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Registered Charity SC040407

EGM & Public General Meeting Part Two
Saturday 14 November 2026 at 2:15 p.m.
at Rousay Community School

Draft Minutes/Transcript of Meeting

Present at the meeting: - Nicky Jacques, Rachel MacGill, Eric Shortland, Carey Mainland, Muriel & Alistair Marwick, Julia Peace, Andrew Hind, Fiona & Richard Tipper, Janet & Bobby Friel, Vivian Bailey, Clare Daintith, Stuart & Sarah Sailor, Mary MacAskill, Kira Hoffman, Carolyne Tunbridge, Jack Woodford, Kirsty Tunbridge, Charlotte Henderson, Rebecca Walker, Allan Alexander, Laverne & John Walkey, Hannah Cook, Lee Mason, Claire Pegrum, Annette and Ian Robinson, Diana Compton, Gary & Christine Briggs, Alice Mainland, Callum Potter, Carol Rae, Alice Foulds, Courtney McCheyne-Robb, Clea Paine, Andy Tunbridge, Trish Prater, Ellie Straghan (left midway through the meeting), Tom Mainland, Lisa Croft, Grant Mainland, Julie Gibson, Mark Hull, Martin Douglas, Kayleigh Tipper, Alison Mainland, Callum Flaws, Hannah Shell & Helen Castle. Laura French, Jess Tunbridge & James Skinner via TEAMS.

Fiona Smith – Facilitator.

Apologies were received from: - Chris Jacques, Julia Cussans, Anthony Mustchin, Angela Ferguson, Ben Pentreath, Charlie McCormick, Catherine Kriisa, Joy Henderson, Frances Roebuck.

Public Meeting – Options for the Future of the Taversoe
A presentation and brief summary of each of the options with pros and cons.

Lisa called the second part of the meeting and thanked Alice for the refreshments. Lisa said that the board were looking forward to hearing everyone's ideas and they were going to present the three options for the Taversoe.

The following options have been developed in consultation with the Scottish Land Fund, Plunkett Associates and the Board of Directors for REWDT. Working with Plunkett Assoc. we now have several successful examples and lease agreements from Community Owned Pubs and Inns

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in Scotland operating under both Options 1 and 2. We were assisted in developing these options with the Scottish Land Fund, who helped us acquire the Taversoe, and they've been extremely supportive of us in this process. These options that we are going to be presenting to you are what they have helped us to lay out today. We're going to do questions at the end again.

Talking about lessons learned, some of these options we have tried here before. That doesn't mean that they're not good options. It just means we need to make sure that the process is sound and that we've learned lessons, so we don't make the same mistakes again.

Option 1 Martin shared the commercial lease option. The lease will form the part of the ballot options that you will get. We will speak about that a little bit later.

This is a straightforward option which would require advertising for a tenant and the REWDT would become a landlord with the usual commercial property owner responsibilities to the tenant.
The tenant would have complete say in the operation of the Taversoe as it will be their business. They can operate and they can see, they can operate as they see fit with profit potentially as their bottom line.

Pros - This is the option that requires the minimum input from the community and the Development Trust to operate the Taversoe.

The Cons, as far as we see is that the lease can't be written as to be so restrictive or that it could discourage interests from outside parties wanting to take an interest in a restaurant, pub on a small island in a very rural location which will inhibit the amount of people coming in anyway. The leaseholder would be able to make all aspects of operations, i.e. the hours of operation, within their licence agreement, pricing, season of operation and the hiring of employees. This gives a very low incentive for them to have wide opening hours, particularly during the winter.

Lisa said that the board would take questions after the three options had been shared and if they cannot be answered the board would get back following research. And discussion with our full-time advisor from Plunkett's.

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Option 2 – Lisa presented the Community Benefit Society option.
And one thing about the Community Benefit Society option is that the Taversoe will be operated for the wellbeing of the community.

The pros are that this is the primary reason for operating and the business is expected to cover cost of operation and in time to generate some income back to the CBS for reinvestment into the Taversoe. We can ask that the priority be to hire local staff, use locally grown produce, harvested products, as well as welcoming visitors. The REW DT sees this option as a pro, when this option works, it works really well. But it just depends on getting the right people.

The con, or it can be the pro, depending on how you feel, is that it requires the recreation of a community benefit society. The REW DT does have a company already registered called the Rousay, Egilsay & Wyre Trading Company, registered with Companies House, but it's not operational because we do not have at least three board members from the public on the subsidiaries board.

We would need volunteers from the community to come back to the board. The important thing is that we do the right steps in the right order this time, and that we have people who are engaged and believe in that model as well as the benefits to the community.

Option 3 – Julie shared that this was to sell the Taversoe. The Trust Board believes that selling will definitely create negative impact on the island. The reasons for this and why it's not, in the board's opinion a good idea are firstly, finding a buyer is not something that's going to be easy. We know that as previously when it was for sale, the Taversoe did not sell over many years.
And secondly, if we did sell it, the Trust would have to repay more than £280,000 back to the Scottish Government, to the Scottish Land Fund, who granted the REW DT the money for the purchase and opening in the first place.
Thirdly, Grant funding. The original grant covered much of the cost of bringing the Taversoe into community ownership. And selling it is likely to make funders much more reluctant to support future applications from the Trust for substantial grants.
Any grants, not just the grants at the pub, but any big grants, they'll say that we couldn't manage the last one, so why would they support future awards?
However, it is something we could do and if the island has decided that

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the risk to the reputation would be acceptable, it's on the options list. So that nuclear option is there for you if you want to choose that.

Lisa continued to say that we're going to talk about the process we're going to follow. We'll take questions and answers in just a minute. And one thing I did want to add to what Julie was saying, we do think there would be an impact of funding available to the community for some of our community grants in the 2027-28 fiscal year if we had to pay back that amount of money to The Scottish Land Fund.

Because this is just a subset of the community and we're glad, you're all here, to make sure that everybody has a voice in this process, we're going to send out ballots. And you'll be receiving a ballot at the end of next week and in your envelope will be ballots for all the adults in your household. There'll be a copy of the options paper that we're speaking from today. There'll be a self-stamped addressed envelope for you to send it back to the VAO in Kirkwall, which has voluntary to be our arbitrator and count the votes independently. There'll also be instructions in the letter regarding additional ballot forms, you can call the Trust if you have any questions, we'll get back to you on the options if you don't feel like you have all the information available. So that is how we're planning to hear from everybody.

Fiona said that all present had the benefit of getting questions answered today because you're here and the difference is this time the boards doesn't have a legal restriction on what they say. Fiona recapped on what the three options were.

Clea Paine - For the Community Benefit Society option, is that a model where there's a landlord, who holds the licence, for example, in that option?
Lisa answered that the CBS pulled the licence. The building would still be owned by the Trust.
Clea than asked would the people actually standing behind the bar most of the time be members of the community volunteers or would it be a landlord.

Lisa replied - the people standing behind the bar would be paid employees. They have to be paid a living wage as CBS staff; it works well when you have the right people

Mark Hull added that the CBS is required because we as the Development Trust are a charity and we can't run a business.

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Clea said the running of the hotel and the pub requires a huge amount of expertise, I personally wouldn't feel competent to do that at all, but you would be running the day-to-day, ordering vegetables, the selling of the drinks. Would there be, paid employment and it could be a couple, or a manager?
Lisa - There would be employees, there would be a distance between the Trust and the CBS.

Carol Rae - Just a statement. I would be extremely disappointed to see the community making a decision that we dispose of the community asset, which I think would work really well when we have the right fit, right qualifications and interest in taking this forward.

Lee Mason – Was the Taversoe profitable when it was running over the summer? How do we know that taking this forward it will be profitable and it will work? Grant responded that the previous owners had run a profitable business.

Trish Prater - If we all walk in and do it properly, it's extremely viable.

Lisa added her thanks to Trish, Rachel & Molly for helping and stepping up, preserving our relationship in the hospitality community by honouring our existing reservations. So, thank you to the folks who did this.

Fiona clarified that those present talked about CBS as a model, where there's a manager who runs it all, and I think people are beginning to look to CBS as a model with a manager, but with some community voluntary support.

Lee Mason - If anyone would like to help out they would also like to be paid. If profitable would the profit go back into the community?

Mark Hull replied that we have we have an example from the community turbine that was sets up a company, it makes a profit, it gifts it up to the Trust. That would happen with the CBS.

Lisa shared that there is a community-owned pub in Scotland. Their Development Trust has only got 64 members because it's just the pub. They don't have a turbine, but they have managed, and they had a similar experience to us. They tried a lease but that didn't work, they tried CBS, and that didn't work. And the pub sat closed for about half a year. And then a young couple from Glasgow in the hospitality industry came down

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and they took it on. What they have done is the managers don't work in January, February, and March. They take it off. And a group of community volunteers comes in on 2 Sundays a month to do a Sunday roast lunch and occasionally a Friday night opening, during these three months to cover the gap for the community and having the gap for the managers to have a break but it keeps the pub open for the community. There are different ways of doing the model. All that will be managed and negotiated by the CBS.

Mark Hull added that when it makes money, it comes back into the community, but also, you have an obligation as a charity that you can't knowingly run a business that was loss making. We benefit from being charities, but that puts a bigger burden on you, on your assets. For that point of view, if we do deliberately run a business, that is making losses, OSCA will come after us. You have to be really clear, if you're running a business, that is a going concern.

Eric Shortland – The previous CBS went wrong so we need experienced people to make sure it all goes well this time. You need an experienced manager, even if it's not full time, that making sure that enough characters do turn up. It's somebody who's organising the whole thing. This isn't a volunteer. This is a paid job, and maybe a good one if you wanted the thing to be run really well and have half a chance of making money. That it can be run well for the benefit of the community.

Lisa said the CBS board hires a manager. It's just like the REW DT is about to hire a new Development Trust Manager. The board is hiring; we're going to be advertising the position to fill the behind void.

Fiona summarised that what was being said is a lot of detail about the CBS option, which might suggest an interest in it.

Carol Rae - I'm just uncertain if you're having a manager appointing your manager, does that not reduce the viability of the operation? Lisa replied that you have a board, you have the CBS board that hires the manager, and so it's not a manager hiring a manager. Our Development Trust Manager, does not hire the manager at the Taversoe.

Christine Briggs - It's just to make a point that I feel that the governance arrangements in whichever model is adopted, that the governance relationship between the Development Trust as a charity and an entity and the CBS,

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all the tenants are clear on their relationship and the accountability.

Mary MacAskill - I know we're going back. And I just want to make a comment about CBS. So, when the conversation was first brought over, there was a CBS and they got disbanded. Can you confirm who will oversee the CBS? Will it be the Development Trust?
Lisa commented that the question if related to the previous CBS could not be answered due to the REW DT being engaged in a legal discussion relating to that time Mary said that she was not speaking about the previous CBS but if this option is taken up the future CBS. Who is going to oversee the CBS? Who is going to be a subsidiary of the trust? The reply was that the CBS could be a subsidiary of the trust of the same way that REWIRED is.

Mark Hull added that the CBS is actually a separate entity with their own directors and they have responsibilities in the same way as Trust directors have the responsibility for the charity. The Development Trust has no responsibility for the CBS. Mary asked about HSO Ltd.
Mark explained that HSO was a wholly owned trading subsidiary of the Trust that is different from a CBS. CBS has its own board and its own directors with their own responsibility for their aims that your CBS is set up for. Mary added just confirm that the CBS that you are talking about right now about taking over the Taversoe as an option, there will be no input from the Development Trust. Mark replied it will depend how you shape the format, because the Development Trust will own the physical assets. Lisa added that there's different ways you can set up CBS as far as assets and things like that. Fiona added It's really important the community learns from the past and it's really important the government's arrangements are right.

Mary added they're talking about creating another CBS as an option to run the Taversoe when the last CBS failed and it was disbanded. So why as community are we going to talk about having another CBS when the last one failed?

Lisa said that it is an option. It just depends on the people involved. The CBS board will have two Development Trust directors on it. That's part of the constitution on that.
Fiona then took Alan Alexander's question. I'm no expert on running pubs or things like that. I think if us as a community want the Taversoe for the community, the CBS seems to be the best option. If the private

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landlord goes in there, the only way they're going to really make money, is through tourism. So, the community would be on the back of that. If I was a private landlord, I'd be wanting to maximise my profits as businesses. That's what business is about. And it seems that the only way that Taversoe makes money really is through the tourist season because the amount of footfall that it gets out of season surely can't pay somebody's wage. So, I think what the Trust are doing here is to put the ball back to us as a community. Do we want the pub? If so, we put forward people to go on to this, you know, the board for the CBS.

Lisa added that on the ballot that you're going to be receiving in the mail, underneath the CBS option, there's a couple of lines where we ask if you're interested in being on board or interested in volunteering and helping out in some other way.
You don't have to stand up and raise your hand today, but if you'd like to, please fill out that relying on your ballot form.

Eric Shortland asked as the Pier Restaurant is also coming up for being used effectively next year. Is there a manager who would do both of them, would that be a good idea.
Lisa replied that this is not an option to discuss today, but the board will note it.

Clea Paine – To sum up the discussion that everybody's been having now, it seems to me that it's quite confusing, the kind of web of the funding that is involved and the Development Trust and it's difficult to understand the relationship, future relationship with any potential CBS with the Development Trust regarding funding. You've explained a little bit about how if there was a profit, it would flow back to the Development Trust. I'm aware that the Development Trust have put money into the pub, or at least I believe so in terms of refurbishment and stuff. And could it be made clear on the eventual document that you send out exactly how things would be funded? How much, insofar as this is going to be a separate legal entity, how would that legal entity go to the bank to get money like a normal business to fund any refurbishments or if the Development Trust is doing that and so on and so forth. To what extent would it truly be separate financially and to what extent would it be funded by the community?

Lisa replied that the REW DT would put a link in the information sent to Plunkett's website for a presentation on managing community-based

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assets. Lisa also thanked Julie for sorting through all the material. Lisa continued that there's a couple of different options to look at in there. And we'll include that in the information because Plunkett's do a really good job of explaining what a CBS is, what a lease is, how it differs. It's done a little bit differently everywhere. It's really a community. It's pretty much organic for the community within the CBS area.

Lisa said that people can contact the office, email is best, if possible, to info@rewdt.org for more information or with questions before responding to the ballot.

Andy Hind added that his son worked in the Taversoe in the summer and it was very busy. He really enjoyed working there and he was really sad when it closed. If the CBS and opening the Taversoe could create four or five part time jobs for young people, it is quite nice. If you don't want to sell it, you're developing the development or developing the island, developing the people. This gave our son his first job, he was 17, gained experience in working environment.

Christine Briggs added that the link to the presentation sounds useful, but it also sounds like it might be complicated. And I think people do need to have a simplified version of what the CBS means, what its relationship with the Development Trust will be. And if it's also possible to, particularly at this early stage, if people want to come forward as directors on the CBS? What is the ask of those people? What are their responsibilities? I think strongly that would be helpful to understand as well.

Lisa said this could be done but the ballot might not come out at the end of next week. But I think it's worth waiting and doing it right, getting you all the right information, then rushing and getting the ballot out next week. I don't want to commit to getting the ballot out and then not doing it. And then yet again, we're breaking another commitment.

Fiona summarised that, delaying the balance a little bit, but give you clear, summarised resources.

Lisa added that one of the really successful CBSs has offered to do a presentation for us, a Zoom presentation, answering questions about what has worked for them. One of the Red Lions, that are community owned in Scotland, there are 19 community owned pubs in Scotland, and they all had some degree of challenge like we have had here. There's a lot

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of lessons learned that Lisa will share. And if you're interested, just send Lisa a note to say if you wish to be part of the Zoom session.

Lee Mason - I would just like to understand before we have this ballot exactly how
this CBS would be structured, what the people are looking for, whether it's volunteers, whether it's fixed positions, part time. It needs to be crystal clear because the other option is quite straightforward. You're leasing the Taversoe or you're selling it. So, this one I think, and there's a lot of people that aren't here today, without some visual where it explains exactly what staff you're looking for, how this would work etc.

Fiona summarised that there's a really clear ask here, for what would a CBS look like in practise? Where has it worked elsewhere? How do we learn the lessons from the past? And I've cautioned you against saying CBS is the best option. There is a lot to understand.

Tom Mainland - You're saying there's 19 other community-owned pubs in Scotland, is that correct?
Yes.

Have you been in communication with the bodies that run or organise these pubs? Lisa - With three of them.

Tom -OK, that's not many over 19, would it be a good idea to try and get in contact with as many of them as possible and find out which is statistically the most successful running model?

Lisa - That's exactly what we got. We asked for examples of the models. We've asked for good examples of agreements. They're all different. Julie looked through a lot of them. And most of them are CBS.

Julie - The CBS models are different; the leases are different. So, it's a horses for courses kind of scenario, but there is a general tendency that the CBS model has worked well. And I think what it is that's made it work well is they're all
very rural places. We know that people are short of time for volunteering in rural places, but nonetheless, there's potential for having a gap in the year where the people who have said they would come around the pub would be doing
one shift, say, in the winter, because there's enough of them to run every other weekend for 8 weeks is a way that volunteers can contribute without being paid and gets the staff the time off. So that, you know, it's not impossible to do that.

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Carey Mainland - The word pub is being thrown around a lot, and Taversoe is not just a pub. The Taverso has three separate layers. You've got your bar, your dining and the accommodation which is where your money is coming from. Heads on beds is the money. And it's an important aspect that I feel has been brushed over a bit. We're always saying pub or saying food. I think that if option one, lease coming in, if they are looking at financial viability, which they most probably will, then they would be looking to prioritise their time in the summertime and potentially not including the community thoughts and wants and needs throughout the winter.
There is very little money that comes through the doors in the winter. Lee asked earlier about financial liability and previous people working there this summer to base profit, and they would have made a profit because it was the summer. So, you need to look at it annually.
I think when you're looking at CBS, because the Taversoe has many different layers.
Lisa was saying earlier about finding the right people. And there are things that go on behind the scenes that nobody is aware of, nobody even thinks about. You know, you might talk about making sure there's enough fish to get through the weekend, but six months and a year in advance, there were things that needed to be done.
processes that needed to be put into place and steps that needed to be made in order to make sure that that pub would run and accommodation and function through the whole year. So, I think with the CBS, I don't think by asking all the Red Lions in the world, if they're just pubs, their CBS model might not work for somewhere else. I think as you've got the kind of different levels within the Taverso and having different kind of members who are involved. Maybe one person would be more focused towards the accommodation, someone else would focus on the bar and the restaurant tied together or separate. And that's a lot of people, but there needs to be an over umbrella that helps tie all this together.
And I think a lot of people could help out and could do a shift here and could do a shift there, which is absolutely amazing. And you need that because the people that welcome you when you come into a pub, they're your front of house. And the first portal people have to use a pub and use a venue. And they're so important.
But something higher needs to tie all of that together.

Fiona summarised - remember that the is not just a pub. It's a pub, it's a restaurant, it's a hotel. That is a complex set of skills. And each of those

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skills needs support from the CBS if you have it. And the Trust board will go out and benchmarking other CBSs, go and find one that's offering those three and work out if it's working.

Hannah Shell - I think that people are leaning towards the CBS but concerned about the level of risk with it and not understanding it and not knowing what would be required of volunteers. But we're asking people on that form, would they like to volunteer? I know this complicates it and strings it out a little bit longer, but
is it worth caveating that vote, that option, that obviously we need to have adequate numbers of volunteers, but then as a bit of insurance policy, adding another layer that people who do at that point put themselves forward will attend a really thorough information day, explaining exactly what their option would be to choose. What the models would look like, what the legal responsibilities would be, so that at the end of that, if you've still got those volunteers, they know exactly what's going on, what they're signing up for, this might just have a little bit more longevity.

Lisa said that Plunkett has offered that to us.

Mark Hull - Going back to when the Trust first worked on the community turbine, there's always a chicken and egg when you ask when you go forward, like you have a plan for a plan. And I agree, I think if you have a ballot now that says this is the model you're going to, you go, you develop it, you go through, then you get to the point when you can say, are we going to build? Are we going to go with that one? There's another chance to decide at that point. Just to make sure none of it is impulsive, none of it's wrong.

Lee Mason – What Carey brought to light is a really important thing. I think going forward, we need everything in place, and you've got the staff that are willing to actually do this and we need everything ready. I do think that we do need someone experienced. You're hiring for the community.

Rachel MacGill - Just to say, I understand a bit about getting somebody in who has relevant experience and what must be in all the different layers that make it the one entity. Equally as well, and for thinking of the CBS and community support, I think those within the community who feel

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that the pub is really important to them, must ask themselves what they are prepared to do to help with that. So, because there may well be somebody who has the experience to manage and oversee, but without the staff, without enough people willing to get behind it and making it work, it's not going to function as it should, which will have an impact as well. I think that we need to, if we're learning from history and previous mistakes, as well moving forward, it's about what everybody can offer to try to get a positive impact.
Alan Alexander - Lee said obviously getting somebody in quite right and all the experience but that's from CBS to do. It's not a case of making sure that there's somebody from the island with the experience. It's making sure that somebody who they put in place to be the manager of the Taversoe has that real experience and has the staff to take that forward here. If we want this to work, we'll put ourselves forward to be on that CBS, not for any monetary value, because we'll do it.
voluntary for the community because we want that facility in place.

Carey - Just to remind people that there is the planning permission in place, so you wouldn't just be selling it as a business. It does have the capacity to be converted into a private residential accommodation as well. And that's already there. It has a certain number of years and from when it was passed to be used. So, it is utilised. You're not only looking for someone, you're saying, no one will buy for years, maybe not as a pub, but if you sell it, then there is the option that somebody would be interested in buying it as a residential property. And that is in place. So, it could be done.

Tom Mainland - You mentioned before, and that the potential implications of selling it, that you will have to pay back the money that was granted to the Trust. Which also then might impact potential funding for the Trust in the future. So just on a financial basis, would it not make sense, even if you were going to sell it, just to hold on to it for a year so that you didn't have to suffer that.
Julie - Well, yes.

Fiona asked if anybody wants to speak on behalf of the Lease? No.

Has anybody got a burning question that they really don't want to leave the room without being asked about the future?

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Alice Mainland - It was just a comment about volunteers and if you are relying on them, I have found on this island that it's the same people over and over again, the same five people basically, that volunteer at events and help out. And if you were relying on them to run the Taversoe, I don't think that's going to happen unless you get the same five people who are already in about 6 jobs. So just to be aware of that as well. And there's some people in this room who've never done anything for the community or have helped at events. I'm worried about people saying, that they think they can do it, that is my comment.

Fiona summarised the meeting by saying a lot of good questions were raised. The board will take those questions away. I think they'll have conversations with the police and the lawyer about what they can and cannot say and how will those be communicated back to the community. Lisa added - I think what we'll try and do is, depending on when we get the answers back, as we have got dependent on Facebook, I think we will be working on our website. We'll be posting the information on the website. We can also do the newsletter and send it either by an e-mail, some people get a hard copy mailed, and probably a post on Facebook.

Hannah added If you are not getting the newsletter, you need to e-mail and add your preferred method of receiving it to us.

Hannah Cook - I just wanted to say regarding communication, obviously everyone's in a different situation, whether there's some people that are and aren't on Facebook, maybe asking everyone again how they prefer to get communication. The one thing I would say about Facebook, it is good, maybe turn off the comments. And when you have the information just do another meeting because that's the best way to air communicate everything. I'm not saying that against Facebook, we're all entitled to opinions, but there were wrong opinions and it's all of it. It's so much easier when you're sitting at home, and you can say whatever you want with no consequences,

REW DT will gather the questions, they will put together the answers, they will be communicated in the newsletter, there will be emailed and on the website. Lisa can't guarantee it will be the next newsletter. We will as soon as we can get it out to you.

The other thing that's going on for us right now is we're about to start recruitment for the new Trust Manager. We really have a lot going on. But we will get those to you as soon as we hear back from the people that can

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provide those answers.

Second part of the conversation today is about those three options. What we're hearing from people in the room is there is some energy behind the CBS option, but it needs to be more worked up and with a great understanding of what it looks like in practise, how it relates to the board, how it's funded and liability, and that there is an aspect about working that is done into something too simple. Visual and to be communicated to everybody ahead of their being sent the ballot to vote.

Lisa added that she will try and pull something together to get out by next week. No ballot.

Lisa. The ballot may not go out until January, if that's OK with everybody.

Bobby Friel - What's happened today, what's happened in the past and what we're looking to do in the future. I think there's a fundamental thing about trust, rebuilding trust and regaining it. I think what you need to do now, you've been down the CBS route before, something went wrong. I'd like to be assured that the lessons not only were learned are being acted on to get right the second time, but also take the time you need, do it correctly so that the message from the Trust comes back to the community and it's the correct message with the right directions so the community and the Trust can engage if they want if that's possible. So don't put a timeline on something that doesn't require a timeline.

Lisa closed by saying thanks for everybody for coming along. Please bear with us because it is a really complicated process. And don't forget, we've only got a few paid staff, but they're absolutely swamped continuously. We are recruiting for more people and as they said, we're recruiting for a Trust Manager, etc. But the paid staff are completely swamped.
Martin added We're all volunteers. I'm a new volunteer. I'm astonished at how much work has needed to even just become a reasonably competent contributing director. But if I could say that both Grant and Lisa, because they've been a voice at the front of all of this, but they are doing an astounding amount of work in the background.
We are very active. We don't necessarily agree at all times as a board, but we are very collaborative. And Lisa and Grant are very much at the front putting in an astounding amount of work.

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I'd love to personally say thank you to them and to yourselves for coming along, but also to our paid staff.

Meeting closed.

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