



Stonehaven Sheriff Court Building

Business Plan for Re-creation

1 Purpose

This is the fourth of a series of documents setting out the decisions that need to be made to manage a successful project for the recreation of the Stonehaven Court Building.

Its purpose is to set down the Business Plan with objectives, methods, financial details and other supporting information that the Stonehaven Town Partnership (STP) Trustees and funding agencies require in order to appraise and hopefully support the decision to proceed with the approval of the project to re-create the Stonehaven Court Building.

This Business Plan is supported by and implements the Conservation Statement and Conservation Management Plan which together detail the history and condition of the building and the manner in which it will be refurbished and maintained.

2 Table of Contents

1 Purpose	1
2 Table of Contents	2
3 Executive summary	3
4 Introduction	3
4.1 <i>Summary of the project</i>	3
4.2 <i>Why is the project needed?</i>	3
4.3 <i>The expected benefits</i>	4
4.4 <i>Information about STP's team</i>	4
4.4.1 <i>Project team</i>	4
5 The Plan	4
5.1 <i>The proposed tenants</i>	5
5.2 <i>Communal facilities</i>	5
5.3 <i>The use of No 1 Court Room</i>	5
5.4 <i>Refurbishment</i>	5
5.5 <i>Historical anomalies</i>	5
6 Market research	5
6.1 <i>Market research - permanent tenants</i>	5
6.2 <i>Market research - No 1 Court Room</i>	6
6.3 <i>Market research -Communal areas and facilities</i>	6
6.3.1 <i>The suggested facilities</i>	6
6.4 <i>Overview of community opinion</i>	6
7 Community Benefit	7
7.1 <i>Community-controlled body</i>	8
7.2 <i>Community Benefit</i>	8
7.3 <i>Community Support</i>	10
7.4 <i>State Aid</i>	10
7.4.1 <i>Has competition has been distorted?</i>	10
7.4.2 <i>Is it likely to affect trade between member states?</i>	10
8 Governance and Management	10
8.1 <i>Governance of the Building once it is operational</i>	10
8.2 <i>Governance of STP</i>	11

8.2.1 <i>Constitutional arrangements</i>	11
8.2.2 <i>Trustee biographies and skills</i>	11
9 Financial appraisal	12
9.1 <i>Project Plan for the transition</i>	12
9.1.1 <i>Stage 1 – currently in progress</i>	12
9.1.2 <i>Stage 2 – Building Contractor in charge of the site</i>	12
9.1.3 <i>Stage 3 – Operational status – a continuing phase</i>	12
9.2 <i>Operational Cash Flow</i>	13
9.3 <i>Managing the Surplus</i>	13
9.4 <i>Funding the Improvements</i>	13
9.4.1 <i>Repairing, refurbishing and decorating the inside of the building</i>	13
9.4.2 <i>Dealing with the historical anomalies</i>	13
9.4.3 <i>The Changing Places suite</i>	14
9.4.4 <i>The Outside of the building</i>	14
9.4.5 <i>Professional fees</i>	14
9.4.6 <i>Start-up costs</i>	14
9.4.7 <i>Sources of funding</i>	14
10 Impact assessment	14
10.1 <i>Economic impact</i>	14
10.2 <i>Environmental impact</i>	15
10.3 <i>Risk register</i>	15
11 Appendices	16
Appendix 1 – Detailed Drawings	16
Appendix 2 – Financial Projections	19
Appendix 3 – C.V.s of STP Trustees	20

3 Executive summary

This report sets out the details of the Business Case for the re-creation of the Stonehaven Court Building. Apart from the financial appraisal, this report includes the environmental improvements proposed and also identifies the appropriate considerations for the proposed Community Asset Transfer.

The work started in the Autumn of 2014 and the early work has already been reported. Once funding was secured, the historical context and the current state of the building were documented and this led to a refinement of the options. This was reported in a Conservation Statement, from which the Conservation Management Plan has been created.

Discussions were then able to start with potential tenants, and some marketing data was obtained resulting in the current plan. Two Open Days held in December 2015. The data recorded there plus the views of the potential tenants plus the outturn of the Conservation Management Plan have created the plans shown in this report.

Because the governance of the eventual operations is a key issue, details of the research so far are set out, and work continues on this. The current version of the financial appraisal is given, showing that, on current estimates, the eventual operations should create a surplus, which would suggest that the Court Building should be a sustainable and profitable project. This report also includes a summary of the budgeted expenditure of a capital nature expected to get the building into good order for the proposed occupancy.

The overall conclusion is that the transfer of the building to a community ownership is feasible. This report then sets out recommendations and conclusions and the processes which are required to take the project forward.

4 Introduction

4.1 Summary of the project

In May 2014, the Scottish Courts and Tribunal Service (SCTS) closed the Sheriff Court and the Justices of the Peace Court in Stonehaven. The building that was used for this now stands empty. Physically, the building is joined to the Stonehaven Police Station which is still operational, although there is a complete separation of the two functions, and only one internal (secured) door between the two functions. The building is Grade B listed, and presents an imposing frontage onto one end of the main street through Stonehaven.

This stage of the project is designed to set out the process of converting the building to its agreed and designed end use – namely a community hub providing facilities for a number of community organisations.

4.2 Why is the project needed?

Following consultation, a number of options have been put forward for the community use of the building. If the building is not used for community purposes, the alternative uses to which the building might be put would be dependent on a developer's assessment of (and financial commitment to) such a project, and whether the building could be converted into flats, commercial uses, or even demolished for another development. From STP's community engagement, none of these outcomes is favoured by

the community. Following a second consultation, involving over 500 people, it is clear that the community strongly supports the plans set out in this report.

The previous reports in this series detail the steps that have been taken to arrive at the plan set out in this report.

4.3 The expected benefits

The prime benefit of this whole project is that a building which is currently empty, and for which no other use has been suggested, and therefore the building will continue to lie derelict, can now be seen to have a productive future for the benefit of the community of Stonehaven and the surrounding area.

This also means that some modest employment will be created, and some essential community services will be delivered in a better manner and at (probably) a lower cost. The people of the area will have a clearer focus for some of the essential support services that they require.

The addition of the Changing Places facility will also be of significant benefit to people from outside the area, including tourists, whatever their reason for being in the Stonehaven area. Stonehaven is a key tourist destination, attracting people worldwide, as well as from the local region and Scotland.

4.4 Information about STP's team

4.4.1 Project team

The project team for the Court building consists of 3 Trustees of STP together with STP's Project Development Officer. The team is getting advice and assistance from a number of professional sources including:

- *Architect (Inspired Development and Design)*
- *Valuer (DM Hall)*
- *Solicitor (J&G Collie)*

together with help from

- *Aberdeenshire Council*
- *Scottish Courts and Tribunals service*
- *The Heritage Place*

STP is a voluntary charitable body (SCIO no. SC044314) covering the Stonehaven area, whose objectives are (in paraphrase) to facilitate improvements and developments in the town and surrounding area. Its members are some 55 local organisations and clubs who make Stonehaven a vibrant community. STP already has a track record of successful regeneration of facilities previously run by Aberdeenshire Council and a number of other projects. It has been in existence for 8 years. STP is a member of the Development Trusts Association of Scotland.

5 The Plan

Current versions of the detailed plans of the Court Building are shown in Appendix 1.

5.1 The proposed tenants

The following organisations have taken the discussions to the point where they have sent STP a written expression of interest in occupying the building, and have discussed and agreed the provisional layout of the facilities in the building, and the proposed rental levels.

- *Citizens Advice Bureau*
- *Aberdeenshire Voluntary Action*
- *PAMIS*
- *Kincardine Development Partnership*
- *Kincardine & Deeside Befriending*
- *Aberdeenshire Employability Service*

The plans now available (in Appendix 1) show how these organisations will fit into the rooms available, and what facilities (communal and specific) will be needed.

5.2 Communal facilities

This design work and discussion with tenants also demonstrated that other rooms should be set aside for communal activities (a large meeting room, a café, communal office facilities, and one or more rooms containing 'hot desks'), and that this would attract short time hire from a number of other community-based organisations, and that the income from such hire would be adequate.

5.3 The use of No 1 Court Room

No 1 Court is somewhat different from the rest of the building in that the court furniture is still in place, and most of it is listed. The decision was taken to leave the room more or less as it is, and to explore the many possible uses for it that had been suggested.

5.4 Refurbishment

Whilst the building is generally in a good state of repair, the opportunity will be taken to refresh the decorations and tidy up items not required. Some of the facilities (e.g. toilets, kitchen areas) will be examined to see what improvements should be made.

5.5 Historical anomalies

There are some features of the existing building which have been put in for operational court purposes, but have little historical justification. It is proposed that, where possible, they will be stripped out and replaced with items more in keeping with the historical context. These are detailed in the Conservation Management Plan.

6 Market research

6.1 Market research - permanent tenants

Throughout the last twelve months, conversations have been held with a number of local community organisations, and various statements of interest have been expressed. This has included discussions about the level of rent, and payments for the utilities and centralised services that will be provided.

Furthermore, a professional valuation has been made on the building (by D & M Hall, Chartered Surveyors) and they confirm in their report that the level of rental proposed (£15 per sq. ft. per annum) conforms to the current market.

6.2 Market research - No 1 Court Room

We have commissioned some work on this, and hope that the results will be available shortly.

6.3 Market research -Communal areas and facilities

6.3.1 The suggested facilities

Discussions with the proposed tenants and with some 10 other local organisations indicate clearly that there is a demand for:

- *a large meeting room,*
- *communal office facilities,*
- *'hot desks'*
- *a café,*

For the large meeting room, research in the local area suggests a rate of about £20.00 per hour. To generate enough income, then occupancy would need to be about 3 hours per day, i.e. about 50%, and might include evenings.

For the communal office facilities, we would expect to charge these on cost plus basis.

In the case of the hot desks, we have floated a figure of £2:50 per hour, which would provide an adequate income, and most of the proposed users feel that this is a reasonable charge. It compares very favourably indeed with commercial offerings.

At present, the plan is to rent out the No 2 Court Room as a café to a catering supplier, and provide some kitchen facilities to support this. The same facilities could provide light snacks and lunches during the day, and support using the room for a function in the evening. This facility would be available to staff working in the building, their clients or customers, and to the public in general.

6.4 Overview of community opinion

The community consultations and engagement actions were reported in the previous report entitled Feasibility and Business Plan. However, the outcomes are included here for completeness.

In December 2104 we ran two Open Days, and over 500 people attended, discussing at some length what they would like in the building, and completing questionnaires and response forms to document their views.

The main questions were about what people preferred to happen to the building, and what uses they foresaw being required in Stonehaven.

We asked for preferences as to the future of the building. 117 people (approx. 24% of those arriving) completed the questionnaire. 73.5% gave 'Community organisations for public benefit' as their first preference, and further 12.8% gave that option as their second choice. None of the other options, namely

- *Commercial offices*
- *Other commercial use (e.g. shops, hotel)*
- *Conversion to flats*
- *Left empty*
- *Other ... (please specify below)*

received more than 11% as first preference, and there were 66 entries under the 'other' category, mainly making more detailed suggestions under the 'community organisation' category.

So it is clear that the current plans have the support of a significant majority of the local population.

Although STP's current plans are based on previous community soundings, we offered space for people to make further suggestions, or re-inforce our ideas. Not surprisingly, the overall view coincided with the plans set out above, but there are a number of new ideas to add into the possible mix.

A few ideas that were suggested are not compatible with STP's current proposals. These include

- Car park – involves demolition
- Use by Dunnottar School - already ruled out in discussion with Aberdeenshire Council
- Weatherspoons / Luxury Hotel / Boutique Hotel- would be commercial uses
- A Kidney Dialysis unit – one is already under discussion for the local Kincardine Community Hospital
- Tourist Information office – currently ruled out by Visit Scotland as they already have premises at no charge
- Youth hostel – catering/toilet/washing facilities would require extensive upgrade work
- Museum – very unlikely to generate sufficient income

Otherwise, the specific ideas recorded at the Open Days include:

art showroom	clinic/therapy space	function rooms	Sports Hall
café	conference centre	music venue	weddings
church	council offices	meeting rooms	workshops
cinema	crafts	nursery	youth room
bingo hall	pop-up shops	school	hot desks
theatre	creative hub	shops	

Most of these are not incompatible with the ideas planned at present, and are not mutually exclusive. A number of respondents point out that similar current facilities in Stonehaven are often fully booked. There were virtually no suggestions that implied that there would be objections to the current plans.

7 Community Benefit

The basis of this plan is that agreement can be reached between STP (the requesting body) and the SCTS for a community asset transfer under the new Community Empowerment Act. This requires that

a number of criteria have to be met to show that the transfer can be done at less than best market value.

It also has to be shown that an appropriate governance structure will be able to manage the building and continue to follow those criteria. This is dealt with in the next Section – Governance.

7.1 Community-controlled body

The Act says that the requesting body has to be a community-controlled body as defined in the Act.

Stonehaven Town Partnership is a “community-controlled body” which is defined as a body (whether corporate or unincorporated) having a written constitution (copy attached) that includes the following:

- (a) a definition of the community to which the body relates;
 - *This is defined in Section 5 and Appendix 1 of STP’s Constitution*
- (b) provision that the majority of the members of the body is to consist of members of that community;
 - *This is defined in Section 12 of STP’s Constitution*
- (c) provision that the members of the body who consist of members of that community have control of the body;
 - *This is defined in Sections 10 and 12 -29 of STP’s Constitution*
- (d) provision that membership of the body is open to any member of that community;
 - *This is defined in Section 12 of STP’s Constitution*
- (e) a statement of the body’s aims and purposes, including the promotion of a benefit for that community; and
 - *This is defined in Section 4 of STP’s Constitution*
- (f) provision that any surplus funds or assets of the body are to be applied for the benefit of that community.
 - *This is defined in Sections 4 – 9 and 119 of STP’s Constitution*

If the entitled body wants to make a request for ownership of the land, rather than lease or use the land or property, it must also be a company with more than 20 members, a Scottish charitable incorporated organisation with more than 20 members or a Community Benefit Society which has more than 20 members.

- *STP is a SCIO with 55 member organisations at present.*

7.2 Community Benefit

The Act requires that the Public Body should consider the following items:

- (a) the reasons for the request;
 - *The prime purpose of the request is to ensure that the building remains in active sustainable use, serving the needs of the community.*
- (b) any other information provided in support of the request;
 - *STP has sent a number of documents to SCTS during the course of the Feasibility Study work, and has involved professional advice (particularly regarding the heritage of the building) at each stage. It has also received a number of documents about the building from SCTS and is using them in developing its plans for the building’s re-creation.*

- (c) whether agreeing to the request would be likely to promote or improve economic development, regeneration, public health, social wellbeing or environmental wellbeing;
- *STP's current plans include written statements of interest from a number of community-facing organisations promoting health and well-being including:*
 - i. *Citizens' Advice Bureau*
 - ii. *PAMIS (a charity providing support for people with profound and multiple learning disabilities (PMLD), and including a 'Changing Places' facility*
 - iii. *Aberdeenshire Voluntary Action*
 - iv. *Kincardine and Deeside Befriending*
 - v. *PILLAR Kincardine who promote recovery in mental health*
 - *By having all these organisations under one roof, we expect a much better ability to work together to achieve their overall individual aims, plus considerable savings in their running costs.*
 - *With the role of the voluntary sector becoming more and more important, particularly in health and social care, the coordination of the services needs to be seen to be happening, and this building will be very public demonstration of this.*
 - *Our current plans are aimed at ensuring that the long-term sustainability of the building is achieved, and that it runs with a small surplus, which would then be used for further improvements in the building or in the community at large.*
 - *Our current plans also include providing a facility (in No1 Court Room) for a wide range of community activities, sympathetic to the architecture of the building. Other rooms not suitable as workspaces may be used for community storage (e.g. of Flood Resilience equipment, and/or for the local RNLI branch).*
 - *Our current plans include enhancing the historical ambience of the building, and making the interesting history of the long-running judicial activities in the county of Kincardine more prominent.*
- (d) whether agreeing to the request would be likely to reduce inequalities of outcome which result from socio-economic disadvantage;
- *Most of the organisations to whom the building will be let have, as one of their prime aims, the reduction of social inequality.*
- (e) any other benefits that might arise if the request were agreed to;
- *By bringing the building back into use, one or two jobs will be created, and other economic activity facilitated (e.g. catering, entertainment). It is unlikely in the present climate that this would otherwise happen.*
- (f) any benefits that might arise if the authority were to agree to or otherwise adopt an alternative proposal in respect of the land to which the request relates and how such benefits compare;
- *The proposed uses build on the strengths and qualities of the building (without any drastic modifications) e.g. large airy attractive rooms, high quality disabled access, excellent town centre location, whilst minimising some of the inherent disadvantages of it, e.g. minimal parking, adequate if old-fashioned heating system.*
 - *There is no unused land around the building*
- (g) how any benefits relate to other matters the authority considers relevant (including, in particular, the functions and purposes of the authority); and
- (h) any obligations imposed on the authority, by or under any enactment or otherwise, that may prevent, restrict or otherwise affect its ability to agree to the request, and such other matters (whether or not included in or arising out of the request) as the authority considers relevant.

- *The building is a Grade 2 Listed building, and much of the listing involves the internal features, which will be preserved. All of the proposed uses are being designed to ensure that the relevant planning authority will be able to give Historic Listed Building Consent to such changes and additions as are necessary and desirable.*
- *No other obligations have been notified to STP.*

7.3 Community Support

As stated above, the community whole-heartedly supports this project, and does not see any other way that this building can realistically be used.

7.4 State Aid

Any transfer at less than best value has to be done with regard to the rules on State Aid. The policy states that if any one test fails, then State Aid is not applicable. STP believe that we fail at least two questions:

7.4.1 Has competition has been distorted?

STP are offering tenants and users more or less the commercial rates applicable in the area, and the Valuer (D&M Hall) has confirmed this.

7.4.2 Is it likely to affect trade between member states?

All the activities planned in the building are provided for and by local people, and no inter-state trading is anticipated at all.

So the view is taken by STP (and additionally by our Aberdeenshire Council advisers) that State Aid is not applicable in this case.

8 Governance and Management

8.1 Governance of the Building once it is operational

Although STP, as the prime organisation in Stonehaven for facilitating improvements and developments is the requesting body, the Board has recognised the risk that such a direct ownership of the building would entail.

Put simply, the risk is that, should the building 'fail', i.e. fail to complete the project or fail to cover its costs in the medium term, that would pose a severe risk to STP as a whole. STP has limited capital resources to help in such a situation. Therefore, it is proposed to set up a separate legal entity within STP to own and manage the building, tentatively referred to as the 'Operational Company'. Advice has been sought via a sub-committee of STP supported by Aberdeenshire Council and other specialists and the Development Trust Association Scotland. They considered the range of options set out in the Feasibility Report.

The proposal is that a new limited company (the 'Operational Company') should be set up, wholly owned by STP, and whose directors are selected from the Trustees of STP (with the possibility of a minority of independent Directors recruited for their specialist advice). The shares could only be owned by STP. The objectives of the 'Operational Company', and certain key conditions within the Memorandum and Articles of Association would reflect those of STP. The 'Operational Company'

would register as a charity. In particular, should the 'Operational Company' fail, any assets remaining can only be used for similar objectives.

Arrangements will be made to ensure that the tenants are represented formally within the company, but it recognised that, if they were appointed as Directors, then a conflict of interest might be likely. Therefore, the choice is that there are one or two elected tenant representatives present, but not voting, on the Board.

This would ensure that the conditions set out in the Community Empowerment Act were fulfilled. The members of STP (the local organisations in Stonehaven) would have an accountability and a controlling interest in the outcome of the operations of the Court Building.

This arrangement would have the benefits that:

- *The risk to STP would be minimised*
- *The need to recruit yet another set of volunteers as Trustees/Directors would be obviated*
- *The lines of control and accountability are clear*
- *The special conditions of the Community Empowerment Act would be satisfied.*

Provided SCTS were content with this arrangement, the company could be set up in good time to fit in with the other parts of this plan, and agreed at STP's AGM in November 2016.

8.2 Governance of STP

8.2.1 Constitutional arrangements

STP was created as a Company limited by guarantee in 2007, and converted to a SCIO in 2014. Its membership is open to any organisation with a presence in the Stonehaven area (as defined by a postcode list) and at present some 55 organisations are members. They elect at the AGM up to 12 Trustees who manage the organisation on a day to day basis. They are all volunteers.

Funding is by way of some income from the rental on the Caravan Park (which STP took a lease from Aberdeenshire Council), grant funding from various sources, the largest of which is the EU Costal Communities Fund, and some minor fund-raising. All the relevant documents are available on STP's website at www.stpweb.org.

8.2.2 Trustee biographies and skills

STP currently has 8 Trustees, all of whom are volunteers:

David Fleming	Elizabeth Havens	James Douglas
Andrew Newton	Jim Stephens	Stuart Alexander
John Robson	William Allan	

and employs a full time Project Coordinator, Isabel Munn.

Full details and c.v.'s are shown in Appendix 3.

9 Financial appraisal

9.1 Project Plan for the transition

This section describes the manner in which the transition between the current state (i.e. STCS owning and managing the empty building) to the final steady state (i.e. a settled portfolio of tenants and other income streams making the building self-sustaining).

It is vital that all these activities set out below are accurately managed, and so a full project management arrangement is being set up and financed.

This model was used successfully by STP in setting up the Queen Elizabeth Caravan Park, which has been very successfully operational now for 4 years.

9.1.1 Stage 1 – currently in progress

Since the date of approval by STP Board of the Feasibility Study earlier this year, STP have been undertaking a number of tasks in preparing for the handover of the completed building to tenants. These are

- *Preparation of plans for building alterations and refurbishment*
- *Writing of Tenders for the above*
- *Estimating the Cost of contract*
- *Tendering process and appointment of Contractor*
- *Writing and agreeing of the disposition from SCTS*
- *Writing and agreeing of leases with tenant(s)*
- *Advice and decision on governance*
- *Setting up of Operational Company*
- *Project Management of all the above (including risk management)*
- *Obtaining funding for all of the above*

It is expected that the SCTS will continue to pay the building utilities costs up until the date that the contractor takes over the site.

9.1.2 Stage 2 – Building Contractor in charge of the site

Once these tasks above are prepared, tenders can be issued for the refurbishment work, a contractor chosen and a building work start-date agreed. It is expected that the contractor will pay for the building utilities whilst the building is a building site under his control.

This stage involves the formal handing over of the building from the building contractor (and any subsequent snagging activities), the formal formation of the governance body and the completion and registration of the disposition and lease documentation.

This should include making the required changes to the satisfaction of all concerned, and full preparation for occupancy. All these matters need to be concluded in time for the handover day.

9.1.3 Stage 3 – Operational status – a continuing phase

Once the contractor has completed his work, a handover date will occur. On the day of handover, the Operation Company will start to pay the utilities costs, but will also gain the income from the tenancies. It is this latter phase to which the cash flow projections (shown in Appendix 2) refers. It is assumed

that there will be some 'void' period (assessed as 6 months) as the tenants organise themselves to move in.

9.2 Operational Cash Flow

A draft cash flow projection for the occupied building is shown in Appendix 2. It shows that it should be possible to create a surplus running from £6,500 after the first year (allowing for some delay in the tenants moving in and paying rent) inflating to £8,000 over 10 years.

The assumptions that have been made (for the moment) are:

- *The Operating Company will not VAT registered*
- *All capital costs will be covered by grants and/or other external funding*
- *The rents and fees charged will be agreed by the tenants and users*
- *Ancillary services (e.g. catering supply) have not been included, as it is assumed they will be provided either commercially or at cost*

More work continues to be done to enhance the robustness of this forecast.

9.3 Managing the Surplus

The first call on any surplus generated by the Operational Company will be to build up a 'sinking fund' for the purposes of long-term building maintenance. Note that part of the refurbishment will be to verify that no major maintenance items exist. No such items have been identified in the examination of the building or from the reports that have already been received.

Should the surplus prove to be in excess of the amount required for the 'sinking' fund', then that excess will revert to the STP Disbursement Fund. STP already runs such a fund (using some of the income from the Caravan Park), and each year, local organisations are asked to bid for contributions to their projects from this fund. Details of the disbursement policy are available on STP's web site.

9.4 Funding the Improvements

Having established that the long term sustainability of the Operational Company is feasible, we are in a position to apply for funding for the once-off 'capital' requirements to get the building ready for occupation with the proposed tenants and uses.

This programme falls into six types of work, described below.

9.4.1 Repairing, refurbishing and decorating the inside of the building

By and large the building is in very reasonable repair and decorative order. There are some minor reinstatements to be done where previous equipment has been removed. Some work is required to install stud partitions to create small interview rooms. The building will need to be repainted and the carpets replaced. The budget for this work is £100,000, and work is under way to specify the work in detail and to make the budget more specific.

9.4.2 Dealing with the historical anomalies

There are a few places where the historical context has been lost during previous changes. These are described in detail in the Conservation Management report, and ideas suggested about improvement work. Work has yet to start on finding out whether these ideas are possible, but a budget of £30,000 has been set. The principle is that we will do what we can afford.

9.4.3 The Changing Places suite

This will require sealing the floor of the room concerned, as well as installing a number of specialised items of equipment. The estimate for the supply and installation is £19,300.

9.4.4 The Outside of the building

Some work is required to maintain the outside of the building (e.g. sealing downpipes, repainting) and this work is covering the general refurbishment in 9.4.1. above.

9.4.5 Professional fees

There will be a necessity to engage with a number of professionals - lawyers, architects, surveyors, and an allowance has been created for this amounting to some £23,000.

9.4.6 Start-up costs

Even when the building is ready and has been handed over, there are some initial costs. These include any initial fees in setting up maintenance contracts to ensure everything in the building is safe and in good working order. There is also an allowance for the assumption that there will be a void period between the completion date of the building work, and active payment of rent by the tenants. This is calculated on assumption that on average it will be 6 months. The overall allowances for this work is £32,000 over and above that shown in the Operational Company budget.

9.4.7 Sources of funding

Application has already been made to two major sources of funding (the Heritage Lottery Fund and the Leader Fund) and further applications are being made to a range of other funds. Aberdeenshire Council is exploring whether it can contribute to some of the more specific community-focussed facilities. STP are contributing some of its limited cash resources, and approximately half of its Project Development Officer's time (already funded by a EU grant). Also a number of local organisations are offering help-in-kind. In total, STP is seeking some £290,000 – a sum which includes VAT on top of the figures above, a contingency and a calculation of the full cost recovery and volunteer time.

10 Impact assessment

10.1 Economic impact

Having an empty building at a key point in the geography of a town is never a good advertisement for the economic health of the town. So, returning the Court Building to a useful, economically productive function is bound to improve the outlook of the town.

It will add to the available space for community activities, some of which are income generating, and some of which are supportive to community activity. Furthermore, by relocating some community activities to the Court Building, the buildings that they currently occupy will be made available for other activities. Some are shop premises and some are small office rooms above shops in the town.

It is generally believed that, in Stonehaven, there are comparatively very few buildings not productively occupied. Certainly, in the retail sector, the level of occupancy is very high (compared with the local and national averages), with fewer than 5 of the 140 or so premises vacant at present, and re-occupancy of vacated premises taking place quickly. There are even fewer premises available for office space, which is why PAMIS and the CAB are currently in shop premises.

10.2 Environmental impact

At present, whilst the building is empty, it does not present any particular environmental problems. The site is tightly bounded by other occupied buildings, and the roads surrounding the building are well used.

The main environmental issue with any proposed future use is the parking space. The site will only allow some 4 cars to be parked within its curtilage (although there is a shared lane on the west boundary, currently used by the police for employee parking).

This may mean that a potential tenant may not choose to occupy because they cannot be allocated any parking space.

The other issue is that the two entrances (the main entrance on the front façade, and a small door on the west elevation) provide only limited facilities for loading /unloading large objects. This may be an issue for any tenant wanting to use the storage space in the building. This has precluded one or two community organisations who wanted space that would involve much unloading and loading of goods.

As part of the building refurbishment, STP are currently examining (using a professional consultancy) whether the heating arrangements can be made more environmentally friendly, and whether renewable energy sources could be used. The results of this work are awaited.

10.3 Risk register

It is the intention that a full risk register is drawn up as an early part of the project management of the next phase. The appointed Project Manager (Integrated Design and Development Ltd) has already been tasked with this.

The prime risk that has been identified so far is that of the viability and sustainability of any plans. The risk is that, for whatever reason, it turns out that the building does not arrive at a surplus within a reasonable time after the start date. This risk would be the greatest one faced by STP. It is therefore crucial that the mitigation measures (which should form a 'Plan B' part of the Project Plan) do not impact on STP as a whole. For this reason, establishing the most appropriate governance structure is of crucial importance.

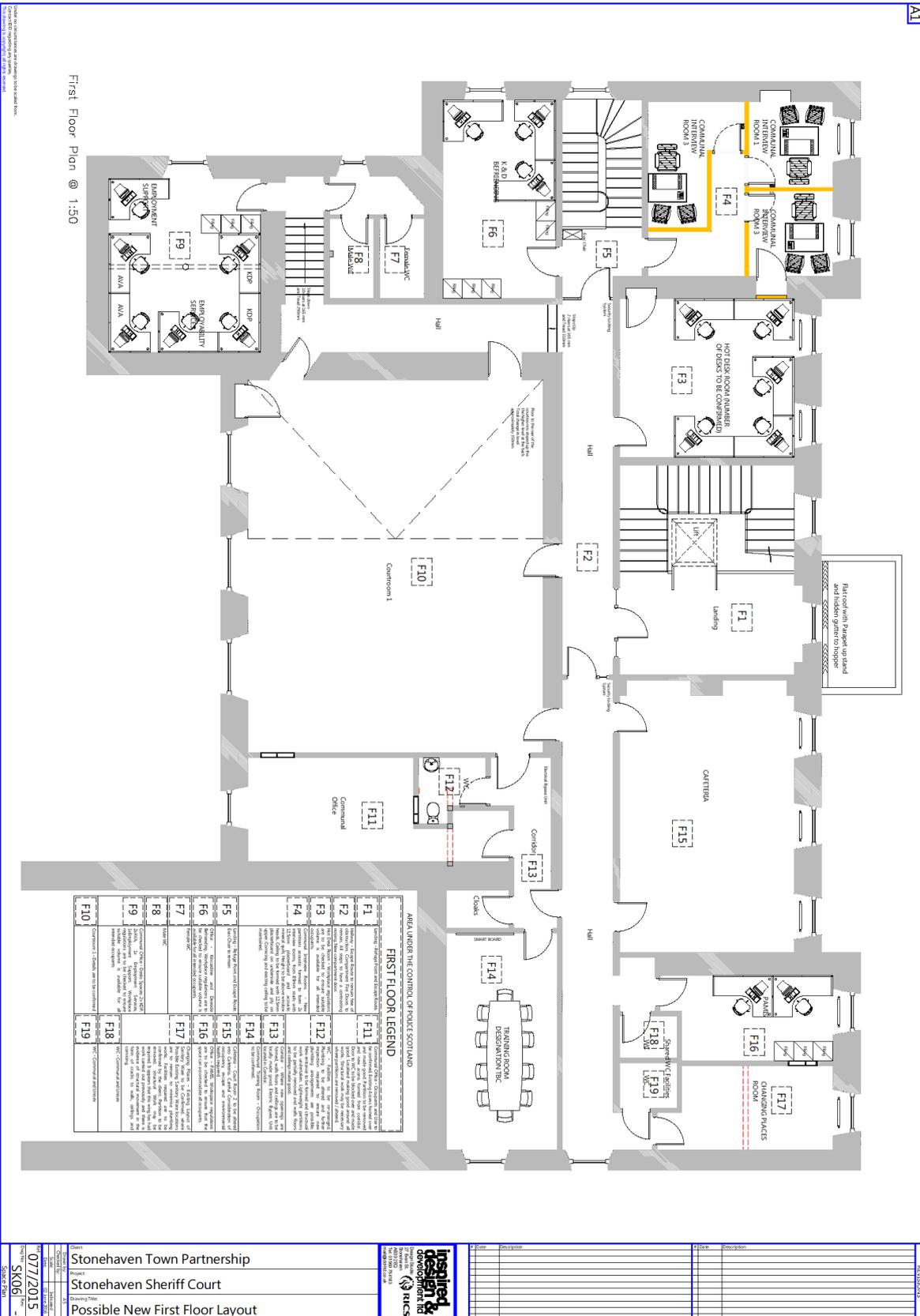
The second risk that has been identified is that not enough 'volunteers' can be encouraged to be involved in running the building. It is therefore planned that all vital tasks are carried out by paid employees, either of the Operational Company or one of the tenants on a service-level agreement.

David Fleming

Trustee, Stonehaven Town Partnership

30 June 2016

- First Floor – proposed layout



Appendix 3 – C.V.s of STP Trustees

Full Name	David Fleming
Role in STP	Acting Chair
DOB	1st June 1943
Address	5 David Street, Stonehaven
Current employment status	Retired Information Management and Security Auditor
Qualifications / highest educational award	B.Sc. II (ii) in Physics from St Andrews University (1966); HND in Bakery Technology (National Award winner, 1967); Diploma in Management Studies (1972)
All relevant previous experience	<p>After graduation, David joined RHM as a Technical Bakery Managements Trainee, but moved over to their IT Division after 4 years. During a very varied career Information Management (including working for Which?, the Industrial Society, on his own (twice), Scunthorpe Health District, Prudential Insurance, Shell UK Exploration and Production and the Audit Commission, he became a specialist in Information Security and Management.</p> <p>After retirement, he was appointed Chairman of Stonehaven & District Community Council (8 years) and is a founder Trustee of STP (7 years).</p>

Full Name	Andrew William Newton
Role in STP	Secretary
DOB	3 rd May 1943
Address	36 Forest Park, Stonehaven, AB39 2GF
Current employment status	Retired
Qualifications / highest educational award	HND Robert Gordon Institute, L.I. Biol.
All relevant previous experience	<p>Born in Cornwall Andrew lived in various parts of the world before arriving in Aberdeen to take up a post in fisheries science. The work concentrated on the health of existing and undiscovered fish stocks in the NE Atlantic and involved countless expeditions as chief scientist on research vessels. This work underpins the Scottish Government's stance on the exploitation of fish in Scottish waters. Whilst much of his working life was spent as a scientist, towards the end of his career Andrew moved into management and was the Assistant Controller of Fisheries Research and Development in the UK and was on the Board of the Scottish Fisheries Research Service - a stand-alone government agency with an annual turnover of £23M. In addition, Andrew acted as an advisor to various European countries; worked for the European Commission in Brussels and Italy running multi-national projects and also spent 5 years chairing the International</p>

	<p>Council for the Exploration of the Seas' (a NGO based in Denmark) working group that sets the international standards for monitoring fish stocks.</p> <p>Away from scientific work Andrew has been involved with the Air Training Corps for over 25 years and is currently the chair of the local (Stonehaven) squadron and the treasurer of the NE Scotland Wing; he also attends Scottish and Northern Ireland Regional meetings in an advisory capacity. Since retiring Andrew has helped to 'rescue' the Tolbooth museum where he is now secretary and joined STP where he is also secretary. Further community work was a 4 year stint on Stonehaven District Community Council until his resignation in 2014.</p>
--	--

Full Name	John Robson
Role in STP	Treasurer
DOB	24 th September 1940
Address	22 Riverside Drive, Stonehaven, AB39 2GP
Current employment status	Retired
Qualifications / highest educational award	I.Eng.CEI. A.M.I.Struct,E,:A.M.I.Mar.E
All relevant previous experience	20 years as a structural engineer in general onshore structural and civil engineering.30 years as a structural engineer in offshore and oil related engineering

Full Name	James Stephen
Role in STP	Trustee
DOB	22 nd January 1974
Address	27 Farrochie Gardens, Stonehaven AB39 2WT
Current employment status	Oil Service Engineer (currently unemployed)
Qualifications / highest educational award	HNC in Engineering
All relevant previous experience	20 years Oil & Gas industry experience working all over the world; Involved in a number of community organisations (e.g. Fireballs, IoTC, Community Councillor, Men's shed)

Full Name	Elizabeth Havens
Role in STP	Trustee
DOB	15 th April 1969
Address	12 Keith Lodge, Cameron Street, Stonehaven, AB39 2QG
Current employment status	Self-employed events organiser
Qualifications / highest educational award	B Ed Teaching, Oxford University
All relevant previous experience	Events organiser; Runs own business, including accounting and marketing; Primary teaching; Running parenting courses

Full Name	William Allan
Role in STP	Trustee
DOB	16 th March 1943
Address	2 Westfields Lane, Stonehaven, AB39 2FN
Current employment status	Retired
Qualifications / highest educational award	B Sc. Glasgow University
All relevant previous experience	Chairman and Chief Executive of Mearsk Contractors Ltd

Full Name	Stuart Alexander
Role in STP	Trustee
DOB	23 rd January 1968
Address	92a High Street, Stonehaven
Current employment status	Software Engineer
Qualifications / highest educational award	M. Sc. in electronics
All relevant previous experience	Project Manager, Teaching Qualification, Has lived in Stonehaven since age 10,n Community Councillor, Was Head Prefect at Mackie Academy

Full Name	Isabel Munn
Role in STP	Project Development Officer
DOB	21 st February 1965
Address	31 South Lodge Drive, Stonehaven, AB39 2PN
Current employment status	Employed
Qualifications / highest educational award	BSc Marine Resource Management
All relevant previous experience	An experienced and adaptable Business Manager and previously a Business Development Manager, Projects, Contracts and Environmental Manager. Experienced in working in the training sector for oil and gas companies. Previously working in the Microbiology Industry and a key member of the senior management team. Also previously worked in Aberdeenshire Council for a European Funded Project looking at the development of short sea shipping services throughout the Northern Maritime Corridor.