraser (Projects Manager).

This was our fourth virtual Board meeting and the first to use the Microsoft Teams videoconferencing app. Updates and proposals were provided, and read by all participants, in advance of the meeting. This enabled us to focus solely on those issues where discussion and decisions are required.

- **Welcome to Ranald Fraser:** Flora offered Ranald a warm welcome to the Board. Following the resignation of 2 Directors a little over a week ago, Flora invited Ranald to join the Board as an Associate Director to enable the Board to once again become quorate and continue to manage the affairs of the Trust. The Governing Document of the Trust permits the Board to invite someone with appropriate expertise to join the Board in this capacity at any time during the year. Ranald will step down at the next General Meeting of the Trust, whenever that might take place, although, with his agreement, he might be invited to be reappointed. The other Directors are extremely grateful to Ranald for stepping in at such short notice.
- **Covid-19 support services:** Everything continues to go well on this front although the Shop & Drop service and meal deliveries are going to be a challenge once the schools go back due to conflicting demands on our minibus and the fact that volunteers might drop off once people start returning to work. Parents have been asked to indicate whether they intend to use the school bus run in the next school year so that we can work out the level of demand for the service – we are waiting for all the responses to come back. We will need to work out how to provide staffing for the bus and how to ensure separation between the driver and the passengers. We can hire a van for around £40 per day for the two days per fortnight when capacity would be constrained. Funding is in place from HIE until 22 September. We agreed to review the ongoing provision of Covid-19 services at each Board meeting until the lockdown restrictions have been removed completely.
- **Business continuity plan:** Euan reiterated some of the points in his update for the Board papers. In particular, we discussed how we would manage the whereabouts of staff so that we were able to quickly locate everyone in the event of something like a fire. We agreed that some sort of simple, portable booking in and out system would cover the need. Although this will take a bit of getting used to, it will quickly become a habit and it is essential in order to maintain the safety of our staff. We also agreed that there was little benefit in identifying a building that we could use on a temporary basis if the Trust offices were no longer usable. Instead, we will continue the work that is already underway to support complete remote working.
- **Gaelic plan:** we agreed to go ahead with the initial consultation for the Gaelic plan. This will involve a focus group including Gaelic speakers from the community, young people and two Directors: Mairi and Flora. It is important to make sure that we take our opportunity to influence the debate on the future of the Gaelic language and culture and be heard amongst the Gaelic activists, many of whom are located in the Central Belt of Scotland.
- **Covid-19 art and story competition:** sadly, we only received 8 entries for the competition despite extending the deadline and approaching the school for assistance with publicity. The entries will be judged next week. The contributors will be asked to read out their stories and show their pictures on video which can be shown on the Trust Facebook page. We will not go ahead with the original plan to create a publication from all the entries.
- **Dalmore polycrubs safety improvements:** although this project was not budgeted for in the 2020, it became obvious that the condition of the polycrubs rendered them unsafe for growers. Sarah and Chris created a project charter, worked out what was required to make the area safe and requested quotations for the required work. The Directors agreed unanimously to proceed with the improvements.

- **Trust development plan and the 2020 action plan:** we agreed that the Directors will look at what we can safely undertake during the continued lockdown (in other words, anything that can be progressed without physical contact), indicate priorities and pass this to Euan to determine what can be sensibly resourced. Alisdair will write a short paper recommending the annual planning process to eliminate the situation where we are half way through the year without an agreed action plan for project activity.
- **Beach access and facilities consultation:** we have not yet consulted the people of the South, North and New Shawbost communities – the consultation questions and Associate Membership forms will be delivered by hand this week to each of the houses in the three townships. We can then consolidate the responses and create a scheme for Shawbost beach that can be presented at a community consultation once lockdown restrictions have been eased. Alisdair raised the issue that some of the residents of Dalbeg had raised safety issues in the consultation regarding the speed of cars heading to and from the beach. Ranald confirmed that instituting a 20mph speed limit can take 18 months or more because the Council are required to traffic flow analysis – he suggested that a digital sign that flagged vehicle speed could help in the short term. Flora suggested that a sign saying, “Slow down – children playing” would also be worth investigating.
- **Bursary rules:** Alisdair confirmed that there were two outstanding points that needed to be agreed: whether or not to require documentary evidence of eligible expenditure; and whether or not to ask for a return of service when granting a bursary. On the first point, he confirmed that OSCR guidelines require us to demonstrate that grant funds have been spent on ‘appropriate’ items; in addition, he found out from speaking to a previous Director that this had always been the convention in the past. We agreed that this point would remain part of the bursary rules. On the second point, the consensus was that we would ask recipients of a bursary to indicate if they would be happy to volunteer and thereby give something back to the community. We will review how this has worked out in a year’s time.
- **Funding applications to the Trust:** The first application under the Digital Technology scheme has been received and approved and another two indications of interest have been received.
- **Funding applications for the Trust:** Euan indicated that awards had been made to other Trusts under the Crown Estates Fund but that we had heard nothing yet about our application. Ranald confirmed that the Council is using a points system to score the applications and that they were awaiting this input before making their decisions. In this conversation, Euan confirmed that the Development Managers’ Meetings were going well and were very useful.
- **Actions from the last meeting:** 20 of the 22 actions had been completed by the time of the meeting; there had been no progress on one action; and one action had been superseded. We briefly discussed a few of the actions that had been completed but where the status was not clear to everyone in the meeting. We have agreed to put the idea of a virtual AGM on hold – it is by far preferable to meet in person. There have been no further developments on sharing a Gaelic Development Office with Bragar & Arnol. An event to celebrate the hard work of the Covid-19 volunteers will be organised when it is safe and sensible to do so. There was nothing to report regarding the prescription deliveries. The Grazings Committee is going to match fund the refurbishment of the Community Notice Boards. And Sarah remains keen to create a campaign video for the community consultation – the Directors were less than enthusiastic!
- **AOB – flower boxes:** Flora asked Euan to pass on her thanks for the wonderful flower boxes in Shawbost – they make a lovely picture along the roadside.
- **AOB – monthly project status report:** we agreed to adopt the monthly project report prepared initially by Alisdair as it is simple to prepare and provides a clear picture of project activity. The first report is attached to these minutes.
- **AOB – helping the community recover from Covid-19:** Sarah suggested that we consider using some Trust funds to create a support scheme for members of the community who were

struggling from the after effects of Covid-19. We all agreed this was a great idea that we should develop bearing in mind the charities law restrictions on what we are permitted to fund.

- **AOB – new members:** we agreed unanimously to admit two new Members, Sarah and Ian Macdonald from Number 1 Dalbeg and thanked them for their donation to the Trust.

## **Updates and proposals circulated in the Board papers ahead of the meeting**

### **Update: Staff wellbeing (Euan)**

Everyone seems to be healthy and happy. Anna is on phone duties for now, taking over from Don. Billy had an issue with his leg (not Covid-19 related!) but is soldiering on with grass and gardening duties - Don returning to work has helped as Billy's time is better split between the more and less physically demanding aspects of the role. Chloe Gardner has been great in helping out with packing for the Shop and Drop!

### **Update: Covid-19 services (Sarah)**

The Shop & Drop service is running smoothly, in June we had 43 service users (43 households of 63 individuals benefiting from the service) which is great. Don and I agreed that creating new shelving would be too time-consuming and expensive for a use that might only be needed for the next 2 or 3 months, so we acquired more tables which is working just fine.

### **Update: Covid-19 services (Euan)**

**Shop & Drop** - Sarah's working miracles on the service, keeping us within budget as users rise above estimated levels. Really impressive numbers of beneficiaries.

**Community Support** - Less calls for support from those shielding/without transport due to the success of Shop and Drop, though our volunteers are still doing runs at least once per week.

**Virtual Engagement** - The first live event of the VE programme has been planned - Family Cèilidh session by Elsa McTaggart and Gary Lister. I'll submit the draft plan for July-Sept separately for comment. Katie Gillies is working on a number of exciting things for the VE programme (as part of her Slàn san Dachaigh/Health at Home programme): Rachel Allan doing psychology videos; Calum Maclean (broadcaster/wild swimmer) with exercise vids; Lucy Harness (Yoga). Anna continues to support a few parents with 20min video calls, mainly with written Gaelic homework. The painting & writing competition has had some amazing entries - the parents I've spoken to have been full of praise.

**Medication run** - Still going strong, number of meds varies a lot but the run takes between 1-3 hours each days.

**Food Deliveries** - Family Night June was a big success - 150 meals went out. 40 North are taking a break but back in July with the next over-65s. We are supporting Carlway Community Association and Breasclete to run their own family nights - inspired by none other than us - by providing kitchen space and advice. We are also funding the CCA run night (as part of the STV Children's Appeal funded Family Nights project), which seems like a great way to ensure none of the Shawbost school Carlway children miss out. Also good to work with a neighbouring group.

### **Update: Business continuity plan (Euan)**

1. Ensuring the BC plan is accessible at all times. We are in the process of changing the IT system over to better use our Outlook package. This should ensure that staff and directors have simple, remote access to everything they need on the shared drive – including the Business Continuity Plan.

2. An inventory of stuff that doesn't belong to us is being created.

3. As the last fire assessment was a few years ago, when the Shop and Café opened, we will get a new one done. At the end of 2019 Norton Fire was appointed to service and advise on our fire alarm + system, as the alarm had not been tested for years, and was not working properly which was a major worry for staff. The new system was installed but there are still faults showing and we are currently awaiting Norton being able to visit and assess the faults.

4. Having carried out an assessment of IT equipment, we now have a record of the equipment we currently have, have identified items that are no longer of use, and have identified new equipment to be purchased (laptops to enable remote working).

5. On the point on implementing a training programme to all staff roles can be covered in the event of sudden departure, as a starting point staff have been asked to list their essential tasks. Once this is complete, I'll draft a training programme and bring it back to the board for comment.

Further discussion is suggested on the following areas:

1. Identifying a building that we can move into in the event that our own premises burnt down or could not be used for a lengthy period.

2. Communicating with staff

3. Responsibility for staff (and building users?) being formally passed on by the Development Manager to another member of staff.

### **Update: Gaelic plan (Euan)**

I've attached a Charter for the development of a HCD Gaelic Plan. First step is to arrange a small group that will discuss (virtually) the very basic initial draft that I have drawn up, this is important in getting the views of local people of different ages as well as my own outsider point of view. Once the group has aired their views, a proper draft plan will be drawn up and sent out to HCD members for comment. With feedback collated, the final plan will go to the board. I hope to have directors included in the initial focus group.

### **Update: External funding (Euan)**

Successful applications to Covid-19 Business Support Grant Scheme, and STV Children's Appeal took in £12k - the £2k has to be used by end of July, hence expanding the food night to Carlouay. This week, I'm working on an application to Bòrd na Gàidhlig which would fund a part-time position to expand the Slàn san Dachaigh/Health at Home health and wellbeing engagement programme. Katie Gillies is currently working to establish the programme. The programme is going to be a perfect vehicle for engaging with shielding/housebound residents, and a great platform for the new video content we're working on. The claim + project report for the second instalment of the HIE Covid-19 funding is due next week, so spending a bit of time on that too - they have heard good things about the services, it helps that our contact in Inverness is the niece of Cathie Dholaidh!

Applications to CNES Community Fund (Crown Estate monies), and Transport Scotland Covid-19 Recovery for Bus Operators, have been submitted. Have yet to hear back. Keeping an eye on available funds as always.

### **Update: Summer placement students (Euan)**

I'm delighted we took on the 3! Apparently, almost all the other participating groups pulled out due to Covid-19. Each of the students is preparing a short report on their progress - I'll forward these before the meeting. All 3 have recorded short introductory videos, we'll follow up with updates throughout the 10 weeks, and post on social media. Chris is going to put them to work at the growing sites over the next few weeks, to give them a taste of some of the things we do for the community.

Annie is working with Jordan and me to improve the way we present the group's financial situation (the info we get from CIB) to make it clearer for staff, directors, the community. Annie is also looking at our signage.

Lauren is collecting the placenames of Horshader - an important starting point for future projects. Placenames is the focus, but extra information (stories, personal accounts, local history) will also be collected.

Katie is preparing for the launch of Slàn san Dachaigh, in contact with a number of exciting people who will create content for the programme. She is also currently looking to get a logo designed.

#### **Update: Digital tech grant (Euan)**

The scheme was promoted on social media, and will appear in the next newsletter. 6 expressions of interest have been received. 2 residents from North or New Shawbost enquired about eligibility. 1 full application has come in to date, it was a strong case, perfectly eligible, and therefore has been approved.

#### **Update: Post-lockdown challenges for Support & Connect (Euan)**

There will be a substantial amount of planning required to ensure that we make a smooth transition to 'normal' operations once the lockdown restrictions are eased.

#### **Update: Sarah's induction (Sarah)**

Euan and I have agreed some formal PM training would be beneficial so we are looking into online courses that are available. Otherwise all is going well.

#### **Update: Kids writing/drawing competition (Sarah)**

Some really great entries have come in. We are winding up this week and collecting everything together for the judging panel to consider. We had extended the closing date to allow for some more entries to come through. The 3 charities we have decided on for the winner to choose from are C.R.Y, Action for Children STY and The Leanne Fund. Announcing of winners will be done most likely via Facebook live or a pre-recorded video compiling the winning stories read out by the kids themselves – a little work to be done on this in the coming weeks.

#### **Update: Dalmore growing site improvements(Sarah)**

Project is poised and ready to go, we can discuss if quorate was accomplished via the email thread I circulated earlier in the month so we can agree the quotes and a date to commence work. If not then we can discuss the best way forward at the meeting.

#### **Update: Community space and Building Standards (Alisdair)**

No further progress since the last Board meeting.

#### **Update: Trust Development Plan (Alisdair)**

The Trust Development Plan has been approved by all Directors. We now need to finalise the Plan for the rest of 2020.

#### **Update: Horshader Forest (Alisdair)**

No further progress since the last Board meeting. We will probably not begin planting until the beginning of 2022.

### **Update: Jitsi catch-up meetings (Alisdair)**

Euan has suggested that we trial Microsoft Teams to see if this makes participation and communication any better. We will trial this application at the next Board meeting.

### **Update: Consultation on upgrading beach access and facilities (Alisdair)**

We achieved 100% response on the Dalbeg consultation trial. There was a high degree of consensus which should make future agreement easier to reach. The feedback was consolidated into a single document and circulated for information. We are now moving out to consult with Shawbost. Flora has suggested that we wait until we are able to meet physically to share the plans for upgrading access and facilities.

### **Update: Bursary rules (Alisdair)**

Alisdair realised that we had forgotten to follow through on the revised bursary rules that were agreed earlier in the year. As we are getting to the point in the year where new applications will be received, he amended the application form and attached the revised rules. Two points of disagreement emerged: whether or not to require documentary evidence of expenditure to confirm that funds had been spent appropriately; and whether or not to require a specific return of service as part of the bursary application. Further research into the OSCR guidance on grant giving made it clear that we should ensure that we have a process for ensuring that funds are spent appropriately. We intended to address the second point of disagreement when we are able to meet face-to-face. In the meantime, the original application form and rules remain in place.

### **Update: Bursary rules (Euan)**

Our Greis Gniomhachais students were asked to give honest feedback on how they would use a £2000 bursary, one of the students has actually received a bursary fairly recently so all summarised responses (below) are anonymous.

Student 1: Costs - Rent at £500 per month, Books £200-300 per year, Uni Gym Membership £180, Laptop £800 (bought in first year). Getting the bursary at the start of the year would allow me to live 'rent free' for the first 4 months, meaning I wouldn't be as stressed about finding a job.  
Student 2: My annual costs are around £6000, between rent and bills, course materials (books, etc), and travel expenses. I would use the £2k bursary to cover rent and bills as that's by far my biggest cost.

Student 3: Over my 3 full years at uni, I've spent less than £20 on books. The library is a great resource! As I had no rent costs, my time at uni has been very cheap. I would use the bursary for: car and travel costs; stationery (notebooks, folders, etc); a laptop. If I was studying away from home, the bursary would be a great help towards living costs, and travel.

### **Update: Project progress reporting (Alisdair)**

Alisdair has drawn up a process for implementing project progress reporting that we should have in place to deal with the higher level of project activity that we have in place now and in the future. He and Euan have discussed the approach. We agreed that the broader approach to project management should be presented to the Board but that we might proceed with the purely progress reporting aspect straight away. Alisdair's intention is to be able to demonstrate this at the next Board meeting.

### **Update: West-Side Virtual Art Show (Anna)**

This is now online and available to access through the Trust's website. Alisdair (very reluctantly) agreed to do a short video welcoming people to the show.

### **Proposal: Improving communication (Euan)**

Communication between the staff and the Directors is greatly valued – it makes my job easier and is a critical part of any good organisation. However, there have been a number of occasions where instructions have come directly from Directors to members of staff and on some occasions these instructions have later been changed or rescinded. This has made it challenging for me to support my staff when asked for guidance as I clearly do not understand the background or the specific request. It also makes it difficult for me to judge each individual's workload at any point in time. Consequently, I would like to propose that

- Directors use the board meeting, and subsequent preparation of meeting minutes and actions, to issue actions to the staff, and aim to avoid issuing additional actions outwith this period if the actions are non-essential.
- Actions are given to Development Manager or Project Manager (depending on the nature of the action) enabling us to pass actions on to the rest of the team.

These proposals don't apply to projects, where it would be natural for the Sponsor to communicate directly with the project team (staff members or other). I believe this would improve communication overall. I look forward to discussing the proposals and getting the views of others.

The Board of the Horshader Community Development Trust - 30 June 2020.

Attached: monthly project progress report

## HORSHADER TURST PROJECT STATUS REPORT : 26 JUNE 2020

7 projects on schedule/completed; 5 projects on amber; 0 projects in trouble; 1 project awaiting approval.

Project	PM	Sponsor	Start	Finish	Comments
Shop & drop service	Sarah				Going very well and much appreciated: 43 households being served
Covid-19 competition	Sarah	Alisdair	20/05/20	19/06/20	Extended entries deadline by 2 weeks, expected completion by...
Tech grant scheme	Euan		11/05/20	01/06/20	Scheme launched; first application approved - completed
Beach access	Alisdair	Flora	05/06/20	10/08/20	100% response from Dalbeg trial – rolling out to Shawbost & Dalmore
Ainmean-àite Horshader (Placenames)	Lauren Matheson	Euan	08/06/20	21/08/20	I feel like I have been making good progress with the project so far. My next steps are to find individuals who will be willing to take part in an interview. This will be a significant source for the project.
Slàn san Dachaigh (Healthy at Home)	Katie Gillies	Euan	08/06/20	21/08/20	I have been working with various professionals to plan the content to be created for the Slàn san Dachaigh programme. Production of the videos has begun, and the first draft of the foraging guide will be ready in week 5. Everything is on schedule.
Ionmhas (Financial Management)	Annie MacIennan	Euan	08/06/20	21/08/20	I've been reviewing the CIB reports to develop better ways of presenting the financial situation at Horshader. My report is due next week.
Coastal Walk upgrade	Jordan		06/01/20	09/05/20	Materials arrived 24/06 – awaiting start and finish date
Tree ark extension	Sarah		14/01/20	29/05/20	Progress delayed by lockdown – expected completion unknown
West Side Art Show	Anna	Alisdair	12/02/20	05/06/20	Virtual show live – will plan physical show when lockdown ends
Horshader Forest Ph1	Alisdair		20/02/20	01/06/20	Project on hold until end of lockdown => we will not start planting in 2021
Bursary rules update	Alisdair		28/10/19	17/01/20	On hold until we can agree how & when to progress
Dalmore polycrubs	Sarah		05/06/20	01/11/20	Quotes in, Charter created, awaiting approval
<b>Not yet approved</b>	<b>On schedule</b>			<b>Issues on the horizon</b>	<b>In trouble</b>