

Board Meeting
Monday 28 September 2023 19.00 hrs

1. Attendees:

Directors: J Spurway (Chair), D Robertson.

On Zoom: L Brown, W Levack, C Palmer. Connection was poor and attendance was part-time.

Staff: C Crawford, L Manderson

2. Apologies: J Lang, R Macintyre

3. Minutes of Last Meeting: Draft 2 had not been circulated for which LM apologised. These will be circulated and Board to approve at next Board meeting.

4. Declaration of Personal Interest: None.

5. Reports from Board members

William Levack:

Self-catering lets indicate 50% profit minus overheads: rates, electricity, water, staff costs.

Clark Anderson still looking at ways of reducing costs by combining laundry and cleaning.

Chris Palmer:

- Self-Catering Snagging: CP has been away and will check tomorrow re snagging and also payments.
- Hut 47 Duke of Edinburgh tenant. Planning application is with PKC Heritage Conservation Officer's team leader and approval is expected over next week or so. CP will update DofE.
- Conservation Management Plan: CP has been in touch with PKC Heritage Trust and will be back in touch with them next week to progress.
- Grade B huts window repairs/replacements: The MOD had installed mixed designs of windows and CP is getting in touch with PKC Heritage Conservation to discuss a general policy for replacing windows with a standard design.

Davie Robertson:

- Unit 46. DR meeting potential tenant tomorrow 29 Sept to show them around.
- Unit 75N: D Smart has sent potential tenant copy of lease and await response.
- Unit 55: Potential tenant now wants the full hut (rather than 2/3rds)
- DR meeting with D Smart tomorrow 29 Sept to progress with D Smart potentially managing all of the leasing.

Lindsay Brown:

- Community Action Plan. Comrie Community Council have agreed to take this on.

Jeremy Spurway:

- Responding to people and issues as they arrive.
- Biomass. Broken augur replacement: One of our tenants obtained a quote from company in Northern Ireland but is the same as earlier AMP quote of £6k. That tenant advised that a new one could be manufactured in China and shipped back for much less. He also thinks we could get this one temporarily repaired for c. £500 which may last until the new is manufactured. Our tenant is following this up.
- TV Programme Four in a Bed: LM advised participants staying 3 and 4 October. LM and

Clark Anderson have been working on getting the huts ready. They will have unrestricted access to the museum on 3rd.

6. Finance (Colin Crawford)

- Auditors are on site this week and next week to carry out testing. Accounts expected to be signed off mid October and ready for CDT signature early November. This will allow them to be submitted to Companies House and OSCR early December. Key evidence will be to prove that CDT are a going concern for the next 12 months. CC and JS working together on this.
- Day to day payments in order of importance are: HMRC, Payroll, Pension provider, Triodos Bank loan, Energy Savings Trust loan, Insurance monthly premium, and Energy supplier.
- Social Investment Scotland Loan: This is progressing. SIS asked that EST and Triodos Bank would give their consent for CDT to obtain this loan. However, as there is nothing in the terms of these loans that would prevent CDT taking a loan from SIS have accepted there would be no objection.
- Triodos Bank wish to see cash flow and profit and loss. CC is updating the business plan that will explain how loans are being used.
- Funding opportunities: Grass Shoots up to £10k for running costs. We had been refused Smart Meter funding, but CC has applied to Thomson Charitable Trust which is usually up to £3k and this would be to fund: legal costs such as solicitors processing loans and any other legal costs; debt chasing; and CC's time to facilitate an audit.
- Community Ownership Fund: Last year there was considerably less money available and match funding of 50% had to be found. However, one of their aims is that no community asset should be put at risk. Support from them would stop having to sell off parts of the camp. There is up to £1M available with 20% match funding. CC has been in touch with Gannochy who believe this is possible and would provide £50k development costs to programme the project (i.e., payment of a salary).
CC spoke to consultant and Head of Community Ownership Fund in Scotland they advised CDT fits the category: Projects to consider would be: complete another 2-3 self-catering units; develop the camp infrastructure (electricity and sewage); upgrade empty huts to make them usable again; develop the Officers Mess. Need to focus on what is best return for this investment.
- CC meeting with CP in preparation for CC meeting on 5 October with Architectural Heritage Fund which may be a source of funding for staff support.
- Crisis Fund: CC to look into this. **Action: CC**

7. Staffing

JS had circulated staff budget options and organisation charts for discussion. Due to the poor quality of the Zoom connection JS asked Board members to take time to review these papers after the meeting. Referring to the papers, the key points that JS made/proposed were:

- Introduce a Development Co-ordinator role (rather than CEO) to co-ordinate Cultybraggan activities alongside the Development Trust activities. That role could be upscaled with the £50k development funding or in future with our own funding.
- We are not able to deliver on the strategic review and manage four different business strands to generate a return which would support a CEO. Trying to get the museum and

events into a profitable position; developing self-catering to its full capacity and achieving profitability; developing the huts for letting; and then managing the conflict of potential 40k visitors each year with weddings, holidaymakers and light industry is complicated and we are not in a position to deliver on all of these.

For the last 9 months the Board have been providing the voluntary labour to carry out development, estate management and finance activities and that cannot continue. We have a commitment both legally and morally to the 35 businesses and 55 people employed at the Camp and a legal commitment on the self-catering business. The key roles to support these activities are Estate Manager, Finance Officer and Administrator.

- Service Charges: A discussion on the way service charges had been calculated in the past and the need to be clear with our tenants as to how the charges are now applied was recognised and discussed.
- The museum and events are not making a profit and a lengthy discussion on the viability of these areas took place. However, as the Zoom connection was so poor those Board members left the meeting during this discussion, and the meeting was then not quorate.
- The Office Manager role will need to be advertised in the next two weeks.

There being no other business, JS thanked everyone for attending and the meeting closed at 21.10 hrs.