



ANNUAL OPERATING PLAN

2021-2022

1. 2020-2021 OVERVIEW

We have continued to focus our efforts on coordinating a community response to the COVID-19 pandemic, delivering our first food parcel on 1st June 2020. This work has had a great impact on the lives of community members who were at risk of severe illness due to underlying health conditions and those who lost their livelihoods overnight. Working closely with a team of dedicated community volunteers, we provided essential support services until the end of March 2021.

Whilst the pandemic brought challenges to the Trust, it has not halted the development and delivery of many of our priority projects. We have continued to work tirelessly to bring fast broadband to FINDERNE, undertaken an affordable housing feasibility study at Brockloch in Rafford and welcomed FINDERNE's first apprentice. In March, we expanded our team by creating a second full-time graduate role to help address community fuel poverty and increase energy efficiency in FINDERNE to lead the community towards carbon zero.

MEMBERSHIP

Our work over the past year has helped us reach and engage with many new members of the community. Unfortunately, this is not reflected in only a small growth in our membership which currently stands at 124. It is our hope that when COVID-19 restrictions are lifted and face-to-face interactions can resume, that we will be able to once again distribute paper membership applications at community events, meetings and consultations.

GOVERNANCE

In early August, were deeply saddened by the untimely passing of Chris Piper - our friend, colleague and Chair.

Director Brian Higgs stepped up to guide us through this difficult time and to our second AGM which took place on 29th October.

Members Tim Hurst and Stephen Nasrat stood for Directorship. With two vacancies, both Tim and Stephen were welcomed to the Board. Brian was elected as Chair by the Directors with James McKay and Emma Sedgwick jointly taking up the position of Vice-Chair.

Tim Hurst resigned from his position on 16th February and has since been replaced by Moira Dennis who joined us as a Member Director on 23rd February.

2. 2020-2021 GOALS & ACCOMPLISHMENTS

We have achieved the following key goals which were identified in our 5-year Strategic Plan and 2020-2021 AOP, including:

Rural-based Apprenticeships

1. Following the workshop we delivered in partnership with Skills Development Scotland in February 2020, we have continued to engage Finnerne businesses in the project. As the pandemic dramatically changed the economic landscape, we adapted and kept an open dialogue with businesses to understand how we could best support them during this time and provided funding information.
2. We were delighted to grant our first Rural-based Apprenticeships award of £12,770.74 on 5th March to Green Leaf Design & Build Ltd. This will support a young person living in Finnerne to undertake a 4-year carpentry and joinery apprenticeship.
3. One further Rural-based Apprenticeship application has been submitted and is currently under review.
4. Having listened to the needs of businesses and the challenges they are facing; we launched a second route to support in February: Rural-based Employment. This aims to support the sustainability, growth and diversification of local businesses by providing gap funding to create new employment opportunities to strengthen and grow the local economy, the community, and attract and retain more talent in Finnerne for the long-term. This has already generated interest from businesses, and we continue to promote the scheme.

Home Care & Wellbeing

1. We worked closely with local volunteers to deliver 12 months of Finnerne Coronavirus Support. This included providing 19 households with weekly food parcels or vouchers, fuel for those experiencing fuel poverty, shopping and prescription delivery and a telephone support line.
2. Provided PPE to community groups and buildings.
3. We worked in partnership with the Rafford Village Café and Rafford Village Hall to deliver a very successful outdoor community recovery event on 12th December which community members were delighted to attend.
4. The Trust now has three Paths for All trained walk leaders. We did a soft launch of Finnerne Walks in December 2021, offering community members a taster session at the COVID-19 recovery event.

Broadband

1. Registered Funderne for a Community Fibre Partnership, completing the initial data submission and obtaining two quotes.
2. Engaged our local MSP Richard Lochhead in the project to gain support. Held several meetings with Richard, Openreach and Scottish Government officials, including Paul Wheelhouse, Minister for Energy, Connectivity and the Islands.
3. Delivered a PR campaign to call for the early release of the Scottish Broadband Voucher Scheme Interim vouchers. This generated over 220 items of coverage, reach over 11 million people and was valued in the region of £425K - £1.2M.
4. Provided the community with regular updates and answered all queries.

Brockloch

1. Commissioned Communities Housing Trust to undertake an affordable housing feasibility study at Brockloch, Rafford. The study included a housing needs survey report which received 120 responses from residents, non-residents and Funderne businesses, the development of a business plan and submission of a pre-planning application to the Moray Council.
2. Zero Waste Scotland energy audit report of Rafford Village Hall.

Enhancing the Dava Way

1. Created a new brand for The Dava Way.
2. Developed a framework for a new Dava Way website which includes key functionality to allow the route to reach its full potential and make the Dava Way Association more sustainable.

Energy Efficiency Living

1. Securing £14,054 from the ScotGrad scheme by working with Highlands & Islands Enterprise to help create our second FTE role. The graduate will design and deliver a 12-month project to tackle fuel poverty and increase the energy efficiency of Funderne households to lead Funderne towards carbon reduction.

Community Hub

1. Identified a possible site at Edinkillie Hall and held discussions with Edinkillie Community Association and Logie Estate as landowner.
2. Met with two local councillors to present the hub concept and gain early feedback on the project.
3. Met with the Logie Primary Parent Council to present the hub concept and gain early feedback.

4. Met with members of the Cawdor community to learn from the development of their own school and community hub development.

3. 2021-2022 PROJECTIONS/BUDGET

FDT's accounts for the year end 31 May 2020 can be viewed [here](#).

Accounts for the year end 31st May 2021 will be provided in due course.

2021-2022 GOALS

The key operation goals for 2021-2022 include:

1. Broadband
2. Brockloch
3. Enhancing the Dava Way
4. Community Hub
5. Energy Efficient Living
6. Rural-based Apprenticeships
7. Home Care & Wellbeing

Goal	Key Deliverables	Timeline	Performance Indicator/Key Output
Broadband	<ul style="list-style-type: none">• Be responsive to all changes within the R100 programme• Rapidly deploy solutions on behalf of the Finderne community for all households eligible for an interim voucher• Rapidly deploy solutions on behalf of the Finderne community for all households left behind by the R100 programme	<ul style="list-style-type: none">• Ongoing	<ol style="list-style-type: none">1. Identified solutions for every Finderne household eligible for an interim voucher2. Identified solutions for every Finderne household not included in R100 and eligible for a main voucher

Brockloch	<ul style="list-style-type: none"> • Development funding streams identified • Community consultation • SLF Stage 2 application submitted • CARES funding application submitted* • CARES feasibility study* <p>*Awaiting notification from SG on CARES funding</p>	<ul style="list-style-type: none"> • June 2021 • Immediately following COVID-19 restriction lift • June 2021 • Immediately when CARES fund opens for applications 	<ol style="list-style-type: none"> 1. Funding targets identified and initial contact made 2. SLF Stage 2 application submission in Summer 2021 3. Renewable energy feasibility report
Enhancing the Dava Way	<ul style="list-style-type: none"> • New website build • Promotional film created • Creation of a Digital Marketing role • Preparation and delivery of a marketing and communications strategy 	<ul style="list-style-type: none"> • August 2021 • July 2021 • August 2021 • March 2022 	<ol style="list-style-type: none"> 1. Dava Way launch with new brand, website and promotional video 2. Digital marketing strategy fully operational
Community Hub	<ul style="list-style-type: none"> • Preliminary design for community consultation (includes "Order of costs" • Identify potential funding sources • Design for tendering • Purchase or lease of land by end Q3 • Full funding applications by end Q4 	<ul style="list-style-type: none"> • August 2021 • November 2021 • February 2022 • February 2022 • February 2022 	<ol style="list-style-type: none"> 1. Community engagement 2. Funding targets identified and initial contact made 3. Feasibility report 4. Lease agreement

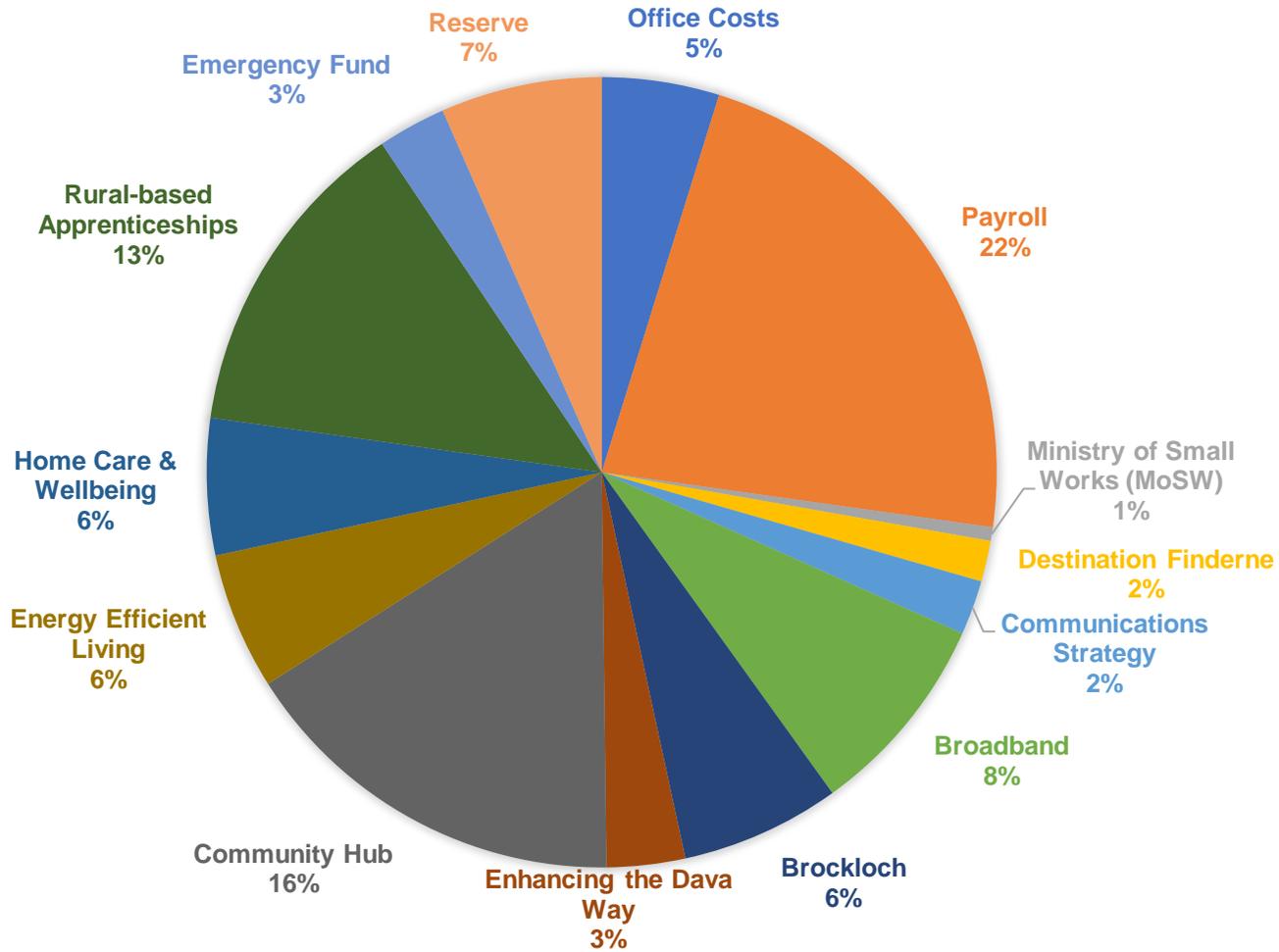
Energy Efficient Living	<p>Fuel Poverty</p> <ul style="list-style-type: none"> • Design, distribute and analyse energy efficiency survey • Engage Finderne households • Undertake energy audits in Finderne households • Deliver energy efficiency measures for 20% of households engaged with • Reduce fuel/power consumption by 10% on properties that have energy efficiency measures in place • To increase Finderne Development Trust's membership by 5% in 12 months • Increased community awareness and involvement with the Trust, connecting isolated households • Opportunities for carbon reduction identified for FDT projects e.g., affordable housing development and community hub 	<ul style="list-style-type: none"> • June 2021 • Ongoing • Immediately following COVID-19 restrictions lift • March 2022 • March 2022 • March 2022 • Ongoing • February 2022 	<ol style="list-style-type: none"> 1. Energy efficiency survey report with full analysis 2. Community Engagement of 50% of Finderne households 3. Funding streams report 4. Report outlining steps for developing a Local Energy Plan
Rural-based Apprenticeships	<ul style="list-style-type: none"> • Engage with Finderne-based businesses • Additional grants offered (maximum of 4) to businesses to support apprentices and employment 	<ul style="list-style-type: none"> • Ongoing 	<ol style="list-style-type: none"> 1. Apprentices in training 2. Rural-based Employment job creation

<p>Home Care & Wellbeing</p>	<p><u>Home Care</u></p> <ul style="list-style-type: none"> • Explore partnership with care agency (dependent on course of COVID-19 & SG Review of Adult Social Care) <p><u>Community Wellbeing</u></p> <ul style="list-style-type: none"> • Finderne Walks project launch (COVID-19 social distancing restrictions permitting) • Create a community network to facilitate community members to lead the delivery of mini wellbeing projects • Deliver events in partnership with existing community cafés at local halls 	<ul style="list-style-type: none"> • Dependent on SG Review of Adult Social Care • August 2021 • November 2021 • Ongoing, in conjunction with local café schedule 	<ol style="list-style-type: none"> 1. Signed partnership agreement 2. Integrated network of community wellbeing champions, including organisations (e.g., Dava Way Association, N4H, Friends of Blairs Loch, Rafford Village Hall etc.). 3. Community engagement
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4. 2021-2022 PROJECTIONS/BUDGET

PROJECT	ITEM	BUDGET
Office Costs		£8,600
Payroll		£40,125
Ministry of Small Works (MoSW)		£1,000
Destination Finderne	We Make Finderne Community Engagement Campaign (Photography & Marketing)	£3,000
Communications Strategy	Website Upgrade	£1,000
	Newsletter	£3,000
Broadband	SBVS Facilitation Cost	£15,000
Brockloch	Site Valuation	£1,080
	Community Consultation	£600
Enhancing the Dava Way	Energy Feasibility Study	£10,000
	Website	£2,688
Community Hub	Aerial & Ground Videography	£3,060
	Community Consultation	£1500
	Legal Costs for Lease Agreement	£2,500
Energy Efficient Living	Architectural Services for Preliminary Design	£25,000
	Community Energy Graduate - Salary & Employer NI Contributions @ 35%	£7,568
	Community Energy Graduate - Pension Contributions @ 3%	£570
	Community Energy Graduate Expenses - Mileage Survey	£1000 £900
Home Care & Wellbeing	Community Wellbeing Programme	£10,000
Rural-based Apprenticeships	4 Apprenticeships @ £6,000.00	£24,000
Emergency Fund		£5,000
Reserve	3 months Office Costs	£11,800
TOTAL		£178,991

2021-2022 PROJECTIONS/BUDGET



5. PERFORMANCE MEASUREMENT AND FUNDING STREAMS

5.1 FUNDING STREAMS

The community benefit fund budget and any additional funding streams will be tracked within Quickbooks. The FDT Board will authorise and monitor project spend.

Funding Stream Monitor

Project	Previous Years		This AOP	
	FDT Funding	3rd Party Funding	FDT Funding	3rd Party Funding
Brockloch	£5,820.00	£9,870.00	£11,680	£2,077,106.00
Broadband	£1,192.32	-	£15,000	-
Enhancing the Dava Way	£2,688.00	-	£5,748	-
Community Hub	-	-	£29,000	-
Energy Efficient Living	-	£3,513.50	£10,038	£10,055
Home Care & Wellbeing	-	£11,746.00	£10,000	-
Rural-based Apprenticeships	£3,513.04	-	£24,000	-
TOTAL	£13,213.36	£25,129.50	£105,466	£2,087,160.50