



SCCNo419 – Issue 2  
2021



# Business Plan

Grampian House

Published by UNIT CHAIRMAN – Mr Kevin Rae (Trustee)



## Contents

<b>Executive Summary .....</b>	<b>4</b>
<b>Welcome.....</b>	<b>5</b>
<b>About Us .....</b>	<b>6</b>
Aims of the Sea Cadets .....	6
Outcome Framework .....	8
Fraserburgh Unit .....	8
Post Covid Recovery.....	9
<b>Sea Cadets Impact.....</b>	<b>10</b>
<b>Overview .....</b>	<b>12</b>
<b>Fraserburghs Men’s Shed .....</b>	<b>13</b>
Aims.....	13
Governance & Membership.....	13
Planned Use Of Grampian House .....	14
Impact .....	14
Finances .....	15
Long Term Objectives .....	15
<b>Fraserburgh Emergency Resilience Group .....</b>	<b>17</b>
Aims.....	17
Governance .....	17
Planned use of Grampian House.....	17
<b>Making it happen .....</b>	<b>19</b>
Immediate Objectives .....	19
User Agreements.....	20
Ongoing Project .....	20
What If? .....	20
Grampian House Planned Layout – Ground Floor .....	21
Grampian House Planned Layout – First Floor .....	22
Grampian House Planned Layout – Second Floor.....	23
Grampian House Planned Layout – Out Rear.....	24
<b>Project Feasibility .....</b>	<b>26</b>
Other Users .....	26
SWOT Analysis .....	28
Findings and Recommendations .....	29
<b>Consultation.....</b>	<b>31</b>
National Consultation .....	31
User and Stakeholder Consultation.....	31



3 <sup>rd</sup> Party Hub Users .....	32
Overview .....	33
<b>Financial Sustainability .....</b>	<b>35</b>
Purpose.....	35
Monitoring & Reporting Guidelines .....	35
Priority & Funding Options .....	35
Income & Expenditure .....	35
Business Plan Updates .....	35
Current Income, Expenditure & Projection .....	35
Immediate Objectives .....	36
Grant sources .....	36
Fundraising Strategy .....	37
Financial Forecast .....	38
<b>Appendices.....</b>	<b>39</b>
<b>The Way Forward.....</b>	<b>40</b>



## Executive Summary

This proposed project is to acquire Grampian House, then convert it into a multi-functional community hub for the residents and surrounding communities of Fraserburgh, servicing the youth, vulnerable sector, and local businesses. The Sea Cadets will transform the building into their HQ, Grampian House will be a venue for use as a conference and training centre for various cadets, youth, and community groups. With the current pandemic Grampian House and its internal spaces will enable us to reopen as soon as physically possible in a Covid safe way, while giving suitable scope for the future post pandemic.

The project will help support the economic recovery by investing in both bringing a vacant building back into use and employing local contractors. This will bring a long-term benefit, with continuing employment of contractors for the upkeep and maintenance of the building, along with securing current and offering potential future community opportunities.





## Welcome

Following the notice to quit on their current HQ, to make way for windfarm development, Fraserburgh Sea Cadets are working towards the acquisition of a new Headquarters. This facility will provide a safe working and training environment to all Sea Cadets and volunteers. It will become a multifunctional community asset, including a training facility for the youth sector in Fraserburgh and a venue for the local community to utilise.

Grampian House, recently the Council Tax Office, currently lies empty having been disused for the last two years. Grampian House is strategically located in Fraserburgh close to the town centre, the academy, library, and main housing estates, making the multifunctional asset easily accessible and visible to many local organisations.

This project would provide Fraserburgh Sea Cadets with a new HQ as well as becoming a community project for all, led by the Sea Cadets as the main proprietors. This would allow the expansion of the cadet and youth experience to more young people, enabling the Fraserburgh community access to a building suitable for training, conference and social opportunities which would ultimately save the building from becoming derelict. Now more than ever, Fraserburgh's young people need the outdoor activities coupled with the stability and routine in a Covid secure place.

A new home for the Sea Cadets is necessary; as the current HQ is scheduled for demolition in 2021 by the Harbour Authority, making way for development of other harbour operations.

Supporting reasons for the move:

- Provides a safe working and training environment for cadets and volunteers.
- Allows relocation from a busy commercial dock, (fishing/renewable energy).
- Increase cadet membership, reducing waiting list and potential loss of candidates.
- Larger building allowing for indoor activities during inclement weather.
- Building is planned for demolition in 2021.

Fraserburgh Sea Cadets is a successful and high achieving unit, with 35 cadets and 20 volunteers, bursting with commitment and enthusiasm. The Unit is dedicated to serving the community in which it resides, by providing services and getting involved in annual community events, such as Sandhaven Harbour open day, Christmas events, shop door and street collections, as well as local festivals. As a result of our commitment to our community, our outstanding service provision, and our visibility in the town, we have a waiting list of 11 cadets that we cannot currently accommodate.

By moving into Grampian House, the Unit will be given an opportunity and the flexibility to increase cadet and volunteer numbers. We will be able to expand the cadet experience that can be offered while providing a venue for all local organisations and businesses to hire. This will, in turn, reduce the requirement to travel to neighbouring towns/cities, increasing productivity, reducing costs and environmental impact.



## About Us

### Legal Structure

Fraserburgh Sea Cadets (Unit 419) of the Sea Cadet Corps is a registered charity with the Office of the Scottish Charities Regulator (SC027652)

The Unit Management Team comprises a group of skilled and committed adults, who are guided by the Chairperson to ensure that we operate legally and with exemplary governance. Fraserburgh Unit has in place all relevant insurances, policies, procedures, and guidance which are reviewed, agreed, signed, and adopted by the Unit Management Team at least annually.

Fraserburgh Units governance is through the adoption of the Sea Cadet Constitution. The volunteers are divided into two separate teams; the instructors, who deliver the Sea Cadet experience and the committee who are responsible for the legal and organisation of the charity.

Fraserburgh Unit has a voting membership of over 55; there are no membership fees.

Units of the Sea Cadet Corps (SCC) are formed solely by volunteers in local communities. Each unit is a self-supporting, local youth organisation and independent charity.

The current contact details for Fraserburgh Sea Cadets and Royal Marines Cadets Unit are:

<b>Postal Address</b>	9 Balaclava Quay, Fraserburgh, AB43 9EB
<b>Tel</b>	07908555181 (Commanding Officers Mobile)
<b>Email</b>	fraserburghscc@hotmail.co.uk
<b>Web</b>	<a href="http://www.sea-cadets.org/fraserburgh">www.sea-cadets.org/fraserburgh</a>
<b>SCC Website</b>	<a href="http://www.sea-cadets.org">www.sea-cadets.org</a>

### Aims of the Sea Cadets

We are a youth development organisation that uses waterborne experiential adventure to enable young people to become independent and learn life skills. Through boating activities and ashore training, we enable young people to dare to be different, become more self-aware, disciplined and team players. We introduce them to subject areas such as: marine engineering, meteorology, boating, paddle sports, stewarding and catering for a ship's crew.

---

*Through a different kind of adventure, Sea Cadets helps teenagers to develop into resilient, confident young people who can launch well in today's complex and often overwhelming world. And thrive in it. Whatever they want to do when they leave school.'*

*CEO Marine Society and Sea Cadets – Martin Coles*

---

The experiences the charity offers helps young people to become someone who can talk to anyone, give new things a go, even if it is a bit daunting. Often, new ways of thinking and acting come out of the kind of adventures young people have at Sea Cadets, which help equip them for the world as it is now; powerboating, learning how to save a life, sailing a tall-ship, seamanship, catering for a crew, kayaking and navigation, even weather forecasting and engineering.





We see that from their positive experiences at Sea Cadets, our young people find it easier to concentrate at school, stand out and are more confident in starting a new course or being able to find a job. Sea Cadets in their CV aids them to achieve and accomplish more.

Cadets have expressed that the experiences gained with us:

- Help young people become more confident, setting them up to enjoy life and get through challenges, feel confident in new situations, able to ask for help when they need it, and come across well when meeting new people.
- Are more in charge of themselves, feel clearer about what they want to get from life and are better equipped to make a good impression in interviews.
- Be comfortable speaking to anyone, be a brilliant team player, skilled and someone with positive habits and thinking.
- Help young people become adaptable, able to listen to instruction and take feedback, getting into the habit of working a challenge through and finding the best way.



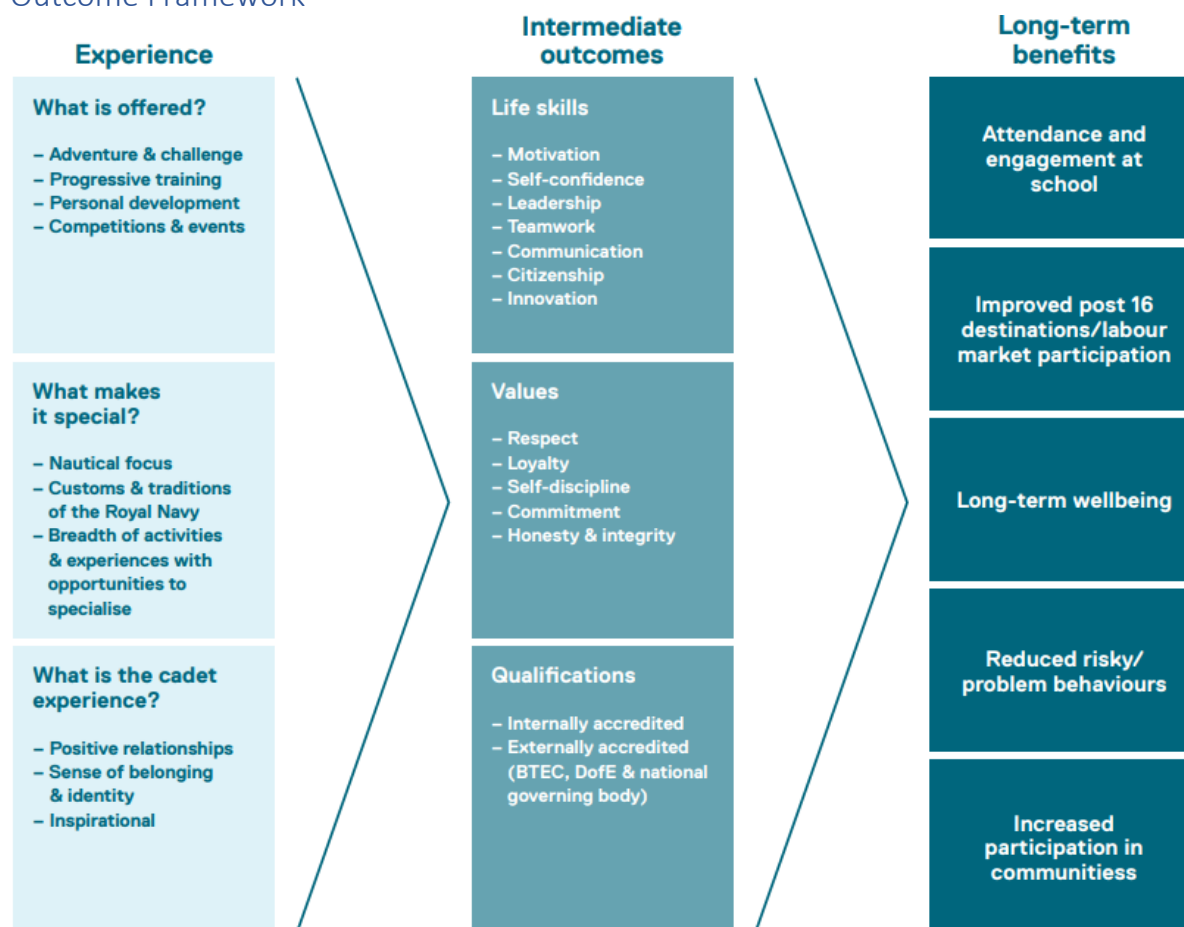
**‘To give the best possible head start in life, through nautical adventure and fun, based on the ethos and traditions of the Royal Navy’**

The national charity has over 160 years’ experience of working with young people and acknowledges and sees both the strength and boundaries of what we do – we will help them balance, tackle or overcome their challenges and troubles by developing their key skills. This works hand in hand with the Scottish Government initiative, “Developing the Young Workforce,” extending the provision of opportunities to develop skills for learning, skills for life and skills for work.

We want to ensure that the young people get the most out of everything they learn from cadets. What is special about Sea Cadets is the intense effort we put into working with young people, the structure we offer through traditions and customs of the Royal Navy, which some love and really cannot do without.



## Outcome Framework



## Fraserburgh Unit

TS Gowanlea has been at the heart of the Fraserburgh fishing fleet and RNLI community for almost 80 years. We have progressed from a base in the harbour onboard an MTB (Motor Torpedo Boat) to the building where we currently operate from on the Balaclava Quay. Times certainly have been great over the years with the support from the Community and the Harbour and for this we are extremely grateful.

Fraserburgh Sea Cadets opened its doors for the first time in 1943 and since then we have seen many cadets move onto careers in the marine sector, many in the Royal Navy and some have even come back over the years to volunteer in the unit.

Fraserburgh unit has almost 90% higher cadet retention than the national average at 3 years 7 months. We are currently restricted to 35 cadets due to the size of our building at Fraserburgh Harbour and no capacity to offer 'normal' cadet activities at our boat station.

We are pleased to be recognised year on year for being one of the top units in the country and one of the units with the highest number of boating hours per cadet each year. The team of instructors deliver many sport qualifications including Royal Yachting Association Sailing, Powerboating and Windsurfing, British Canoeing and British Rowing. We also deliver BTECs in Leadership, Management, Engineering and Music among many shore-based qualifications, from life skills to catering, food hygiene, physical training, seamanship, and





navigation. With the pending eviction, we will be unable to carry on offering these opportunities unless we secure Grampian House as our HQ.

Fraserburgh Unit also has a Royal Marines Cadets Detachment; 8 strong with 3 volunteers. This detachment was opened in 2015 and has flourished since, with many cadets gaining vital practical experiences that will lead them well in life.



Fraserburgh Unit has achieved many accomplishments over the years. These are some examples from the last 2 years:

- Royal Marines Cadet with the most qualifications in the country,
- National Rowing Champions in London,
- Burgee Award for efficiency achieving a place in the top 20% of Sea Cadets Units,
- Used as an example of virtual training delivery to support other units during CV19,
- Been appointed as a Host Unit Boat Station to support other units with training.

### Post Covid Recovery

As we are starting to come out the other end of the pandemic, we have created a full post-covid recovery/regeneration plan. For full details see appendix.



## Sea Cadets Impact

For an in-depth look at how the Sea Cadets had led our Alumni through life, see the 'My LegaSea' report in the Appendix.

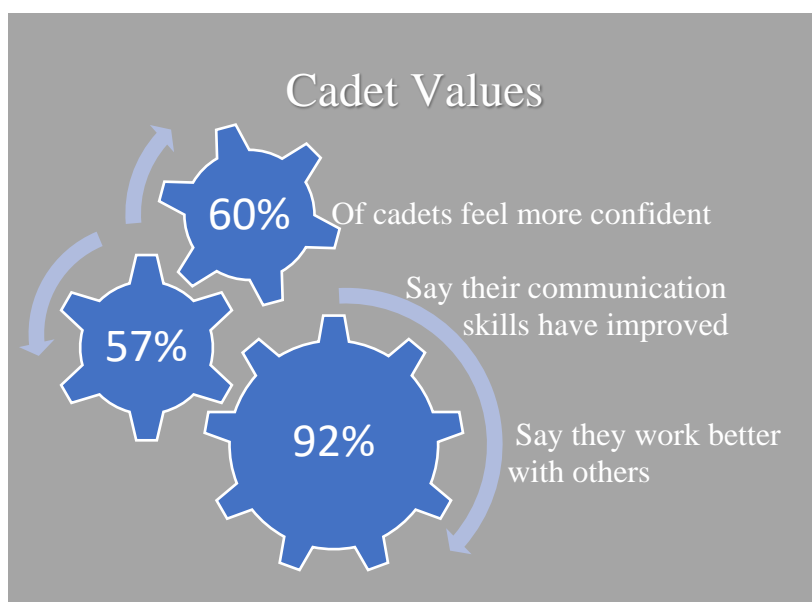
### SNAPSHOT

Sea Cadets' longer-term aims focus on helping young people in education and beyond, with improved wellbeing, and improving participation in their communities.

Although cadets themselves tend to be more enthusiastic than parents or volunteers about the scale of the change, data suggests that the organisation is contributing to many of these impact areas.

Cadets expect Sea Cadets to help them gain qualifications (75% 'a great deal'), develop skills for later life (72% 'a great deal'), get a job (60% 'a great deal') and improve wellbeing and happiness (53% 'a great deal').

Analysis of the charity's enrolment data shows that Sea Cadets is engaging young people from a wide range of backgrounds and income brackets. We can assume that the organisation's impact cuts across demographic groups and therefore has the potential to improve social mobility, for example by facilitating strong friendships between young people of different backgrounds.



Sea Cadets engage young people right across socio-economic backgrounds, improving social mobility.

Provides an environment where young people can create strong friendships with others from different backgrounds, adding to social cohesion.

Long term benefits include:

- reducing social exclusion,
- increasing academic aspirations,
- establishing better relationships with parents,
- predicting participation in their community in later life

**3.2**

Cadet Qualification per cadet on average

**1/3**

Believe Sea Cadets will help them in the future

**147**

Boating hours per cadet on average

**86%**

Feel inspired



# HONESTY & INTEGRITY

To tell the truth and  
be a good person

**SEA  
CADETS**



The Queen's  
School of Maritime Studies & Sea Cadets is a charity  
registered in England and Wales 1050000  
and in Scotland 3000000





## Overview

This exciting project led by Fraserburgh Sea Cadets will create a Community Hub, which will be utilised by multiple groups for training, conferencing, and office purposes. The property will primarily be the home of the Sea Cadets.

We have confirmed use of this property by both Fraserburgh's Men's Shed and Fraserburgh's Emergency Resilience Group. Both organisations form part of this business plan as a key user of the property. Acquiring this property will secure the future of Fraserburgh's Men's Shed, enabling their charity to grow and serve more people breaking down barriers of exclusion, loneliness, and poverty.

In Fraserburgh there are limited opportunities for organisations to rent space, making the multifunctional hub even more crucial for the local community. Other cadet organisations, charities and groups have expressed an interest in utilising the property.





## Fraserburghs Men's Shed

### Aims

Our main aim is to bring together residents over the age of 18 who might otherwise find themselves isolated and alone. A safe place to meet and socialise or work on either community projects or their own projects. Through these sessions our members can upskill, and learn new activities, often this is via peer to peer's support, building a network of friends. We aim to help and support local projects by either giving time or making products for them. We provide a welcoming environment that promotes the protection of the environment. The Men's Shed enables members to access support and sign posting across the spectrum of matters including, emotional support, mental health, and wellbeing.

The first year of operation was mostly spent in building up our membership and making initial contact in the community for the organisation to spread its wings, however this was halted by the CV19 Pandemic. This resulted on us realigning our service delivery style to ensure we are still meeting the needs of our members by meeting online. We are now in a position that we want to restart face to face activities, the demand for our help from the local community is now increasing. This is not possible due to the pending eviction of the Sea Cadets by Fraserburgh Harbour.

### Governance & Membership

Fraserburgh and District Men's Shed is a Scottish Registered Charity SC049450

Fraserburgh and District Men's Shed is a Member of the Scottish Men's Shed Association and, the UK Men's Shed Association.

The Shed has no paid members of staff it is run by volunteers.

At the present time, membership stands at 60, with over 110 Facebook members, with a regular attendance of 6-10 (pre-Covid19 restrictions).

### Fraserburgh and District Men's Shed

c/o Ralph Grantham (Secretary), Upper Mountsolie, Strichen, AB43 7TS

Phone: 01346 541797

Email: rcgfraserburghmensshed@gmail.com

### Trustees and office bearers:

Chair	Sharon Mitchell
Vice Chair	Peter Johnston
Secretary	Ralph Grantham
Treasurer	Lynne Packer
Trustees	Ian D Brown
	Richard Packer
	Sandra Marshall
	Dave Chalton

### Planned Use Of Grampian House

As a user of Grampian House, Fraserburgh Men's Shed will operate in both the ground floor Large Conference Room and in the newly acquired portacabin at the rear of the property. The conference room will be used to meet members in an informal and relaxed setting, where we can have warm refreshments and play games, socialise, and offer any assistance that our members need. The portacabin at the rear will be used as our 'shed' where creativity of the members will come alive. Items created can then be taken home by the creator or sold to support the furthering of the Men's Shed.



### Impact

For a long time, research has shown the negative impact of loneliness and isolation on a person's health and wellbeing. Recently we have seen more evidence come to light that shows loneliness and isolation can be as hazardous to our health as obesity and excessive smoking. Surveys from mental health charities are finding that millions of people report feeling lonely daily.

Men statistically find it more difficult to build social connections than women, and unlike women of a similar age, less older men have networks of friends and rarely share personal concerns about health and personal worries. It is not the case for all men, but for some, when retirement comes, it can feel like personal identity and purpose is lost. Men's Sheds can change all of that.

Sheds typically attract older men, but many have younger members and women too. Whatever the activity, the essence of a Shed is not a building, but the connections and relationships between its members.

Sheds are about meeting like-minded people and having someone to share your worries and achievements within a safe environment – a worry shared is a worry halved. They are about having fun, sharing skills and knowledge with peers, and gaining a renewed sense of purpose and belonging. As a by-product of all that the shed reduces isolation and feelings of loneliness, which enables and empowers its members to deal with mental health challenges more easily and remain independent, rebuild communities and, in many cases, save lives. Men's Sheds are vital.



## Finances

As we have been operational for 1 full year, we have 1 complete set of accounts.

### Income

There are no membership fees to join the Men's Shed, most do however, donate when having refreshments whilst at the Shed. We have income generated from grant applications, corporate/community donations, sales of items produced by the shed, sales of refurbished equipment, car boot sales, craft sales and plant sales.

We will be in conjunction with 3<sup>rd</sup> parties hosting fundraising events including coffee mornings, soup and sweets, race nights, pizza/quiz nights.

### First year in Grampian House

In the first year of operation in Grampian House we project based on 52 weeks:

<b>Income</b>	
Grant (National Lottery and Area initiative Fund – Match Funding)	10000
Donations (company donations expected)	500
Fundraising Events (2x events -bingo £600 /coffee morning £200)	800
Refreshments (From refreshments - £1 per item/10 pps /4 sessions)	2080
Sales of work (apx £40 per month)	480
Project work (Labour) (8 hours per month/ £12 per hour)	1152
<b>TOTAL</b>	<b>15012</b>

\*pps – People per session

<b>Expenditure</b>	
Insurance (Public/Employers Liability & Buildings/Contents)	900
Planning Permission	500
Purchase/Install Portacabin	6000
Purchase/Install Iso container	2000
Electrical Installation (initial install to cabins)	1500
Utilities (Electric at £100 per month)	1200
Grampian House Rent (£4 per hour/11 hours per week/52 weeks)	2288
<b>TOTAL</b>	<b>14388</b>

**Surplus income: £624**

Planning permission advice for the placement of the cabin is being sought.

## Long Term Objectives

- This will be our opportunity to rebrand to '**Fraserburghs Community Shed**' to embrace all genders and ages (18 years plus)
- To raise the number of members
- Investigate further funding streams to include Grants, Local, Regional and Scottish Initiatives to increase the opportunities in the community for the Men's Shed Members
- Gift Aid will be investigated when donations are at a reasonable level to match the efforts required to claim. (donation of around £600 pa)

STRENGTHS		WEAKNESSES	
Dedicated members that support each other and the Shed’s ethos	Central Location	Not visible on any main thoroughfare	
Good support from Sea Cadets (our landlord)	Car parking on site the site	Workshop will need to be created at the rear, ensuring it easily accessible for people with mobility issues	
Good support from Fraserburgh Community	Within walking distance of bus station and nearby bus stops	Currently no storage space for tools, equipment and works	
Good support from Police and community officers	Opening hours can be more flexible	Security	
A good range of ages and abilities within the membership	We have a lot of donated workshop tools that we have space to accommodate	Timescale needed to get more useable spaces	
Good support from Age Scotland, UK and Scottish Men’s Shed Associations and other local ‘Sheds’	Plenty of scope for storage for various tools, materials, and larger WIP	Timescales to secure funding	
In Fraserburgh there are few opportunities to socialise with their peers other than pubs and betting shops. We will offer a safe space for all genders to meet, socialise, share and develop skills, and work on projects.			
OPPORTUNITIES		THREATS	
Continue working with current community groups	Scope for more community involvement	Rent increase	Fewer funding opportunities for bigger projects
Continue to build new relationships with new partners	More opening times	Loss of Sea Cadets not Securing Grampian House	Slow progress due to many factors could be demoralising
Scope for more partnerships with local groups	Build a good reputation to inspire new members, local partners	Loss of interest due to limited activities	Loss of credibility from turning down larger projects
The challenges envisaged of turning the site into a successful Men’s Shed could be inspiring and motivating	Scope to make a fresh start and personalise the space and buildings for Community benefits	In Fraserburgh there are few opportunities to socialise with their peers other than pubs and betting shops. Without a safe space many will be isolated at home without a sense of purpose. This could lead to many health problems.	
In Fraserburgh there are few opportunities to socialise with their peers other than pubs and betting shops. We will offer a safe space for all genders to meet, socialise, share, and develop skills, and work on projects.			



## Fraserburgh Emergency Resilience Group

### Aims

Community Resilience is an initiative supported by local, Scottish, and the UK governments. The principle is that communities develop a local plan so that they can help themselves during an emergency in a way that complements, but in no way replaces, the response of the emergency responders.

Community Resilience is defined by the Scottish Government as:

“Communities and individuals harnessing resources and expertise to help themselves prepare for, respond to and recover from emergencies, in a way that complements the work of the emergency responders.”

Some examples of emergencies are severe weather, lengthy loss of utilities, fires, floods, or major incidents involving transport. Community awareness and pre-planning will make it easier to cope with and recover from an emergency.

Examples of community actions:

- Providing hot meals and assistance in village halls etc during an emergency.
- Checking on neighbours to ensure their safety and well-being during severe weather or utility failure.
- Assisting with placing domestic flood gates, sandbags, or other flood protection equipment into position.
- Clearing snow from the pathways of people who are unable to do so themselves and from the pathways to community facilities.
- Assisting with the delivery of essential supplies during severe weather e.g., hot meals, water, etc.

**Our action plan will be updated once this application is approved.**

### Governance

This group is governed via the Fraserburgh Community Council

John Anderson	Co-ordinator
Douglas Ewen	Deputy Co-ordinator
Martin Dunbar	Assistant Co-ordinator
Nathan Ritchie	Assistant Co-ordinator
Pauline Masson	Assistant Co-ordinator
Sheila Souter	Assistant Co-ordinator
Jill Summers	Assistant Co-ordinator

### Planned use of Grampian House

Grampian House is ideally situated to support our needs in the event of an emergency in the region. We will have agreed access, 24 hours a day, without the need of any notice. This allows a quick response to an immediate need where a warm building and hospitality can be offered. This building is set up in a way that allows for up to 7 private rooms that can be used as bedrooms/family accommodation if required. Should rooms be required, we will be able to setup this using camp beds and sleeping bags that we already have in storage. The advantage of this building is that unlike a hall, it has the facility to home several families with relative privacy in a noticeably short timeframe.



**Gairlochhead Army Camp  
Royal Marines Cadets  
Training Weekend 2020**





## Making it happen

### Immediate Objectives

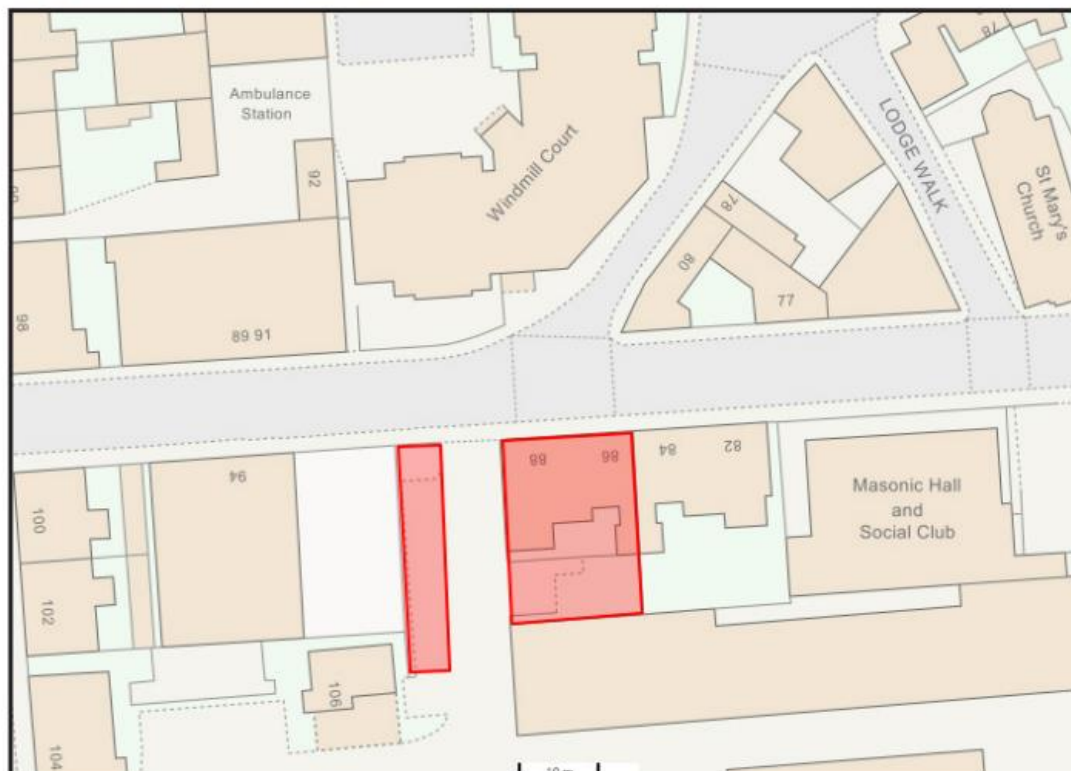
For this project to move forward there are several key steps to take. Firstly, we will acquire the property. Once acquired, the Safety coordinator, will ensure that the property is made safe for use; compliant with all statutory requirements (Fire alarms, Fire Extinguishers, Emergency Lighting, T&I.). This work will take priority as these first steps will bring the property back into use.

A full building condition report is being completed by Shepherds Surveyors, the details from this report will finalise the projections and the priorities. There will be a need to complete some decoration to modernise the property and prepare it to be opened as a Community Hub. As mentioned, all works will be completed by local contractors (Andrew May Contractors, Denis Gordon Electrician, Martin Whyte Plumbing, JR Ross Joinery, and volunteers.

The hub will quickly become a significant part of the community as the new Sea Cadets Headquarters, as an RYA recognised training centre and BTEC/CVQO/ILM centre, along with a home for Fraserburgh Men's Shed and other organisations.

On the opening of the Hub, it will allow the old Sea Cadets property and land to be returned to Fraserburgh Harbour, which will leave the Balaclava Quay ready for redevelopment. This will directly increase the harbour future development opportunities, which further offers the town another avenue to increase trade, business, and footfall.

### Location Plan:





## User Agreements

As the property owner, Fraserburgh Sea Cadets will utilise, manage, and maintain the property. The users will be split into 2 groups:

Key Users: This is the users that will be the primary users of the property, they will have allocated key holders and alarm codes. Their organisations user agreement will be on a rolling year lease. These users are: Fraserburgh Men's Shed and Fraserburghs Emergency Resilience Group.

3<sup>rd</sup> Party Users: This is the users that will not have long term agreements, these will be primarily ad-hoc or block bookings for specific rooms or facilities. Identified users are: Lithuanian Language School, Broch Business' Together, Sandhaven and Pitullie Harbour Trust and other cadet organisations.

## Ongoing Project

As time moves on, the Hub will continue to develop as part of the community, which will increase the footfall and create interest in its use. This offers further opportunity to expand what is available from the facility, by creating new partnerships with other organisations to ensure that we are utilising its maximum potential.

As this project develops, it will require the employment of a caretaker, this will be demand driven and initially covered by volunteers.

The building layout lends itself perfectly to Sea Cadets from across the country attending training, either in the Hub, or afloat at the Sea Cadets boating centre in Sandhaven.

## What If?

In the event of not securing Grampian House, both Fraserburgh Sea Cadets and Fraserburgh Men's Shed futures will be at significant risk. As the only other option for the Sea Cadets identified by us and the council to date, our Boat Station is not suitable for our HQ as it consists of temporary portacabins where electricity is provided by running a generator, there is no running water and toilets are portaloos.

As we have been served with an eviction notice from Fraserburgh Harbour Commission which is effective from 1<sup>st</sup> May (3 month notice to quit), we will have no other option from 1<sup>st</sup> September, when the dark nights come in, than to close our doors.

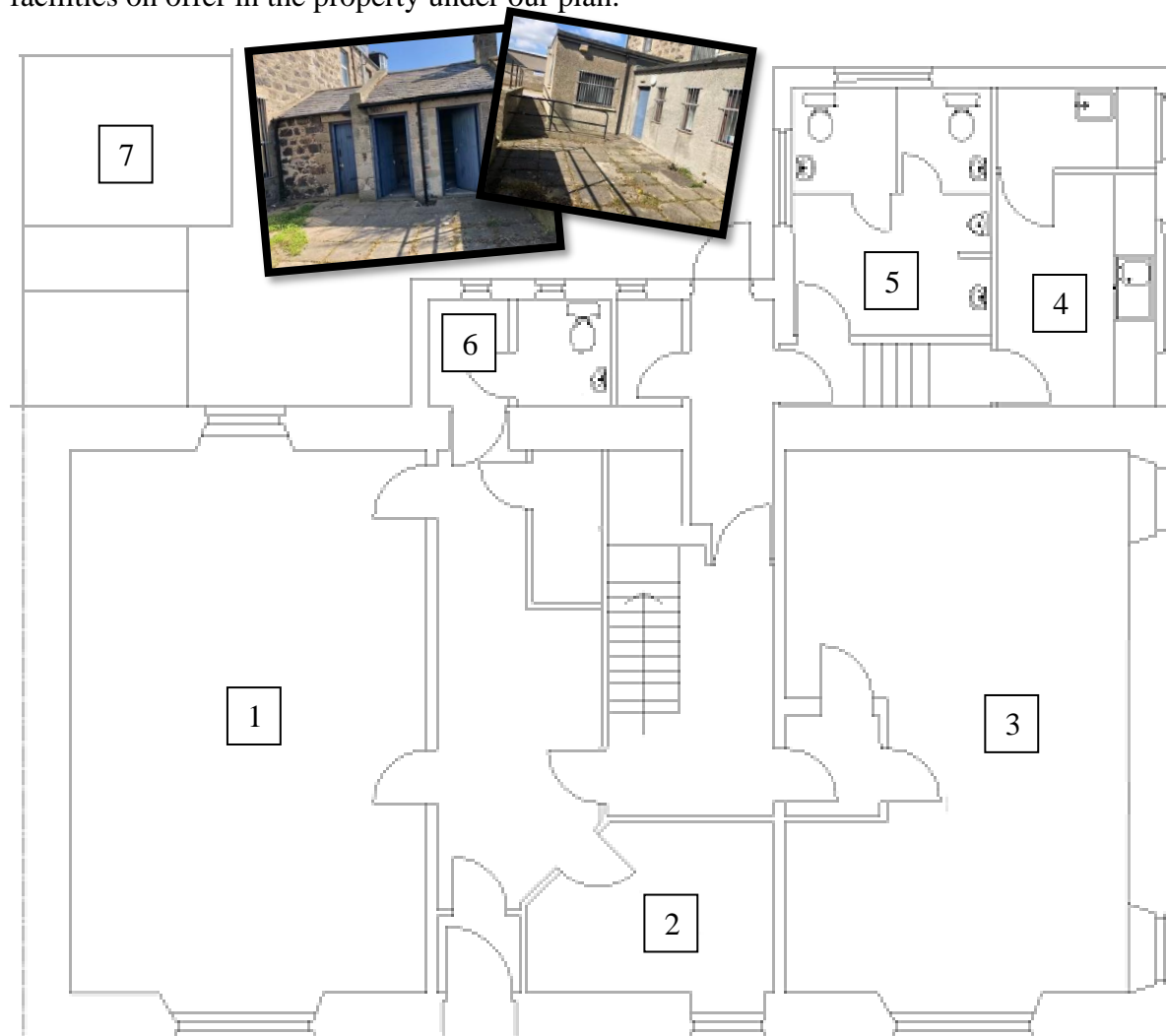




## Grampian House Planned Layout – Ground Floor

This is the current layout of the properties ground floor; we envisage no structural change to this layout. The changes noted in the table below will be factored in over a 2-year period after acquisition.

Contact has been made with the Aberdeenshire Council planning department, on whether a change of use is required, currently it is unlikely due to the nature of the training and meeting facilities on offer in the property under our plan.



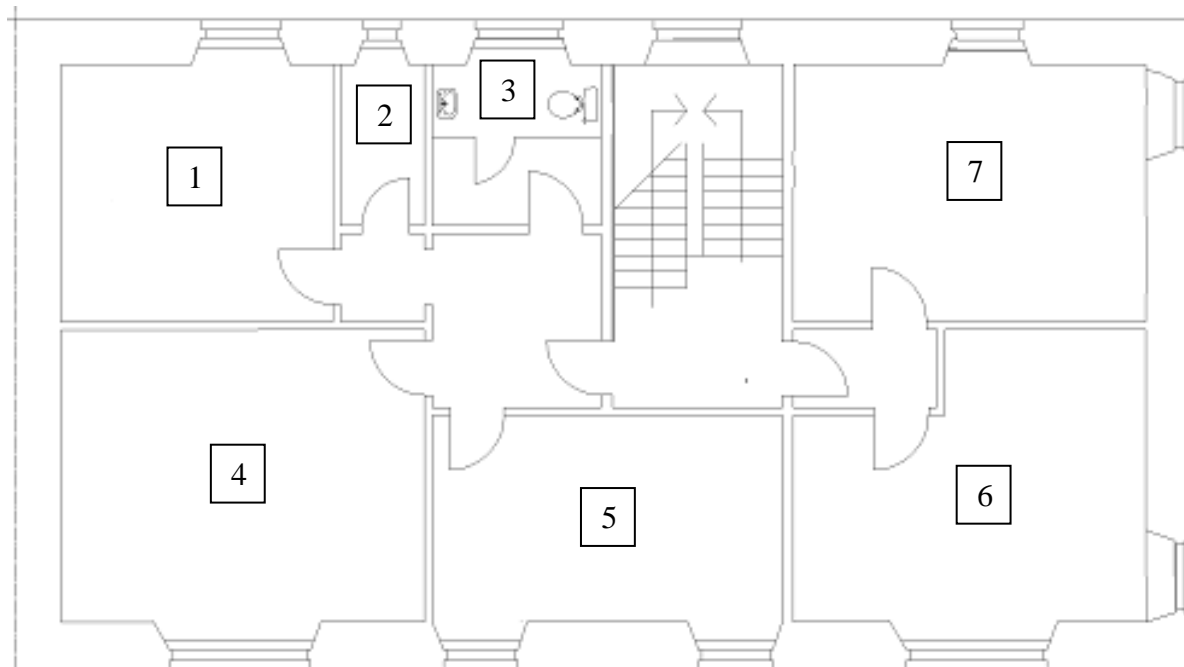
Details of the room are:

No.	Name	Description/Use
1	Hall	Open hall suitable for SCC use as parade room
2	Reception/Office	Used by SCC Admin to support the building users and its management
3	Large Conference Room	Set up as a conference room, with its primary use as the Men Sheds meeting room for their activities
4	Kitchen	Small kitchen for key users to use.
5	Toilet	Gender neutral toilet, removal of urinal and 1 handwash basin
6	Toilet	This toilet will be replaced by a shower facility.
7	Shed x3	Storage for misc. property maintenance items.



## Grampian House Planned Layout – First Floor

This is the current layout of the properties first floor; we envisage no structural change to this layout.



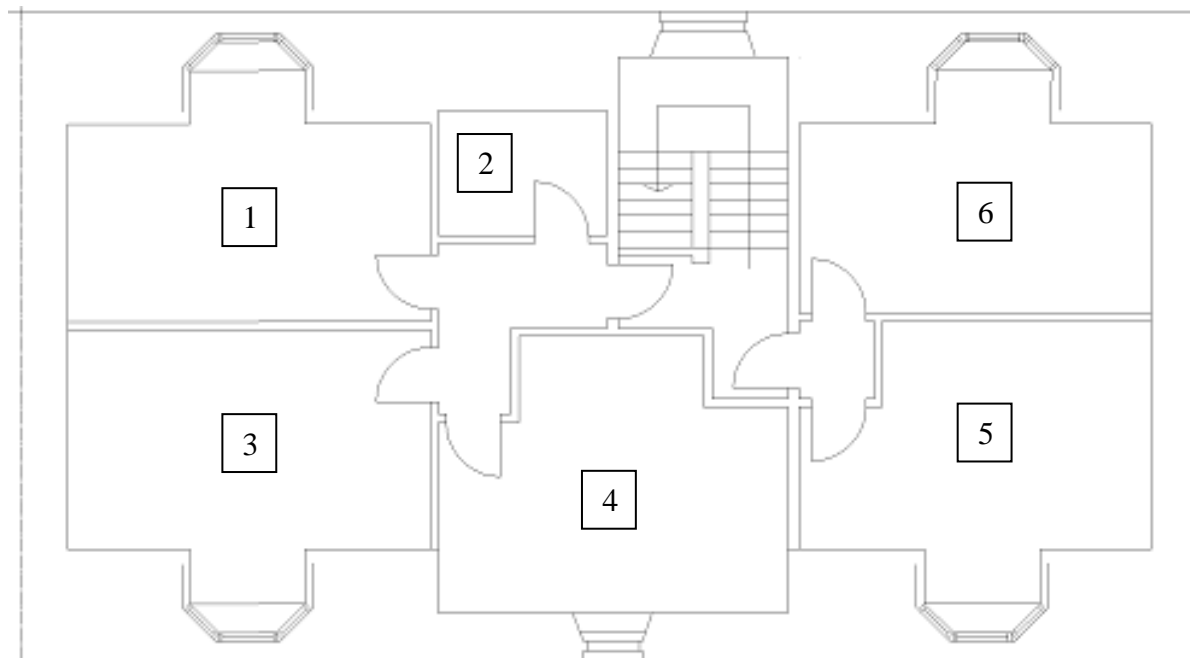
Details of the room are:

No.	Name	Description/Use
1	Uniform Store	The Sea Cadets, Royal Marines Cadets and Junior Cadets have a total of 5 uniforms, these will be stored in the room
2	Changing Room	This will be used as a changing room for the cadets to try on uniforms, this will aid our safeguarding policy.
3	Toilet	This will be a gender-neutral toilet, this will be changed to 2 toilets if space allows
4	SCC Office	All SCC administration will be conducted, and information stored in this room.
5	Suite 1	Generic use room, setup as a classroom
6	Suite 2	Generic use room, setup as a classroom
7	Suite 3	Generic use room, setup as a classroom



## Grampian House Planned Layout – Second Floor

This is the current layout of the properties second floor; we envisage no structural change to this layout, except for the store to be upgraded to a toilet facility.



Details of the room are:

No.	Name	Description/Use
1	SCC Training Store	The SCC will store all training materials, certificates, and technology in this room securely
2	Store	This store will be converted into a 2 cubical toilet if possible
3	Small Conference Room	This room will be permanently set up as a conference room with post-covid capacity of 10
4	Suite 4	Generic use room, setup as a classroom
5	Suite 5	Generic use room, setup as a classroom
6	Suite 6	Generic use room, setup as a classroom

This property in its current layout lends itself perfectly to meet the needs of Fraserburgh Sea Cadets and the 2 key users. All the suites and conference rooms will be available for hire when they are not being used by the key users. This will support the sustainability of the property and the Sea Cadets moving forward.



## Grampian House Planned Layout – Out Rear

This area will be allocated to the Fraserburgh Men's Shed for them to locate 1x ISO Container and 1x Portacabin.



Details of the plans are:

No.	Name	Description/Use
1	Iso Container	20x8ft - Used for storage of materials
2	Portacabin	30x10ft - Used as the shed for activities

The Portacabin and ISO will be wired into the main building, this will be metered and the Men's Shed will be charged for the use of the electric. The Men's Shed agreement for the use of the land will be free, but they will be required to maintain the land and the cabins placed on it to a high standard. A full lease agreement will be in place for both the use of Grampian House facilities and this land. A conversation on the planning requirements for the placement of these cabins has been submitted, this response will take up to 28 days for a response.

This area is adjacent to the onsite parking which has space for around 10 cars. This is plenty of space for the facilities. The signage on this picture will be repositioned in the carpark once rebranded.





**Queens Colours Presentation  
To Fraserburgh Sea Cadets**



## Project Feasibility

Fraserburgh Sea Cadets is a leading youth organisation, maintaining a reputation for being one of the top units in the United Kingdom. While Fraserburgh Sea Cadet membership has ran at full capacity for several years the membership waiting list continues to increase, however the rate of applicants has slowed significantly. One key factor for this slowing applicant rate is the inability to provide potential members a place in their desired group, resulting in a withdrawal from the waiting list.

Fraserburgh Sea Cadets is in a healthy position and shows a continued growth trajectory over the next five to ten years. Fraserburgh Sea Cadets can capitalise on Grampian House by leveraging existing strategies and increasing membership.

Fraserburgh Sea Cadets is anticipating a move to Grampian House to provide a larger, safer working and training environment to Sea Cadets and volunteers. Until now, Fraserburgh Sea Cadets has operated from Balaclava Quay, in a small, leased building which requires maintenance and has imposed limitations to the number of Cadets permitted in the building.

By acquiring a larger building and increasing our membership we will have the ability to provide an improved training facility for the cadets and other organisations. Grampian House will enable our cadets to develop their skills without the need to travel to other facilities.

While Fraserburgh Sea Cadets are active all year, our primary activities consist of seamanship skills and training which continues to attract new members. All our major competitors already have established facilities and a presence in Fraserburgh. Grampian House will provide our Sea Cadets a larger, safer facility and convenient location for new and current sea cadets. It is expected that we will retain our current members while having the ability to enrol new members too. The top three competitors are currently: Army Cadets, Air Cadets and Cubs/Scouts, however, they do not provide the regular access to open sea training experience offered by the Sea Cadets.

Sea Cadets will also be able to capitalise on Grampian House by:

- Increasing our current cadet membership from 35 to 50.
- Reducing membership start age from 10 years to 9 years.
- Registering Fraserburgh Sea Cadet Unit as a Royal Yachting Association (RYA) Shore based Training Centre.
- Supporting other RYA Boating Hubs.
- Increasing amount of BTEC qualification (Nat 5) courses throughout the year.
- Increase Royal Marines Cadets membership.

## Other Users

Fraserburgh Sea Cadets support other local charities and mental health and welfare groups:

- Men's Shed - Men's Sheds Association, work hard to inspire and support the development for the benefit of men's health and wellbeing. Men's Shed in Fraserburgh provide support and guidance to individuals and groups locally, they



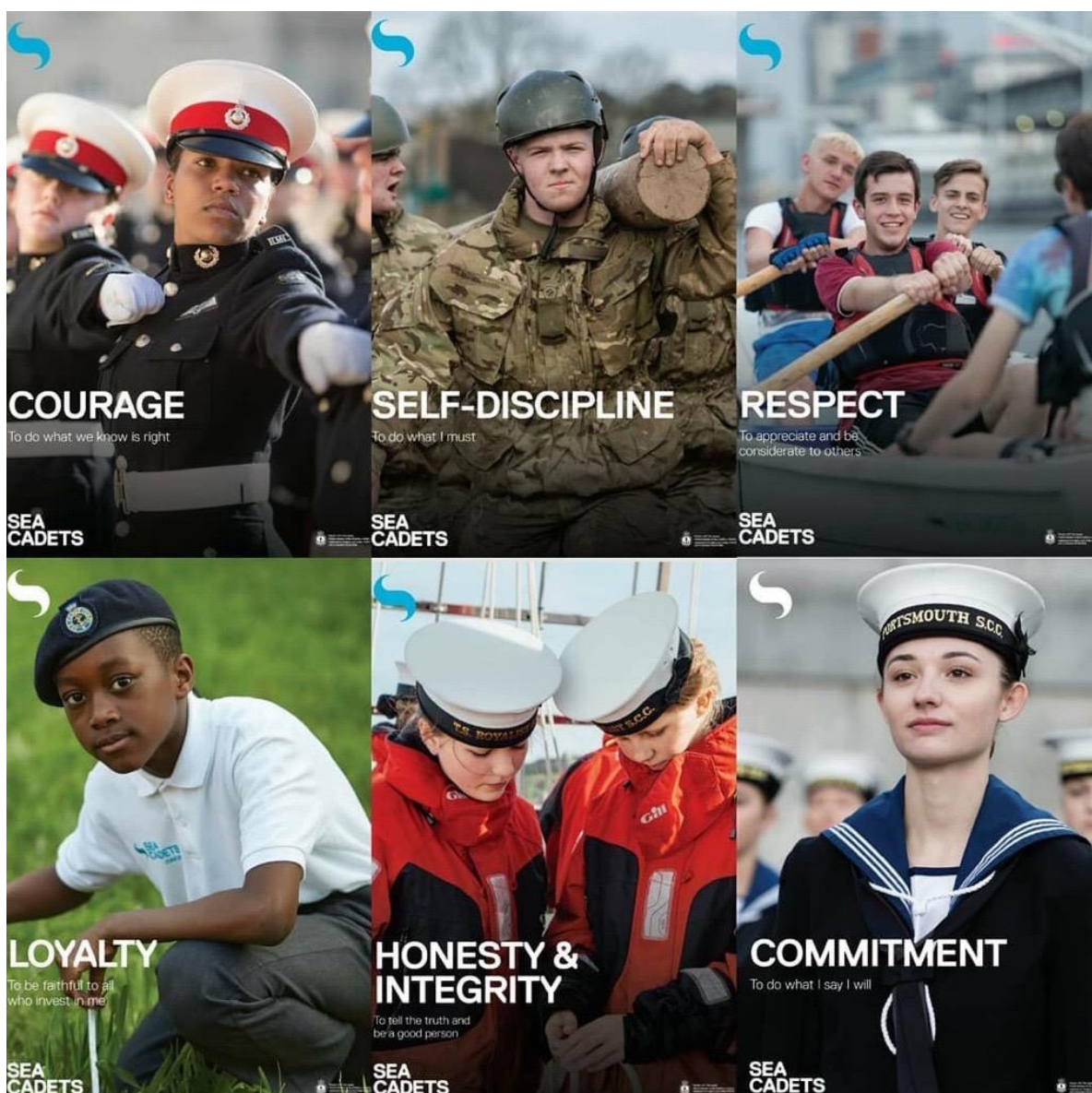


raise awareness of the social and health benefits of reduced isolation, loneliness and in empowering local communities.

- Fraserburgh Resilience Team – to offer emergency response centre and a haven in the event of a local incident/disaster.

Grampian House will be able to offer to the local community:

- Training rooms
- Meeting rooms
- Conference facilities
- Catering Facilities
- Emergency accommodation





## SWOT Analysis

The key purpose of this exercise is to identify the strategies that will help best align our organisations resources and capabilities to the needs and aspirations of our target audience, partners, and stakeholders.

The **Strengths** of this project were identified as:

- Led by an organisation with local knowledge of the area.
- Good organisations networks – provides partnership opportunities.
- Good community links and reputation.
- Open and transparent.
- Good engagement with the local community promoting the Sea Cadet experience.
- Pool of volunteers and can create employment opportunities.
- A third sector organisation offering social value.
- Record of delivering as a lead organisation for major projects and partnerships.
- Experiences in working in partnership.
- Strong track record of delivering exciting and adventurous activities with positive outcomes for young people.
- Offer opportunities for the community to gain accredited qualifications.

The **Weaknesses** of this project were identified as:

- The future is reliant on securing new premises.
- Dependant on key personnel in the initial stages.
- The facility will need maintenance to commence its use.

The **Opportunities** of this project were identified as:

- Good location with accommodation and immediate links to public transport.
- Improve the level of activities on offer both afloat and ashore, attracting more young people into the organisation.
- The Lord Lieutenant, MPs and Councillors in the local area are supportive.
- Options to receive in-kind donations for example supermarkets with food close to their use by date, to be used in catering training.
- Key partnerships in the maritime sector supporting development of career pathways for young people.
- Identify businesses with corporate social responsibility teams to support the project.
- Allow accommodation for the Host Unit Boat Station; opening opportunities for those who are excluded due to distance.
- Introduction of juniors from the age of 9.
- Unit hire of space and a cafe to generate income.

The **Threats** of this project were identified as:

- Local community reluctant/unable to pay services.
- Ability to prove added value.
- Politics and culture.
- Social media.



- Personnel.
- Security of the purchase.
- Older cadets are heading on to university/other opportunities.
- Economic climate makes it hard to fundraise.



## Findings and Recommendations

Based on the information presented in this business plan and feasibility study, it is evident that the procurement of Grampian House is both commercially and financially viable. The findings of this feasibility study demonstrate this initiative will be highly beneficial to both the local community and Sea Cadets with a high probability of success.

Key findings are as follows:

Technology:

- Utilise existing technology which lowers project risk and cost.
- This technology is simple to operate and maintain for a relatively low cost.

Marketing:

- The procurement of Grampian House will allow the Unit to offer Sea Cadet training beyond local areas.
- Fraserburgh Sea Cadets can differentiate itself from its competitors through the facilities Grampian House will offer.
- The Unit will utilise incentive programs to target new members and offer the facilities of Grampian House to local organisations.

Organisational:

- Minimal increases to staffing (Volunteers) are required with no changes to organisational structure.





**Sandhaven Harbour  
RYA Sailing Course 2020**



## Consultation

### National Consultation

The national organisation of the Sea Cadets conducted a nationwide consultation involving over 8000 cadets, volunteers, and parents. This illustrated the positive impact that Sea Cadets has on its members and the local community. The national consultation feedback is attached to this Business Plan.

Main key topics included during the consultation process were as follows:

- Feedback on business plan strategy, and goals from national Sea Cadet HQ.
- Review of market research with regards to youth organisations.
- Analysis on whether business model is viable.
- Evaluation of financial forecasts, operations, and marketing plan.
- Risk Analysis.
- Recommendations for financing.

### User and Stakeholder Consultation

Our current location at the Balaclava Quay and flood defences at Sandhaven has been an issue for several years. We have, therefore, been in consultation with various stakeholders within the local communities for the last four years.

Stakeholders have included: Sandhaven & Pitullie Harbour Trust, Fraserburgh Harbour Commission, Fraserburgh Men's Shed, our Sea Cadet membership and their respective families.

Key organisational personnel joined the Unit for the following reasons:

- To support the community and change lives for the better.
- Community work and opportunities to gain further skills.
- Make a difference to the lives of people, especially those from our community.
- To work effectively with the community.
- Seeing the positive impact on the service users and community.

This demonstrates the commitment to social values, culture, and ethos of the organisation by its volunteers who are involved in the delivery of activities for the Unit at all levels.

What attracted service users to Sea Cadets included:

- Fun.
- Social.
- Family.
- Good activities.
- Connect with people from the same background.
- Discipline.
- Want to be a Marine or join the Royal Navy.
- Sea Cadets offer different activities.
- Range of courses.
- Reputation by word of mouth.
- All the help they can offer me.
- Education.



- Nautical focus.
- Access to sports such as boating.
- Friendly.
- Helpful.
- Support with life issues.
- Supports all families.
- Gets the youth off the streets and provides them with support.

These indicate key messages of the organisation's services and purpose that are being promoted and marketed predominantly via word of mouth and Social Media.

The feedback from consultations aligns with the purpose and future vision of the Unit. It demonstrates the importance of Fraserburgh Sea Cadets within the local communities, consolidating the legislation from public bodies while meeting the wishes of the stakeholders.

The areas suggested for improvement and identifying potential opportunities by key stakeholders, volunteer staff and management included:

- Better at generating income.
- Increase sharing resources.
- Strengthen venue hire, particularly during the day.
- Publicise their resources.
- Recruit local people to support the delivery.
- Employ local companies to maintain the property.
- Employ local companies for any refurbishment works.
- More activities.
- More communications.
- Work with schools.

The above suggestions for improving business opportunities have been considered when exploring the future vision of the organisation and fundraising strategy.

### 3<sup>rd</sup> Party Hub Users

We have already received confirmation from the Men's Sheds that they will move with the Sea Cadets from the Balaclava Quay to Grampian House. They know the move will increase their visibility in the town and be more accessible for its members. The Men's Shed will also be able to increase their membership as Grampian House offers the space to do so.

Lithuanian School of Language currently has schools in both Aberdeen City and Peterhead. They are looking to hire a large room weekly, for the delivery of lessons to those aged 12 to 18. Parents traditionally remain at the venue; this makes the property ideal due to the size of its rooms and access to the plenty waiting space inside and the kitchen.





‘To instil the qualities of good citizenship and high moral values in our young people by using the skills, ethos and corps valued of the Royal Marines’

### Overview

The outcome of the consultation combined with the SWOT analysis concluded the improvement to the flood defences and building a new HQ at Sandhaven is not financially viable. The cost of the Sandhaven flood defence project would be more than £1 million adding potential financial constraints, pressure, and strain for a micro-organisation to raise. The interest and support for Grampian House has been overwhelming.

The key opportunities for Grampian House to market and promote are:

- Increased opportunities and experiences on offer to the local community.
- Increased usage of the venue through hire.
- Potential for training courses e.g., first aid, H&S etc. through partnership providers.
- Independent events with the potential to generate income and interest in the town.
- Increased fundraising activities of the charity and its income streams.
- Employment of local contractors to refurbish and maintain the building.



# Sandhaven Harbour RYA Powerboating Course 2020





## Financial Sustainability

### Purpose

This section identifies the Unit Management Committee (UMC) commitment and responsibilities for the acquisition, development, planning, funding, and delivery of Grampian House, to include:

- Refurbishments
- Legislative certification
- Training equipment

These are all required during the first five (2) year period.

### Monitoring & Reporting Guidelines

UMC will monitor and control the planned deliverables at Grampian House and provide regular updates for Monthly Meetings, Annual General Meetings, and Royal Navy Inspections.

### Priority & Funding Options

Planned deliverables shall be identified and assessed on a high, medium, or low priority rating requirement, along with the best method of funding.

### Income & Expenditure

Forecasts will allow for the anticipated growth and estimated unit running costs per year, based on the latest audited accounts and deliverables identified in this Business Plan.

### Business Plan Updates

Annual updates will be necessary for monitoring and reporting purposes and will include the progressive status of all Ongoing Projects & New Deliverables and any additional items required during the reporting period.

### Current Income, Expenditure & Projection

The annual accounts are managed by the Unit Treasurer and audited externally. These are submitted to OSCR in line with the charity's regulations. The overview of the annual income and running costs of the *unit building* in the last financial year are listed below. A projected cost for Grampian House is also detailed.

Income source	Balaclava Quay - 30 cadets	Grampian House - 50 cadets
Cadet Contributions	£ 7,200	£12,000
3 <sup>rd</sup> Party Rent	£ 1,848 (Men's shed rent)	£ 3,824 (£2288 – Men's Shed / 3 <sup>rd</sup> Party Users)*
Stand easy (Tuck shop)	£ 1,560 (£1pcpw/52weeks)	£ 2,600 (£1pcpw/52weeks)
Fundraising	£ 8,360	£ 9,260
Grants (charity property maintenance)	£ 0	£21,000 (initial to bring up to a modern standard over 4 years)
Donations	£ 1,400	£ 1,500
TOTAL	£20,368	£50,184 (£29,184 once upgraded)

\* This figure for 3<sup>rd</sup> party users is based on £8 per hour for 16 hours per month of hire. (minimum hire expected)





<b>Expenditure</b>	<b>Balaclava Quay</b>	<b>Grampian House</b>
<i>Property Acquisition</i>	<i>£0 Own Building</i>	<i>£30,000</i>
Rates	£0 (100% Charity Relief)	£ 2,131 (80% Charity Relief)
Electricity	£1,720	£ 2,020
Gas	£ 0	£ 0
Insurance*	£ 872 (Central Supplied)	£ 1,116 (Central Supplied Quote)
BT (Phone/Internet)	£ 375 (Plus net)	£ 375 (Plus net)
Legal (Fire/Electrics)	£ 648 (Fire Ext/PAT)	£ 1,420 (Fire Ext/Fire Alarm/5 yearly Electric T&I)
<b>TOTAL</b>	<b>£3,615</b>	<b>£ 7,062</b>

\* public liability/employers liability/building & contents insurance

## Immediate Objectives

Monies secured towards the project:

<b>Fund</b>	<b>Status</b>	<b>Expiry of grant</b>
Fraserburgh Sea Cadets	£30,000 Secured	Cash in bank
Marine Society Head Quarters – Refurbishment of property (to cover items identified in the Survey)	£20,000 Secured (if required)	Awaiting Survey Outcome

## Year One to Four (1-4)

<b>Objective</b>	<b>Priority</b>	<b>Funding Source</b>
Purchase Building	High Year 1	Cash in bank £ 30,000
Legal Fees	High Year 1	Cash in bank £ 1,000
Certification (Fire/Electric/Gas)	High Year 1	Cash in bank £ 1,420
Insurance	High Year 1	Cash in bank £ 1,116
BT (Phone/Internet)	Low Year 1	Cash in bank £ 375
Decoration	Medium Year 2	Grant £ 6,000*
Electricity (LED Lighting)	Low Year 2	Fundraising £ 3,000
Toilet Upgrade	Medium Year 3	Grant £ 12,000*
Eco Electric Heating	Low Year 3	Fundraising (12x £200) £ 2,400
Roofing/Window maintenance	Medium Year 4	Grant £ 3,000*

\*pending the outcome from the organised Sheppard's Surveyors report. Much of this will be covered with volunteer labour. Corporate sponsorship will be sought from local suppliers for paint, flooring, and window coverings.

## Grant sources

Toilet Upgrades – National Lottery Awards for All, this meets their criteria as this will develop the property, permitting a higher number of persons in the property at any one time (modern properties are expected to have 20 persons per toilet per floor). Increasing the toilets on all 3 floors and modernising the facility will increase the footfall potential for the property.

Decoration – Screwfix foundation, is aimed to help develop community facilities for the furthering of charity aims. This grant will go towards meeting the costs of the upgrades to the paintwork, flooring, and window coverings.





Roofing/Windows – This figure is dependent on the outcome of the survey, for this we will target the Scottish Heritage Fund as the property was built in the 1880s. This property's roof and windows needs some minor attention initially that will be completed by volunteers (this work has been identified by an external inspection). The survey will identify any long-term matters that need addressed. For the benefit of this plan, we have included this into our forecast to ensure we are prepared for any related costs.

### Fundraising Strategy

As a locally funded and managed charity we are well experienced in fundraising, with several established events that we have developed over the years. Since 1943, Fraserburgh Sea Cadets has always been financially stable and self sufficient to cover maintenance and running costs.

When	What	How Much (last 5 year average)
February	Sponsored Event (24 Hour Cycle/Absail) based on 30 Cadets	£1,200
March	Bingo	£ 700
May	Quiz	£ 150
August	Family Fun Day	£1,100
September	Movie Night based on 30 Cadets	£ 150
October	Halloween Home Display	£ 100
November	Sandhaven Raffle	£ 340
November	Sandhaven Christmas Fayre*	£ 620
December	Santa Tours (Fraserburgh Town x5)	£2,000
December	Christmas Eve Door Collection (Tesco)	£1,100
December	Hogmanay Door Collection (Asda)	£ 900
TOTAL		£8,360

\*Only held this event once (new event to our calendar)

### Yearly Forward Planning

Objective	Priority	Funding Source
Certification (Fire/Electric)	High	Cadet Contribution
Insurance	High	Cadet Contribution
Electricity (Lighting/Heating)	Medium	Cadet Contribution
BT (Phone/Internet)	Medium	Cadet Contribution
Waste	Low	Cadet Contribution
Caretaker*	Low	Hire/Rental Income

\* The role of a caretaker will be initially covered by volunteers, this will be managed by the Sea Cadet Management Committee, on a volunteer rota basis, based on demand.

Once the property is fully established (12 months after entry) a part-time caretaker will be needed to enable freedom for bookings to be made throughout the day, while keeping the property clean. The budget allocated is 24 hours per month at £9 per hour.



## Financial Forecast

Based on all the figures explained below, here is a projection of the next 4 years

		Year 1	Year 2	Year 3	Year 4
<b>Income</b>	<b>Current Year</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Cadet Contributions	7,200	12,000	12,000	12,000	12,000
3rd Party Rent	1,848	3,824	3,862	3,901	3,940
Stand easy	1,560	2,600	2,626	2,652	2,679
Fundraising	8,360	9,260	9,353	9,446	9,541
Grants (maintenance)	0	20,000	6,000	12,000	3,000
Donations	1,400	1,500	1,515	1,530	1,545
<b>Total Income</b>	<b>20,368</b>	<b>49,184</b>	<b>35,356</b>	<b>41,529</b>	<b>32,705</b>
<b>Expenditure</b>					
Property Acquisition	0	30,000	0	0	0
Property Upgrades	0	20,000	6,000	12,000	3,000
Rates	0	2,131	2,152	2,174	2,196
Electricity	1,720	2,020	2,040	2,061	2,081
Insurance	872	1,116	1,127	1,138	1,150
Phone/Broadband	375	375	379	383	386
Legal standards	648	1,420	654	661	668
Cadet Activities	2,183	4,500	4,545	4,590	4,636
Caretaker	0	0	2,592	2,618	2,644
<b>Total Expenditure</b>	<b>5,798</b>	<b>61,562</b>	<b>16,898</b>	<b>23,007</b>	<b>14,117</b>
<b>Balance</b>	<b>14,570</b>	<b>2,192</b>	<b>18,458</b>	<b>18,523</b>	<b>18,588</b>

From year 1 onwards 1% inflation has been added to all utility/rent/cost figures

Property Upgrades - Year 1 figure is an available grant (Marine Society) for use as required from findings in Shepherds Surveyors Survey to make the property useable.



## Appendices

No	Description
SCC1	Sea Cadet Impact – Our LegaSea
SCC2	Sea Cadet Impact – 2018 Survey
SCC3	Volunteer Recruitment Strategy
SCC4	Sea Cadet Standard Constitution
SCC5	Sea Cadet Accounts Year 19/20
SCC6	Sea Cadet Accounts Year 18/19
SCC7	Sea Cadet Accounts Year 17/18
SCC8	Post-Covid Recovery/Regeneration Plan
SCC9	Letter of Support Broch Business Together
SCC10	Letter of Support Fraserburghs Men's Shed
SCC11	Letter of Support Fraserburgh Community Council
SCC12	Letter of Support MSP Stewart Stevenson
SCC13	Funding Criteria for National Lottery Awards For All
SCC14	Funding Criteria for Screwfix
SCC15	Funding Criteria for National Heritage Fund
MS1	Men's Shed Constitution
MS2	Men's Shed Accounts Year 19/20
MS3	Letter of Support Age Scotland
MS4	Funding Criteria for Area Initiatives Fund
ER1	Emergency Resilience Group Emergency Plan





## The Way Forward

The realisation of this project will be a key milestone for Fraserburgh Sea Cadets and the town itself. By acquiring, updating, and operating from Grampian House the Sea Cadet experience will be delivered from a more suitable, safe, and modern environment while improving the potential footfall for the town. This will also secure the future of Fraserburghs Men's Shed following as they too are now without a base.

This project will see years of planning come to fruition, futureproofing, and safeguarding the unit for many years to come.







**This Project Secures The Future Of  
Fraserburgh Sea Cadets  
&  
Fraserburghs Men's Shed**