



Business Plan

For a
Third Sector Hub
in Inverurie

June 2018

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Proposal

The purpose of this business plan is to present The Garioch Partnership's vision for the establishment of a Third Sector Hub in Inverurie. This Hub is designed to act as a focal point for charity, social enterprise and voluntary activity within Inverurie and the Aberdeenshire communities surrounding the town.

The key features of the proposed Third Sector Hub are:

1. Affordable accessible community space
2. Shared reception facilities
3. Small business and social enterprise space and support
4. Shared space for networking and collaboration, developing new social bridging capital
5. Tourist and community information
6. Space for learning and training
7. Multi agency co-location to reduce stigma from accessing services
8. Safe space for vulnerable people in the community

The Partnership has identified the following key benefits of a Third Sector Hub in Inverurie:

Community benefits:

- The hub will provide a much needed one-stop facility
- All activities on a single site at the heart of Inverurie
- Dispensing with the need for multi-site operations which are often in unsuitable buildings where space is already at a premium.
- Shared facilities reduce the risk of lone working for social entrepreneurs, small businesses and community groups
- The hub will allow further development of a wide range of activities and services
- Meeting place for the whole community.
- Co-location provides opportunity for integrated cross sector working
- Increased opportunities for employment and supported volunteering

Partnership Benefits:

- Easily accessible single point of contact
- Visible town centre presence
- Ability for TGP to develop new services e.g. affordable nursery provision and back office services
- Reduce carbon footprint by reducing mileage and more efficient use of time

- Developing new TGP services reducing reliance on core grant funding from Aberdeenshire Council
- Opportunity to explore wider cross sector working relationships

The Garioch Partnership believes that Inverurie is an ideal location for a Third Sector Hub to serve the town and surrounding communities. The population of the town is growing, with a number of new housing developments recently completed, with others at the development or planning stage. Inverurie is served well by public transport links, including rail and bus, and offers retail, sport and leisure facilities utilised by town residents as well as by the population of the rural communities in the local area.

There are many voluntary organisations, charities and social enterprises operating in Inverurie and its surrounding communities.

Garioch is a thriving and diverse community with a huge amount of community groups and activities. The hub will provide opportunity to raise the profile and aspirations whilst supporting equity of opportunity.

The Garioch Partnership has identified the former Market Place Primary School as a suitable location for the proposed Third Sector Hub. The School venue would allow the Hub to provide the following facilities:

- A new focal point for the third sector
- New employment and volunteering opportunities
- Access to advice, information and support centrally
- Inspiring innovation within the community and small business sector increasing aspiration
- Contributing to local economic growth

In order to implement this vision for a Third Sector Hub in Inverurie, the Garioch Partnership request an asset transfer from Aberdeenshire Council for the former Market Place Primary School.

TGP identified this asset as part of our growth strategy following on from an externally facilitated Board development day where we looked at sustaining the Partnership. At that stage we identified the need to have a suitable facility giving us a physical presence at the heart of our Garioch community.

We undertook a wide ranging options appraisal looking at various sites, facilities and opportunities across the Garioch area. We selected Market Place as a viable option because it met so many of the Partnerships requirements, its central local, accessible for public transport whilst being large enough for flexible and future use.

Our discounted options were...

- Harlaw Centre (pre-demolition) building beyond its economic life span, and was at that time earmarked for the possible development of Aberdeenshire Council's headquarters.
- Inverurie Medical Practice – building not fit for purpose for community use, would require redevelopment, cost of purchase.
- Inch Community Centre – not big enough for us, and not accessible for everyone in Garioch due to rurality/distance from Westhill
- We discounted Westhill due to a lack of available property and we felt that we would be in direct competition with some of the groups we support that have premises in that area.
- Blythewood – not as accessible a location, out of the way. Has since been vandalised/burned.
- Wyness Hall – not suitable for our purpose, building requires too much work, no parking.

There are issues of cost and availability of suitable property within Garioch, and for this reason our options are limited, but we feel that Market Place offers a genuine opportunity to keep the building in public use, to meet the needs of a growing and active third sector and to allow us to develop our own sustainability without moving away from our core purpose.

Market Place gives TGP the opportunity to develop this site in the future, whilst allowing immediate use on general spaces for hire and redeveloping other areas for future specific use, e.g. Nursery, Kitchen.

What Benefits Will This Bring To Local Community Groups?

- Inverurie is a central point in Aberdeenshire, with the rail and several road links connecting.
- The opportunities presented by additional space could easily give rise to **social enterprise development**, providing further employment, training and volunteering for people in Garioch.
- There will be benefits for working parents and/or those hoping to **access the labour market** via provision of affordable nursery facilities.
- A first point, accessible, reactive resilience centre in the case of any future event.

Who Will Benefit?

The people who will benefit from this facility will be:

- Third sector and community groups across Garioch
- Local people
- Local children
- Tourists

- Local businesses
- Disadvantaged groups, e.g. Syrian New Scots, Disabled people, those on low incomes.

How Will People Benefit?

In short, this project will facilitate

- People having access to improved facilities
- People having access to opportunities to volunteer
- People having access to work opportunities
- Shared space with many community groups – synergy of space, collective working, and reduction of lone working for some group tutors.
- Access to affordable, fit for purpose space
- Access to advice, information and support at one central point
- Access to services, signposting

This business plan provides background information regarding the development of The Garioch Partnership's vision for a Third Sector Hub in Inverurie; outline of needs analysis undertaken; overview of project resources and planning; preliminary costings.

The Garioch Partnership developed its vision for a Third Sector Hub in Inverurie in consultation with many of its member organisations.

Intended Outcomes

We believe that the vision for the hub aligns with Aberdeenshire Council's mission and outcomes around cohesive and connected communities specifically targeting:-

Lifelong Learning

Aberdeenshire is the best place to live and learn, work and play. It is an area where we are working together for the best quality of life, supporting healthy, successful, inclusive Communities.

Strong & Sustainable Communities

Aberdeenshire is the best area where the council works with partners and communities to create and sustain the best quality of life for all through an enterprising and adaptable economy, that is the location of choice for high value national organisations, for smaller expanding businesses and for social enterprises.

Caring for Communities

Aberdeenshire is the best place to be, where the council is creating and sustaining the best quality of life for all through involving and enabling happy, healthy and confident people who live in safe, friendly and lively communities.

Public Service Excellence

Aberdeenshire is the best council. It is a dynamic, effective organisation aiming to provide excellent services by finding new and more efficient ways of doing things. The focus is on continuous improvement of the quality and efficiency of service provided with strong leadership and motivated employees.

Building on the foundation of Aberdeenshire Council's single outcome agreement the following areas were identified and the hub could help sustain these areas of development.

Economic recovery and growth

The project will assist the regeneration of the Inverurie area via the new facility. For example, local business will benefit from the footfall at MPPS.

Employment

The new facility will provide a number of employment opportunities, firstly during its development, and thereafter when it is fully operational. It will also provide volunteering opportunities and opportunities for social enterprise. Start-up Business opportunities are often the first step into long term employment for the unemployed, this could be achieved working with another partner in sections of the MPPS facility.

Older people

This project will benefit older people by offering a meeting place and a facility where they can participate in activities and generate interest in other activities under the same roof. This will assist them to live healthier lives for longer.

Safer Communities

The provision of a Third Sector Hub will provide diversionary activity to people in the area and therefore create a safer community.

Stronger Communities

Development of this project will ensure that Aberdeenshire Council are supporting voluntary groups to develop and grow. As already mentioned, this will give us the opportunity to create volunteering placements which will hopefully lead to work opportunities where appropriate.

The Garioch Partnership: overview and structure

The Garioch Partnership (TGP) is a fully constituted voluntary sector organisation, owned and managed by elected representatives from the Garioch Area.

The legal status of the organisation is Scottish Charitable Incorporated Organisation (SCIO No: - SC043548).

The Partnership's purpose is:

"A community-led, independent community development organisation that uses its members' network to build stronger, more successful, more sustainable communities in the Garioch Area"

At present, the TGP support non-profit and charitable organisations with:

- Signposting to relevant advice and support
- Governance
- Funding support and advice
- Business planning, visioning and support
- Sustainability
- Advice, information and networking
- Knowledge and support around OSCR requirements for charities.

We are often the critical friend and listening ear that can support groups to develop and overcome the obstacles that they come across in working in communities.

These activities have resulted in a membership of 96 organisations, however TGP support over 100 groups in Aberdeenshire.

The people who benefit are:

- Children
- Young people
- Adults
- Specific interest groups

TGP is governed by a board of Trustees, who are elected at an open and public Annual General Meeting. Office-bearers are selected from the Trustees to hold the officers posts of Chairperson, Secretary and Treasurer. There is a maximum of eight committee members. All of the Trustees are volunteers.

TGP office bearers are as follows:

- [REDACTED] Chairperson
- [REDACTED] Secretary
- [REDACTED] Treasurer

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- [REDACTED]

To date the partnership has been fully funded by Aberdeenshire Council. The Council's investment this year was £35,616k. Most of this came from the Economic Development Service (£32,616k), with the balance from the Area Manager's budget. This budget is monitored through a Service Level Agreement (SLA) between the Council and the Partnership. Some additional funding for specific pieces of work have been sourced from the Local Community Planning budget.

We are working with Economic Development currently around the reduction in core Service Level Agreement funding to TGP and the other rural partnerships. We feel that the development of Market Place as a third sector hub, owned and managed by TGP would further increase our sustainability and widen our offering to the communities of Garioch.

The Partnership currently employ two people, with the funding above:-

[REDACTED]

[REDACTED]

[REDACTED]

During the inception phase of this project TGP created a sub-group to look into the feasibility of the project, and we look to continue this under the umbrella of a TGP user group.

The user group will be asked to be involved in the ongoing development and will continue to be involved in the management of the facility.

It is TGP's intention that the user group will reflect the usage of the hub and future developments, upgrade priorities and acceptance of new users within the site. This will consist of the chairperson, secretary and one other TGP trustee to chair these meetings. These user group members, would be members of TGP, adhering to the role and policies of TGP as per the constitution and run as a sub-committee under the SCIO of TGP.

Current policies and procedures include:

- Health and Safety
- TGP SCIO Constitution
- Public Indemnity Insurance
- GDPR compliance

A bookings policy will be developed when the facility is nearing completion. This will reflect current booking policies utilised by other facilities in the area, however there will be a clause reflecting the need to transfer or cancel previous booking at a time on disaster resilience needs.

The financial policy is straightforward. There are two cheque signatories, being unrelated individuals. Accounts are presented with a Treasurer's report at each meeting. Accounts and Reports are submitted to OSCR annually along with a monitoring review with Aberdeenshire Council, rated against the SLA.

TGP hold Insurance policy with Zurich Insurance with public and employee indemnity included.

Project Background

Garioch is a large urban and rural area which covers four council wards 10, 11, 12 & 13. Within these four wards, there are two large settlements in Inverurie and Westhill. The population of the Garioch area in Aberdeenshire is around 50,000 (using figures from Aberdeenshire Councils Garioch Profile, May 2016)

Within these demographics, there are many volunteer organisations, charities, not for profit groups and unincorporated bodies. These groups cover activities sport, religion, nursery, toddlers, education, uniformed organisations, older folk and various Third sector groups.

Since our initial consultation with our members in 2017, several organisations have expressed an interest in being part of this project, several comments have been that the group do not access to facilities on a regular basis, which are fit for purpose and there is a general lack of public affordable meeting space.

WE have some groups already keen to lease space moving from expensive privately rented premises which are often a make do rather than a good fit. Due to the sensitivities of the private market rental sector it would not be appropriate to disclose group names in a publically accessible document. Evidence of support can be viewed on our Facebook page and the online petition.

We would look to develop an affordable nursery provision in the future, to support people getting back into work, education and training. Childcare is often cited as the single biggest barrier in terms of cost, availability and timing for many people returning to employment, or accessing training, skills development and further education. Within the development of our plans for Market Place, we would look to develop a social enterprise nursery offering local employment and training opportunities.

It has be quoted that affordable nursery places are at a premium in Garioch, (Ibp Strategy & Research Document, August 2016) and hinders employment opportunities. The Aberdeenshire Council Early Years team is working hard to develop increased levels of funded providers to meet the extended nursery hours per child to 1140 hours by 2020, according to their own website.

This would be a development under an expanded use of the facility and is not included in the initial start-up of the project. Local businesses have also identified child care costs as a barrier to recruitment and returning to employment.

We have a vision that any employment created within the project, would also support opportunities for volunteering, work shadowing and skills development to support people on their path back into work, and to assist them to have something current to put on a CV

for a job, as we recognise the benefit of well supported volunteer roles. We would like to play a part in ensuring Garioch has a skilled and ready workforce.

The demand for community facilities in Garioch is high, and with changes in policy regarding school out of hours let, is at a premium in terms of available and affordable space.

TGP are looking to become more sustainable in the medium to long term, and by developing our own income stream, this will allow us to develop without being reliant on one sole income stream. We also feel that the development of a third sector and community hub ties in very well with our core remit.

In identifying the possibilities for asset transfer, we looked at a wide range of options, and Market Place became the preferred option for numerous reasons.

- Central to Garioch
- Accessible space for all to use
- Town centre location, so accessible via public transport
- Large enough
- Already exists so we could start straight away
- A range of multi-purpose rooms, that are flexible enough to be used in a variety of ways to suit the needs of different groups

Community Needs and Demand

The current gap in provision has been identified by many of our user groups.

Community Consultation:

- There is a need for flexible, affordable and accessible community arts spaces.
- There is a need for community meeting space that is affordable (schools are difficult to get lets in and the Tesco community room is difficult to book for new groups as it requires public liability insurance and is often booked up well in advance)
- The loss of the community centre
- Fears that the new Inverurie Academy Campus will not be accessible and affordable for all, see comments on iPetition.
- The re-purposing of the British Legion space that was used initially after the 2016 flooding as a community space for resilience planning and support. The last flooding issue at

Inverurie & Port Elphinstone only really succeeded as Schools were on holiday, a different scenario would have been met if school was occupied or exam period.

- We can contribute by being one of the spokes in the Local Authority hub and spoke model for rest centres during the response phase of emergencies.
- A resilience centre would be about further ongoing support for longer than the initial rest centres where we can provide co-located space for all advice and information agencies to be on one site making it a “one-stop recovery shop”

Needs Analysis:

Respondents indicated that their desired activities were:

- Health improvement
- Community capacity building through training and learning
- Sports
- Arts
- Music
- Space for existing groups to meet and come together

Barriers to participation will be addressed via:

- By being central, we are easily accessible via public transport
- Costs will be tailored to be affordable and accessible
- The main activities will all take place on the ground floor
- A range of space for different activities
- Opening times to suit the community needs
- Ease of booking
- TGP will be able to offer support to help groups develop and grow
- We will develop a friendly, welcoming, safe space
- Wide range of groups using the building to reduce stigma for anyone accessing services

The facility will be located in the centre of Inverurie, within easy walking distance of all other amenities and transport infrastructure.

Project Resources

Initially, the facility could create 4 Part time additional posts as reception/caretaker.

Management and supervision of these posts will be undertaken by the existing Directors.

The Community will be able to influence what happens within the facility via provision of the following:

- Open meetings
- Open invitation to join Board and attendance at Board meetings
- Suggestions box
- Comment via social media
- A representative from each user group to sit on User Group Committee, this would give the opportunity to mould the future of the Market Place site.

Partnerships

A large number of other organisations have stated an interest in being a partner or use this new facility:

WHO	ROLE	WHY	MANAGED BY
Garioch Resilience Group	Representation on Board	User Group	Self
GYMS & BUZZ	Major User	User Group	Self
BID	Stakeholder	Primary Stakeholder	
Grampian Opportunities	Representation on Board	Primary Partner Activity	
The Clachan Project	Major User	User group	Self
City Church Inverurie	Venue Hire	User Group	Self
Uniformed Organisations	Venue Hire	Fundraising activity	Self
Foodbank NorthEast	Major User	User Group	Self

Several of these groups have spoken to TGP, independent of their volunteers and employees, it is seen as a sensitive area for employers.

Asset

The Garioch Partnership request an asset transfer from Aberdeenshire Council for the previous Market Place Primary School.

After this has been effected, the group will raise the funds required to start upgrading the facility.

This is anticipated to be early 2019, with a 12-18 month phase 1 programme.

Risk Assessment

RISK	LIKELIHOOD	IMPACT	MITIGATION
Small committee	Not very likely due to ongoing commitment and enthusiasm shown	Lots more work for fewer people if numbers reduce	Interest for new members now from potential user groups / stakeholders.
Difficulty attracting funding	Moderate	Minimal impact, MPPS already fit for purpose.	Spread risk via identifying wide range of funders
Revenue income	Moderate	Reduces sustainability of project.	Identify a reasonable pricing structure, sell the tangible assets /opportunities for project.
Identified users not committing	Medium	No income to MPPS, throwing project parameters out.	Early Comms with possible user groups, showing all the positives of the MPPS project.

If successful with the asset transfer a detailed survey would be undertaken, initial visual inspection by trustees and information from local professionals see no issue with the soundness of the building.

Project Plan

This is a project where we can “hit the ground running” and start delivery immediately. Minimal capital expenditure will be needed immediately as the facility already meets most of the demands. Modifications will commence when the needs of new groups are identified and suitable funding is secured. This is anticipated to be 2019.

There is an opportunity to migrate users of the Inverurie Town Hall to MPPS for a period of time to allow the Town Hall to be renovated. This would give small disruption to Town Hall users and MPPS to gain valuable revenue in the early stages of development, this needs the buy in with Aberdeenshire Council also.

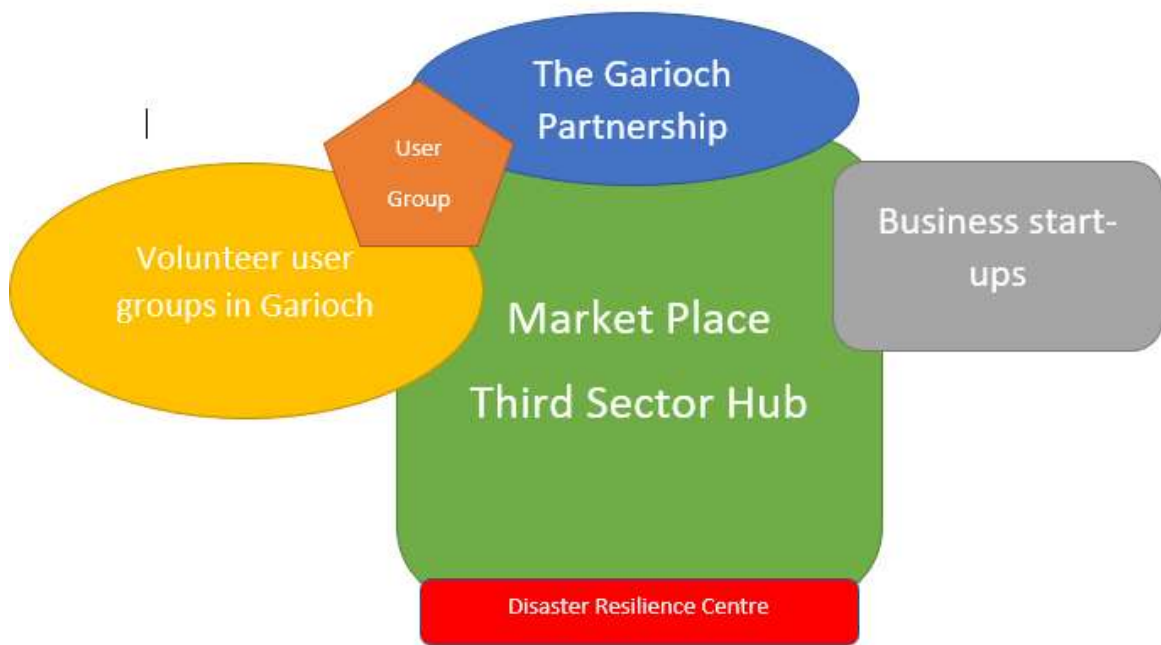
As the building is currently in a useable state, we would be doing any upgrades in a planned manner, doing it bit by bit, as required by the user groups and an ongoing development plan for renovations. Work will be undertaken by local businesses and trades keeping the employment within the area.

Management Plan

TGP will lead in the management of the facility. A user group of major users, stakeholders, primary activity partners and other user will make up this group. The user group will be chaired by a trustee of TGP. This group will review and accept any new user group coming to use the facility, prioritise any maintenance or equipment required to ensure the facility meets the needs of the group. Election into the user group would be through an annual meeting of all users, set after the AGM of TGP. Let contracts will be drawn up for the users and will set down a minimum set of guidelines that the groups would expect to adhere to. This would include a clause for moving of groups within the building to allow maintenance work to complete and the possibility that the facility may be utilised as a Disaster Response Centre. The financial running of the facility will be controlled by TGP.

TGP can access funding grants not accessible to the local authority. TGP will build on our proven track record for attracting funding to the Garioch Area to sustain the project and explore new areas of delivery for our growth as well.

Areas which are not DAA compliant have been identified and will not be used for general public use, however have been identified as storage areas for local group requiring this facility.



Project Costs

Running costs for Market Place for year 2016/17 amounted to £146,774.									
However it should be noted that this includes rental expenditure towards playing field and 2 storey temp unit – neither of which will apply to Garioch Partnership.									
Key elements/breakdown is;									
Rent -	£75,774								
Rates -				£24,480					
Utilities (water/sewerage, gas and Elec)				£17,735		£17,735			
Trade waste -				£3,152					
Cleaning -				£16,010		£16,010			
				£61,377					
Based on 42 weeks / year, 5 days a week and 7 hours per day.									
Based on the above usage from Aberdeenshire Council the usage cost to light, heat and clean the clean the building as a school, with lights and heating all of the building, all of the time equates to £23.20/hr									

The running costs above have been calculated using current figures from Aberdeenshire Council, Estates Department. Utilities do not include Telephone, broadband, Human Resource and professional service, these are currently paid within the revenue grant form Aberdeenshire Council and would continue to be so.

Using the cost calculation above for Rate (Charitable Rate), Utilities, Trade waste and cleaning, the projected expenditure has been calculated as below, relating to % occupancy of the building.

								20%	30%	40%	
Rates at Charitable discount 80% -								£4,900	£4,900	£4,900	
Trade waste -								£3,152	£3,152	£3,152	
Increase usage for Monday - Friday 9.00am - 9.00pm								£13,920	£20,880	£27,840	
Open 50 weeks / year, 5 days a week and 12 hours per day.											
Increased usage for Saturday 9.00am - 5.00pm								£3,720	£5,580	£7,440	
Open 50 weeks / year, 2 days a week and 8 hours per day.											
Running Costs								£25,692	£34,512	£43,332	
Running Costs								£25,692	£34,512	£43,332	
Additional staffing								£32,000	£32,000	£32,000	
								£57,692	£66,512	£75,332	
Income / day to break even.								£165	£190	£215	

With the % occupancy the cost of the daily income required to break even has been calculated as £165, £190 & £215 per day.

The projections are based on the facility being open for 7 days a week, with the weekdays being from 9am to 9pm. Weekend opening will be reduced. However if uptake is low then opening will be changed accordingly. It is envisaged that day to day running will be covered from the income of the hire and rent of the rooms, opportunity will also be sought for the long-term hire for start-up businesses. The page below gives projections of occupancy based from 20% to 60% utilisation of the basic facility lets.

The care & maintenance of the building "do nothing for a year" would cost approx. £30K/yr., this can be covered with current reserves held by TGP.

Additional staffing has been calculated on the basis of three part-time staff on a rota to cover times when TGP staff are not in the building.

The below table shows possible income from the Hub based on increasing % of occupancy.

Financial Appraisal

Plan No	MPPS Utilisation	TGP Utilisation	Cost/hr	Usage			Income based on Occupancy / year on a 5 day / 50 Wk								Long Term Rent
							20%	30%	40%	50%	60%	70%	80%	90%	
							2.5h/d	3.6h/d	4.8h/d	6h/d	7.2h/d				
44	Main Entrance	Reception & Hub	£ -	9am-9pm	12	£ -	£ -	£ -	£ -	£ -					
24	Head Teacher	Managers Office	£ -	9am-9pm	12	£ -	£ -	£ -	£ -	£ -					
08	General Purpose Hall	Arts performance Area	£ 15.00	9am-9pm	12	£ 9,000	£ 13,500	£ 18,000	£ 22,500	£ 27,000					
06	Classroom A	General Meeting	£ 12.00	9am-9pm	12	£ 7,200	£ 10,800	£ 14,400	£ 18,000	£ 21,600					
07	Learning Support Room	Green Energy Advisor	£ -	9am-9pm	12	£ -	£ -	£ -	£ -	£ -					
05	Classroom B	General Meeting	£ 15.00	9am-9pm	12	£ 9,000	£ 13,500	£ 18,000	£ 22,500	£ 27,000					
03	Classroom C	General Meeting	£ 15.00	9am-9pm	12	£ 9,000	£ 13,500	£ 18,000	£ 22,500	£ 27,000					
04	Dining Hall	Dining Area	£ 20.00		20	£ 20,000	£ 30,000	£ 40,000	£ 50,000	£ 60,000					
19	Kitchen (inc toilet)	Kitchen Area													
01	Classroom D	Nursery Area		9am-6pm?	9	£ -	£ -	£ -	£ -	£ -					
30	Office	Internet Café	£ -	9am-9pm	12	£ -	£ -	£ -	£ -	£ -					
12	Classroom E	General Meeting	£ 15.00	9am-9pm	12	£ 9,000	£ 13,500	£ 18,000	£ 22,500	£ 27,000					
13	Classroom F	Foodbank/Store		Agreed times		£ -	£ -	£ -	£ -	£ -					
42	Pupil Entrance	Foodband Dropoff	£ -	Agreed times		£ -	£ -	£ -	£ -	£ -				15,000	
18	Classroom G	Foodbank Front Office		9am-6pm	9	£ -	£ -	£ -	£ -	£ -					
14	Classroom H	Light Store Area				£ -	£ -	£ -	£ -	£ -				2,000	
16	Classroom J	Light Store Area				£ -	£ -	£ -	£ -	£ -				2,000	
	Poss. Income / Year					£ 63,200	£ 94,800	£ 126,400	£ 158,000	£ 189,600					
	Inc. LTR					£ 82,200	£ 113,800	£ 145,400	£ 177,000	£ 208,600					

During the refurbishment periods of Market Place School all opportunities will be taken to upgrade to energy efficient lighting and heating, this will be funded where possible with grants from external funders. Refurbishment work will be, where possible completed by local companies in Aberdeenshire. An informal agreement with the Energy Saving trust to use the facility as a showroom of what energy saving could bring to residents and groups in Aberdeenshire has also been discussed.

A three year projection on Income and expenditure based on the first year occupancy of 20% usage is given below. With an increase in future years as the building is developed over this period.

		Notes	Year 1	Year 2	Year 3												
Income			10% Increase in revenue / year					Note 1	Regular hire booking of facility and long term renting								
	Hire of facility	1	£ 82,200	£ 113,800	£145,400												
Expenditure																	
	Rates		£4,900	5%	£5,145	3%	£ 5,299	Note 2	Based on Charity rates 80% reduction from Business rates								
	Utilities		£25,682	10%	£28,250	10%	£ 31,075		Possible savings with contracted service and income staff roles.								
	Trade Waste		£3,152	3%	£3,247	4%	£ 3,376										
	Cleaning	2	£3,200	2%	£3,264	3%	£ 3,362										
	Staff	3	£ 30,000		£ 30,000		£ 35,000	Note 3	Year one facility will be part staffed by employees and by trustees								
	Insurance	4	£ 2,000.00	2%	£ 2,040	2%	£ 2,081		on a voluntary basis.								
	Surplus		£15,266	£43,894	£67,287			Note 4	Increases in current insurance cover for facility								

Even in year 1 with an occupancy of 20% a surplus is projected. However if income is not reached the Partnership is willing to underwrite the losses in any of the first three years or alternatively loan money for essential maintenance from day one.

Marketing and Communications Strategy

TGP trustees and co-opted people from different backgrounds will be involved by engaging with existing users of local facilities, including mother and toddlers, playgroup, primary school, nearby secondary schools, youth groups, all community groups as well as local businesses and others.

The asset itself will be promoted via word of mouth, social media, local media, leaflets, posters, open events and consultation events. It is hoped the unique functionality of this facility will rate interest in local TV and Radio communications

Services and activities provided will be promoted via social media, leaflets, local newspapers, magazines and local radio. It will also be promoted via each user group to their own users, for example, fundraising, AGMs etc.

We will also use our own, very well received, Garioch Gazette. The current newsletter for TGP, as well as advertising opportunities in our weekly roundup so that people and groups are aware of all that is happening at Market Place.

Part of the marketing strategy will also be around the building being open and accessible to the public on a day to day basis – and being a first point of call for queries on what's happening locally.

We'd also be working towards good signage for the school so it is easily found.

Online survey launched at :-

<https://www.ipetitions.com/petition/market-place-school-as-a-3rd-sector-hub>

Monitoring and Evaluation

The success of this project will be monitored and evaluated in the following ways:

- Number of service users
- Number of Lets
- Attendance at groups and classes
- Financial results
- Anecdotal feedback
- Suggestions Box comments
- Number of social media followers
- Social media comments
- Measuring social impact
- Monitoring social capital

This will be used to monitor service delivery and where suggestions are made these will be discussed at Board level prior to implantation.

The long term impact of project will be monitored in terms of identified project outcomes – changes for user groups, for example increased capability of major users and sustainability and development of smaller groups.

We will also use tools like the Place Standard to assess our impact, and also documents like Education Scotland's "How Good Is Our Third Sector Organisation"

We will use ongoing evaluation to improve our service delivery, and also utilise our user group feedback as an ongoing method of improvement.

Executive Summary

The Garioch Partnership (TGP), have several facets to this project:

- a) To create a business trading arm for TGP to generate income
 - i. Current funding from Economic Development, Aberdeenshire Council may reduce or cease altogether.
 - ii. To develop and meet the needs of a growing area.
 - iii. To ensure the sustainability of the work by TGP currently and in the future.
- b) Create a Third Sector Hub to encompass as many voluntary organisation together, sharing resources, knowledge and capacity to the Garioch area.
- c) Encourage the further development of several partner organisations, supporting them to reach their potentials.
- d) Create a first point resilience and disaster management centre, utilising the skills of above identified organisations.
- e) Training facilities for voluntary organisation
- f) An information and contact point for volunteer groups to come together, sharing space, knowledge, information and ideas.
- g) Tourist information point
- h) Affordable space for community groups to use.
- i) Front office facilities for smaller volunteer groups – e.g. a manned address for official mail to save it having to go to volunteers homes, that would be a managed mailbox facility.
- j) Back office support for community groups through development of our current independent examination service to support community based activity, developing book-keeping and office support.
- k) Development of an affordable nursery provision to support people accessing work, training and employment locally.
- l) Business start-up facilities.
- m) A base for TGP to work from and be connected with support groups.

- n) Arts and performance space in a smaller venue than the Town Hall to allow a greater diversity of artistic events to happen.

At present, various groups in Inverurie support their own communities and needs based on an existing hire/lease, disconnected from other likeminded activity.

With current squeeze on Local Authority and statutory funding to groups, our aspiration is that Market Place would be a specific facility for 3rd Sector Groups to utilise, at a reasonable cost, with any profits re-invested into the facility that would allow groups to develop their own strategy and sustainability with the support of TGP.

With all of this under one roof, it would remove any stigma around accessing services, particularly those targeted at more vulnerable people, such as mental health support, a domestic abuse project, and recovery projects. Entering the building would be non-identifying and safe.

The demand for community space in Inverurie and Garioch often outstrips availability and affordability. By keeping Market Place in community use, many of these challenges could be overcome by utilising the spaces for a variety of uses.

TGP wish to provide a community asset that will have far reaching benefits. Under the Community Empowerment Act (Scotland) 2015, communities are being given the tools to drive forward more ambitious and aspirational uses for community assets. We very much see ourselves as being a small part in the puzzle that makes Garioch such a rich and vibrant place to stay.

Essentially, this change of functionality will provide a much needed one-stop facility with several 3rd Sector activities on a single site. The space will allow further development of a wide range of activities and services from backroom services, community café and a meeting place for the whole community.

There will be an initial requirement for new members of paid staff creating new employment opportunities and several Community groups have already pledged a commitment to utilise the facility.

How Will People Benefit?

- People having access to affordable and accessible facilities
- People and communities becoming healthier
- People being able to access local services
- People having better chances in life
- People have better volunteering opportunities
- People have better work opportunities
- Meeting active lifestyle needs

The outcomes of this project are:

- Creating better opportunities
- Making communities safer, stronger and more vibrant
- More sustainable services (and environment)
- Improved health and wellbeing

This project is closely aligned to Aberdeenshire Council's Visioning 2050 targets... (Aberdeenshire Council, July 2014, pg2)



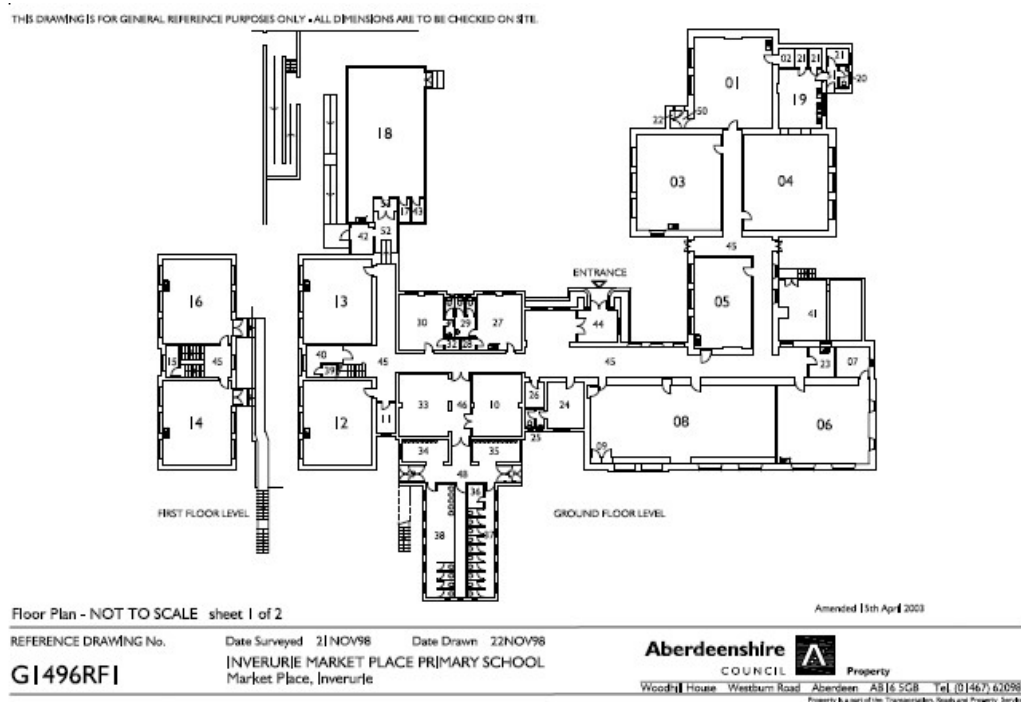
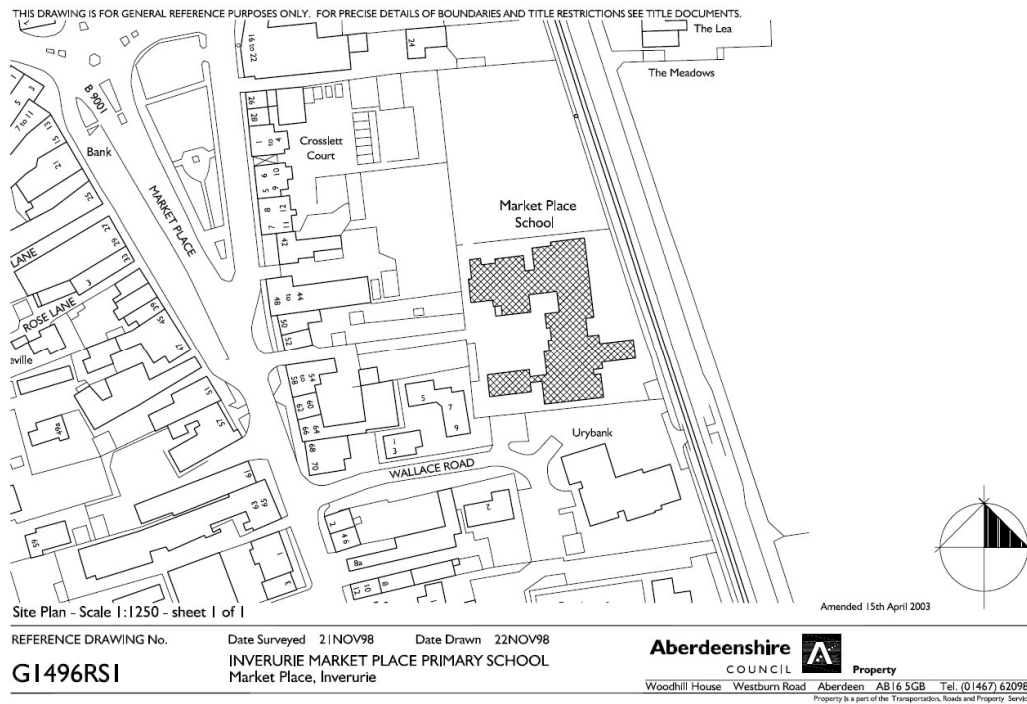
A large number of other organisations and stakeholders are involved with this project, including:

- TGP member groups
- Aberdeenshire NE Foodbank
- Aberdeenshire resilience group
- GYMS / BUZZ
- Inverurie Panto
- Inverurie Business Association
- We are INverurie (Inverurie BID)

The Garioch Partnership require an asset transfer from Aberdeenshire Council for the proposed site at Market Place Primary School. After this has been effected, the group will raise the capital funds required to develop the site to meet the needs of the community groups, accessing a range of charitable trusts. Development will commence when funding is secured and will be phased in on a priority basis, depending on the organisational needs of the tenants. It is envisaged that the structure of the School will be kept to what is currently provided.

Long term sustainability will be ensured via charges for lets of rooms, venue hire, assisted front and back office support facilities as well as income from donations and fundraising. All income generated will be used to cover core costs of the building and management of it, and any surplus reinvested back into the facility and into the aims and objectives TGP to benefit the communities of Garioch.

Appendices No1



THIS DRAWING IS FOR GENERAL REFERENCE PURPOSES ONLY.

EDUCATIONAL AREAS

01	65.9m	classroom
03	75.2m	classroom
04	75.6m	dining hall
05	48.6m	classroom
06	67.2m	classroom
07	9.8m	learning support room
08	132.7m	general purpose hall
09	2.2m	stores (3no)
10	28.6m	store
11	5.5m	store
12	54.4m	classroom
13	54.4m	classroom
14	54.4m	classroom
15	3.9m	store
16	54.4m	classroom
17	2.9m	store (temp.)
18	97.4m	classroom (temp.)
50	2.8m	store

EDUCATIONAL AREA MAIN BUILDING = 735.6m

EDUCATIONAL AREA TEMP. ACCOMMODATION = 100.3m

ANCILLARY AREAS

02	3.0m	toilets
19	24.3m	kitchen
20	2.3m	staff toilet
21	8.4m	stores (3no)
22	0.7m	electrical switchgear
23	7.4m	cleaners store
24	16.0m	head teacher
25	3.7m	staff toilet
26	5.0m	janitors store
27	23.1m	staff room
28	1.6m	store
29	7.2m	staff toilets
30	23.2m	office
31	3.3m	staff toilet
32	1.6m	store
33	29.0m	cloak area
34	10.1m	boys wash area
35	10.0m	girls wash area
36	3.4m	cleaners store
37	25.6m	girls toilet
38	29.1m	boys toilet
39	2.0m	store
40	7.7m	assistant head teacher
41	44.9m	plant room / oil tank
42	6.0m	cloak area (temp.)
43	2.9m	store / electrical switchgear (temp.)

ANCILLARY AREA MAIN BUILDING = 292.6m

ANCILLARY AREA TEMP. ACCOMMODATION = 8.9m

CIRCULATION AREAS

44	11.6m	
45	216.6m	
46	11.3m	
47	1.3m	
48	18.4m	
49	1.3m	
51	2.5m	
52	8.7m (temp.)	
53	2.8m (temp.)	

CIRCULATION AREA MAIN BUILDING = 263.0m

CIRCULATION AREA TEMP. ACCOMMODATION = 11.5m

TOTAL GROSS INTERNAL FLOOR AREAS :-

MAIN BUILDING = 1419.4m

TEMP. ACCOMMODATION = 122.5m

Ver.	Pg	Content	Date
2.5	9	If funding were we have at the moment then changes would be needed.	14.7.18
2.5	11-12	Project Background updated.	14.7.18
2.5	21	Hyperlink to iPetition	14.7.18
2.5	16	Asset Survey	18.7.18

Appendices No 2

Letters of support.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11th July 2018

Mr Jim Savege
The Chief Executive
Aberdeenshire Council
Woodhill House
Westburn Road
Aberdeen
AB16 5GE

Dear Sir

Marketplace School

I write in support of the Garioch Partnership application to retain Marketplace School under a community asset transfer, as a hub for the third sector serving Inverurie and the local community.

Whilst the building may not be suitable for modern educational purposes, there is a substantial granite building which, correctly refurbished and maintained, will continue to be an excellent asset to the community.


The thought of losing this merely for car parking, when there is an adjoining playing field available, no longer required as part of the school and much cheaper to develop, would appear to be extremely poor value for the "tax payer".






The Garioch Partnership
1st Floor, Wyness Hall
Jackson Street
Inverurie
AB51 3QB

18 July 2018



RE: Asset transfer request for Market Place Primary School

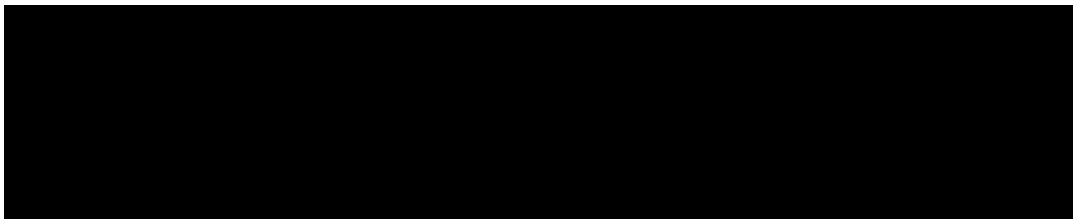
The Inverurie Business Association Committee (IBA) is pleased to support this proposal as not only will it increase town centre footfall but reinforce our social fabric and enhance community resilience. The provision for business start-ups is very welcome, and the central location appears to lend itself to a wide range of community uses currently restricted by the unavailability or lack of suitable accommodation.

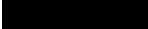
A rapidly changing retail sector makes additional and more diversified town centre activities highly desirable. We have every confidence this proposal will bring more people in, especially given current public transport improvements adding to the accessibility of Inverurie town centre. With constraints on local authority spending a third sector hub to provide community support must also be beneficial to many, particularly those who may be disadvantaged.

We applaud this initiative by the Garioch Partnership under the Community Asset Transfer legislation, and trust Aberdeenshire Council will recognise the need for this facility and look on their application favourably.

Best






The Garioch Partnership
(via email)



Support for transfer of the former Market Place School, Inverurie

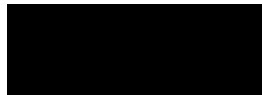
The Trustees' of Inverurie & District Men's Shed decided, at our board meeting yesterday, to express our support to The Garioch Partnership in your application to make a 3rd sector hub of the former Market Place school, Inverurie.

It would be good to be able to look forward to the possibilities that a transfer of this unique asset will offer charities and community groups in Inverurie, including IDMS.

I am confident that many of our 87 members would like to join the online petition and show their support also.


Wishing the TGP every possible success.

Yours sincerely




www.inveruriemensshed.co.uk




inveruriemensshed@gmail.com

Appendices

No3

Anonymised petition from
<https://www.ipetitions.com/petition/market-place-school-as-a-3rd-sector-hub>

As at 20/07/2018 4pm

#	Would you use our facility	Comments
1		
2		
3		The 3rd sector hub is badly needed in Inverurie and can provide a number of facilities for small businesses, charities and 3rd sector businesses.
4		Hopefully the Food Bank will be able to be part of this venture and return to the centre of town.
5		
6		Garioch Women for Change will use the school as a weekly venue for meetings and additionally for workshops , exhibitions and for fundraising events. Additionally, we will offer support to other users and groups proposing to use the centre and will assist in any way we can other parties in the maintenance of the fabric of the building.
7	Monthly use	
8	Weekly use	
9		
10		
11	Weekly use	
12	Weekly use	
13		This was my old primary school. I would hate to see it not being used. I think this is perfect for the younger generation to keep them out of trouble. I think fun activities ie gym, games etc is needed in this community

14	Weekly use	
15	Weekly use	
16	Occasional use	Possible venue for fundraising events
17		
18	Occasional Use	
19	Monthly Use	
20		
21	Occasional Use	
22		
23		
24	Monthly Use	
25	Daily Use, Monthly Use, Occasional Use	Use for meetings & groups. Potential office space. It is central ground floor with drop off space, parking and public transport links nearby.
26	Occasional Use, Weekly Use	Could be used for meetings & groups. Art & photography classes &/or exhibitions. fundraising events, a collection and distribution centre for disaster & aid charities.
27	Weekly Use	
28	Weekly Use	A space for mums and mums to be to receive health and well being support in the pre and postnatal periods
29	Occasional Use	
30	Occasional Use	
31	Occasional Use	
32	Weekly Use	

33		
34	Monthly Use	A venue in the heart of the community for the community - don't rip out the heart and then put funding into mental health and loneliness projects - it's ludicrous!
35	Occasional Use	
36	Occasional Use	A much needed resource for Inverurie, if I can help in anyway.
37	Occasional Use	
38	Monthly Use	
39	Monthly Use	
40	Weekly Use	
41	Monthly Use, Occasional Use	
42	Weekly Use	We use the creche every week at the community centre and it's been invaluable for both me and my child, there doesn't appear to be any thought for it continuing once the new campus is set up
43	Weekly Use	
44	Weekly Use	I use the Community Centre for weekly pottery classes. I have also used it for painting class and took my young son to the mother and toddler group. This would be a valuable resource for the community when the current centre closes as there are no other comparable facilities in Inverurie.
45	Occasional Use	
46	Monthly Use	

47	Monthly Use, Occasional Use, Seasonal Use, Weekly Use	
48	Weekly Use	
49	Weekly Use	
50	Monthly Use, Weekly Use	
51		when we need one
52	Weekly Use	Much needed space for Inverurie and surrounding area!
53	Occasional Use	
54	Occasional Use	
55	Weekly Use	I use the Community Centre for weekly pottery classes
56	Weekly Use	
57	Occasional Use	A noble and practical cause
58	Occasional Use	
59	Occasional Use	My children are older now but we used to use the Community Centre three times a week for activities. The area needs a proper replacement for this facility.
60		
61	Daily Use, Monthly Use, Occasional Use, Seasonal Use, Weekly Use	
62	Occasional Use	Accessible, affordable community facilities are essential for so many 3rd sector and voluntary groups to use, support a wide range of populations and vulnerable groups and make a positive impact

		the larger community. The Gariich Partnership is a fantastic interface to facilitate this. Good luck!
63	Weekly Use	
64	Occasional Use	
65	Weekly Use	I'm a member of a childminding group and we may use the facilities for weekly meetings, if the space was affordable, we may also use it for facilitating training
66	Monthly Use, Occasional Use	Much needed facility, obvious and sustainable solution. Any councillor worth their position should fight for this.
67	Occasional Use	
68		Members of our communities may use the facility in the future depending on what is offered there and when.
69	Daily Use	We are very much in support of this and would want to base our charity in the building
70		
71	Daily Use	Please make Market Place School useful to Inverurie!!
72	Daily Use	
73	Daily Use	
74	Monthly Use	
75	Occasional Use	But know this would be a great asset to Inverurie.
76	Occasional Use	
77	Weekly Use	

78		I wouldn't be using the facility but think it's an excellent use for the old school.
79	Occasional Use	
80		
81	Occasional Use	
82	Occasional Use	I feel Inverurie could benefit from more community space as many groups are constrained on offerings just now due to space limitations in size or availability. I'd also welcome hot desk style space for start ups and business people who are meeting clients in Inverurie.
83	Weekly Use	
84	Weekly Use	
85	Weekly Use	
86	Occasional Use	
87	Monthly Use	
88	Weekly Use	
89	Weekly Use	
90	Occasional Use	
91		
92		Unsure if I would personally use it. I would love to see the transformation of space as it used to be my workplace and it would be extremely beneficial to see it being used to give back to the community
93	Monthly Use, Occasional Use	

94	Weekly Use	I would use the hub as often as I could , especially if it was used to run groups for social skills, anxiety, isolation etc, it would be good to have somewhere to come together an share support for each other
95	Monthly Use	
96	Monthly Use	
97		I'm moving out of the area but feel this would be a good central point for groups and people looking for somewhere to start up.
98	Occasional Use	
99	Weekly Use	
100	Occasional Use	
101	Occasional Use	The community would be well served to keep this valued centre available.
102		
103	Weekly Use	Be great for Inverurie to have somewhere to go for a variety of different groups such as support groups/social meet ups for adults/teenagers and also all different groups for families too, like peep groups, free creche to give opportunity for parents with low income to attend courses such as first aid etc or just somewhere for mums/dad's to get together for a cuppa and let little ones play.
104	Weekly Use	
105	Weekly Use	

106	Monthly Use	It would be very useful to do discussions and workshops for mind-set, goal setting and EFT. It has access so all would be able to attend. eg. those with disabilities and wheel chairs etc.
107	Daily Use, Monthly Use, Occasional Use, Seasonal Use, Weekly Use	
108	Weekly Use	
109	Occasional Use	
110	Weekly Use	
111	Monthly Use	
112	Weekly Use	
113	Occasional Use	
114	Daily Use	I'd like to hold and attend groups at an Inverurie hub. Ie. Arts / yoga / Community forums. If it had a cafe I would use it to get lunch when I'm at work at Inspire Soaps.
115	Occasional Use	
116		
117		
118	Monthly Use	
119	Occasional Use	
120	Occasional Use	
121	Occasional Use	
122		
123	Occasional Use	
124	Occasional Use	

125	Occasional Use	
126	Weekly Use	
127	Occasional Use	I'm sure this would support lots of voluntary and community activity in Inverurie
128		
129	Weekly Use	Could be ideal for rehearsal space. At a time when Town Hall costs are rising dramatically lots of groups might find this a welcome alternative.
130		Local artists could perhaps hire working space.
131	Weekly Use	
132	Monthly Use	
133		
134	Occasional Use	
135	Monthly Use, Seasonal Use	
136	Occasional Use	
137	Weekly Use	We are a very small community group that meets weekly. Space here could be ideal for us as a group. Plus for committee meetings.
138	Occasional Use	
139		
140	Weekly Use	
141	Weekly Use	
142	Occasional Use	
143	Monthly Use, Occasional Use, Seasonal Use, Weekly Use	
144	Occasional Use	

145	Occasional Use	This is an important step in helping people to get back on their feet, reducing the costs of maintaining all the different services in different buildings by co-locating can only help more people.
146	Occasional Use, Weekly Use	
147	Weekly Use	Would be terrific for Camera club meetings for around 50 members. Been looking for an space to use as a photography studio, with some kind of secure storage for studio equipment.
148	Occasional Use	
149		
150	Occasional Use	
151	Monthly Use, Occasional Use	A Garioch co-working space (however big or small) would be great for local start-ups.
152		
153	Occasional Use	
154	Weekly Use	
155	Occasional Use	
156	Monthly Use	
157	Occasional Use	
158		
159	Weekly Use	
160	Occasional Use	
161	Occasional Use	If the site was to be used for this purpose, which i am in favour of, it would have to be made clear to people using it that they must not park in

		Urybank's car park as this is needed for carers, residents and visitors and was abused frequently when the school was there.
162		
163		. Used to live in the town, most of my childhood nests in the hubs of the community and I'd hate to see such integral parts of everyone's lives repurposed or lost
164		
165	Occasional Use	The gaitherin is a charity event held twice a year which benefits over 200 local young people a year. We always rely on using secondary schools in the local area and sometimes this is a struggle to do. Having access to this school would mean guaranteed housing for our event each year.
166	Weekly Use	
167	Monthly Use	
171		
172	Weekly Use	
173	Monthly Use	
174	Monthly Use	
175	Monthly Use	
176	Occasional Use	Fantastic idea which fits perfectly with the Scottish Government Communities Bill. Ticks all boxes!
177	Occasional Use	
178	Weekly Use	An essential resource for the community.
179	Weekly Use	Such facilities are greatly needed in the area

180	Occasional Use	
181	Occasional Use	Children attending the gaitherin would get so much from this, and would hopefully reduce costs associated to organise which would be fantastic for the organisers
182	Monthly Use	
183	Occasional Use	
184	Occasional Use	
185	Occasional Use	
186	Occasional Use	
187	Occasional Use	
188	Occasional Use	
189	Monthly Use	It would be great to see Market Place Primary School continue to serve the community as a hub for local groups.
190	Occasional Use	
191	Monthly Use	
192	Weekly Use	Inverurie certainly needs more affordable venue space for not-for-profit/community use so we'd be in favour of the development of this community hub.
193	Seasonal Use	
194	Occasional Use	
195	Occasional Use	
196	Occasional Use	
197	Weekly Use	I'm a photographer and would love a place to use in Inverurie with sensible costs.

198	Occasional Use	This is what the community needs
199		
200		
201	Occasional Use	This will keep facilities and services right in the town centre and support the Garioch Partnership to continue its support throughout Garioch Area.
202	Occasional Use	
203	Occasional Use	
204	Daily Use, Monthly Use, Occasional Use, Seasonal Use, Weekly Use	
205	Occasional Use	This is needed in the community!
206	Occasional Use	
207	Daily Use, Occasional Use, Weekly Use	This development will open up many new opportunities for the local community, and we know from our experience in Banffshire, it will be the catalyst for growing community-led development in Garioch. Banffshire Partnership and Garioch Partnership are already used to sharing knowledge and experience, and we will readily do that in this development too.
208		Trussell Trust (Food Bank) will welcome a joint office/warehouse approach within the Garioch Partnership project
209	Occasional Use	Always need affordable meeting space! Inverurie is the most central place in

		Aberdeenshire with good transport links for shire-wide organisations.
210	Monthly Use, Occasional Use	It would be wonderful to have a facility for the people in the Garioch to use. Well done!
211		
212	Weekly Use	
213		Think this would be great space for community use and could become a fabulous asset