



Birsay Heritage Trust

Feasibility Study into Refurbishment of
Control Tower at former
HMS Tern, Twatt, Orkney

CONFIDENTIAL



Stage 2 Report : Business Plan

Leslie Burgher Chartered Architect
Brian Burns Associates
Orkney Surveying Services
January 2014

TABLE OF CONTENTS

1	Introduction.....	2
2	Vision of the Future.....	5
3	Site and Building Investigation and Review.....	7
4	Tourism Perspectives	14
5	Review of Similar Projects	20
6	Outline Layout Design.....	29
7	Outline Specification and Scope of Works.....	33
8	Budget Capital Costs	35
9	Strengths, Weaknesses, Opportunities and Threats.....	36
10	Review of Management Options	38
11	Marketing Strategy	40
12	Financial Appraisal	43
13	Economic, Social, Community and Environmental Benefits.....	51
14	Risk Assessment	52
15	Appendix 1 : Birsay Heritage Trust - Constitution	54
16	Appendix 2: Drawings	

1 Introduction

Background

- 1.1 HMS Tern (Twatt Airfield), located in the parish of Birsay, was commissioned as a Royal Naval Air Service (RNAS) airfield in April 1941 and remained in operation throughout World War 2 (WW2). It was one of 4 military airfields in operation during the war. The others were Hatston (on the outskirts of Kirkwall), Grimsetter (now Kirkwall Airport), and Skeabrae, which is located not far from Twatt. A wide variety of different air operations, involving approximately 20 different types of aircraft, were mounted from HMS Tern, which became a reserve air base until 1949 when it was placed on a care and maintenance basis. It was fully closed and sold in 1957. However, a number of buildings and other structures at the site remain substantially intact. Of the 4 WW2 airfields in Orkney it has the greatest amount of surviving infrastructure.



- 1.2 Ownership of the airfield site is currently divided between Orkney Islands Council (OIC) and a number of farmers. The Council owns a site of approximately 14 acres.

- 1.3 Birsay Heritage Trust (BHT) is a registered charity formed in 1998 to ***"continue the preservation of the historical, cultural and natural heritage of the parish of Birsay and to advance the education of the public in the history, culture, natural history and other features of life in the parish of Birsay, Orkney."*** A copy of BHT's constitution is shown in Appendix 1. The Trust has undertaken a range of projects to record and promote the history of Birsay. It operates the Barony Mill – a working 19th century flour mill as a tourist attraction. The Mill is owned by OIC.
- 1.4 Aviation Research Group Orkney and Shetland (ARGOS) is a non-profit voluntary organisation formed in 2009. The aim of ARGOS is to ***"document all aspects of aviation history on and around the Orkney and Shetland Isles."*** The Group's activities include recording and documenting aircraft crash sites both on land and under water, and documenting RAF and RNAS airbase and airstrip sites. ARGOS has over 60 members.



- 1.5 The Trust, in co-operation with ARGOS, has commissioned this present study to investigate and assess the refurbishment of the airfield control tower at the airfield, together with the old generator building.
- 1.6 The two buildings are owned by OIC and leased to BHT under a 25 year lease (which covers the whole of the airfield site owned by the Council). The control tower is listed Category B by Historic Scotland. It is also noted as AT RISK on the Buildings at Risk Register for Scotland. The control tower building is more fully described as a Protected Control Building (PCB), which combines control tower and operations block functions. This form of building is thought to be unique to WW2 airfield design.
- 1.7 The study brief notes that in 1986 the building was on the point of being blown up by a Ministry of Defence demolition team (the drilled holes for dynamite can still be seen), but through the intervention of Birsay Community Council, OIC saved the buildings at the last moment. The building was saved because of ambitions to refurbish the building and open it to the public as a visitor attraction. Such a development would tap into the continued public interest in WW2

and the growth in wartime-related tourism, both in Orkney and across the UK.

- 1.8 Since 1986 little has been done with the control tower, but the BHT has an ambition to complete the project. Consequently, the Trust has commissioned a feasibility study as the first step towards achieving this objective.

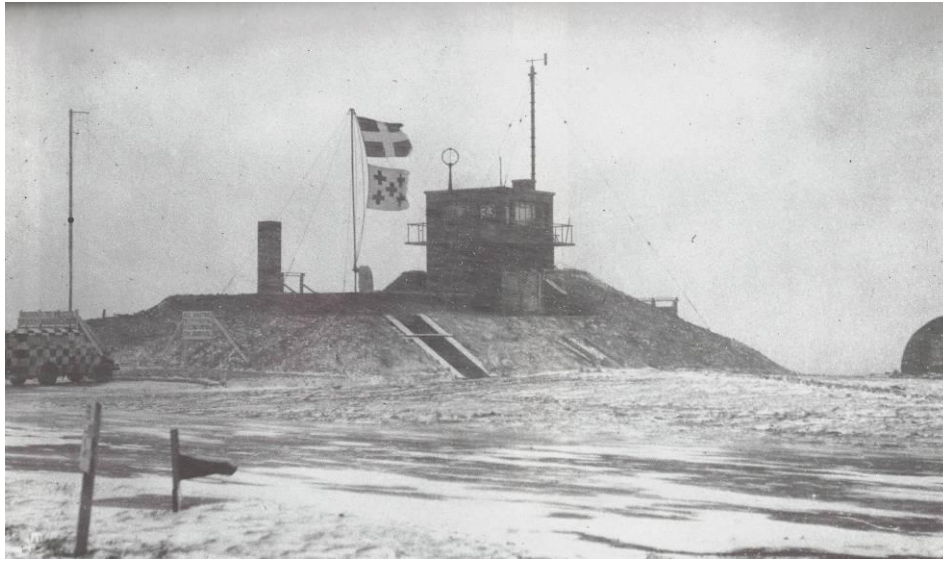
Project Description

- 1.9 The BHT and ARGOS wish to refurbish the control tower and generator buildings to provide a focal point for the interpretation of air activity in Orkney during WW2. This development would complement the various projects undertaken in recent years (eg. the refurbishment of the Ness Battery, near Stromness) that interpret and promote the naval and army history of Scapa Flow over two world wars.

Feasibility Study

- 1.10 The feasibility study has two stages:
- Stage 1 : Initial Scoping Assessment
 - Stage 2 : Preparation of a Business Plan and Conservation Management Plan
- 1.11 This document reports on Stage 2: Business Plan.

2 Vision of the Future



Lamb – Sky over Scapa / Orkney Archive

Project Objectives

- 2.1 The refurbishment of the control tower and generator building would provide:
- A living memorial to the men and women who served at HMS Tern (and other military air bases in Orkney) – thousands of people served at these bases;
 - A focal point for interpreting military aviation history to both local people and visitors;
 - An educational resource of outstanding regional and national significance (there is only one other aviation museum based in a control tower in Scotland – Dumfries and Galloway Aviation Museum, Dumfries);
 - A centre that complements other wartime tourism projects in Orkney;
 - An additional tourism attraction in Orkney that would help to spread the visitor load and aid the visitor management at key archaeological sites such as Skara Brae and the Ring of Brodgar (both of which lie within the Heart of Neolithic Orkney World Heritage Site);
 - A project that would help to attract additional visitors to Orkney, and help lengthen visitor stays in Orkney.

Scope of the Project

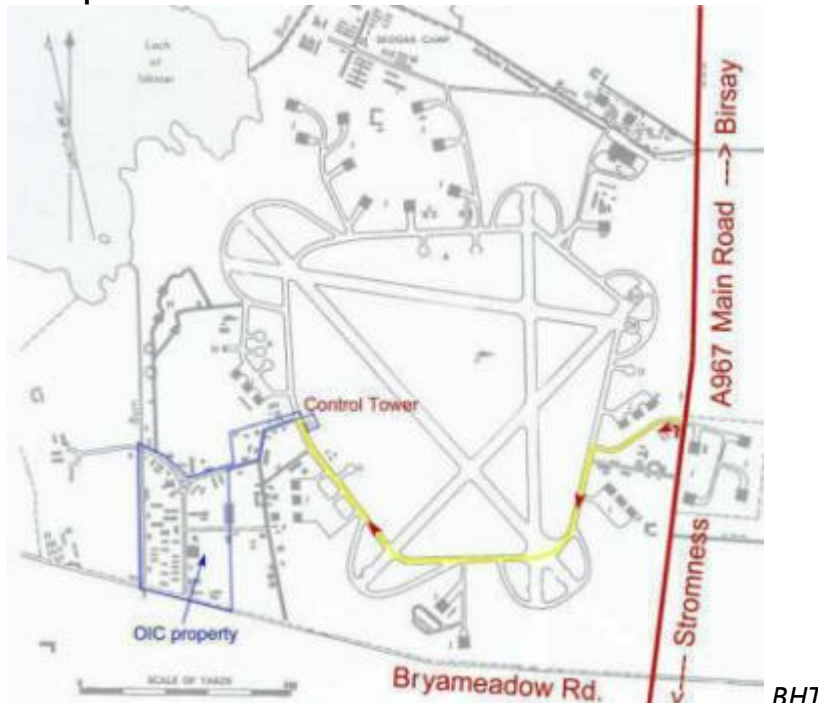
- 2.2 The refurbished buildings would:
- Interpret the WW2 aviation history of HMS Tern;
 - Interpret the WW2 aviation history of the other airfields in Orkney.
- 2.3 The interpretation planned for the control tower includes a model of the airfield in the control tower top floor and displays for each of the airfields on the ground floor. The displays would include artefacts gathered by ARGOS. The generator building would house and interpret larger aircraft parts collected by ARGOS.
- 2.4 This project can be viewed as the first stage in a longer term development programme for Twatt airfield as there is a range of other buildings and structures (eg. base cinema), which could be refurbished to a sufficient condition to aid their interpretation, and the fuller telling of the HMS Twatt story.

Scope of Capital Works

- 2.5 The buildings are, according to the brief, the only ones in Orkney connected with WW2 air services remaining in relatively good condition, but they are now over 70 years old and their condition can only deteriorate.
- 2.6 The aim for the control tower is to make it wind and watertight, repair some structural features and ensure that access is improved and made safe. To achieve a wind and watertight structure, new doors and windows will be required, together with new waterproofing layers to the roofs. It is also suggested that some degree of insulation be incorporated into the reroofing of the ground floor structure to improve conditions for the storage of artefacts.
- 2.7 In addition, a power source will be required for lighting along with a heat source to help keep exhibits in good condition.
- 2.8 A range of similar works will be required for the generator building.
- 2.9 Provision also needs to be made for adequate vehicular access and parking. Access which is adequate for buses will allow for the possibility of the attraction being included on the route used by tour buses, particularly those serving Orkney's large Cruise Liner business.

3 Site and Building Investigation and Review

Description

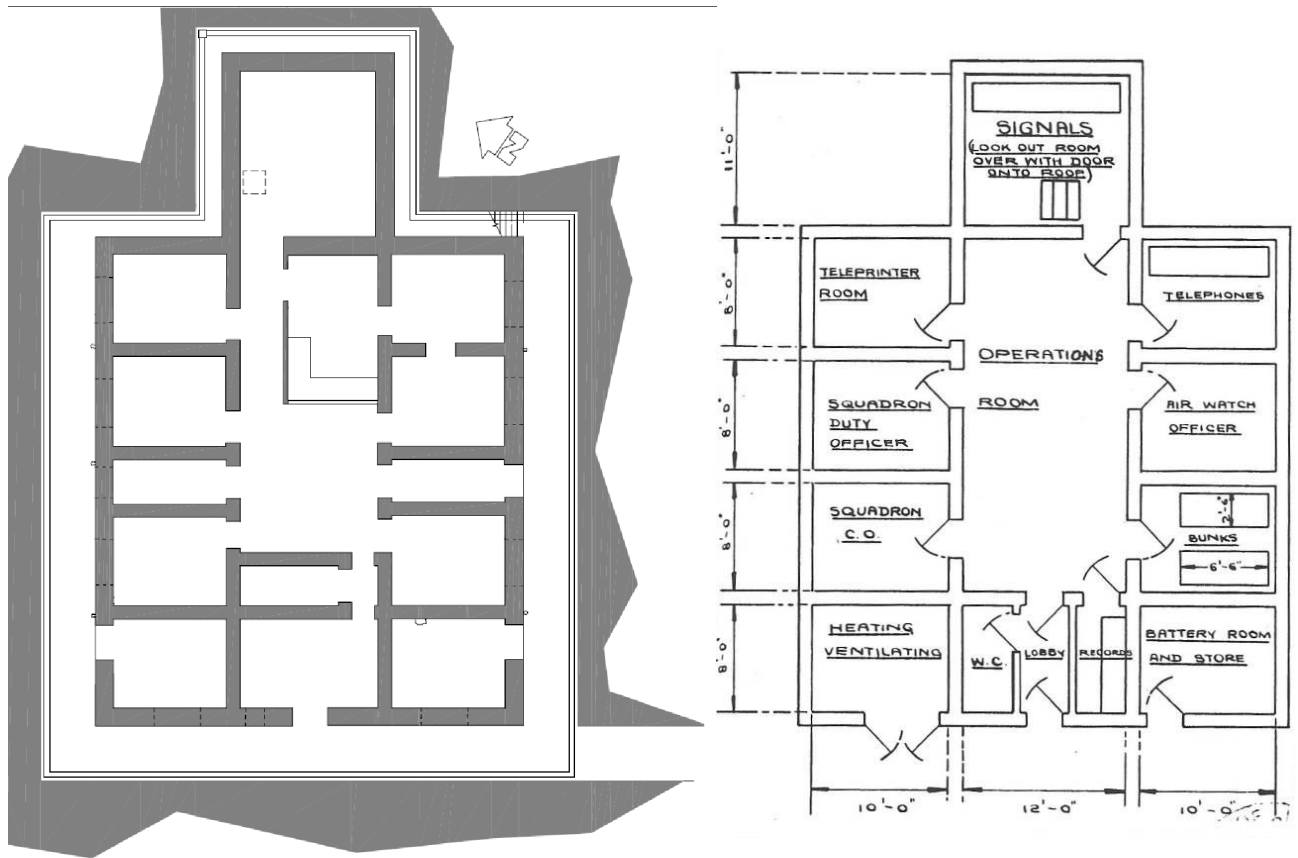


Site:

- 3.1 The site owned by Orkney Islands Council contains a number of standing buildings form the airfield, however the runways and a range of further buildings lie outwith this area in the adjoining farmland. There is understood to be goodwill towards the project and the retention of structures amongst the owners of the adjoining land.
- 3.2 The existing site access is via a hard track, part of the original airfield road layout, from the Bryameadow Road. This is usable by larger vehicles such as buses, although narrow and some widening/provision of passing places may be required. Alternative access is available over the original runways from the A967. As this is now in agricultural use and outwith OIC ownership it could only be used by agreement and perhaps to allow a one-way system for larger events

Control Tower:

- 3.3 The unique feature of the building is that it comprises a combination of two building types: a protected control building (PCB) and the airfield's control tower which has been added on top. From the Control Tower, with appropriate interpretation it will be possible to understand the layout and extent of the airfield.



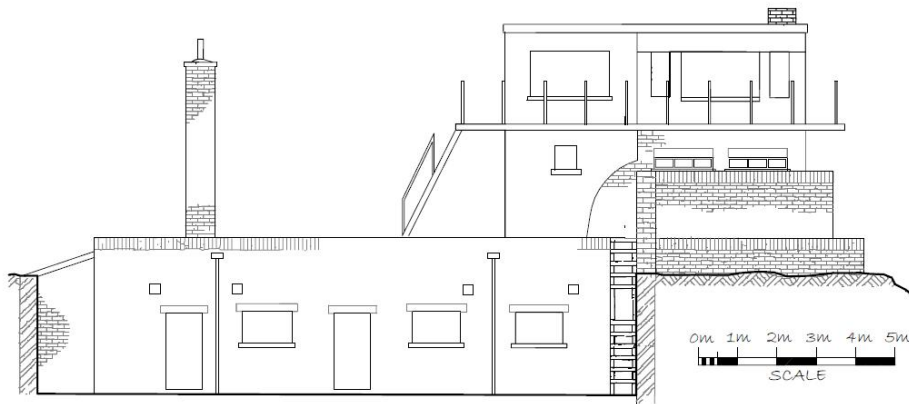
Lamb – Sky over Scapa

- 3.4 The PCB consists of a single storey brick building with a flat concrete roof edged by a low parapet. An indicative plan is contained in Gregor Lamb's book (above right) and although it does not reflect the building as it stands (above left), it gives an idea of the original functions of the building.
- 3.5 The main rectangle of the building contains a number of rooms with offices for senior officers and telecommunications functions all opening off a central space: originally the operations room. To the East lies a projecting signals room which has been lined with wire mesh to form a 'Faraday cage' On top of this and accessed by a hatch in the roof, was a lookout room.
- 3.6 The building is surrounded by earth embankments against a brick retaining wall.



www.flickr.com – Patrick and Marilyn – The K Team (taken July 2007)

- 3.7 The Control Tower has been added on top of this. A further later modification saw the addition of a room at first floor level to accommodate the gear for lighting the airfield. At this point the Control Tower was also expanded.



Generator Building:

- 3.8 The generator building is a simple rectangular structure with a flat concrete roof supported on brick walls and a steel frame. Original windows would have been single-glazed with steel frames and doors would have been of timber.



Other Buildings on the Site:

- 3.9 The site includes a range of other buildings, which are outwith the scope of the present project, but which present opportunities for future development or interpretation. These include notably:
- 3.10 **The Cinema:** The brick-built frontage to a large Nissen Hut, the cinema is set within the camp near the entrance to the site. The projection windows and the ticket desk are still clearly visible. The stage still stands and the outline of dressing rooms which were occupied by the likes of Gracie Fields and other ENSA stars.





- 3.11 **Air Raid Shelters:** A number of shelters exist within the site and include some constructed of precast concrete sections.



- 3.12 A range of workshops and other buildings remain elsewhere on the site and present various future opportunities.

Condition of Principal Buildings

Control Tower:

- 3.13 A Condition Survey by Leslie Burgher Chartered Architect is appended. The broad conclusion of the report is that, having regard to its age, form of construction and lack of maintenance, the building is in good condition.



- 3.15 The following works are required to put the building in usable condition:
- Structural repairs to beams and lintols in Control tower
 - Renewal of access to upper floors
 - Repairs to external walkway to tower and balustrade
 - Renew roofcoverings
 - Repair rainwater goods
 - Replace doors and windows
 - Provide electrical and heating services
 - Provide internal doors
 - Redecoration

Full details are included in the Condition Survey.

Generator Building:

- 3.16 The generator building has not been examined in the Arch Henderson report. It is assumed, from experience of other similar structures in Orkney and the appearance of the building, that it is in generally good structural condition for its age and construction. However, the original door to the building has been widened by removing brickwork and lintols such that a substantial area of brickwork and potentially part of the roof are currently unsupported. Remedial work to support this brickwork is urgently required and access to the building should be prevented in the interim as sudden collapse of this brickwork is a possibility.



- 3.17 The following works are required:

- Build up existing doorway with brick piers and concrete lintol over
- Renew roofcoverings
- Repair rainwater goods
- Replace doors and windows
- Provide electrical and heating services

Full details are included in the Condition Survey.

4 Tourism Perspectives

Tourism in Orkney

- 4.1 Tourism is a central part of the Orkney economy. It is based on factors such as the county's natural environment, history and archaeology, culture and way of life. In the period October 2008 to September 2009, 141,172 people (excluding cruise ship passengers) visited Orkney (Source: Orkney Visitor Survey 2008/09). Visitor expenditure in Orkney totalled £31.8 million in 2009 (at 2009 prices). These figures highlight the significant scale of the tourism market. It is a growing market, eg. visitor numbers increased by 30% between 1998 and 2009.
- 4.2 Cruise liner visits are an increasingly prominent part of tourism in Orkney, which is the UK's No. 1 cruise ship destination. In 2013, cruise liners made 73 port calls in Orkney with an aggregate passenger number of approximately 62,000. The economic impact of these passengers' spending has been estimated at £4.5 million.
- 4.3 Another important part of the market is the day trip market. Approximately 15,000 visitors per year cross the Pentland Firth via the John O'Groats – Burwick passenger only ferry. Day trippers also use the other ferry routes (Scrabster – Stromness, and Gills Bay to St. Margaret's Hope), but to a lesser extent.
- 4.4 Orkney has a range of visitor attractions with the great majority linked to the island's history and heritage as shown in Table 4.1.



Table 4.1: Orkney – Attraction Visitor Numbers

Attraction	2009	2008
St Magnus Cathedral, Kirkwall	120,193	120,909
Italian Chapel, Lambholm	92,148 E	92,289 E
Skara Brae, Stromness	69,361	65,283
Skaill House, Sandwick	49,975	47,258
Orkney Museum, Kirkwall	26,656	24,387
Maeshowe	21,357	20,952
Highland Park Distillery, Kirkwall	15,453	11,207
Orkney Fossil and Vintage Centre, Burray	13,395	12,592
Scapa Flow Visitor Centre and Museum, Lyness	12,308	9,715
Tomb of the Eagles, South Ronaldsay	11,088	10,560
Bishop's and Earl's Palaces, Kirkwall	10,895	11,492
Broch of Gurness, Evie	9,547	10,128
Stromness Museum	7,626	7,686
Corrigall Farm Museum, Harray	5,455	5,899
Sheila Fleet Jewellery, Tankerness	5,175 E	4,528
Kirbuster Museum, Birsay	5,171	4,284
Brough of Birsay, Birsay	5,126	4,641
Barony Mill, Birsay	1,810	1,787
Hackness Battery & Martello Tower, Hoy	1,802	1,613
Orkney Wireless Museum, Kirkwall	1,374	1,314

Note: E = Estimate

Sources: 1. VisitScotland
2. Birsay Heritage Trust for Barony Mill figures

- 4.5 Twatt Airfield lies in Birsay in the West Mainland of Orkney and is close to a number of other visitor attractions including Skara Brae, Brough of Birsay, Kirbuster Farm Museum, Barony Mill, Skail House, and the Orkney Brewery (which includes a café and retail area). Skara Brae and the Brough of Birsay are in the care of Historic Scotland. Recent visitor statistics for Historic Scotland sites (with staff) in Orkney are presented in Table 4.3 below.

Table 4.2 : Historic Scotland Visitor Attractions

	Visitor Numbers		
	2009-10	2010-11	2011-12
Bishop's & Earl's Palaces	10,895	11,072	11,771
Brough of Birsay	5,126	5,572	5,717
Gurness Broch	9,547	9,680	9,989
Hackness	1,802	2,506	1,924
Skara Brae	69,055	68,488	68,852
Tormiston Mill	21,476	21,928	22,740
Total	117,901	119,246	120,993

Source: Historic Scotland

- 4.6 The Barony Mill is a 19th century meal mill, owned by OIC, which is operated by the Birsay Heritage Trust. It is a working mill that is open to the public during the Summer. The Trust has gained considerable experience of managing a visitor attraction through its work at the Mill. Visitor numbers at the Mill increased by 124% over the 11 year period 2003-2013 as shown in Table 4.2. The average annual number of visitors over the period was 2,225. Visitor numbers have risen in each of the last 6 years with a 10% increase recorded in 2013.

Table 4.3 : Visitor Numbers for the Barony Mill

Year	Visitor Numbers
2003	1,603
2004	1,665
2005	1,302
2006	1,463
2007	1,901
2008	1,787
2009	1,810
2010	2,923
2011	3,171
2012	3,252
2013	3,595

Source: Birsay Heritage Trust

Wartime Heritage Tourism in Scotland and the rest of the UK

- 4.7 Wartime heritage is a central element of Scotland (and UK) tourism, as illustrated by the visitor numbers for castles, battlefields, military museums and other military sites. Visitor statistics for a selection of Scottish attractions are present below:

Visitor Numbers, 2009

Castles & Forts

Edinburgh Castle	1,196,481
Stirling Castle	383,293
Fort George	61,460

Battlefields

Culloden Visitor Centre	112,178
Bannockburn Heritage Centre	50,571

Military Museum

National War Museum, Edinburgh	494,213
Oban War and Peace Museum, Oban	30,491
Gordon Highlands Museum, Aberdeen	25,794
Black Watch Regimental Museum	14,128

Other Attractions

National Museum of Flight, Fortune	82,000
Commando Exhibition, Spean Bridge (figures for 2007)	4,500
Scotland's Secret (Cold War) Bunker, Troywood	34,131

Source: Visitor Attractions Monitor, VisitScotland

- 4.8 Across the UK there are key museums and other attractions which focus on the two World Wars. They include:

Annual Visitor Numbers

- | | |
|---|--|
| <ul style="list-style-type: none"> • Imperial War Museum, London (approximately, 2011/12) • Royal Air Force Museum, Hendon (and other sites) • The Tank Museum, Bovington • Imperial War Museum, Duxford (Air Wartime Museum) | <p>1 million</p> <p>535,000 (2011/12)</p> <p>220,000 (2007)</p> <p>415,618 (2011/12) (over the last 30 years the museum has attracted 10 million visitors)</p> |
|---|--|

- 4.9 Other attractions based on the built infrastructure of the two World Wars include:

- The Cabinet War Rooms deep under Whitehall, which Winston Churchill used as a control centre during the Second World War (336,138 visitors in 2011); and
- Dover Castle (a complex of naval control rooms, bunkers and tunnels) from where the evacuation from Dunkirk and the amphibious landings on D-Day were controlled (355,499 visitors in 2011).

4.10 In addition, there are smaller sites across the UK, including:

- World War 2 Coastal Defences at Cuckmere Haven (between Brighton and Eastbourne) – a series of pill boxes, bunkers and other coastal defences which form a trail;
- Tilbury Fort in the Thames Estuary (10,380 visitors in 2011);
- Radar towers (eg. Beacon Hill Fort); and
- Aircraft control towers.

4.11 Military aviation museums and heritage sites in England record significant visitor numbers as shown in Table 4.4 below.

**Table 4.4 : Military Aviation Museums and Heritage Sites
in England – Visitor Numbers**

	2010	2011
493 rd Bomb Group Museum	-	1,500 E
95 th Bomb Group	2,000	2,500 E
Battle of Britain Memorial Flight Museum	28,916	30,038
Bawdsey Radar	1,675	1,781
Bentwaters Cold War Museum	1,956	1,800
Debach Airfield Museum	1,200	1,300 E
Lashenden Air Warfare Museum	8,967	11,583
Newark Air Museum	23,003	22,765
Radar Tower (Beacon Hill Fort)	106	158
RAF Air Defence Radar Museum	4,199	5,150
RAF Manston Museum	27,000	27,000
RAF Scampton Museum	8,500	4,900
RAF Waddington Museum	130,000	140,000 E
RAF Cosford Museum	310,089	279,779 E
RAF Holpton Museum	15,108	18,206
RAF Museum, Hendon	256,347	274,320
Seething Air Control Tower	-	1,100 E
Tangmere Military Aviation Museum	33,290	32,232

Notes: E = Estimate

Source: Visit England

4.12 The above table includes:

Visitor Numbers in 2011

- Debach Airfield Museum (also linked with 493rd Bomb Group Museum – 1,500 Visitors in 2011) 1,300
- Seething Control Tower Museum 1,100

4.13 The interest in wartime military buildings is considerable. There have been a number of major initiatives such as the Heritage Lottery Fund-assisted 'Defence of Britain' project (see www.britarch.ac.uk/projects/dob) to map wartime military sites in Britain. This project mapped nearly 20,000 twentieth century sites. There are also a range of websites specialising in wartime buildings, eg. www.pillboxesuk.co.uk and www.aircontrolltowers.co.uk.

Wartime Tourism in Orkney

- 4.14 War-related tourism is a growing feature of tourism in Orkney. To date, most of the developments and marketing have been focussed on Scapa Flow (as the Home Fleet's base in both World Wars and the location of the scuttling of the German High Seas Fleet at the end of WW1, and the sinking of HMS Royal Oak by U47 in Scapa Flow in 1939). For example:

- The material at the Scapa Flow Visitor Centre, Lyness (below left) and Stromness Museum;



- The creation of the Scapa Flow Wartime Trail under the auspices of the HLF-funded Scapa Flow Landscape Partnership, which had Landscapes of War as one of its main themes which included production of the Lyness wartime trail leaflet;
 - The restoration of the huts at the Ness Battery (above right) – which defended Scapa Flow – and the re-opening of the site for guided tours in March 2012 (between March and August 2012 over 700 paying visitors participated in the tour). Another approximately 300 people visited the site as part of school groups and groups from official bodies such as Orkney Islands Council and Highlands and Islands Enterprise;
 - The annual Celebrating Scapa Flow events programme.
- 4.15 The prominence of Scapa Flow and of the events that took place there is evident from the large number of books and articles written about it. The wartime buildings and infrastructure around Scapa Flow both evoke the history of the area, and provide an opportunity to interpret the area's history to current and future generations of visitors and local residents. These books, articles and leaflets help to promote wartime tourism. A recent (2013) addition to this material is the well produced (and, at £5, reasonably priced) Ness Battery – Official Souvenir Guide).
- 4.16 Other aspects of wartime tourism in Orkney include:
- The production of a leaflet titled "Sanday at War!" by the Sanday Development Trust. During WW2 a radar station, dummy airfield and other facilities were constructed on Sanday;



- The operation of guided tours of Orkney (by businesses such as Orkney Uncovered) which include visits to wartime sites. Orkney Uncovered includes HMS Tern/Twatt Airfield in a tour of wartime defences in the West and North of Orkney.
- 4.17 The growing interest in wartime history in Orkney has led to the establishment of the Orkney Defence Interest Network (ODIN), which brings together individuals and organisations interested in Orkney's defence heritage.
- 4.18 The proposed project at Twatt Airfield would provide a new military aviation focus for war time tourism in Orkney, complement existing wartime facilities and, add positively to the overall stock of visitor attractions.

5 Review of Similar Projects

- 5.1 At the end of WW2 there were literally hundreds of airfield control towers in the UK. Over 700 are listed on the website www.aircontoltowers.co.uk. Many have since been demolished, many are derelict, while a relatively small number remain in use. In addition a number have been refurbished and opened as aviation museums.
- 5.2 It is difficult to be definitive, but we estimate that there are about 10 air control towers in the UK that have been converted into museums. There are also other refurbished control towers that form part of larger aviation museums.
- 5.3 The air control tower museums we have identified are:

Location	Organisation	Website
1. Martlesham Heath, Suffolk	Martlesham Heath Aviation Society (Registered Charity)	www.mhas.org.uk
2. Heathhall Industrial Estate, Dumfries (ex-RAF Dumfries)	Dumfries and Galloway Aviation Museum (Registered Charity)	www.dumfriesandgallowayaviationmuseum.com
3. Debach Airfield, Suffolk	493 rd Bomb Group Museum (Private Owner)	www.493bgdebach.co.uk
4. Bassingbourn, Royston, Hertfordshire	Tower Museum Bassingbourn (Not for Profit Organisation)	www.towermuseumbassingbourn.co.uk
5. Parham Airfield, Framlingham, Suffolk	Parham Airfield Museum Association (Registered Charity)	www.parhamairfieldmuseum.co.uk
6. Twinwood Farm Airfield, Clapham, Bedfordshire	Twinwood Events Ltd (Private Company)	www.twinwoodairfield.co.uk
7. Thorpe Abbots Airfield, Dickleburgh, Norfolk	100 th Bomb Group Memorial Museum (Registered Charity)	www.100bgmus.org.uk
8. Rougham Airfield, Bury St Edmonds, Suffolk	Rougham Tower Association (Registered Charity)	www.rougham.org/rougham.php
9. Carew Cheriton Control Tower Museum, Pembrokeshire	Carew Cheriton Control Tower Group (Voluntary Group)	www.carewcheritoncontoltower.co.uk
10. Seething Airfield, Seething, Norfolk	The Station 146 Tower Association (Voluntary Group)	www.seethingtower.org

- 5.4 All of the 10 control tower museums listed above have extensive websites that provide information on topics such as the restoration of the control tower and associated buildings, events and other activities at the museum, opening hours, and membership and volunteering. Some of the websites also have control tower layout diagrams.
- 5.5 To gain an insight into the development and operation of the museums we carried out telephone interviews with representatives of the following museums:
- Parham Airfield Museum, Framlingham, Suffolk
 - 493rd Bomb Group Museum (Helton's Helcats), Debach, Suffolk
 - Tower Museum, Bassingbourn, Royston, Hertfordshire
 - Martlesham Heath Control Tower Museum, Martlesham Heath, Suffolk
 - Dumfries and Galloway Aviation Museum, Dumfries
 - 100th Bomb Group Memorial Museum, Thorpe Abbots Airfield, Thorpe Abbots, Norfolk
 - Twinwood Airfield, Clapham, Bedfordshire
- 5.6 Key findings from the telephone interviews and the website review are set out below:

Establishment/Development

- The museums have been created in a number of different ways. Museums have been developed through the interests of landowners (who own the control towers), aviation enthusiasts, local groups such as historical societies, and private individuals.
- Museum organisation status varies and includes: registered charities (5 of the 10 identified museums) not for profit companies, private family concerns, etc. Some organisations own the tower/site, others rent it from farmers (some are fortunate to have lease agreements for 99 years, etc) or the Ministry of Defence.
- Some of the museums have other buildings in addition to the control tower, eg. pilots' flight hut (Dumfries and Galloway), Nissen huts (eg. Debach and Parham Airfield, fire station (Debach), and flight office building (Twinwood Farm Airfield).
- An example of the range of facilities that can be developed is provided by Thorpe Abbots Airfield:
 - Control tower – entire tower is given over to museum displays, including artefacts, documents, photos, uniforms, equipment etc, as well as glass house and viewing point on the roof.
 - Visitor centre – Nissen hut that houses the museum offices and reception, as well as the museum shop and café. The shop sells a range of items including badges, pens, key rings, shoulder patches, books, mugs, etc. The café offers a selection of hot and cold drinks, cakes and confectionary. The food sold in the café is pre-packed – this makes it easier for the volunteers to handle.

- Engine shed – includes a jeep; re-creation of a crashed plane, etc.
- Sad sack shed – Nissen huts housing a display of model airplanes, flight simulator and re-creation of air base engineering office.
- There are also picnic tables and a covered area for picnics on rainy days.

Capital Funding

- The museums have to a great extent relied on private fund raising through donations and their own fund raising activities to fund capital developments. Some have, however, had success in attracting grant assistance. For example, Dumfries and Galloway Aviation Society received grants from the Landfill Communities Fund, Robertson Trust, Dumfries and Galloway Council and Holywood Trust towards the relatively recent purchase of their site. Over the years the museum has also received significant funding from Museum Galleries Scotland.
- Some of the museums in the interview sample have received grant aid from bodies such as the Heritage Lottery Fund, and the various museums and galleries funding organisations.

Refurbishment of Control Towers

- A number of the people interviewed mentioned points relating to the physical works required to refurbish the control towers. These comments included:

Martlesham Heath



Getting the roof watertight – still a small ongoing problem.

Debach Airfield



- Started restoration of the tower in 2001 and the bulk of the work was undertaken over a period of about 3 years. The building has not been renovated to the standard they would have wished – they have a '*make do and mend*' attitude. The building is not listed so there are no restrictions on the materials they use and the approach they take.
- They have put railings on the roof (the museum has a supply of railings – in good condition – suitable for control towers).
- The glass roof/viewing station (cupola) on top of the tower was rebuilt with the design based on information provided by old photographs and discussions with veterans. The windows came from redundant buildings at RAF Bentwaters that were being demolished. The recovered windows were sandblasted, painted and re-glazed.

Dumfries and Galloway Aviation Museum



- The tower had no windows or doors when they started refurbishing. The building is listed. They needed to get 217 panes of glass for the tower. They were able to get the glass themselves. If the building is listed, the windows need to be the same style as the originals. However, it is not difficult to make the windows to the standard required.
- It was relatively easy to make the tower wind and waterproof, and to put the glass in as they could still buy windows of the type required (this was over 30 years ago).
- They were also fortunate in that there was already drainage available at the site (for putting in toilets, etc); and any relevant cables were laid by the volunteers.
- The museum put a rubber membrane roof on top of tower about 20 years ago; it is still holding up well, although it sometimes lets a bit of water in if the wind blows in a certain direction.

Opening Hours

- In general public opening hours are limited to the summer months, but vary according to the circumstances of each museum.
- Six of the 7 museum representatives interviewed reported that they only opened their museum to the public from Spring to Autumn (usually March to October). One museum (Dumfries) stayed open during the Winter, with opening hours reduced to one day a week, weather permitting.
- Six of the museums are closed to the public in the Winter (although volunteers may still be working) – basically, it gets too cold on the site/in the buildings to open up as the visitor numbers do not justify the heating costs likely to be incurred.

- Each museum has different opening hours, but it is clear that they are only open for a limited number of days per week/month. Examples of opening patterns are:
 - Every Sunday;
 - Every weekend;
 - Every weekend + Wednesdays;
 - 2nd and 4th Sunday in month;
 - Last Sunday in month.

In addition, some museums also open on bank holidays, or during the main summer months, they may also open for a further 1-3 days during the week.

- As well as the standard opening hours, some also open various evenings/days for specific pre-booked tours (eg. outings by local groups and clubs, such as rotary clubs, motorcycle clubs, scouts, schools, etc). This can be quite a good income generator (for those that charge admission), as group visits may bring in up to 30 people per visit.
- Some museums also host special open days, events (dances; air shows; commemorative events, etc).

Admission Charges

- The majority of the control tower museums do not charge entry fees, but welcome donations.
- Three of the 7 museums included in the telephone survey charged an entry fee:
 - Twinwood Airfield Museum
 - * Adults £4
 - * Children under 16 free
 - Tower Museum Bassingbourn
 - * £5 including guided tour
 - Dumfries Aviation Museum
 - * Adults £4
 - * Children and concession entry £3
 - * Family ticket (2 adults and 2 children) £12
- Museums not charging reported that visitors were often quite generous with their donations (eg. Martlesham Heath - *"donations generally range from £1 to £5, with the occasional £10 received"*).

Markets

- The control tower museums attract a wide range of visitors: local residents, people holidaying in the area, people with a family connection to the airfield, educational groups, other local groups, and people attending special events (eg. wartime displays and 1940s dances).

Visitor Numbers

- Annual visitor numbers for the museums in the telephone survey, if available, are:
 - Thorpe Abbots Airfield : 8,000
 - Parham Airfield : average 5,000-6,000
 - Martlesham Heath : 800-1,000
 - Debach Airfield : 500
 - Dumfries and Galloway Aviation Museum : 7,500
 - Tower Museum Bassingbourn : 2,000
 - Twinwood Farm Museum : 500
- Other visitor number insights:
 - Open days with fly over displays have attracted 1,000 visitors (Parham Airfield).
 - Between 10,000 and 14,000 children have visited the museum since it opened in 2000 (Martlesham Heath).
 - Specific events can attract significant numbers of people, eg. 500+ to 1940s themed dance (Debach Airfield).
 - Estimate of over 100,000 visitors since the museum opened in 1979 (Dumfries and Galloway Aviation Museum).
- Visitor numbers are primarily related to the number of days per annum museums are open, which, in turn, is primarily influenced by the availability of volunteers to act as wardens/guides.

Volunteering

- All of the museums that were interviewed are run solely by volunteers. They tend to have about 12-18 volunteers (some have greater numbers) and there is generally a small core among each group of volunteers that seem to do the bulk of the work. Some people spend in the region of 25 hours a week on museum-related work.
- There are other larger museums (not interviewed) that do appear to employ people/have paid staff. However, these tend to be open six-seven days per week all year and are likely to be more commercially run (eg. the Yorkshire Air Museum – registered charity – has a professional management team, and 149 staff of which 14 are full-time – from its website there appears to be 14 full-time paid employees, while the remainder are unpaid volunteers).
- The majority of control tower and other restoration work appears to be done in-house by the volunteers/enthusiasts. Many appear to have good manual skills and get involved in clearing areas, building display cabinets, roofing/building work, electrical work, plumbing, etc. Others provide administrative and professional skills such as building websites, marketing and PR - dealing with different types of insurance, fire/safety checks

and visits, etc. Some volunteers appear to take on an "archivists" role and may end up doing family tree type research for visitors (with regards to relatives of veterans, etc).

Exhibits

- Some of the volunteers actively source artefacts for their museums, etc. online, attending air shows and exhibitions, auctions, searching eBay, networking with other museums, swapping items with them, etc. Some museums may have a surplus of particular items (eg. uniforms) and may sell them on (which also helps to raise further funds).
- Some enthusiasts, veterans, relatives of veterans, etc donate items and artefacts or loan their collections to museums.
- Museums add to their collections in order to keep the museum fresh and to encourage repeat visits.



Accreditation

- The majority (5) of the museums contacted were not accredited. They had decided not to become accredited because of the financial investment and time input required. The 2 museums which are accredited are the 100th Bomb Group Memorial Museum (Thorpe Abbots Airfield) and the Dumfries and Galloway Aviation Museum. The latter found Museums Galleries Scotland very helpful (especially for technical advice on topics such as environmental control).

Marketing

- Marketing activities carried out by the museums include setting up websites (including Facebook accounts), production of leaflets, leaflet exchanges with other museums, direct mailshots to local groups and societies, developing military trails with other attractions (eg. Dumfries and Galloway Museum participates in the Solway Military Trail), PR work (eg. inviting journalists to visit the museum and write an article about it), and press and radio advertising.

Income

- The key museum income sources are admission fees, donations (including offering a gift aid option), membership fees (although not all museums run a membership scheme), shop

and café sales, on-line shop sales, sponsorship (eg. adopt a museum item), income from open days/special events (airfield shows, dances, etc), and special fund-raising events (eg. car boot sales, and raffles).

- Museums with membership schemes include the Tower Museum Basingbourn which has the following membership scheme:
 - Annual membership is currently as follows:
 - * UK volunteer members – single = £20
 - * UK friend member – single = £20
 - * UK friend member – family = £35
 - * UK patron member – single = £100
 - * Overseas friend member – single = £25
 - * Overseas friend member – family = £40
 - * Overseas patron member – single = £110
 - The ‘Volunteer’ member is anyone who wishes to get involved in a “hands-on” way with Tower Museum
 - The ‘Friend of the Tower Museum’ membership is the museum’s standard membership package for individuals or families who wish to support and keep in touch with Museum news, events and progress
 - Patron membership is for individuals who wish to make a more significant contribution to support the on-going work of Tower Museum

Expenditure

- Expenditure varies across the museums depending on factors such as the scale of their facilities and opening hours. In the telephone survey sample, annual operating expenditure ranged from £1,500 to £26,000.
- Key expenditure items are: electricity, heating, water costs, stationery, web hosting and other marketing costs, insurance (including public liability insurance), maintenance costs (that can’t be covered by voluntary labour and gifted materials), and administration costs such as accountancy costs for the preparation of annual accounts.
- The museums which are Registered Charities do not pay rates.
- All of the museums interviewed avoided labour costs through the involvement of unpaid volunteers.

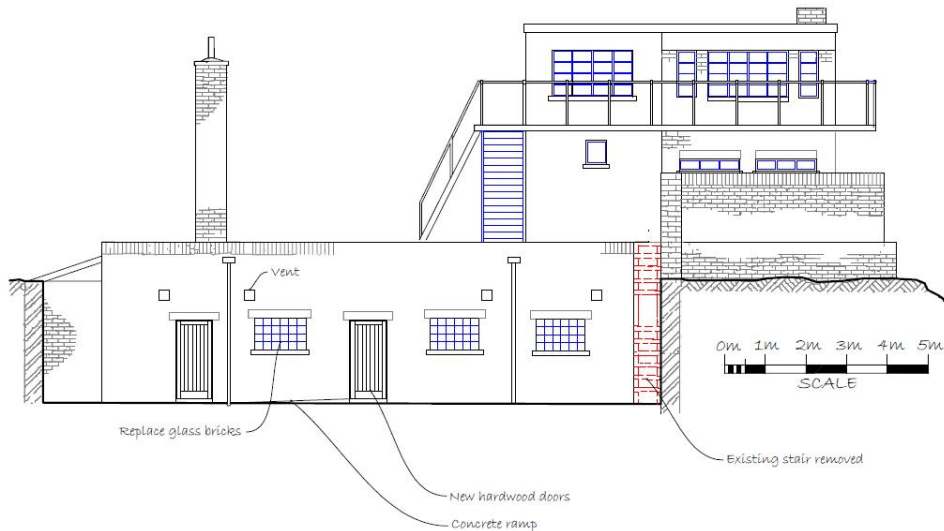
5.7 The interviews with representatives of airfield control tower museums provides a real insight into the practicalities of running such facilities, and will help the business planning of the proposed project. More detailed rough notes from these interviews are available in a separate confidential Appendix.

6 Outline Layout Design

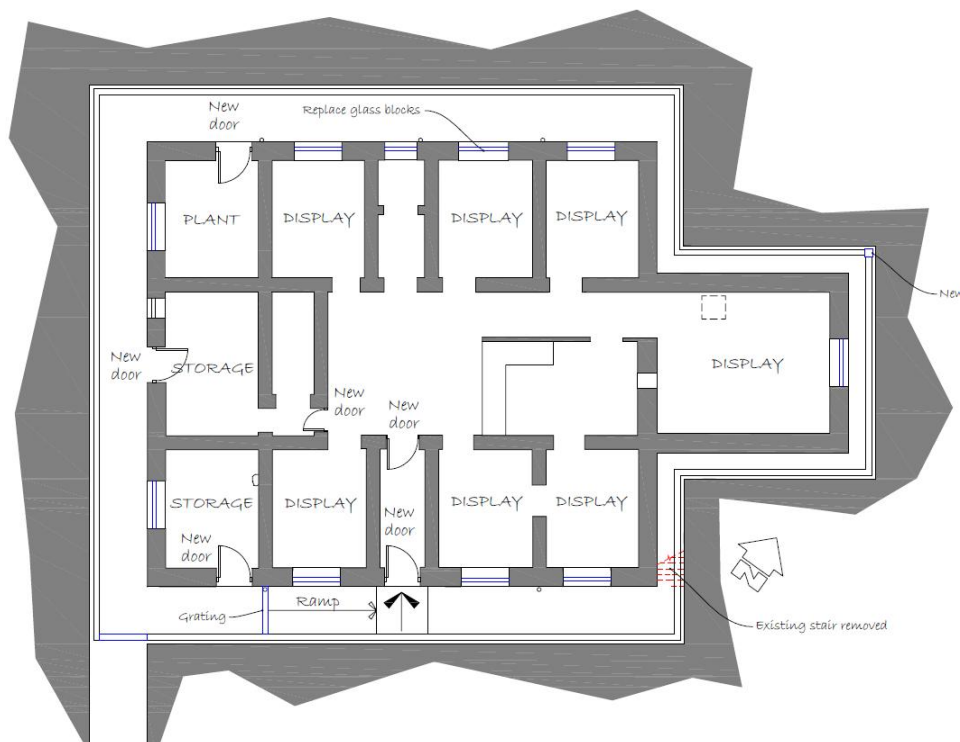
Full details of proposed works are included in the Condition Survey

Control Tower

- 6.1 It is proposed that the Control Tower be restored to form the centrepiece of the proposed museum. The building will generally be put back into good order as described at 3 above.

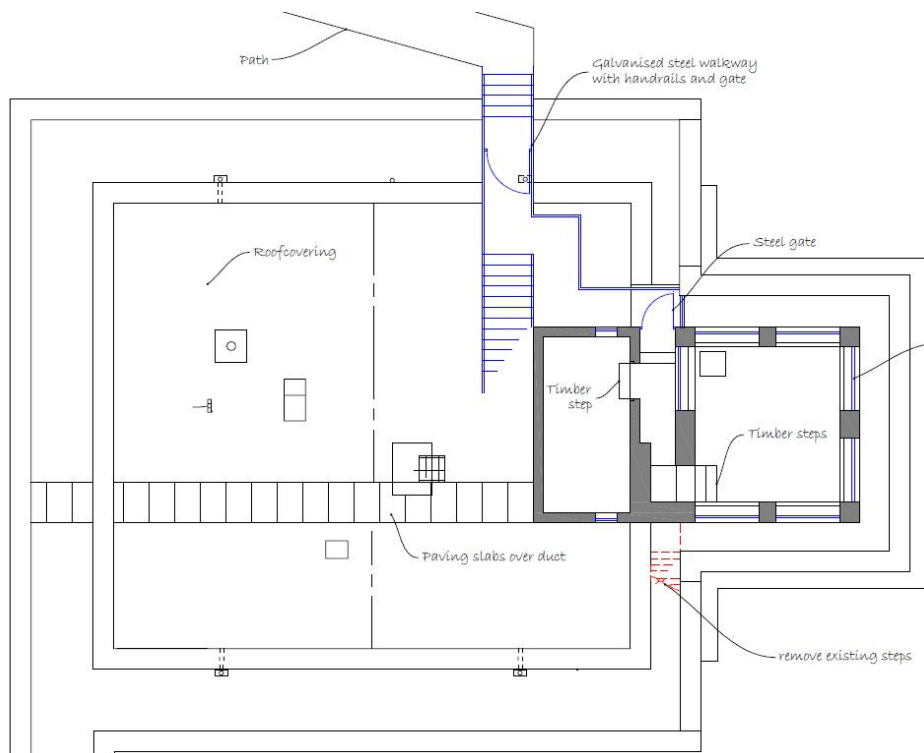


- 6.2 The building will be simply refurbished internally to provide display space as below with rooms dedicated to information on each of the different airfields in Orkney.



- 6.3 It is proposed that insulation be introduced to the roof of the PCB by overlaying the existing slab with board insulation. This will reduce heat loss and reduce the risk of condensation if the building is heated

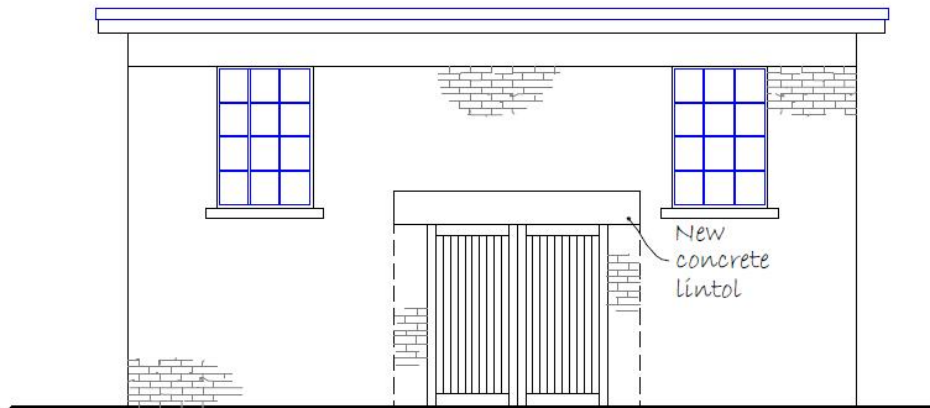
in the winter, which will be a necessity if artefacts are to be maintained in good order. A thin gravel layer may be introduced for cosmetic reasons to replicate the original finish if required, but this would not be necessary and may lead to long term damage to the waterproof layer.



- 6.4 It is also proposed that the existing steps from the ground floor level to the roof be removed. They are clearly a later addition and it would be impossible to make them satisfactory as a means of access. They also make it impossible to walk round the building and appreciate the space around the Tower itself. Instead, it is proposed that a new access be created from the North which would allow straightforward access to both upper levels whilst minimally affecting the principal views of the building. The existing ladder to the Tower would be restored 'as is' and would be readable as part of the original structure, though not usable by the public. It is suggested that the gallery round the tower would not be publicly accessible to remove the need for major strengthening work and balcony upgrading. Access would only be needed for window cleaning.

Generator Building

- 6.5 The Generator Building is to be used as a display area for Aircraft remains as recovered by ARGOS. The doorway will be rebuilt and new doors added.
- 6.6 It is also proposed that the roof be insulated as above. Consideration should also be given to insulation of walls.

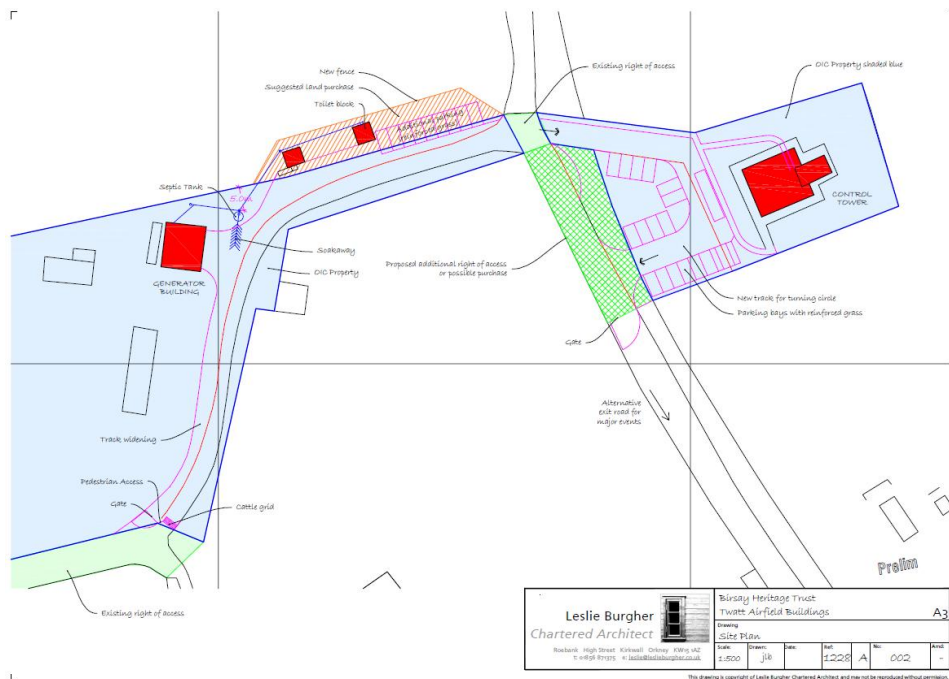


Toilet blocks

- 6.7 Additionally, it has been identified that there is a need for toilets on site if this is to become a viable tourist attraction capable of dealing with large numbers: even if only for special events. There was originally a single toilet within the PCB, but there are uncertainties over drainage and its position at the heart of the building is far from ideal.
- 6.8 There are two small brick structures to the North of the existing site which would be suitable for conversion to form toilets. It is possible although not obvious that this was their original function and there is room within the site for a septic tank and soakaway. These buildings are currently outwith the site, but it is likely that they would be available to add to the site.
- 6.9 A water supply will be required.

Site works

- 6.10 It is proposed that parking space be created adjacent to the Tower. A small area of land between the tower and existing track is part of the site and a right of access over a further area of the adjoining track could be acquired to create an area suitable for turning a bus. It is proposed that parking bays would consist largely of reinforced grass to minimise the impact on the setting.
- 6.11 The track approach to the building would be widened and it would be possible to create further parking alongside the toilet blocks.
- 6.12 It is suggested that the two existing gates be replaced with cattle grids to facilitate public access whilst maintaining security for farm animals.



Services

- 6.12 There are no existing mains services to the site and new supplies of water, electricity and perhaps telecoms will be required. Mains services are readily available in the area.
- 6.13 The use of the buildings as a Museum and for storage of wartime artefacts may create a requirement to provide a controlled environment. The level of control will have implications for both capital and running costs. There are a range of options. One approach would be to produce displays consisting solely of durable materials, which would allow for only enough heating to protect the building fabric, however this would restrict what the building would be capable of providing. To achieve full environmental control would likely be too expensive. It is likely that the best approach will be to provide a simple form of heating which can be readily controlled. This could be supplemented by providing controlled display cases or rooms for particularly sensitive items.
- 6.14 Electric heating will be the best option as mains gas is not available and oil-fired heating would require the installation of oil tanks and flues which would be incompatible with the historic nature of the site. Simple electric radiators are one option and can be obtained in a pattern similar to traditional cast-iron radiators. Storage heaters are an alternative, but are less controllable. Heat Pumps have higher capital costs but use power more efficiently. Air source heat pumps require visually intrusive external units which will require regular maintenance. Ground Source heat pumps can use ground loops, which may require a large area that may be difficult in a site with potential historic remains in it, or boreholes, which are more expensive. Heat Pumps work well with a low-temperature wet radiator system which could reflect the pattern of the original installation, but are less suited to fine control.
- 6.15 Two options have been costed: electric heating and ground source heat pumps, although for budget purposes at this stage the higher cost should be allowed. Specialist advice should be sought as part of the design process.

7 Outline Specification and Scope of Works

7.1 Control Tower:

- Structural repairs to beam and lintols in Control tower
- General concrete repairs
- Structural support to walkway and chimney
- Remove former stair to roof
- Form new galvanised steel access to upper floors
- Repairs to external walkway to tower, balustrade and steps
- Renew roofcoverings to PCB with insulated deck
- Coverings to duct
- Renew roofcoverings to tower
- Repairs and repointing to walls as required
- New cills to tower
- Repair rainwater goods
- Reinstall tower windows with steel windows to appropriate pattern
- Reinstall PCB windows with glass blocks
- Reinstall doors with new boarded timber doors
- Fit vents to openings
- Remove asbestos and reinstall counter
- Provide internal doors
- Reinstall linings to Comms Room
- Insulation and lining to other rooms
- Redecoration
- Provide electrical supply and heating services with conduit and period fittings
- DF loop and anemometer
- Path to new access to upper floors
- Fence to embankment
- Flagpole

7.2 Generator Building:

- Build up existing doorway with brick piers and concrete lintol over
- Renew roofcoverings
- Repair rainwater goods
- Reinstall windows with steel windows to appropriate pattern
- Fit new timber doors
- Provide electrical and heating services

7.3 Toilet Blocks:

- Carry out alterations as drawings
- New roofcoverings
- New steel windows
- New timber doors
- New power
- Redecoration
- New Water and drainage services
- Install septic tank and soakaway

7.4 Site Works:

- General clearing of hard standings etc.
- Extend and widen track as drawing 002

- Provide passing places to track
- Form 2no. new cattle grids to replace existing gates with bypass gates etc as shown
- New parking areas of reinforced grass
- Fences
- Signage

Further details of the work are contained in the 'Condition Report and Proposed Works' Document.

8 Budget Capital Costs

- 8.1 The Project Costs have been assessed by Orkney Surveying services (Jan 2014) as follows:

Control Tower	£231,400.00
Generator Building	£48,520.00
Toilet Blocks	£35,375.00
Sub-Total:	£315,295.00
10% Prelims:	£31,529.50
Sub-Total:	£346,824.50
10% Contingencies:	£34,682.45
Sub-Total:	£381,506.95
15% Prof Fees	£57,226.04
Statutory Fees	£2,000.00
Total:	£440,732.99
TOTAL:	£440,750 (rounded)

- 8.2 An allowance will need to be made for Exhibition design and set-up, equipment etc. It is suggested that a sum of £20-40,000 is allowed depending on requirements.
- 8.3 The costs of acquiring additional land or rights of access is not included as this would need to be considered in more detail with partner organisations and all landowners to establish feasibility.

9 Strengths, Weaknesses, Opportunities and Threats

9.1 A SWOT analysis is a simple way of summarising key aspects of the project to aid project planning.

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • Heritage value (Category B listing) of control tower building • Scale of overall site (approximately 14 acres) • Good track record of the BHT (eg. in the management of Barony Mill) • Links between BHT and ARGOS • Location - proximity to Heart of Neolithic Orkney and other tourism attractions • Scarcity – there is only one other control tower museum in Scotland (in Dumfries) and no other RNAS control tower museum in the UK • There is evidence of successful and financially viable control tower museums in other parts of the UK • Support from OIC and other airfield land owners • Support from Visit Scotland • History of volunteering in Orkney 	<ul style="list-style-type: none"> • Current condition of the buildings • Potential capital cost of refurbishment • Leasing rather than owning the buildings and site • Limitations of existing access • Lack of existing services

<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • The growing tourism market in Orkney • Wartime aviation has not been interpreted in Orkney – there is a gap in the market • The increasing educational interest in wartime history • Range of capital funding opportunities • There are opportunities to collaborate with other tourism projects and private businesses (eg. joint marketing) • The site has longer term development potential beyond the control tower and generator building 	<ul style="list-style-type: none"> • Potential high capital costs • Inability to access capital funding grants • Operating costs that exceed income • Lack of volunteers

9.2 Many of the items noted above are currently ‘unknowns’. However, there are potential weaknesses and threats that can, in reality, be readily addressed, but for initial planning purposes it is prudent to be aware of them.

9.3 For example, leasing of the buildings and site is listed under Weaknesses because leasing potentially gives less control than ownership. However, leasing, especially a long term lease at a peppercorn rent, has advantages such as the avoidance of the need to raise capital for the purchase of the site and buildings.

11 Review of Management Options

‘High Level’ Options

- 10.1 There are two ‘high level’ management options open to the Trust:
- (1) BHT to directly operate the control tower museum and airfield site;
 - (2) Create a new Trust to undertake the operation of the museum and site.
- 10.2 Given the Trust’s successful direct operation of Barony Mill and the fact that the lease of the site is between the Council and BHT option 1 is, in our view, most appropriate.

Day-to-Day Operation Options

- 10.3 At a ‘lower level’ there are different options for aspects of the day-to-day operation of the museum and site. For example:
- The Trust could contract out all aspects of the operation of the museum and site to another body;
 - The Trust could contract out guiding work at the museum/site to a business such as Stromness Tours Ltd, which has a contract with Orkney Islands Council to provide such a service at the Ness Battery.
- 10.4 It has been agreed by BHT and ARGOS that the latter will be responsible for the operation of the generator building.

Ness Battery Management Model

- 10.5 The management model of the Ness Battery has the following features:
- The site is owned by OIC;
 - The operation of the site has been contracted to Stromness Tours Ltd (after a tendering procedure);
 - The Council entered into a 3 year contract with Stromness Tours with a 2 year extension option;
 - 2012/13 was the first year of the contract’s operation;
 - Under the arrangement Stromness Tours are contracted to deliver a given programme of tours per year. Currently 3 tours per day (12pm, 2pm and 4pm) are offered in peak season, with lower numbers at other times of year. During the Winter the tour operates on demand twice a week (Wednesdays and Saturdays);

- OIC can still arrange other visits, etc to the site under the contract;
 - Stromness Tours is responsible for all marketing of the site. This includes the website, leaflets, and posters;
 - The tour lasts for a minimum of 1 hour;
 - The tour charges in 2013 were: Adults £6, Concessions £5 and Under 16s £3;
 - The Battery has attracted visits from general visitors, military history enthusiasts, school groups and other groups;
 - The financial arrangement between the Council and Stromness Tours is based on OIC receiving an agreed percentage of the total annual ticket sales revenue;
 - Stromness Tours gains additional income through the sale of guide books and badges;
 - Stromness Tours has various ideas for the further development of their tour and access to the site.
- 10.6 Both OIC and Stromness Tours Ltd believe that the arrangement is working well, and Council staff commented on the high quality of the tours being delivered and the flexibility the contract arrangement gave OIC.
- 10.7 In our discussions with Stromness Tours Ltd staff they expressed an interest in discussing with BHT the potential of setting up a tour operation at Twatt airfield similar to the one at the Ness Battery.
- 10.8 Given the relatively limited volunteer pool available to BHT we consider that a day-to-day operational approach such as the one at the Ness Battery offers a potentially viable and efficient way forward for the Trust.
- 10.9 Even if a guiding company such as Stromness Tours Ltd is engaged that would not preclude Trust and ARGOS volunteers undertaking warden and other duties at the museum and site.

12 Marketing Strategy

Target Markets

11.1 The target markets for the museum would primarily comprise:

- Local residents (including individuals, school groups [primary and secondary schools], and community groups);
- Long stay tourist visitors;
- Short stay tourist visitors (cruise ship passengers and day trip visitors);
- Specialist visitors – aviation and wartime heritage enthusiasts.

Marketing Objectives

11.2 The principal marketing objectives would be:

- To launch and raise awareness of the site and museum;
- To encourage visits to the museum; and
- To work, in co-operation with other facilities and operators, to promote wartime tourism in Orkney.

Marketing Activities

11.3 Key marketing activities would include:

- Creating and maintaining a website;
- Producing and distributing leaflets;
- Advertising (as appropriate, eg. in the annual 'Islander' free newspaper for visitors to Orkney);
- Promoting the museum to community groups in Orkney (direct mail);
- PR work (eg. creating story ideas for The Orcadian and Radio Orkney);
- Relationship building with tour operators and other visitor attractions.

11.4 As noted in Section 4 a number of high quality leaflets and guides for wartime related sites have been produced in Orkney. One particularly good example is the Lyness Wartime Trail A3 colour folded leaflet, of which 20,000 copies were printed at a total design and production cost of approximately £2,250. These figures provide an insight into the costs involved.

Joint Marketing Activities

11.5 There could also be opportunities for developing joint marketing projects (eg. development of a Orkney-wide military trail) building on projects such as the Scapa Flow Wartime Trail (developed under the Scapa Flow Landscape Partnership Scheme) and Fortress Orkney (led by Orkney Islands Council).

- 11.6 There will be a particular opportunity to develop joint marketing activities with the Scapa Flow Visitor Centre at Lyness (representing naval history) and the Ness Battery (representing army history), while Twatt Airfield would provide the military aviation dimension.
- 11.7 The airfield's location in Orkney's West Mainland means that it will be part of a cluster of attractions that includes Skara Brae, Brough of Birsay, Barony Mills and the Orkney Brewery. The addition of a new attraction will help to generate new visits to the area and provide the organisers of cruise liner passenger tours and day tour trips with another visitor attraction option.
- 11.8 Cruise liner passenger tours are mainly limited to half-day tours (4 hours), so the addition of another attraction in an existing cluster helps them to offer a new visiting opportunity without incurring substantial travelling time and costs. The development of toilets at the site will make it particularly attractive to this market given the older demographic profile of cruise ship passengers.
- 11.9 As part of this study we have identified opportunities for the development of various aviation heritage related projects with Moya MacDonald (of Celebrating Scapa Flow). Her current focus is civilian aviation in Orkney. The Trust and ARGOS would add a military dimension to the promotion of aviation heritage in Orkney. Joint projects could include an Orkney Aviation Trail and a regular (say, bi-annual) Aviation Festival (one of Moya's current ideas). The opening of the control tower museum could be the central feature of the inaugural Aviation Festival programme.

Relationships

- 11.10 In addition to general marketing of the museum and site, each target market would require its own approach. For example, relationships would need to be formed with the companies involved in organising the Orkney tour itineraries for cruise ship passengers. The scale of this market is considerable – over the weekend of 9/10 June 2013, 4 cruise ships visited Orkney with over 7,000 passengers.
- 11.11 Relationships would also need to be developed with the various independent tour companies operating in Orkney, of which there are a significant number (eg. Orkney Uncovered, Wildabout Orkney, Explore Orkney and Great Orkney Tours).

Developing Markets

- 11.12 Over time it will be important to develop the different markets for the museum by, for example:
- Organising aviation and wartime-related events at the site. (A separate Appendix document gives a range of examples from other control tower museums);
 - Talks and presentations about the site to community groups and others delivered by BHT and ARGOS members and specialist guest speakers;
 - Development of material (information packs about the Airfield) and activities such as story telling sessions and costume events

(eg. volunteers dressing up in wartime uniforms) especially designed for school children. The development of such material should be linked to the Curriculum for Excellence and developed in association with local schools.

- 11.13 The various activities should be assembled into an annual events programme which would be promoted through the museum's marketing activities.

Resources

- 11.14 The implementation of the strategy would require both financial expenditure and time inputs from Trust and ARGOS volunteers. Depending on the skills of volunteers available it may be possible to limit the financial expenditure on marketing. Certain costs such as printing and advertising are unavoidable.
- 11.15 If the day-to-day management of the museum is contracted to a tour operator responsibility for marketing would mainly fall to the contractor if the Ness Battery model is adopted. However, there could be merit, even if this model is used, of sharing responsibility for marketing as the BHT may have more scope in attracting grant aid for marketing than a private contractor.

Visitor Monitoring

- 11.16 To help inform ongoing market development it would be useful to gather visitors' views about the museum and site in addition to visitor numbers data. This could be done through:
- A comments page on the museum website;
 - Visitors book; and
 - Feedback from the organisers of special group visits, eg. teachers.
- 11.17 The gathering and analysis of such information would also be useful to support future funding applications.

13 Financial Appraisal

12.1 In this section we consider:

- The financial operation of the museum;
- Funding sources – capital and revenue funding.

Financial Operation

12.2 The viability of the proposed museum is illustrated by the projections of annual income and expenditure given below.

12.3 The museum would form a separate operating centre for BHT, which would sit alongside its other operational unit, the Barony Mill.

12.4 The operational model proposed for the museum is a mixture of open access and access via a tour guide operator contracted by BHT to provide such a service.

12.5 The income projections are based on an analysis of both the tourism market in Orkney and comparable museums elsewhere in the UK as discussed in Sections 4 and 5, respectively. The operating costs have been informed by a review of the Barony Mill annual accounts.

12.6 The income projections are based on the following operation of the site and museum:

- Opening period May to September inclusive (tours operated on demand throughout the rest of the year);
- Mix of open access and guided tours;
- No entry fee (but donations requested);
- Tour charges (Adult £6, Concession £5, Under-16 £4).

12.7 The visitor numbers for the planned museum can be divided into 3 categories.

	Year 1	Year 2	Year 3
(1) General visitors	1,000	1,500	2,000
(2) People on guided tours	500	750	1,000
(3) People on other tours	500	750	1,000
(4) People attending special events	250	500	500
	2,250	3,500	4,500

Notes:

- (2) Relates to the tour guide operator under contract to the Trust
- (3) Relates to people on other guided tours (eg. cruise ship tours)
- (4) Relates to special events organised by the Trust and ARGOS

12.8 The income and expenditure projections are presented below:

	£		
	Year 1	Year 2	Year 3
<i>Income</i>			
Share of Guided Tour Income	344	500	675
Entry Donations	1,750	2,750	3,500
Donations	100	200	500
Sales income	50	100	200
Grant aid	8,200	5,200	5,200
Total	10,444	8,750	10,075
<i>Expenditure</i>			
Wages	4,500	4,500	4,500
Electricity	1,200	1,296	1,400
Telephone	550	578	607
Cleaning materials	150	200	250
Marketing	3,000	1,000	1,000
Accountancy	250	250	250
Insurance	100	100	100
Administration	500	500	500
Maintenance and repairs	100	100	200
Total	10,350	8,524	8,807
<i>Surplus/Deficit</i>	94	226	1,268

Note: All values are shown at constant 2013 prices. No account is taken of inflation.

Notes on the Projections

12.9 Notes on the listed income and expenditure items are presented below:

Income

Share of Guided Tour Income

The following revenue would be generated by the guided tours:

Tickets	Year 1 500 customers	Year 2 750 customers	Year 3 1,000 customers
Adults (£6)	300	350	500
Concession (£5)	150	300	400
Under-16 (£4)	50	100	100

This ticket split generates the following revenues:

Year 1	Year 2	Year 3
£2,750	£4,000	£5,400

BHT share of the revenue is assumed at 12.5% for these projections. The actual percentage would depend on the scope of the service provided by the tour guide operator, eg. the number of tours contracted and the marketing and other operating responsibilities borne by the tour operator.

At 12.5%, the following income would accrue to BHT:

Year 1	Year 2	Year 3
£344	£500	£675

Entry Donations

In 2012 the entry donations at the Barony Mill averaged 63p per person. Applying this figure to the non-guided tour visitors at the museum gives the following donations totals:

Year 1	$1,750 \times 63p = £1,103$
Year 2	$2,750 \times 63p = £1,733$
Year 3	$3,500 \times 63p = £2,205$

However, for the museum we have assumed an average entry donation of £1, which gives the following donations totals:

Year 1	£1,750
Year 2	£2,750
Year 3	£3,500

Donations

Donations for the ongoing development of the museum could be sought through the creation of a 'Friends' organisation that would seek donations from aviation and military history enthusiasts, and others.

Sales Income

The museum could gain some income from the sale of leaflets, books, postcards etc. The figures shown are net of costs.

Grant Aid

BHT should seek to gain funding from the OIC Cultural Fund towards the operation of the Museum. A sum of £5,200 per year in grant aid is assumed.

It is also assumed that BHT could attract grant aid towards the design of a website for the museum, together with the design, production and printing of a high quality brochure. Such grant aid could be sought from the Orkney Marketing Scheme (OIC/HIE). 100% grant aid funding is assumed. If a lesser percentage of grant support is awarded, the Trust would have to meet the balance from its financial reserves.

Expenditure

Wages

The operation of the centre will be shared by BHT and ARGOS volunteers and the contracted tour operator. Given the need for access that is acceptable to grant funding bodies and the need to carry out tasks such as toilet cleaning the employment of a part-time seasonal worker to complement the work of the volunteers and tour operator is assumed. The costs are shown inclusive of Employers National Insurance contribution.

Electricity

The cost of electricity for the control tower and generator building in Year 1 is estimated at £1,200. Electricity will be used for lighting, power and space heating. It is anticipated that space heating would be required, at different levels, throughout most of the year. Electricity charges are shown rising at 8% per year.

Telephone

A telephone cost of £400 is assumed in Year 1, increasing at 5% per year in subsequent years.

Cleaning Materials

A sum of £150 has been allocated for cleaning materials in Year 1 with increases in subsequent years as visitor numbers increase.

Marketing

It is assumed that BHT would share the work of marketing the museum with the contracted tour guide operator. BHT would incur certain expenditure (web site design and leaflet design and production) in the launch year. Expenditure of £3,000 has been allocated to this in Year 1. The actual amount spent in subsequent years will depend on how the marketing work is divided between the Trust and the tour guide operator. Expenditure of £1,000 in Years 2 and 3 has been assumed.

Accountancy and other professional fees

A sum of £250 has been allocated to this item in Year 1 and in the following years of the 3 year period.

Insurance

The site and buildings would be insured by OIC. The BHT already has Public Liability and Employer Liability Insurance for the Barony Mill. This cover would be extended to the museum. A small rise in the Trust's current insurance premium is assumed and that sum is shown in the projections.

Administration

This item covers postage, copying and other aspects of administration. Annual expenditure of £500 per year across the 3 years is assumed.

Maintenance and Repairs

This heading covers repairs and maintenance which should be minimal in the years immediately following the museum's opening.

- 12.10 The projections show that the museum would be viable with an increasing surplus over the 3 year period. However, this position is dependent on the Trust attracting grant aid to support the operation of the museum. Given that such opportunities do potentially exist and BHT's good track record in accessing financial support the attraction of such aid should be achievable.

Capital Funding

12.11 There is potentially a range of funding sources towards the project's capital costs, including:

- Heritage Lottery Fund – Our Heritage (grants from £10,000 to £100,000) and Heritage Grants (grants over £100,000);
- Historic Scotland – Buildings Repair Grant (no specific grant ceiling);
- Big Lottery Fund – Investing in Communities – Growing Community Assets (grants from £10,000 to £1 million), although this fund is aimed at community groups which wish to own rather than lease assets;
- Coastal Communities Fund – administered by the Big Lottery Fund;
- Orkney LEADER Programme (although the current programme 2007-2013 is coming to an end, it is likely that there will be a successor programme of some form from 2014);
- Highlands and Islands Enterprise (focussed on Growing Community Assets);
- Orkney Islands Council – Community Grant scheme;
- Museums Galleries Scotland – there are various grant schemes (e.g. Capital Fund and Purchase Fund – for small equipment purposes) available to Accredited museums in Scotland;
- Charitable bodies with a focus on education (e.g. Robertson Trust), heritage and aviation;
- Donations from targeted businesses (those with a link to Twatt Airfield, aviation businesses serving Orkney and key local businesses). Examples of such businesses include: Balfour Beatty (the company which built the airfield), Loganair, Flybe, and renewable energy and utilities companies operating in Orkney.

12.12 The exact targeting of fund raising efforts will depend on the scale of capital works required, the nature of the works, and the project's overall objectives.

12.13 We anticipate that the following would be the primary fund raising targets which merit further investigation:

- Heritage Lottery Fund;
- Historic Scotland;
- Highlands and Islands Enterprise;
- Orkney Islands Council; and
- Donations from businesses.

Set out below is some information on the first two listed sources.

Heritage Lottery Fund

12.14 The key Heritage Lottery Fund schemes for the proposed project are:

- Our Heritage (Grants from £10,000 to £100,000); and
- Heritage Grants (Grants over £100,000).

12.15 Which scheme to target for grant aid will depend on the amount of assistance sought. Under both schemes a number of the examples of heritage given in the application guidance notes as the type of project the Heritage Lottery Fund supports reflect the proposed Twatt project. For example:

- Historic buildings;
- Histories of places and events;
- People's memories and experiences;
- Places and objects linked to our industrial, maritime and transport history;
- Collections of objects, books or documents in museums, libraries or archives.

12.16 Birsay Heritage Trust would be an eligible organisation for Heritage Lottery Fund assistance.

12.17 For projects involving buying or carrying out capital works to land or buildings, the Heritage Lottery Fund expects applicants to own the land or buildings or have a lease of sufficient length (5 years left to run after project completion) to fulfil its standard grant terms. BHT meets this requirement.

12.18 Very high grant levels can be accessed under these Heritage Lottery Fund schemes. Under the Our Heritage scheme 100% grant funding is possible while the comparable funding level under the Heritage Grant scheme is 95% (on grant applications of less than £1 million).

12.19 The application process for the two schemes differ in the following principal ways:

- Our Heritage
 - Single stage application process
 - Assess application within 8 weeks
 - Decision made at the next "decision meeting"
- Heritage Grants
 - Two stage application process:
 - * First-round application (which may include a development grant (eg. for a Project Officer or specialist advisory support) to support the main grant application
 - * Development Phase
 - * Second-round application
 - * Delivery Phase

(Under this scheme the complete application process would take approximately 18 months).

Historic Scotland

12.20 The key features of this scheme are as follows:

Aim of scheme

To provide grant aid to meet the cost of high quality repairs using traditional materials and specialist craftsmen to conserve original features in buildings of special architectural or historic interest.

Who can apply?

Applicants must be organisations or individuals who have a legal responsibility for the repair of a historic building. Applicants can be building owners or tenants who hold a full repairing lease, which has at least 21 years to run. BHT meets this requirement.

Criteria for awarding grants

There are a number of criteria which have to be met before an award will be considered:

- The building must be of sufficient outstanding architectural or historic interest.
- The building must be at serious risk from neglect or lack of repair.
- A need for a grant for repairs to be undertaken must be demonstrated.

The assessment of applications also takes account wider benefits that the project may provide, for example:

- Benefits for communities.
- Promotion of quality and development of knowledge and construction skills.

Grant Award

Significant grants of over £100,000 are possible under this scheme.

Application Process

Applications can be made at any time throughout the year, but there are 3 closing dates for applications to be considered: 31 January, 31 May and 30 September. The decision making process from application to final agreement takes approximately 12 months.

Revenue and Other Public Funding

OIC Culture Fund

12.21 BHT is currently categorised as a key cultural organisation under this Fund and as such has received the following grant aid:

<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>
£4,950	£5,156	£5,156

- 12.22 Earlier this year the Fund was reviewed by the Council and it was agreed that funding for key cultural organisations should continue for another 3 years. We consider that BHT should approach the Council to discuss an increase to the Trust's grant aid to take into account the opening and operation of the proposed museum. Although it may not be possible to increase the grant aid until the new 3 year operational period ends (in 2016/17) such an approach would put down a marker for future funding, which could tie in with the target opening date below in paragraph 12.24.
- 12.23 Other grant aid funding may be available for marketing through the Orkney Marketing Fund (operated by Highlands and Islands Enterprise and Orkney Islands Council) and the Visit Scotland Growth Fund which is designed to support industry groups with marketing projects designed at increasing visitor numbers and reaching new markets. The latter Fund could potentially be accessed through BHT linking with other groups and businesses on a joint project focussed on marketing wartime tourism in Orkney.

Development Timetable

- 12.24 The key elements in the development of the project are:
- (a) Final planning of the project (including museum interpretation planning);
 - (b) Making a planning application, gaining listed building consent and preparing building warrant drawings;
 - (c) Fund raising;
 - (d) Construction work (including installation of museum interpretation).
- 12.25 It is anticipated that (a), (b), and (c) could take approximately 18 months and (d) another 6 to 9 months. Consequently, a target date for museum opening is 2016/17.

14 Economic, Social, Community and Environmental Benefits

13.1 The project would generate a range of benefits, including:

Economic

- Increasing the range of visitor attractions in Orkney.
- Generating additional visits to Orkney.
- Lengthening the average stay in Orkney of certain visitors.
- Supporting employment opportunities in Orkney through the development and operation of the museum (directly and indirectly).
- Enhancing the economic sustainability of Orkney's tourism sector by promoting wartime tourism.

Social

- Providing a lasting memorial to the men and women who served at HMS Tern and other airfields in Orkney during WW2.
- Providing opportunities for educational activities that will promote a greater awareness and understanding of aviation in Orkney's wartime history.
- Providing volunteering opportunities to Orkney residents and aviation enthusiasts from elsewhere in the UK.

Community

- Providing the community of Birsay with an additional asset through which to promote economic growth and community development.
- Saving for future generations a site and buildings which have important military, social and cultural value for the Orkney community and beyond.
- Contributing to community confidence and self esteem through the achievement of the long held community desire to create the proposed museum.

Environmental

- Refurbishing a Category B listed building and giving the building a new purpose and life.
- Saving a building currently on the Buildings at Risk Register.
- Implementing management activities that will stabilise the physical condition of the whole site and help to improve its long term management.

13.2 The project has the potential to generate long lasting benefits, act as a catalyst for further development at the airfield site, and provide Orkney with an important new visitor attraction with scope for ongoing development.

15 Risk Assessment

- 14.1 All projects have potential risks of varying types and scale associated with them. The main risks identified in relation to the proposed project, together with risk mitigation measures, are shown below:

Risk	Risk Mitigation Measure
1. <u>Financial</u>	
The Trust are unable to raise the capital funding required for the project	<p>The project would appear to be eligible for funding from major sources such as the Heritage Lottery Fund and Historic Scotland. In addition there are a significant range of other bodies which could be targeted as part of the Trust's fundraising for the project.</p> <p>Birsay Heritage Trust members have the skills and experience required to undertake successful fund raising. The Trust has a good track record in fund raising.</p>
2. <u>Planning Application and Listed Building Consent</u>	
The Trust encounters problems gaining planning permission and/or listed building consent for the project.	To lessen such a risk the Trust will engage an accredited conservation architect to make the application on its behalf.
3. <u>Construction</u>	
The construction work is not completed on time, to budget or to specification.	This will be avoided through the appointment of skilled contractors, together with efficient and professional project management.
4. <u>Demand</u>	
The level of demand from local residents and visitors fails to meet projections.	The Orkney tourism economy is buoyant and its long term prospects are very good; and there is no particular reason to assume that the projections won't be achieved.
5. <u>Operation</u>	
The Trust finds that operating expenditure varies from budget and the service at the museum cannot be maintained.	The Trust has long experience of operating the Barony Mill to budget. This experience will be applied to the museum project.

6. Maintenance

The museum is an old wartime building which could encounter maintenance problems.

Birsay Heritage Trust has members with a range of practical skills to help in maintenance work. The Trust would also build up a long term maintenance fund for the museum to help finance future repair and maintenance.

- 14.2 Given the relatively modest scale of the capital works proposed, we regard all of the above risks as low risk.
- 14.3 The main risk owner is Birsay Heritage Trust. However, the Trust has a background that includes successfully operating the Barony Mill and undertaking other activities, which has given it a range of experience directly relevant to the development and operation of the museum. In addition, the Trust would share operational risks with a tour guide operator.
- 14.4 The mitigation of the risks above will be aided by the Trust being able to call on their professional advisers, along with OIC staff. Birsay Heritage Trust has a positive, longstanding relationship with the Council.

16 Appendix 1 : Birsay Heritage Trust - Constitution

CONSTITUTION
of
Birsay Heritage Trust SCIO

CONTENTS		
GENERAL	type of organisation, Scottish principal office, name, purposes, powers, liability, general structure	Clauses 1- 10
MEMBERS	qualifications for membership, application, subscription, register of members, withdrawal, transfer, re-registration, expulsion	clauses 11 - 26
DECISION-MAKING BY THE MEMBERS	members' meetings, power to request members' meeting, notice, procedure at members' meetings, voting at members' meetings, written resolutions, minutes	clauses 27 - 52
BOARD (CHARITY TRUSTEES)	number, eligibility, election/ retiral/re-election, termination of office, register of charity trustees, office bearers, powers, general duties, code of conduct	clauses 53 - 80
DECISION-MAKING BY THE CHARITY TRUSTEES	notice, procedure at board meetings, minutes	clauses 81 - 96
ADMINISTRATION	sub-committees, operation of accounts, accounting records and annual accounts	clauses 97 - 105
MISCELLANEOUS	winding up, alterations to the constitution, interpretation	clauses 106 - 111

GENERAL

Type of organisation

- 1 The organisation will, upon registration, be a Scottish Charitable Incorporated Organisation (SCIO).

Scottish principal office

- 2 The principal office of the organisation will be in Scotland (and must remain in Scotland).

Name

- 3 The name of the organisation is Birsay Heritage Trust.

Purposes

- 4 The organisation's purposes are:

The preservation of the historical, cultural and natural heritage of the parish of Birsay, Orkney. To further the education and knowledge of the public in the history, culture, natural history and other features of life in the parish of Birsay, Orkney and anything connected with the parish.

In furtherance thereof:

To manage and operate the Barony Mill and raise funds for the preservation, restoration, and conservation of sites of special interest to the cultural, natural and historical importance in the parish of Birsay, Orkney.

To gather and display any information or materials that will further the public education in the historical, cultural and natural heritage of the parish of Birsay, Orkney.

Powers

- 5 The organisation has power to do anything which is calculated to further its purposes or is conducive or incidental to doing so.
- 6 No part of the income or property of the organisation may be paid or transferred (directly or indirectly) to the members - either in the course of the organisation's existence or on dissolution - except where this is done in direct furtherance of the organisation's charitable purposes.

Liability of members

- 7 The members of the organisation have no liability to pay any sums to help to meet the debts (or other liabilities) of the organisation if it is wound up; accordingly, if the organisation is unable to meet its debts, the members will not be held responsible.
- 8 The members and charity trustees have certain legal duties under the Charities and Trustee Investment (Scotland) Act 2005; and clause 7 does not exclude (or limit) any personal liabilities they might incur if they are in breach of those duties or in breach of other legal obligations or duties that apply to them personally.

General structure

- 9 The structure of the organisation consists of:-
- 9.1 the MEMBERS - who have the right to attend members' meetings (including any annual general meeting) and have important powers under the constitution; in particular, the members appoint people to serve on the board and take decisions on changes to the constitution itself;
 - 9.2 the BOARD - who hold regular meetings, and generally control the activities of the organisation; for example, the board is responsible for monitoring and controlling the financial position of the organisation.
- 10 The people serving on the board are referred to in this constitution as CHARITY TRUSTEES.

MEMBERS

Qualifications for membership

- 11 Membership is open to any individual aged 16 or over who is interested in the history, culture and natural heritage of Birsay, Orkney
- 12 Junior membership is open to any individual aged under 16 who is interested in the history, culture and natural heritage of Birsay, Orkney. Junior members will have limited voting rights and will only be allowed to vote on matters as agreed by the Board.
- 13 Employees of the organisation are eligible for membership but are not able to vote on matters directly affecting employment within the organisation.

Application for membership

- 14 Any person who wishes to become a member must sign a written application for membership; the application will then be considered by the board at its next board meeting.
- 15 The board may, at its discretion, refuse to admit any person to membership.
- 16 The board must notify each applicant promptly (in writing or by e-mail) of its decision on whether or not to admit him/her to membership.

Membership subscription

- 17 Members shall require to pay an annual membership subscription; unless and until otherwise determined by the members, the amount of the annual membership subscription shall be £10 and junior membership shall be £2.
- 17A The annual membership subscriptions shall be payable on or before 30th of April each year.
- 17B The members may vary the amount of annual membership subscription and/or the date on which it falls due in each year, by way of a resolution to that effect passed at an AGM.

17C If the membership subscription payable by an member remains outstanding more than 8 weeks after the date on which it fell due – and providing he/she has been given at least one written reminder - the board may, by resolution to that effect, remove him/her from membership

Register of members

- 18 The board must keep a register of members, setting out
- 18.1 for each current member:
 - 18.1.1 his/her full name and address; and
 - 18.1.2 the date on which he/she was registered as a member of the organisation;
 - 18.2 for each former member - for at least six years from the date on he/she ceased to be a member:
 - 18.2.1 his/her name; and
 - 18.2.2 the date on which he/she ceased to be a member.
- 19 The board must ensure that the register of members is updated within 28 days of any change:
- 19.1 which arises from a resolution of the board or a resolution passed by the members of the organisation; or
 - 19.2 which is notified to the organisation.
- 20 If a member or charity trustee of the organisation requests a copy of the register of members, the board must ensure that a copy is supplied to him/her within 28 days, providing the request is reasonable; if the request is made by a member (rather than a charity trustee), the board may provide a copy which has the addresses blanked out.

Withdrawal from membership

- 21 Any person who wants to withdraw from membership must give a written notice of withdrawal to the organisation, signed by him/her; he/she will cease to be a member as from the time when the notice is received by the organisation.

Transfer of membership

- 22 Membership of the organisation may not be transferred by a member.

Re-registration of members

- 23 The board may, at any time, issue notices to the members requiring them to confirm that they wish to remain as members of the organisation, and allowing them a period of 28 days (running from the date of issue of the notice) to provide that confirmation to the board.
- 24 If a member fails to provide confirmation to the board (in writing or by e-mail) that he/she wishes to remain as a member of the organisation and pays the subscription before the expiry of the 28-day period referred to in clause 23, the membership will lapse

- 25 A notice under clause 23 will not be valid unless it refers specifically to the consequences (under clause 24) of failing to provide confirmation within the 28-day period.

Expulsion from membership

- 26 Any person may be expelled from membership by way of a resolution passed by not less than two thirds of those present and voting at a members' meeting, providing the following procedures have been observed:-
- 26.1 at least 21 days' notice of the intention to propose the resolution must be given to the member concerned, specifying the grounds for the proposed expulsion;
 - 26.2 the member concerned will be entitled to be heard on the resolution at the members' meeting at which the resolution is proposed.

DECISION-MAKING BY THE MEMBERS

Members' meetings

- 27 The board must arrange a meeting of members (an annual general meeting or "AGM") in each calendar year.
- 28 The gap between one AGM and the next must not be longer than 15 months.
- 29 Notwithstanding clause 27, an AGM does not need to be held during the calendar year in which the organisation is formed; but the first AGM must still be held within 15 months of the date on which the organisation is formed.
- 30 The business of each AGM must include:-
 - 30.1 a report by the chair on the activities of the organisation;
 - 30.2 consideration of the annual accounts of the organisation;
 - 30.3 the election/re-election of charity trustees, as referred to in clauses 58 to 61.
- 31 The board may arrange a special members' meeting at any time.

Power to request the board to arrange a special members' meeting

- 32 The board must arrange a special members' meeting if they are requested to do so by a notice (which may take the form of two or more documents in the same terms, each signed by one or more members) by members who amount to 5% or more of the total membership of the organisation at the time, providing:
 - 32.1 the notice states the purposes for which the meeting is to be held; and
 - 32.2 those purposes are not inconsistent with the terms of this constitution, the Charities and Trustee (Investment) Scotland Act 2005 or any other statutory provision.
- 33 If the board receive a notice under clause 32, the date for the meeting which they arrange in accordance with the notice must not be later than 28 days from the date on which they received the notice.

Notice of members' meetings

- 34 At least 14 clear days' notice must be given of any AGM or any special members' meeting.
- 35 The notice calling a members' meeting must specify in general terms what business is to be dealt with at the meeting; and
 - 35.1 in the case of a resolution to alter the constitution, must set out the exact terms of the proposed alteration(s); or
 - 35.2 in the case of any other resolution falling within clause 46 (requirement for two-thirds majority) must set out the exact terms of the resolution.

- 36 The reference to “clear days” in clause 34 shall be taken to mean that, in calculating the period of notice,
- 36.1 the day after the notices are posted (or sent by e-mail) should be excluded; and
- 36.2 the day of the meeting itself should also be excluded.
- 37 Notice of every AGM, EGM or special members' meeting must be given to all the members of the organisation, and to all the charity trustees; but the accidental omission to give notice to one or more members will not invalidate the proceedings at the meeting.
- 38 Any notice which requires to be given to a member under this constitution must be: -
- 38.1 sent by post to the member, at the address last notified by him/her to the organisation; *or*
- 38.2 sent by e-mail to the member, at the e-mail address last notified by him/her to the organisation *or*
- 38.3 advertised in local press and on local radio

Procedure at members' meetings

- 39 No valid decisions can be taken at any members' meeting unless a quorum is present.
- 40 The quorum for a members' meeting is 10 members, present in person.
- 41 If a quorum is not present within 15 minutes after the time at which a members' meeting was due to start - or if a quorum ceases to be present during a members' meeting - the meeting cannot proceed; and fresh notices of meeting will require to be sent out, to deal with the business (or remaining business) which was intended to be conducted.
- 42 The chair of the organisation should act as chairperson of each members' meeting.
- 43 If the chair of the organisation is not present within 15 minutes after the time at which the meeting was due to start (or is not willing to act as chairperson), the charity trustees present at the meeting must elect (from among themselves) the person who will act as chairperson of that meeting.

Voting at members' meetings

- 44 Every member has one vote, which must be given personally.
- 45 All decisions at members' meetings will be made by majority vote - with the exception of the types of resolution listed in clause 466.
- 46 The following resolutions will be valid only if passed by not less than two thirds of those voting on the resolution at a members' meeting (or if passed by way of a written resolution under clause 50):
- 46.1 a resolution amending the constitution;

- 46.2 a resolution expelling a person from membership under article 26;
 - 46.3 a resolution directing the board to take any particular step (or directing the board not to take any particular step);
 - 46.4 a resolution approving the amalgamation of the organisation with another SCIO (or approving the constitution of the new SCIO to be constituted as the successor pursuant to that amalgamation);
 - 46.5 a resolution to the effect that all of the organisation's property, rights and liabilities should be transferred to another SCIO (or agreeing to the transfer from another SCIO of all of its property, rights and liabilities);
 - 46.6 a resolution for the winding up or dissolution of the organisation.
- 47 If there is an equal number of votes for and against any resolution, the chairperson of the meeting will be entitled to a second (casting) vote.
- 48 A resolution put to the vote at a members' meeting will be decided on a show of hands - unless the chairperson (or at least two other members present at the meeting) ask for a secret ballot.
- 49 The chairperson will decide how any secret ballot is to be conducted, and he/she will declare the result of the ballot at the meeting.

Written resolutions by members

- 50 A resolution agreed to in writing (or by e-mail) by two thirds majority of the members will be as valid as if it had been passed at a members' meeting; the date of the resolution will be taken to be the date on which the last member agreed to it.

Minutes

- 51 The board must ensure that proper minutes are kept in relation to all members' meetings.
- 52 Minutes of members' meetings must include the names of those present; and (so far as possible) should be signed by the chairperson of the meeting.

BOARD

Number of charity trustees

- 53 The maximum number of charity trustees is 8.
- 54 The minimum number of charity trustees is 4.

Eligibility

- 55 A person will not be eligible for election or appointment to the board unless he/she is a member of the organisation.
- 56 A person will not be eligible for election or appointment to the board if he/she is: -

- 56.1 disqualified from being a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005; or
- 56.2 an employee of the organisation.

Initial charity trustees

- 57 The individuals who signed the charity trustee declaration forms which accompanied the application for incorporation of the organisation shall be deemed to have been appointed by the members as charity trustees with effect from the date of incorporation of the organisation.

Election, retiral, re-election

- 58 At each AGM, the members may elect any member (unless he/she is debarred from membership under clause 56) to be a charity trustee.
- 59 The board may at any time appoint any member (unless he/she is debarred from membership under clause 56) to be a charity trustee.
- 60 At each AGM, all of the charity trustees must retire from office - but may then be re-elected under clause 58.
- 61 A charity trustee retiring at an AGM will be deemed to have been re-elected unless: -
 - 61.1 he/she advises the board prior to the conclusion of the AGM that he/she does not wish to be re-appointed as a charity trustee; or
 - 61.2 an election process was held at the AGM and he/she was not among those elected/re-elected through that process; or
 - 61.3 a resolution for the re-election of that charity trustee was put to the AGM and was not carried.

Termination of office

- 62 A charity trustee will automatically cease to hold office if: -
 - 62.1 he/she becomes disqualified from being a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005;
 - 62.2 he/she becomes incapable for medical reasons of carrying out his/her duties as a charity trustee - but only if that has continued (or is expected to continue) for a period of more than six months;
 - 62.3 he/she ceases to be a member of the organisation;
 - 62.4 he/she becomes an employee of the organisation;
 - 62.5 he/she gives the organisation a notice of resignation, signed by him/her;
 - 62.6 he/she is absent (without good reason, in the opinion of the board) from more than three consecutive meetings of the board - but only if the board resolves to remove him/her from office;

- 62.7 he/she is removed from office by resolution of the board on the grounds that he/she is considered to have committed a material breach of the code of conduct for charity trustees (as referred to in clause 79);
 - 62.8 he/she is removed from office by resolution of the board on the grounds that he/she is considered to have been in serious or persistent breach of his/her duties under section 66(1) or (2) of the Charities and Trustee Investment (Scotland) Act 2005; or
 - 62.9 he/she is removed from office by a resolution of the members passed at a members' meeting.
- 63 A resolution under paragraph 62.7, 62.8 or 62.9 shall be valid only if: -
- 63.1 the charity trustee who is the subject of the resolution is given reasonable prior written notice of the grounds upon which the resolution for his/her removal is to be proposed;
 - 63.2 the charity trustee concerned is given the opportunity to address the meeting at which the resolution is proposed, prior to the resolution being put to the vote; and
 - 63.3 (in the case of a resolution under paragraph 62.7 or 62.8) at least two thirds (to the nearest round number) of the charity trustees then in office vote in favour of the resolution.

Register of charity trustees

- 64 The board must keep a register of charity trustees, setting out
- 64.1 for each current charity trustee:
 - 64.1.1 his/her full name and address;
 - 64.1.2 the date on which he/she was appointed as a charity trustee; and
 - 64.1.3 any office held by him/her in the organisation;
 - 64.2 for each former charity trustee - for at least 6 years from the date on which he/she ceased to be a charity trustee:
 - 64.2.1 the name of the charity trustee;
 - 64.2.2 any office held by him/her in the organisation; and
 - 64.2.3 the date on which he/she ceased to be a charity trustee.
- 65 The board must ensure that the register of charity trustees is updated within 28 days of any change:
- 65.1 which arises from a resolution of the board or a resolution passed by the members of the organisation; or
 - 65.2 which is notified to the organisation.

- 66 If any person requests a copy of the register of charity trustees, the board must ensure that a copy is supplied to him/her within 28 days, providing the request is reasonable; if the request is made by a person who is not a charity trustee of the organisation, the board may provide a copy which has the addresses blanked out - if the SCIO is satisfied that including that information is likely to jeopardise the safety or security of any person or premises.

Office-bearers

- 67 The charity trustees must elect (from among themselves) a chair, a treasurer and a secretary.
- 68 In addition to the office-bearers required under clause 67, the charity trustees may elect (from among themselves) further office-bearers if they consider that appropriate.
- 69 All of the office-bearers will cease to hold office at the conclusion of each AGM, but may then be re-elected under clause 67 or 68.
- 70 A person elected to any office will automatically cease to hold that office:
- - 70.1 if he/she ceases to be a charity trustee; or
 - 70.2 if he/she gives to the organisation a notice of resignation from that office, signed by him/her.

Powers of board

- 71 Except where this constitution states otherwise, the organisation (and its assets and operations) will be managed by the board; and the board may exercise all the powers of the organisation.
- 72 A meeting of the board at which a quorum is present may exercise all powers exercisable by the board.
- 73 The members may, by way of a resolution passed in compliance with clause 46 (requirement for two-thirds majority), direct the board to take any particular step or direct the board not to take any particular step; and the board shall give effect to any such direction accordingly.

Charity trustees - general duties

- 74 Each of the charity trustees has a duty, in exercising functions as a charity trustee, to act in the interests of the organisation; and, in particular, must:-
- 74.1 seek, in good faith, to ensure that the organisation acts in a manner which is in accordance with its purposes;
 - 74.2 act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;
 - 74.3 in circumstances giving rise to the possibility of a conflict of interest between the organisation and any other party:
 - 74.3.1 put the interests of the organisation before that of the other party;

- 74.3.2 where any other duty prevents him/her from doing so, disclose the conflicting interest to the organisation and refrain from participating in any deliberation or decision of the other charity trustees with regard to the matter in question;
- 74.4 ensure that the organisation complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.
- 75 In addition to the duties outlined in clause 74, all of the charity trustees must take such steps as are reasonably practicable for the purpose of ensuring: -
- 75.1 that any breach of any of those duties by a charity trustee is corrected by the charity trustee concerned and not repeated; and
- 75.2 that any trustee who has been in serious and persistent breach of those duties is removed as a trustee.
- 76 Provided he/she has declared his/her interest - and has not voted on the question of whether or not the organisation should enter into the arrangement - a charity trustee will not be debarred from entering into an arrangement with the organisation in which he/she has a personal interest; and (subject to clause 77 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005), he/she may retain any personal benefit which arises from that arrangement.
- 77 No charity trustee may serve as an employee (full time or part time) of the organisation; and no charity trustee may be given any remuneration by the organisation for carrying out his/her duties as a charity trustee.
- 78 The charity trustees may be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.

Code of conduct for charity trustees

- 79 Each of the charity trustees shall comply with the code of conduct (incorporating detailed rules on conflict of interest) prescribed by the board from time to time.
- 80 The code of conduct referred to in clause 80 shall be supplemental to the provisions relating to the conduct of charity trustees contained in this constitution and the duties imposed on charity trustees under the Charities and Trustee Investment (Scotland) Act 2005; and all relevant provisions of this constitution shall be interpreted and applied in accordance with the provisions of the code of conduct in force from time to time

DECISION-MAKING BY THE CHARITY TRUSTEES

Notice of board meetings

- 81 Any charity trustee may call a meeting of the board *or* ask the secretary to call a meeting of the board.

- 82 At least 5 days' notice must be given of each board meeting, unless (in the opinion of the person calling the meeting) there is a degree of urgency which makes that inappropriate.

Procedure at board meetings

- 83 No valid decisions can be taken at a board meeting unless a quorum is present; the quorum for board meetings is 4 charity trustees, present in person.
- 84 If at any time the number of charity trustees in office falls below the number stated as the quorum in clause 83, the remaining charity trustee(s) will have power to fill the vacancies or call a members' meeting - but will not be able to take any other valid decisions.
- 85 The chair of the organisation should act as chairperson of each board meeting.
- 86 If the chair is not present within 15 minutes after the time at which the meeting was due to start (or is not willing to act as chairperson), the charity trustees present at the meeting must elect (from among themselves) the person who will act as chairperson of that meeting.
- 87 Every charity trustee has one vote, which must be given personally.
- 88 All decisions at board meetings will be made by majority vote.
- 89 If there is an equal number of votes for and against any resolution, the chairperson of the meeting will be entitled to a second (casting) vote.
- 90 The board may, at its discretion, allow any person to attend and speak at a board meeting notwithstanding that he/she is not a charity trustee - but on the basis that he/she must not participate in decision-making.
- 91 A charity trustee must not vote at a board meeting (or at a meeting of a sub-committee) on any resolution which relates to a matter in which he/she has a personal interest or duty which conflicts (or may conflict) with the interests of the organisation; he/she must withdraw from the meeting while an item of that nature is being dealt with.
- 92 For the purposes of clause 91: -
- 92.1 an interest held by an individual who is "connected" with the charity trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that charity trustee;
- 92.2 a charity trustee will be deemed to have a personal interest in relation to a particular matter if a body in relation to which he/she is an employee, director, member of the management committee, officer or elected representative has an interest in that matter.

Minutes

- 93 The board must ensure that proper minutes are kept in relation to all board meetings and meetings of sub-committees.

- 94 The minutes to be kept under clause 93 must include the names of those present; and (so far as possible) should be signed by the chairperson of the meeting.
- 95 The board shall (subject to clause 96) make available copies of the minutes referred to in clause 93 to any member of the organisation requesting them.
- 96 The board may exclude from any copy minutes made available to a member under clause 95 any material which the board considers ought properly to be kept confidential - on the grounds that allowing access to such material could cause significant prejudice to the interests of the organisation or on the basis that the material contains reference to employee or other matters which it would be inappropriate to divulge.

ADMINISTRATION

Delegation to sub-committees

- 97 The board may delegate any of their powers to sub-committees; a sub-committee must include at least one charity trustee, but other members of a sub-committee need not be charity trustees.
- 98 The board may also delegate to the chair of the organisation (or the holder of any other post) such of their powers as they may consider appropriate.
- 99 When delegating powers under clause 97 or 98, the board must set out appropriate conditions (which must include an obligation to report regularly to the board).
- 100 Any delegation of powers under clause 97 or 98 may be revoked or altered by the board at any time.
- 101 The rules of procedure for each sub-committee, and the provisions relating to membership of each sub-committee, shall be set by the board.

Operation of accounts

- 102 Subject to clause 103, the signatures of two out of three signatories appointed by the board will be required in relation to all operations (other than the lodging of funds) on the bank and building society accounts held by the organisation; at least one out of the two signatures must be the signature of a charity trustee.
- 103 Where the organisation uses electronic facilities for the operation of any bank or building society account, the authorisations required for operations on that account must be consistent with the approach reflected in clause 102.

Accounting records and annual accounts

- 104 The board must ensure that proper accounting records are kept, in accordance with all applicable statutory requirements.
- 105 The board must prepare annual accounts, complying with all relevant statutory requirements; if an audit is required under any statutory provisions (or if the board consider that an audit would be appropriate for

some other reason), the board should ensure that an audit of the accounts is carried out by a qualified auditor.

MISCELLANEOUS

Winding-up

- 106 If the organisation is to be wound up or dissolved, the winding-up or dissolution process will be carried out in accordance with the procedures set out under the Charities and Trustee Investment (Scotland) Act 2005.
- 107 Any surplus assets available to the organisation immediately preceding its winding up or dissolution must be used for purposes which are the same as - or which closely resemble - the purposes of the organisation as set out in this constitution.

Alterations to the constitution

- 108 This constitution may (subject to clause 109) be altered by resolution of the members passed at a members' meeting (subject to achieving the two thirds majority referred to in clause 46) or by way of a written resolution of the members.
- 109 The Charities and Trustee Investment (Scotland) Act 2005 prohibits taking certain steps (eg change of name, an alteration to the purposes, amalgamation, winding-up) without the consent of the Office of the Scottish Charity Regulator (OSCR).

Interpretation

- 110 References in this constitution to the Charities and Trustee Investment (Scotland) Act 2005 should be taken to include: -
- 110.1 any statutory provision which adds to, modifies or replaces that Act; and
- 110.2 any statutory instrument issued in pursuance of that Act or in pursuance of any statutory provision falling under paragraph 110.1 above.
- 111 In this constitution: -
- 111.1 "charity" means a body which is either a "Scottish charity" within the meaning of section 13 of the Charities and Trustee Investment (Scotland) Act 2005 or a "charity" within the meaning of section 1 of the Charities Act 2006, providing (in either case) that its objects are limited to charitable purposes;
- 111.2 "charitable purpose" means a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts.