

# Green Hive

helping Nairn community & the environment

Nairn River Enterprise



## Green Hive

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Registered Charity SC047727

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# Welcome to **Green Hive** **2020-2030 Business Plan**

Thank you for your interest and support for our work. This is our long-term business plan, sharing helpful information on why we exist, how we work and what our plan of activities includes over the next decade as we look forward to delivering this plan of **Green Hive Growth**.





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*“Simple can be harder than complex. You have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there you can move mountains.”*

Steve Jobs



## **Chair's Introduction - Simon Noble**

*"Green Hive is a well respected small charity based in Nairn. We started our work in December 2015, the first year relied entirely on the resources of volunteers. Our founding members were all committed locals and every single one of our projects since have come from ideas promulgated by local residents. We've gradually built up, both our volunteer reach in the community and now our staff team. The long-term vision was always to build capacity in the town by supporting local people to turn their ideas into reality. Local people strengthen and inspire us to do more. Proud of our environmental work, we are now at a new watershed moment, ready to take a significant step toward long-term sustainability, confident that we can achieve this with the support of the community. On behalf of the board of trustees we are pleased to share our ambitious growth plan for the next decade. In essence it is a relatively simple plan focused on maximising our impact and playing an important part in supporting Happier People and Happier Places in Nairnshire. If you would like to get involved, become a member, volunteer, donate or support us in another way please get in touch. Thank you!"*

## **Executive Summary**

Green Hive has ambitious growth plans for the next decade as we look to support the local community to develop solutions to the challenges for both the people and the places of Nairnshire. This ten-year business plan outlines the activity areas which will provide future growth opportunities for Green Hive, which benefit local people. We want to become a local exemplar taking positive action to address global environmental challenges and bring about happier people and happier places in Nairnshire. By staying true to our values and our charitable objects we will:

1. Support the development of community-led innovative and sustainable products, services and solutions focused on our three core areas of activities: Green Environment, Green Enterprise and Green Infrastructure
2. Reach and benefit more people by growing the Green Hive Community
3. Develop sustainable Green Hive community hubs
4. Be an evidence-based learning organisation focused on maximising the Social, Environmental and Economic impact of our work and available resources



## Vision

We are a thriving and sustainable community hub supporting local people to design solutions with a focus on environmental challenges and empowering them to deliver a wide range of activities, products and services which bring about

Happier People and Happier Places in Nairnshire

## Our mission

To become a local exemplar taking positive action to address global environmental challenges

## Our values

We strengthen and build the community of Nairnshire through our values of being

**Inclusive**

**Collaborative**

**Engaging**

**Solutions-focused**

**Sustainable**

## Overall Aim and Charitable Objects

**Overall Aim** Is to be **a local exemplar taking positive action to address global environmental challenges**

## Charitable Objects

Registered as a charity on 11th September 2017, we were legally set up to achieve the following Objects:

- The advancement of citizenship or community development (including rural or urban regeneration),
- the advancement of environmental protection or improvement and the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage.



Our founding aims were to contribute:

- to enhance well-being
- to promote regeneration in the town
- to provide civic pride
- to the enhancement of the local environment
- to the provision of a local employment and skills pipeline

The work ahead of us in the next decade from 2020-2030 will respond to these original aims whilst flexibly delivering solutions to the challenges ahead of us as a community with overwhelming evidence of the climate change action needed at all levels from the personal to the global. Our **PIPI** objectives for the next ten years, 2020-2030 begin with our community of **People** who generate the ideas and **Innovation** and support the projects and **Places** in which we have a positive **Impact**.

### **Objective 1 - People**

Green Hive will reach and benefit more people by growing the Green Hive Community of:

1. Beneficiaries
2. Followers
3. Members
4. Partners
5. Staff
6. Volunteers

### **Objective 2 - Innovation**

Green Hive will support the development of community-led innovative and sustainable products, services and solutions focused on our three core areas of activities:

- Green Enterprise
- Green Environment
- Green Infrastructure

### **Objective 3 - Places**

Green Hive will develop sustainable Green Hive community hubs where local people can:



1. Access the natural environment
2. Belong and be happy
3. Gather and socialise
4. Share skills and support
5. Work and volunteer

#### **Objective 4 - Impact**

Green Hive will be an evidence-based learning organisation focused on maximising the social, environmental and economic impact of our work and available resources.

#### **Key Performance Indicators**

We will track and monitor performance with the following Key Performance Indicators (these key indicators have been drawn from a longer list as detailed in the Performance Indicators Dashboard in the Appendices).

1. **Beneficiary Numbers**
2. **Beneficiary well-being scores (pre-post score change) - using OSN4 Personal Well-being Scale<sup>1</sup>**
3. **Volunteering hours**
4. **Percentage of staff performance goals achieved**
5. **Fundraising Return on Investment**

#### **Theory of Change**

The following text is intended as a draft narrative which in time will be collectively and creatively designed into an infographic where our organisational activities are linked through to our ultimate aim, pictorially reflecting the journey of change.

##### **Ultimate aim**

Is to be **a local exemplar taking positive action to address global environmental challenges**

##### **Beliefs**

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<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/methodologies/personalwellbeingsurveyuserguide>



We believe in:

- Being effective and impactful rather than busy and rushed
- Beneficiaries and outcomes
- Community empowerment
- Co-produced solutions being instigated, designed and led by the community
- Everyone has something to offer
- Inclusivity and accessibility so people can participate on their own terms and as equals
- Positive action
- Research, evidence and data informing innovation and development
- The power of crowds
- The power of volunteering

### **Strategic Outcomes**

- The advancement of citizenship or community development (including rural or urban regeneration),
- the advancement of environmental protection or improvement and the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage.

### **Evidence**

We capture, learn from and build on the evidence base of our work. For example, our *Bumblebags* project has distributed 352 bumblebags (upcycled shopping bags) in Nairn, helping to reduce the use of plastic bags on our high street. We have co-ordinated 31 Bumblebag sessions, offering 186 hours of volunteering time for people to learn how to sew, build their confidence, create a unique shopping bag and help reduce the amount of textile sent to landfill. Our Bumblebags have made their way into the arms of MPs and are often bought as presents due to the high quality and individuality of each bag. Our volunteers who attended have created meaningful long-lasting relationships with each other and helped steer the project with new ideas for items and places where we can distribute bags.

### **Immediate Outcomes**

Our activities bring about the following immediate outcomes:

1. People have frequently accessed the natural environment and feel they have made a difference to the development of the area
2. Places are happier spaces with less waste, litter and invasive species





3. People feel like they belong to their neighbourhood
4. People have improved skills and confidence
5. People have improved personal well-being - are happier and less lonely

## Activities

Our community-led activities will be broadly categorised into the following areas of activity, with some projects overlapping into more than one activity category. If you would like to see case studies of previous projects or support one of our future ideas to become a reality please get involved:

## Green Environment



Illustrations of existing and previous products, services and solutions include:

- Beach cleans
- Improving parks
- Litter picks
- Orchard growing and gardening
- Reducing invasive river species

In the future, as part of this plan, we would like to develop allotment projects, planting & growing projects as well as Carbon-neutral Nairn focused on improving the Green Environment.

## Green Enterprise



Illustrations of existing and previous products, services and solutions include:

- Green Hive Hub: Workshop - Plastics upcycling
- Green Hive Hub: Community Art studio
- Sales of upcycled products

In the future, as part of this plan, we would like to develop hubs in high street retail units as well as rural hubs and projects such



as Carbon-neutral Nairn, Green investment, Green shares and renewable energies for both Green Hive and Nairnshire.

## Green Infrastructure



Illustrations of existing and previous products, services and solutions include:

- Green Hive Hub: workshop
- Green Hive Hub: community art studio
- Green Hive website

In the future, as part of this plan, we would like to explore the development of a wide range of infrastructure projects including e-car clubs/car

sharing, Carbon-neutral Nairn, community energy storage and supply, e-bikes and trailers, e-signage, greenhouses, sheds and polytunnels and different types of Green Hive Hubs e.g. retail & rural. This will be supported by an improved website as the organisation grows.

## Appendices

### Meet the Leadership team

We are a growing and effective team, led by Simon Noble, Chair of Trustees and Neil Mapes, Green Hive Manager.

#### **Simon Noble, Chair of Trustees**

Simon was born in Aberdeen and has known Nairn all his life, visiting parents and grandparents two or three times a year. He and his wife moved to the town in 2007. A Community Councillor, Simon chaired the project which led to the formation of the not-for-profit company, Nairn River Enterprise, which then formed Green Hive the charity in 2017. His business, public and third sector experience includes sales and marketing, senior management, small business ownership and work with Local Authorities and charities across Scotland.

#### **Neil Mapes, Green Hive Manager**

Neil joined the growing team at Green Hive in February 2020 following a family relocation to Nairn in August 2019. He has a passion for innovation, volunteering and for outdoor activity in all



its forms. Neil is a proven charity leader and has been recognised with a series of local, national and international awards for his work with Dementia Adventure, a charity he founded and grew from 2009 to 2019.

### Staff team

This business plan begins with just three staff in place including Caroline Woods - Community Projects Worker and Andy MacVicar - Enterprise Project Officer (pictured below as featured in the Nairnshire March 2020). Our plans are to grow the staff and trustee team over the next decade, please visit our [Green Hive Website](#) for more information on our team.



### Performance Indicators Dashboard

The following performance indicators are a current collective set of potential indicators that we can draw from to help assess our performance across the duration of this plan, allowing for new indicators emerging and some indicators potentially becoming redundant or less useful as our plans develop and change. Key performance indicators at the start of this plan are highlighted in green (targets intentionally blank because these will change year on year).

#	Indicator description	Target	Measure
1	Beneficiary numbers		Number



2	Beneficiary hours		Hours
3	Beneficiary Personal Well-being Score: pre-post scores		ONS4 Scale
4	Volunteering hours		Hours
5	Member numbers		Number
6	Number of Hub visitors		Number
7	Number of people in Nairn classified as NEET (Not in Education, Employment or Training)		Number
8	Percentage of people accessing the natural environment weekly		% external measure
9	Carbon footprint of Green Hive		CO2e (carbon dioxide equivalent)
10	Percentage of energy consumption in Nairn from renewables		% energy consumption (external measure)
11	Website page views		Number
12	E-Newsletter open and click-through-rate		%
13	Amplification and conversation rate across social media		Number
14	Percentage of staff performance goals achieved		%
15	Activities efficiency (activity costs compared to total costs)		%



16	Sales revenue		Number and %
17	Fundraising ROI (income/costs of fundraising)		Ratio
18	Operating surplus and reserves		£
19	Liquid-Unrestricted Net Assets (LUNA)		£
20	Year-over-year growth		£

Full list of potential performance indicators (alphabetical order)

1. Activities efficiency (activity costs compared to total costs)
2. Amplification and conversion rate across social media
3. Beneficiary numbers
4. Beneficiary hours
5. Beneficiary Personal Well-being Score pre-post scores
6. Carbon footprint of Green Hive
7. E-Newsletter open and click-through-rate
8. Fundraising ROI
9. Liquid-Unrestricted Net Assets (LUNA)
10. Member numbers
11. Number of Hub visitors
12. Number of people in Nairn classified as NEET (Not in Education, Employment or Training)
13. Operating surplus and reserves
14. Percentage of energy consumption in Nairn from renewables
15. Percentage of people accessing the natural environment weekly
16. Percentage of staff performance goals achieved
17. Sales revenue
18. Volunteering hours
19. Website page views
20. Year-over-year growth



## Financial forecast

The financial history and filing of [Green Hive can be found here on the OSCR website](#), and Nairn River Enterprise accounts can also be found at [Companies House here](#). These resources show that from 2018 to 2019 we significantly increased our financial income and expenditure and were able to recruit our first Green Hive Manager. With a strong track record and a growth mindset we are planning on stabilising and diversifying our income and expenditure over the duration of 2020 before then looking at sustainable growth of income of 5-10% per year, which is higher than the average but in itself will be no easy task given the environmental, social and political challenges ahead of us in this decade.

### Three year income forecasts:

2020: £88,442

2021: £97,286

2022: £107,014

We closely monitor the financial situation of the organisation through our board meetings and through reviewing financials each year but at the end of 2022 we will comprehensively review our future financial forecasts and set new targets at that point but we fully expect to finish this business plan generating at least treble our 2020 annual income in 2030. However, it is equally important as we grow, both our income and our charitable expenditure, that we are able to sustain ourselves and we will aim to operate at a surplus each year to build an appropriate level of reserves (as detailed in our annual accounts).

## Fundraising strategy

Green Hive has a focus on sustainability and this equally applies to our fundraising strategy. Our overall aim is to build reserves and resilience to thrive in a crisis and have a diversity of income whilst minimising risks for the organisation. At the outset of this strategy the organisation is heavily reliant on one grant funding stream and it is likely that both restricted and unrestricted grant funding will be a key feature of fundraising until at least 2022 but we are committed to increasing our sales so that we generate over 50% of our annual income from trading. We will also be targeting developing other unrestricted income streams associated with donations from individuals and organisations. As we grow we will be growing the team to implement and build on this headline strategy by recruiting a Sales assistant and Fundraising assistant to support these respective income streams to grow.



## Communications strategy

We serve the local community of Nairnshire through face to face events and supported by online, web and social media communications. We will grow the number of people connected to Green Hive by continuing to expand the methods of how we communicate, adding social media channels for example, focusing on photographic and video based media as much as we are able to do so. But the personal face to face engagement and communication element of our work will remain a key focus of our activities and communications to ensure we stay rooted in the experiences and lives of our volunteers, members and beneficiaries.

## Nairnshire, Nairn Town and local context

Nairn is a former fishing port and market town located between Inverness, the location of the head-quarters of Highland Council and Elgin to the east, the location of the head-quarters of Moray Council. As of the 2011 Census, Nairn had a population of 9,773, making it the third-largest settlement in the Highland council area, behind Inverness and Fort William. Nairn is best known as a seaside resort, being extremely popular during Victorian times. Leisure and recreation facilities in the area include two golf courses, award-winning beaches, a community centre/mid-scale arts venue, a small theatre and a small museum, providing information on the local area and incorporating the collection of the former Fishertown museum. More recent commercial projects have included retail developments as well as an industrial park on the eastern side of the town. Local business is focused on a number of key areas – the town centre is dominated by retail and service businesses. Several cafes and restaurants are joined by a number of independents, charity shops, estate agents, accountants and insurance brokers. Two major retail companies are present: the Cooperative, and Sainsbury's on the outskirts of the town. There are a large number of hotel and bed and breakfast establishments distributed around the town offering a range of service levels. On the outskirts of the town, two industrial estates host an internationally renowned bronze foundry, one of the oldest businesses in Nairn, Asher's Bakery, a number of service businesses ranging from motor trade, ICT and professional services to food and construction. Many are branches of national companies. Another of the oldest businesses in the town, Gordon's Timber, founded in 1862, is on the south of the town adjacent to Highland League Nairn County FC and the railway station.

Nairnshire is the smallest area in the Highlands yet the most densely populated, more so even than the much expanded Inverness. The population in the county is 12,954 which has grown at a rate of 11% over the 10 years up to 2013. The data below includes the town of Nairn which has



been combined with the surrounding area; Auldearn. Data for the 2011 Census identified Nairn and Auldearn had a total population of 11,613. This was an increase of 15.0 per cent from 2001.

### **Population Change 2001 - 2011**

Nairn and Auldearn 10,100 to 11,613 +15.0%

Inner Moray Firth 133,490 to 153,293 +14.8

Scotland 5,062,011 to 5,295,403 +4.6

By age breakdown, Nairn and Auldearn has proportionately more residents aged 65 years and over. In 2011, nearly 22% of the Nairn and Auldearn population was aged 65 years and over, compared with 17.6% across the Inner Moray Firth and nearly 17% for Scotland as a whole. This demographic group; 65 years and over, increased from 19.6 per cent in 2001 to 21.7 percent in 2011, while the population aged 45-64 years increased from 26.4 percent to 28.8 percent. This is a key demographic group that Green Hive seeks to engage through partnerships and social programmes. The decline in the proportion of 0-14-year-old age group is a key challenge as, again, this is a key demographic group for Green Hive.

The health and wellbeing of the residents in the Nairn and Auldearn area are key contributors to how economically active individuals can be. The 2011 Census results for Nairn and Auldearn identified that just under 84% of the Nairn and Auldearn population stated that their health was 'very good' or 'good'. This was in line with the rates for the Inner Moray Firth and Highlands and Islands at just under 85% and 84% respectively.

Just under 20% of the Nairn and Auldearn population reported a limiting long-term illness or health problem that affected their day-to-day activities. This was above the rate for the Inner Moray Firth at 18% and just slightly over the rate for the Highlands and Islands; 19%. Close to 10% of the Nairn and Auldearn population provided unpaid care on a weekly basis. This was slightly higher than rates for the Inner Moray Firth and the Highlands and Islands of close to 9% in each area.

Contained within the town's boundary, Nairn South and Nairn Moss-side are listed within the 44 zones that make up the 15% most deprived data zones in Highland. Two other zones, Nairn Fishertown West and Nairn Boath Park have become more deprived in the period to 2012. There is a hardcore of between 70 and 100 long-term unemployed people, many of whom have complex challenges, including disability, mental ill-health and substance misuse.





By far the largest proportion of adults are employed in health and social care and the motor trade (19% and 15% respectively). 12% are engaged in the accommodation and food service sector while public administration and construction account for around 6% each. Although a rural county, agriculture employs just 3% of the working-age population. Fruit and plant growers employ seasonal migrant workers. Around one third of all those in employment work part-time.

The 2021 Scotland Census<sup>2</sup> planning is already underway with preparations formally beginning in October 2020 with a March 2021 Census and will provide updated figures on all the above data.

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<sup>2</sup> <https://www.scotlandscensus.gov.uk/2021>