

# Sanday Development Trust

enhancing quality of life



## Agenda for the meeting to be held at Heilsa Fjold on Monday 27 February 2017 at 7.30pm

- 1. Apologies for absence** To decide whether consent should be given for absence. (In consideration of article 73(g))
- 2. Minutes of the last meeting** (Attached) The board are asked to confirm that the minutes of the meeting held on are a correct record and to authorise the chair to sign the minutes.
- 3. Minutes of the staffing subcommittee meeting** (Attached) The board are asked to receive the minutes.
- 4. Matters arising from the minutes**
- 5i. Staff reports** To receive reports from staff as follows: Ranger (attached), Heritage Centre Assistant (attached), Centre manager (attached), Skills for Sanday (attached); AFO (attached); Family drop in supervisor (to follow), and PGO (to follow).
- 5ii.** To consider matters raised in staff reports
- 6. Request from THAW for a contribution towards delivery of Poverty and Social Inclusion Services across Orkney** (SR)
- 7. Closure of Lady Post Office** (SR)
- 8. Organisational plan for 2017 to 2018** Working document and Trust Objectives Update attached for your consideration prior to the meeting. (Paper copies will be available at the meeting.) Directors and staff will work in groups, each group considering one or two subject areas in depth, in order to create an organisational plan for the year 2017 to 2018.
- 9. Any urgent business** (Any urgent matters that need a decision to be made before the next meeting)
- 10. Any other competent business**
- 11. Date and time of future meetings.** To note meeting dates as follows:  
  
24 April 2017; 29 May 2017; 3 July 2017;  
28 August 2017; 16 October 2017; 4 December 2017;  
22 January 2018

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## Minutes of the meeting of the Staffing subcommittee held at Heilsa Fjold on Friday 10 February 2017 at 4pm

**Present:** L Brown; S Towrie; K Howe; I Sawyer

**1. Policy for Notice period** The AFO outlined the statutory minimum requirements for notice period on behalf of employer and employee.

The need to have time to recruit and train new staff in the event of an employee leaving and the need to be fair to staff wishing to take up a new post were considered. It was agreed that a standard of four weeks notice on the part of the employer and employee would be reasonable for most posts, but that for some posts a longer period of notice, up to 12 weeks, would be preferable. These would be considered on an individual basis. Where employees were asked to give more than the statutory minimum notice, the Development Trust would commit to the same notice period. The Development Trust would commit to a reasonable degree of flexibility in the event that severe difficulties were being caused for an employee because of an excessive notice period.

It was noted that the statutory minimum notice period from employer to employee after two years continuous service increased by one week notice per year of continuous service, up to a maximum of 12 weeks notice after 12 years service. Staff with more than four years continuous service would therefore be entitled to more than four weeks notice, proportional to their years of service.

It was agreed that it was reasonable to offer pay in lieu of notice in cases where it was desirable that a member of staff be asked not to work during a notice period.

It was noted that statutory leave continued to accrue during notice periods.

**Action agreed:** That the AFO draft a policy for notice of termination of contract based on the above recommendations.

**2. Annual leave policy** The AFO outlined the statutory minimum requirements for annual leave and potential variations which the Trust could apply if they wished.

It was agreed to recommend an increase from the statutory minimum of 5.6 weeks per year to 6 weeks per year, to include public holidays, and that days in lieu of public holidays be taken at any time. The 6 weeks would include 5.6 weeks of statutory leave and 0.4 weeks of contractual leave.

It was also agreed to recommend that all leave, both contractual and statutory, continue to accrue during notice periods.

It was suggested that staff be asked to give at least two weeks notice of leave whenever possible and that a maximum of one week be eligible to carry forward to the next financial year.

**Action agreed:** That the AFO draft a policy for annual leave based on the above recommendations

### **3. Flexible working and time off in lieu**

The subject of flexible working and time off in lieu was briefly discussed and it was agreed that they would have to be considered further at a later date.

## February

### Ranger's report 11<sup>th</sup> January 2017 to 27<sup>th</sup> February 2017

#### Advertised Ranger Events

11 <sup>th</sup> Jan	Beachcombing at Lopness	1
12 <sup>th</sup> Jan	Beginner's Birdwatching	4
14 <sup>th</sup> Jan	Curlew Census	4
18 <sup>th</sup> Jan	Healthy Walk	3
21 <sup>st</sup> Jan	Wildfowl ID	4
25 <sup>th</sup> Jan	Otters Walk	6
26 <sup>th</sup> Jan	Beginner's Birdwatching	4
28 <sup>th</sup> Jan	Healthy Walk	Cancelled - weather
29 <sup>th</sup> Jan	Wader ID	4
	<b>TOTAL</b>	<b>30</b>

Most of this period has been taken up with the stoat emergency plan – I have been working closely with SNH and the Hebridean Mink Eradication Project representative who visited Sanday to help establish land ownership and get permissions to trap. The project is likely to run for several weeks and we have had a generally supportive response from islanders. There have been a vocal minority who have caused problems including some personal criticism on Facebook and in person as well as harassing SNH for information regarding locations of traps etc.

#### Some other activities

- Implementation of Stoat Trapping emergency plan – ongoing work with SNH.
- Rescue of young otter from under Kettletoft weighbridge and associated publicity on social media and BBC Radio Orkney and BBC Radio Scotland.
- Completion of March programme of events.
- Finalisation of advertising and copy for Islander 2017 magazine
- Beached Bird Survey along Newark and Lopness.
- Sanday Sound Report.
- WEBS counts for BTO.
- Preparation of Birdwatching for Beginners workshops.
- Responding to queries and requests via Facebook and email.
- Continued promotion of Sanday Ranger Facebook page and answering queries generated by page:
  - 1241 likes / post reach of 604,916 people since page launched.
  - 22 new likes during reporting period / post reach of 19,293 people during reporting period
- Continued promotion of Sanday Ranger Twitter feed.

**Emma Neave-Webb 1<sup>st</sup> February 2017**

## Heritage Centre Assistant Report, January – February 2017

It has been a fairly quiet month visitor-wise, but that is to be expected at this time of year. However, we did have all the secondary 1 and 2 pupils in one Wednesday afternoon. It had been suggested that they undertake a local heritage project competition, along the lines of the Fereday Prize, so they were investigating possible local heritage/history topics to follow up for their individual work. The idea is to inspire interest in some of the younger members of the community in their heritage, and also for their work to then be incorporated into the Heritage Centre collection. There is plenty of scope for choice, we have Sanday Sounds dating back to when they first began in 1980, so subjects such as transport, activities etc. could be an option, many if not most of the children live in old houses, so the history of their own homes is another one, the censuses would be useful for this, as well as other books, the David Towrie archive and the photographic archive, any aspects of Sanday life relating to any of the displays, the possibilities are endless.

I have spent some time over the last few weekends getting the bulk of the David Towrie archive out of the boxes into some sort of order and into the filing cabinet. For anyone interested, we now have this material accessible, and it covers various modules of an Orcadian Studies course run by the University of Aberdeen, including the natural environment of Orkney, how to study local history, names in Orkney, traditional farm buildings in Orkney, the early history of Orkney, and the Making of Modern Orkney. There are also press cuttings about ship wrecks, various family trees, Walter Traill Dennison material from the centenary commemoration, and as David did his local history dissertation on the estates of Sanday until their break up, we have a lot of information on this which he gathered as well as the dissertation itself. I plan to publicise this more widely shortly.

Appiehouse Stone arrangements are moving slowly. Having previously been told that it being roped off would be sufficient protection, we were then informed that there should at least be a sheet of perspex as well, which we felt would spoil the effect of our original planned display. We have now obtained quotes for a strengthened cabinet, although we still plan to incorporate the

piece of flagstone from the old Lady kirk. I had a lengthy telephone conversation with the conservator in Edinburgh who did the work on it, and who is very keen to come out to Sanday with it and to install it, if it can be tied in with his bringing another Pictish symbol stone which he is currently working on back up to Orkney, also they have the gear to lift it. This solves several problems in one go. I have forwarded the floor plan and measurements of the Heritage Centre to him.

With the installation of the Appiehouse Stone in mind, I contacted Dr Sarah Jane Gibbon of UHI, who has kindly sent me the inventory of chapel sites on Sanday, of which there were many, along with the text, of her PhD thesis 'The Origins and Early Development of the Parochial System in Early Orkney'. This is to add to the already substantial amount of information we have in our reference section on the history of the church in Sanday.

Other activity this month has included revamping the heritage section of the Sanday article for next year's Islander magazine and sorting through gift shop stock to decide what to order for next year.

Deposits have included the minutes of the meetings of the St Colm's model yacht club from its beginning in 1922 until the early 1950s, and archive material from Stumpo such as a diary of David Scott's trip to New York in 1902 and the minutes of the Depopulation Committee from the 1950s.

## **Centre Manager's report –January to Mid Feb 2017**

### **CAFÉ**

Opened again on 10<sup>th</sup> January, very good numbers of attendance, average 20 per session

### **VISITOR NUMBERS**

#### **January- 69**

These are from the visitor book, plus numbers I keep for events, cuppa cake days etc. They do not include Senior YC, Gail's drop ins, Yoga Group or SDT meetings, or Skills for Sunday.

#### **Other updates-**

#### **Future Events-**

#### **Informal Get Together for New islanders January 26<sup>th</sup> 2.30-4pm**

Despite advertising and reminders, there were no takers, but the building was busy with Cats protection neutering which had a good turn out! There is a new resident due to arrive this month whom I have invited to meet me here so we can give her help and advice.

#### **February-Old fashioned Games evening Wednesday 22<sup>nd</sup> February**

Games from the old days-Charades, Yes/No Game, Tell Me Game etc. I always aim to do something different that doesn't clash with events being held around the island already (e.g. cards or bingo).

Although this is the same night as Your Island Your Choice , it may encourage folk to go to both, I have already been told by some that's what they intend to do!

#### **OTG Food seminar**

I attended this seminar on 8<sup>th</sup> Feb in Kirkwall it was mainly about Scotland's strategy for the next 10 years to promote our food and drink industry, plus the impacts/problems encountered by local suppliers and cafes, restaurants etc.

I met two ladies from HIE ,and Edgar Balfour of Orkney food and drink, so it was a useful from a networking point of view and they didn't realise that we had the café at HF so it may gain a few more visitors. The seminar was only 2 hours and there is a follow up scheduled, which I will hopefully attend as we need to represent the islands, I think I was the only islander there!

#### **OTG Tourism Survey**

I took the time to complete this and a gentleman called Douglas Ritchie called me here to discuss feedback. I raised the point that the points of interest (e.g.Whitemill Bay) are not easily accessible for visitors and could do with some level parking. Plus the usual gripe about ferries! At least he got an insight into island life and the challenges we face to attract visitors.Hopefully they make take some of these points forward, they got 77 responses from 300 members.



## Sanday Development Trust Directors Report February 2017

### Learning Coordinator: Tracy Ranger

I am really pleased to have this opportunity to work with the Development Trust on the Skills for Sanday project. I took up the role on Tuesday 24<sup>th</sup> January 2017 and since then, have mainly tried to follow through on projects that residents have shown an interest in previously, although I have also received a lot of suggestions on new topics.

### Activities, Events and Workshops currently planned

Activities, Events and Workshops:

- **The Saturday Morning Kitchen** continues to be a popular event where people learn new cooking skills.  
The first event booked for this year is 4<sup>th</sup> March 2017 when Geoff from Backaskaill will be giving us a masterclass in sauce making.
- **Photography Skills Course** – An outdoor course to teach people how to use their own cameras to capture nature and wildlife. Led by Adam Hough- Wildlife photographer and Illustrator.  
A further 6 week course for 4 people is now planned for this spring – dates to be confirmed.
- **Straw Work Course** – led by Sandra Higgins, Orkney Arts & Crafts. A one day course aimed at showing the technique of straw work with a view to making a small basket by the end of the day. Dates to be confirmed late May/early June.
- **Patchwork & Quilting Course** – two possible tutors have now been secured to run this course, each with a different interest and style. Dates to be discussed, one possibly May/early June, and as they are both on other islands we need to just work out the logistics. I am hoping that a one day workshop might lead to a short course later on.
- **Saturday Morning Kitchen** – I would like to include some traditional Orcadian food in these sessions, the first one being Cloutie Dumplings and hosted by Norma Brown – date to be confirmed. Also have a bread making one lined up for June, plus cheesemaking.

### Activities being researched:

- A further drawing course following on from the short course run last year. Currently trying to secure a tutor.
- More courses relevant to Agriculture – am attending the Agricultural Association AGM on 21<sup>st</sup> February for discussion and feedback.
- Other sewing and craft based courses. Jane Taylor and I are going to host an evening in March to get people along to discuss further their needs and likes.
- Liz Ashworth, food journalist would be happy to come out during the summer and run a short course for foodies – topics currently being discussed.

### **Feedback**

A poll has been posted on Facebook to get residents to show their interest in various subjects – courses so far advertised:

- Knife skills for the kitchen - chop your veg and not your finger!
- Get to know your lawnmower
- Make-up skills
- How to get the perfect nails
- Power tools and how to use them
- Genealogy
- Basic motorbike/moped maintenance
- Car maintenance for ladies
- Car maintenance for men

The same list has been put in the S4S Newsletter for the March edition of the Sanday Sound.

Residents have also shown an interest in:

- ~Music related courses – possibly instruments
- ~Conversational French, Spanish or Italian
- ~Lime pointing/plastering
- ~Felting

**Tracy Ranger**

**Learning Coordinator**

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AFO report for meeting 27 February 2017

## 1. Pensions and Payroll

Scholes, the accountant, are now doing our monthly payroll and dealing with pension auto enrolment. It remains the responsibility of the Development Trust to pay employees the right amount of wages and pension contributions but I will continue to liaise with Scholes Payroll Department to make sure everything is ok.

## 2. Staffing subcommittee meeting

Staffing subcommittee meeting was held and we discussed annual leave policy and notice of termination of contract policy. Minutes of meeting attached with agenda. Draft policies will be circulated for the next meeting as the main business of the Feb meeting is to discuss the operational plan.

I would like to schedule a staffing subcommittee meeting in March in order to review staffing issues and start to look at other policies which we should have in place. It would be useful for directors to gain experience in employment matters and undertake training to increase the knowledge base of the organisation.

We currently have a vacancy for a director on the staffing subcommittee. If you have an interest or expertise in staffing matters, you would be welcome to join us.

## 3. Preparation of figures for next year's budget

I have been preparing figures to assist with preparing next year's budget. The finance committee will meet to look at these before a draft budget is produced based on the operational plan.

4. Other regular activities including payroll, receipts and payments, bookkeeping and accounts, claiming funding, keeping up to date with legislation and registrations, agenda and minutes and so on.

KH 20/02/17

## Projects and Grants Officer's report February 2017

### Skills for Sanday

- ◆ Working with Tracy to help her settle into the role
- ◆ Update went into the February Sound so that folk knew what was happening
- ◆ Grant from Scottish Sea Farms accepted

### Community Gardening

- ◆ The lease of the land to SDT was approved by the sub-committee on 15<sup>th</sup> Feb. Decision needs to be ratified by the full council on 9<sup>th</sup> March.
- ◆ Meeting with Garry Burton on 8<sup>th</sup> March to review details for the Lease and responsibilities, ready for approval by the board
- ◆ Recruitment undertaken and interviews to take place on 3<sup>rd</sup> March (manager) and 6<sup>th</sup> March (gardener). As well as Steve and I, a further director is required for interviewing
- ◆ Work has started on identifying the 'missing' parts of the polytunnel that's being donated by Jackie Sinclair.

### Ranger Service

- ◆ £500 donation from Northlink now received
- ◆ Supported Emma with YIYC application
- ◆ In Emma's absence and up against a tight deadline, I've reworked last year's adverts for inclusion in this year's Insider Guide. These adverts had to be fairly vague as this year's brochure will be used next year too, whilst OTG completely revamp the magazine

### Sanday Care

- ◆ Joint Expression of Interest has been submitted to the Islands' Housing Fund
- ◆ The group has been invited to apply for feasibility funding
- ◆ By the time of the board meeting, the invitation to tender will have been sent out to the short listed consultants for the Housing Needs Assessment and Options Appraisal.
- ◆ Work has commenced on the application form
- ◆ The decision has been made to include some architect sketches in the feasibility work. If anyone has any recommendations to make, I'd be interested to hear them.
- ◆ Short listing will be undertaken by the four Development Trusts on the 21<sup>st</sup> March ready for an application to be submitted by the end of March.
- ◆ Sandra and I continue to attend HIE provided sessions on Community Led Care
- ◆ Brief update on progress in the February Sanday Sound.

### Drop-ins/Heilsa Fjold

- ◆ Router has been replaced on the advice of Andy BD after recurring issues with the hub. This seems to have resolved the issue but it's a bit soon to be completely certain. This was done FOC under warranty.

### Website

- ◆ I've not been able to meet with Kate Edwards who has volunteered her services to assist with keeping the website up to date. However, I am due to have met with her by the time of the board meeting

- ◆ Website updating has been undertaken by me in recent weeks
- ◆ Another offer of assistance has been given by Jeff of Galilee and I'm aiming to meet with him in a couple of weeks, once Kate is up to speed.

#### Kettletoft

- ◆ Our application for £160,818 to SLF was approved. This information is no longer confidential but due to annual leave I've not undertaken any publicity on this yet.
- ◆ OIC have asked that the completion date for Harbour House be moved back slightly to 14<sup>th</sup> of March for administrative purposes.
- ◆ CONFIDENTIAL ITEM
- ◆ Formal grant offer has been received from SLF. This has been signed and returned.
- ◆ No real progress made yet on the application to the Islands' Housing Fund. Quotes are required for this work so there's a fair bit to be done before the application is submitted.

#### North Isles Landscape Partnership Scheme

- ◆ Emma and I met and then provided feedback to NILPS regarding the proposed active travel network for Sanday. There were a lot of amends and recommendations and, as a result, Jane Dixon will be revisiting Sanday at the end of this month
- Following the change in plans for NILPS, I've followed up with Alister Brown regarding the possible projects and ideas. I've also noted that whilst some islands will receive funding to put a ranger in place, those islands who already employ a ranger are likely to see their workload increase for the duration of NILPS and funding should accordingly be made available to allow this.

#### Broadband

Nothing to report

#### Strategic Planning

- ◆ I've made a start on updating the plan for the coming financial year and will be in a position to put this to the board for approval by the next board meeting. The work being undertaken in groups at this meeting is key to this process.
- ◆ An update on progress this financial year will be forwarded separately with the agenda

#### Training

I spoke with Shona from PeopleMatters on the phone as the session in Kirkwall on the 14<sup>th</sup> Feb was cancelled. The cost of this training would be £550 with a further £350 required for certification. Whilst I think the course would be useful, with travel costs etc the cost will be around £1,000. Much of this cost would be met by my funding from HIE (not sure of funding levels yet but Steve Ray may know) it's still a lot of money. Furthermore, from my discussion with Shona, it wouldn't be a straightforward case of undertaking additional study in my own time, as the emphasis is very much on giving more time and consideration to the work activities I already undertake. I've attached the information that Shona has sent through.

#### Items to be addressed

- 1 Who would like to assist with conducting interviews? 3<sup>rd</sup> and 6<sup>th</sup> of March, can be a different director for the two dates
- 2 Does anyone have a name (or names) to put forward as a possibility for approaching for architectural drawings (Care for Sunday)
- 3 As the total cost for the training, including accreditation, is significantly higher than previously agreed, are directors happy for me to proceed or would it be preferred that I look for other opportunities instead?

I'm always available if anyone has queries between meetings that I can help with. Please email me at [pgo@sandaydevelopmenttrust.org.uk](mailto:pgo@sandaydevelopmenttrust.org.uk)



## AN INTENSIVE AND CHALLENGING PROGRAMME FOR YOUR EMERGING LEADERS

The call for leadership in Scotland has never been so prominent. With the support of ERDF, HIE aims to increase leadership capability and ambition through this programme delivered for the agency by Peplematters.

### WHY SHOULD YOU BE INTERESTED?

Ambitious organisations need effective leaders. Not just at the top but at every level. Businesses flourish when managers at all levels demonstrate leadership qualities, develop new ideas and inspire those around them. You may be ambitious for your business and planning for the future but are you developing the leaders you need to ensure that future?

### WHAT IS IT?

Led by Peplematters, supported by The Academy of Leadership and Management, this pragmatic and results focused programme draws on their experience of developing leaders throughout the UK and internationally for over 20 years. It will introduce leading edge thinking and bring it to life by focusing on planned work-based experiences and live business issues.

Perhaps most importantly, it will develop the confidence and ignite the ambition of emerging leaders by opening their eyes to the power of effective leadership and setting them up for a lifetime of leadership learning.

### HOW WILL IT BE DELIVERED?

The programme will run over six to nine months, consisting of a series of workshops, on-line learning, action learning groups and one to one coaching. Participants will work with their coach to develop their learning goals, link them to business benefits and plan their learning journey.

### WHO IS IT AIMED AT AND WHAT WILL THEY GET OUT OF IT?

The programme is open to all HIE account managed companies and communities and is aimed at individuals who are new to or aspiring to a leadership role and would benefit from:

- Greater understanding of how effective leadership influences business success
- Enhanced self-awareness and confidence to learn and lead
- Greater understanding of the local and international business environment

- Increased ambition and awareness of opportunities for growth in their business
- Increased confidence to influence and challenge for change
- Enhanced ability to inspire and motivate others
- An ongoing business and personal change plan
- Full year access to full range of on line CMI learning resources
- Options to gain ILM Level 5 Certificate in Leadership & Management.

1.	Self-Mastery in Leadership	Exploring what leadership means in a 21st Century Business, clarifying who you are as a leader - your strengths and stretch areas - and defining your leadership development journey. (2 days - residential) "People buy into the leader before they buy into the vision." John Maxwell			C
2.	Leading in Unknown Territory	Investigating the fast changing and uncertain world of business in the 21st Century and discovering how to recognise opportunities in the emerging future. (1 day) "Those who only look to the past or the present are certain to miss the future." John F Kennedy		AL	C
3.	Building Ambition into your DNA	Analysing opportunities for innovation and growth in your organisation and mastering a range of tools and techniques to encourage innovation and collaboration. (1 day) "Innovation is the ability to see change as an opportunity not a threat." Steve Jobs		AL	
4.	The Human Element of Change	Reflecting on the emotions of change, exploring why change fails and learning how to engage and empower others in the change process. "One is never afraid of the unknown; one is afraid of the known coming to an end." Jiddu Krishnamurti	SAL		C
5.	Influence and Impact	Understanding how to develop your personal power and influence and discovering how to develop powerful collaborative relationships. (1 day) "The key to successful leadership today is influence, not authority." Ken Blanchard			C
6.	Leading Others	Recognising how to inspire others in a shared vision and discovering how to release the energy and commitment of others to achieve it. (2 days - residential) "Leadership is the capacity to translate vision into reality." Warren Bennis			

C - COACHING

AL - ACTION LEARNING

SAL - SELF-DIRECTED ACTION LEARNING

## HOW MUCH?

The full cost of the Programme is supported by Highlands and Islands Enterprise and the European Regional Development Fund.

The cost is heavily subsidised and varies by company size, typically from £550 - £950 for organisations with up to 250 employees\*.

Support from HIE towards travel costs may be available.

\*For companies with greater than 250 employees, please contact the programme manager.

## WHAT NEXT?

To find out more contact:

### Programme Managers

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EUROPE & SCOTLAND  
European Regional Development Fund  
Investing in a Smart, Sustainable and Inclusive Future



Eòrpa agus Alba  
Maoin Leasachaidh Roinnean na h-Eòrpa  
A' tagadh ann an Am ri teachd Gleusda, Seasmhach is In-ghabhail



Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean

# Transport and Infrastructure

## Why is this important?

Appropriate communication networks will be essential to the economic success of the community and enable local people to remain connected to the wider world. Affordable and convenient transport will enable residents to access services and facilities that it's not appropriate to provide on Sanday, helping to ensure a high quality of life. Improved transport and communication links also help residents to maintain contact with their extended families and friends.

Improved transport connections should also help to make a break to Sanday an attractive proposition to potential visitors, with improved beach access and accessible paths helping to provide a positive experience. An increase in visitor numbers will provide economic benefit to many local businesses and help to diversify income and employment opportunities.

Reducing the reliance on oil for travel will enable residents to live a more sustainable lifestyle and will bring long-term reductions in the cost of living.

Improved resilience to power outages and extreme weather enables the older or more vulnerable members of our community to remain in their own homes for longer, rather than moving away to live with family or to an area that is less geographically isolated.

## Sanday Plan Key Objectives

1. Work to develop communication networks of comparable standard to other areas of Scotland
2. Lobby for transport within and beyond the Orkney isles to be looked at more holistically, encouraging joined up thinking between providers to provide improved capacity and connections to service users
3. Investigate methods of reducing ferry costs for island residents and businesses
4. Work with other islands to investigate opportunities for 'community cars' based in Kirkwall
5. Improve the community's resilience to significant power outages and emergency weather events
6. Upgrade and maintain paths, accesses and parking facilities around the island
7. Reduce reliance on oil for on-island travel
8. Facilitate the sustainable growth of public transport

# Economy and Employment

## Why is this important?

It is vital to attract new economically active residents to the island in order to maintain the viability of existing businesses and to diversify the skills and knowledge base within the community.

Achieving these objectives will provide an environment whereby existing residents are able to fulfil their own hopes and ambitions and are able to work, helping to create an economically prosperous and sustainable community.

## Sanday Plan Key Objectives

1. Increase the availability of adult education and training on Sanday, particularly courses to assist with obtaining employment, boosting confidence and encouraging entrepreneurial spirit
2. Encourage the take up of off-island or distance learning in order to fill skill gaps on Sanday
3. Encourage the creation of new businesses and the appropriate expansion of existing businesses, making use of innovative business models to help ensure longevity and sustainability
4. Encourage collaborative working between businesses and organisations in order to maximise economic and social benefit
5. Create, directly or indirectly, employment opportunities for existing residents (particularly trainee/apprenticeship opportunities for school leavers)
6. Improve local knowledge of businesses based on Sanday and the services they can offer
7. Raise the profile of Sanday as a visitor destination and consider appropriate ways to grow tourism employment to provide greater diversity of income
8. Work to regenerate Kettletoft Village to make it a more appealing place for families to live, visitors to visit and businesses to be located.
9. Increase the availability of business premises
10. Promote Sanday as a place to live and work, to attract economically active people to relocate

# Environment, Waste and Renewables

## Why is this important?

A more sustainable and self-sufficient lifestyle not only brings environmental benefits but can also provide economic benefits – both in creating employment opportunities and reducing the cost of living (once the issue of upfront cost has been addressed).

Encouraging residents and visitors to appreciate the safe and unspoilt environment that Sanday can offer also brings economic benefit in the form of increased visitor numbers spending money within Sanday's local economy. Greater involvement in Sanday's natural environment should also bring health benefits whilst improving social cohesion by bringing together different sections of the community.

## Sanday Plan Key Objectives

1. Work to increase the level of general self-sufficiency throughout the island with regards to fuel and food
2. Increase opportunities for reuse and recycling
3. Explore opportunities for reducing waste
4. Develop the existing ranger service to encourage greater participation in wildlife and environmental projects and to encourage a sense of pride in the beauty and abundant wildlife Sanday has to offer
5. Utilise the existing ranger service to encourage an interest in nature and archaeology, particularly amongst younger residents
6. Encourage environmental clean-up of key areas
7. Promote and encourage greener ways to travel on the island
8. Ensure that community projects embrace renewable energy sources
9. Increase the amount of renewable energy used on Sanday, whilst ensuring that such development is carefully managed

# Housing

## Why is this important?

In order to retain existing and attract new residents to the island, appropriate and affordable housing needs to be available. Increased access to energy efficiency measures and renewable sources of energy help to 'free up' money for use in the local economy that would otherwise have been spent on heating and lighting.

## Sanday Plan Key Objectives

1. Build partnerships in order to develop appropriate housing stock to meet local provisioning needs
2. Explore ways of working that will match the need to 'rescue' traditional housing with the need for modern, energy-efficient housing
3. Develop methods for removing barriers to installing renewable energy sources and energy efficiency measures
4. Tackle the underlying range of issues that result in fuel poverty (i.e. low income, poor housing standards and other barriers/issues)
5. Provide opportunities for residents to develop the skills necessary to undertake the work needed to upgrade housing stock
6. Develop initiatives to encourage potential residents to move to or 'trial' living on Sanday, e.g. online promotion of properties (particularly those for rent), gateway house, etc

# Facilities and Recreation

## Why is this important?

Despite being geographically isolated, there is a desire for the 'comforts' of modern living and for Sanday society to continue as a thriving community, there is a need for a flexible but progressive approach to drive forward initiatives that help to address the challenges facing our island.

The Sanday way of life is a major draw for new residents. However, hard winters and lack of services can make life difficult to adjust to for incomers. There is also a trend of existing families moving to mainland Orkney or further afield in order to access services and facilities that are not easy to access as a Sanday resident.

The time and difficulty in attending medical appointments is of particular concern to residents. Another area of concern is the lack of local care options for elderly or vulnerable residents who require around-the-clock attention. Removing these individuals to mainland Orkney, Westray or mainland Scotland results in residents becoming isolated from family and friends and, in some cases, moving away from the island they have lived on since birth.

## Sanday Plan Key Objectives

1. Work with NHS Orkney to investigate the reintroduction a visiting dentist and options for delivering more medical care locally and via video conferencing, etc
2. Investigate options for providing 24 hour care for residents that require it
3. Ensure community led development considers provisioning to complement and extend existing facilities
4. Investigate opportunities for further play ground facilities, in a different area of the island
5. Encourage local businesses to diversify in order to offer alternative sources of recreation and income streams
6. Consider options for upgrading the sound and lighting equipment in the community hall to encourage further use of the facilities
7. Maintain and build the capacity of volunteers and community organisations in order that they can continue to address the challenges facing our island

# Culture and Heritage

## **Why is this important?**

Access to shared cultural experiences helps to improve social cohesion, as well as being educational and beneficial to mental health.

Achieving museum accreditation for Sanday Heritage Centre will enable access to additional funding streams and other sources of support, ensuring the longevity of the centre and its role as a hub of knowledge of heritage activities.

## **Sanday Plan Key Objectives**

1. To support the activities of musicians, artists, poets and writers on the island through initiatives to increase public access and take up of the arts
2. Make use of technology to improve access to cultural experiences
3. Encourage groups and shows performing in Kirkwall to visit Sanday
4. Work to achieve museum accreditation for Sanday Heritage Centre
5. To continue to develop the Heritage Centre and its role as a hub for heritage events, activities and information

## Membership

Objective	Activities	What's happened so far?	What still needs to happen?
<b>1.1</b> Increase membership over a period of 12 months	Directors and staff to positively promote the Trust in dealings with members of the public ( <i>ongoing</i> )	Increased positivity has been noted in interactions between staff and members of the public	
	Create a welcome pack for new residents, to include a membership form ( <i>short</i> )		Due to workload, this has not yet been taken forward
	Staff and directors to encourage friends and families to join - with everyone signing up at least two individuals ( <i>ongoing</i> )	Membership form available online and from HF  One director has been very active in recruiting new members	Membership as percentage of population is still low compared to other Orkney isles.  Further action required
	Four articles in the Sanday Sound promoting Trust membership ( <i>short</i> )	Two articles submitted during the year	Further article to appear in March Sanday Sound
	Attendees at all Trust events to be encouraged to join (if a Sanday resident) ( <i>ongoing</i> )	Staff have encouraged residents to join at events, as appropriate	Continued promotion
	Annual review to be used as a marketing tool and sent to all households on Sanday along with a membership form if a non-member ( <i>short</i> )	Annual review sent out to all households	Look at developing this further as a marketing tool for use with other organisations, funders, media, etc
	Directors to undertake a recruitment drive, including visits to local groups to promote the work of the Trust ( <i>short</i> )		There has been a discussion during a board meeting about this but, to date, no talks to groups to promote the Trust have been delivered

## Economy and Employment

Objective	Activities	What's happened so far?	What still needs to happen?
<p><b>2.1</b> Work to regenerate Kettletoft Village to make it a more appealing place for families to live, visitors to visit and businesses to be located</p> <p><b>2.2</b> Increase the availability of business premises</p>	Develop and commence delivery of a project to regenerate Kettletoft village (including the harbour), to include provisioning for businesses, office spaces, visiting yachts and other social use ( <i>long term</i> )	<p>Feasibility study and business planning undertaken</p> <p>Application submitted to IHF</p> <p>Funding for purchase of properties secured from SLF</p> <p>Working with NILPS to secure funding for public realm and heritage improvements</p>	<p>Purchase and redevelopment of property</p> <p>Funding for redevelopment works to be secured</p>
<p><b>2.3</b> Increase the availability of adult education and training on Sanday, particularly courses to assist with obtaining employment, boosting self-confidence and encouraging entrepreneurial spirit</p>	Continue to develop the Skills for Sanday project to meet the needs of residents and seek further funding to allow the project to continue ( <i>continuing</i> )	<p>Funding secured for 2017 (SSE and Scot Sea Farms) and partial funding in place for 2018 &amp; 2019 (SSE).</p> <p>Learning coordinator recruited</p>	<p>Increase the employment skills offering of project</p> <p>Secure additional funding for 2018</p> <p>Move project towards self-funding basis</p>
<p><b>2.4</b> Encourage the creation of new businesses</p>	Develop a package of support for new businesses, utilising internal and external expertise as appropriate, i.e. folder of contacts/sign posting of support plus Skills for Sanday project ( <i>short term</i> )	Folder set up and available within Heilsa Fjold	<p>Increased promotion of folder</p> <p>Develop and expand contents of folder</p>
	Set up a social enterprise or encourage the creation of a private business to support and promote the work of Sanday crafters and artists ( <i>medium term</i> )		On hold pending developments at Kettletoft
	Increase the number of local opportunities to promote Sanday produce and crafts to visitors ( <i>short term</i> )		Advertise in Sanday Sound for crafters who may wish to sell work in Heritage Centre or Heilsa Fjold

<b>2.5</b> Create, directly or indirectly, employment opportunities for existing residents	Create a 'home working' hub to enable Sanday residents to work remotely ( <i>medium term</i> )		This will be considered for taking forward as part of the Kettletoft project
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## Culture and Heritage

Objective	Activities	What's happened so far?	What still needs to happen?
<b>3.1</b> Work to achieve museum status for Sanday Heritage Centre	PGO to seek funding for a 2-3 year period to ensure the continuation of the Heritage Centre Assistant position ( <i>short term</i> )	50% secured through SSE for the next 3 years	Application for funding to be submitted to MGS once application to work towards accreditation is approved
	HCA, supported by the Heritage Group, to undertake the work required in order to achieve provisional accreditation status for Sanday Heritage Centre within 18 months ( <i>long term</i> )	M&As amended to allow application to Museum and Galleries Scotland to proceed  Work on policies has commenced	Further policy work required
<b>3.2</b> Continue to develop the Heritage Centre and its role as a hub for heritage events, activities and information	Utilise and promote the Heritage Centre as a place to show-case local persons of note and, if applicable, their work ( <i>on-going</i> )	Corner about Max planned for 2017	Further individuals to be identified for inclusion in future years
	Make contact with Orkney College and two or three national colleges in order to develop relationships which promote Sanday's Heritage and archaeological status ( <i>on-going</i> )	Our main one was to be with Orkney college re B98 digital maps of wrecks but that has been shelved. We still have on going relations with St Andrew's university re archeology and certainly with Tannerness House museum re the Appie House Stone. We seem to have more links with museums rather than colleges. e.g. received material from Dutch museum on material on the 'Utrecht'	



## Transport and Infrastructure

Objective	Activities	What's happened so far?	What still needs to happen?
<b>4.1</b> Work to develop communication networks of comparable standard to other areas of Scotland	Continue to work with Community Broadband Scotland and other islands to develop and deliver a project to provide superfast broadband to Sanday residents, if this is not taken forward by BT as part of their planned works ( <i>long term</i> )	Very slow progress  Board has voted to continue to wait to see what happens, rather than push forward with individual project	Encourage residents to continue raising issues with local MP and suppliers
<b>4.2</b> Upgrade and maintain paths, accesses and parking facilities around the island	Ranger and PGO to work with local organisations to create and deliver an island wide programme of improvement works for paths, accesses and parking facilities ( <i>medium term</i> )	Land ownership of Sanday nearly fully mapped  Working with NILPS to identify improvements that could be delivered via that project	Work with land owners to seek permission for works  Obtain funding for volunteer ranger group and works  Set up volunteer ranger group to deliver works
	Investigate options for additional toilet and bin facilities – particularly at North End and Whitemill Bay ( <i>medium term</i> )		No progress to date
<b>4.3</b> Investigate opportunities for community cars (particularly EV) based in Kirkwall	Work with other Orkney islands to develop provisioning of two or three community cars in Kirkwall, particularly if another island is a lead partner on the project ( <i>medium term</i> )	Very little, due to workload of counterpart leading project	Decide whether the Trust wishes to take the lead on this potential project
<b>4.4</b> Lobby for transport within and beyond the Orkney isles to be looked at more holistically, encouraging joined up thinking between providers to provide improved capacity and connections to service users	Lobby, and if appropriate work with, Orkney Ferries to improve transport services and reduce costs for island residents and businesses ( <i>on-going</i> )	Feedback given to Peter Brett Associates (OIC travel study)  Initial letter sent to Marine Services who indicated they may be willing to discuss ways of reducing costs for island residents	Lobby local councillors on this issue on the run up to elections  Follow up on Marine Services offer to discuss

## Facilities and Recreation

Objective	Activities	What's happened so far?	What still needs to happen?
5.1 Work with NHS Orkney to investigate the reintroduction of a visiting dentist and options for delivering more medical care locally and via video conferencing, etc	Form a working relationship with NHS Orkney, both on Sanday and on mainland, with the aim of increasing the range of services available on Sanday ( <i>medium term</i> )		No progress to date
5.2 Investigate options for providing 24 hour care for residents that require it	PGO to continue to support the existing Care Home Steering Group. Board to consider a more formal relationship with the Group when appropriate, particularly if major funding is requested.	Care Home Steering Group is now 'Care for Sanday' and a sub-group of SDT  Regular attendance at community led care meetings hosted by HIE in Kirkwall  SDT is lead partner on group application to Islands Housing Fund for funding to undertake Housing Needs Assessment and prelim works. EOI submitted	Continue with current work.  Submit application for funding to IHF
5.3 Maintain and improve existing Trust facilities for the benefit of residents	Continue to provide and improve existing facilities	Maintenance works undertaken as needed  Volunteer secured for small works to reduce costs  Heritage Group considering storage needs in order to preserve the collection for future residents	
	Carry out appropriate promotion to increase usage levels.	Continued promotion of HF and HC in Sanday Sound and regular promotion via facebook.  HF open for longer hours to enable use by youths  Usage of HF at highest level since	Investigate trip advisor for promotion  Increase promotion of Sanday and facilities on mainland

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## Environment, Waste and Renewables

Objective	Activities	What's happened so far?	What still needs to happen?
<b>6.1</b> Work to increase the level of general self-sufficiency throughout the island with regards to fuel and food	Develop a community gardening/food growing project to complement the existing range of food grown on Sanday, in partnership with other community groups as appropriate ( <i>medium term</i> )	Funding secured (People's Health Trust) to deliver 2 year project that seeks to improve social connections through the medium of gardening.  Staff vacancies have been advertised	Transfer of land from OIC to SDT  Planning permission for structures on site
<b>6.2</b> Increase opportunities for reuse and recycling  <b>6.3</b> Explore opportunities for reducing waste	Work to increase the range and amount of materials recycled by people on Sanday (e.g. scrap metal, plastic, cardboard) and explore other methods of reducing the amount of waste generated ( <i>medium term</i> )	Reuse centre goes from strength to strength  Early discussions with OIC regarding increasing opportunities  Ranger looking to work with SCC to take forward	Sanday CC to confirm what schemes are already offered  Continue to develop plans for 'island clean up' weeks
<b>6.4</b> Encourage environmental clean-up of key areas	Encourage and promote the environmental clean-up of beaches and privately owned land, including the provision of resources if necessary ( <i>short term</i> )	Ranger encourages event attendees to undertake beach cleans as part of event  Free bags to assist with clean-up whilst walking received from Keep Britain Tidy	Bag the Bruck/Sanday Spring Clean – big push this year ready for the summer season
<b>6.5</b> Develop the existing ranger service to encourage greater participation in wildlife and environmental projects and to encourage a sense of pride in the beauty and abundant wildlife Sanday has to offer	Expand Sanday's online presence (in particular to promote the island's natural environment and wildlife to potential visitors) and increase the number hits on the Sanday and Sanday Ranger websites and the number of followers on twitter and Facebook ( <i>short term and on-going</i> )	Sandy Ranger fb page and twitter account  Sanday ranger website relaunched  New web volunteer secured	Substantial work required in order to revamp main sanday.co.uk site but it continues to be widely used by visitors to the island  Train new website volunteer
	Continue the existing ranger service and consider opportunities to develop it further should funding opportunities arise ( <i>on-going</i> )  Identify new sources of funding for the ranger service and secure funding for the next 2-3 years ( <i>short term</i> )	Funding secured for the next 3 years (SNH) towards ranger post.  Application submitted to 'Your Island Your Choice' to launch volunteer rangers	Look at other options (i.e. not grant) for funding the ranger service