



COMMUNITY ASSET TRANSFER: ASSET TRANSFER REQUEST

IMPORTANT NOTES

Eligible Community Transfer Bodies have a right to submit an Asset Transfer Request under Part 5 of the Community Empowerment (Scotland) Act 2015 (the Act). However, there is no legal requirement that all requests must go through the process set out in the legislation where both parties are able to reach an agreement.

If you wish to make a request under the Act then you must state this clearly in the box at the bottom of this page. If you are in any doubt then please discuss this with the council's Asset Transfer Team before making your request.

You are strongly advised to contact the council's Asset Transfer Team by telephone on 01343 563915 or by email to CAT@moray.gov.uk to discuss your proposal prior to making a request.

All community bodies intending to make an Asset Transfer Request to Moray Council are encouraged to take advantage of our pre-application advice service beforehand. This can help improve outcomes and ensure that your request can be processed as quickly as possible through the most appropriate route.

Please complete all sections of this form as fully as possible (if a question is not applicable please mark with N/A) and, where possible, submit the form electronically to CAT@moray.gov.uk.

This form and ALL supporting documents will be made available online for any interested person to read and comment on. Personal information will be blacked out before the form is made available.

Do you wish your Asset Transfer Request to be considered under Part 5 of the Community Empowerment (Scotland) Act 2015?

(Please tick the relevant box)

Yes

✓

No

An Asset Transfer Request can only be considered under the Act if it is made by an eligible Community Transfer Body as defined by the Act. Ticking 'No' will mean that your request will be considered outside of the Act.

Section A:**Information about the community organisation making the request**

1. Details of community organisation	
Name of organisation	Forres Area Community Trust (FACT)
Registered address	Forres Town Hall, High Street, Forres, Moray.
Postcode	IV36 1PB

2. Organisation contact information	
Contact name	
Position in organisation	Development Manager
Postal address (inc postcode) If different from above	
Contact telephone no.	██████████
Contact email address	

We agree that correspondence in relation to this advice request may be sent by email to the address given above. (tick to indicate agreement)	<input checked="" type="checkbox"/>
<i>You can ask us to stop sending correspondence by email, or change the email address, by telling us at any time; please give 5 working days' notice.</i>	

3. Please tick the corresponding box(es) below to confirm the type of organisation and its official number(s), where applicable:		
Company and its company number...	<input checked="" type="checkbox"/>	SC412275
If the company is a registered charity, please also tick this box and provide its charity number...	<input checked="" type="checkbox"/>	SC044953
Scottish Charitable Incorporated Organisation (SCIO) and its charity number...	<input type="checkbox"/>	
Community Benefit Society (BenCom) and its registered number...	<input type="checkbox"/>	
Unincorporated organisation (no number)	<input type="checkbox"/>	LEAVE BLANK

4. Please tick the corresponding box below to confirm which documents accompany this advice request:

Constitution	<input type="checkbox"/>
Articles of Association	<input checked="" type="checkbox"/>
Registered Rules	<input type="checkbox"/>
If the organisation does not have a written constitution, please tick this box.	
<i>Please note that a formal asset transfer request will only be considered from those community controlled bodies with a written constitution.</i>	

5. Has the organisation been individually designated as a Community Transfer Body by Scottish Ministers?

Yes	<input type="checkbox"/>	Please note that this question relates only to those bodies referred to in section 77(2)(a) of the Community Empowerment (Scotland) Act 2015.
No	<input type="checkbox"/>	
Don't know	<input type="checkbox"/>	

If yes, please give the title and date of the designation order:

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6. Does the organisation fall within a class of bodies which has been designated as Community Transfer Bodies by Scottish Ministers?

Yes	<input type="checkbox"/>	Please note that this question relates only to those bodies referred to in section 77(2)(b) of the Community Empowerment (Scotland) Act 2015.
No	<input type="checkbox"/>	
Don't know	<input type="checkbox"/>	

If yes, please give the class of bodies it falls within together with the title and date of the designation order:

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Section B:**Information about the land and rights in which you are interested**

1. You should provide a street address and/or grid reference and any name by which the land or building is known as. If you have identified the land via the Council's register of land, please enter the details we have listed.

Name of Asset	Forres Town Hall
Name Asset otherwise known by	
Asset Address	Town Hall, High Street, Forres, IV36 1PB
Grid Reference of Asset	NJ 0378759024
Asset UPRN (Unique Property Reference) as listed on Council Register	02/00359/ASS

2. Please provide a sketch or drawing showing the boundaries of the land or building in which you are interested. If you are interested in part of a piece of land or building, please explain clearly your requirements in your answer to question 3 below.

Sketch/drawing attached	<input checked="" type="checkbox"/>
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3. Please provide a description of the asset you are interested in. Your description should give enough information to clearly identify your requirements.

We wish to acquire Forres Town Hall for community ownership. The building is Grade B listed and is situated on Forres High Street. It consists of 2 large halls and several meeting rooms plus a kitchen and toilets.

**Section C:
Type of Request**

1. Please indicate below what type of request you intend making:

Ownership (section 79(2)(a) of the Act) – go to question 2	✓
Lease (section 79(2)(b)(i) of the Act) – go to question 3	
Other rights (section 79(2)(b)(ii) of the Act) – go to question 4	

2. Request for Ownership

What price are you prepared to pay for the asset?	£75,000
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Go to question 5.

3. Request for a Lease

What length of lease are you proposing?			
How much rent are you prepared to pay?	£	per	

Go to question 5.

4. Request for Other Rights

What rights do you intend requesting?			
Do you propose paying for these rights? (tick box)	Yes	No	✓
If yes, how much are you prepared to pay?	£	per	

5. Please set out any other terms and conditions that you wish to apply to your proposals.

(This should include details of any responsibilities that you would wish the Council to retain, e.g. responsibilities under a proposed lease arrangement.)

A large, empty rectangular box with a thin black border, intended for the user to write their proposed terms and conditions. The box occupies most of the page's vertical space below the introductory text.

Section D: Reasons for Request

1. Community Proposal

Please set out the reasons for seeking an asset transfer and describe how the land or building is intended to be used.

(This should explain the objectives of your project, why there is a need for it, any development or changes you plan to make to the asset, and any activities that will take place there.)

In our accompanying comprehensive Business Plan we outline our case for a Community Asset Transfer at a discounted price of £75,000. All relevant information relating to our CAT request can be found in this Plan.

FACT is making this request to secure the future of a vital community asset for the benefit of the Forres area and the people who live here. FACT have been working on developing this project for over 2 years. In July 2018, Moray Council announced their intention to close or transfer into community control 7 Town Hall facilities across Moray. In July 2018 we signed a 2 year lease to take on the management of the facility whilst we undertake the CAT of Forres Town Hall.

In November 2016 we were successful in securing funding from the Scottish Land Fund (SLF) for a Stage 1 project to commission a feasibility study and have outline designs drawn up for a Social Enterprise and Well Being Centre. We undertook a tender process and appointed the architects and surveyor as per the guidelines of the SLF. We identified a potential location as the 96 High Street Forres. However despite ~~negotiating with the owner they accepted another offer from a third party in January~~ 2017. This meant we had to look to find another suitable building and following an options appraisal of available locations, it became clear that the Town Hall is the most suitable building for our needs as we plan to grow and develop. We went back to the SLF with a request for a change of location and they agreed that we could transfer the funding to exploring the potential of the Town Hall.

We are currently managing the building as it stands, as we work to diversify and increase the use of the property. Our longer term aim is to work with the community of the Forres area, architects, agencies, partners and the Moray Council to bring

the building into the 21st Century. We want to do this by improving the access to and the energy efficiency of the building and in the long term, transforming the accommodation and increasing the range of spaces available for use by a diverse number of organisations and individuals.

2. Benefits of the Proposal

Please set out the benefits that you consider would arise if the proposed request were to be agreed.

(This should explain how the project would benefit your community and others. Please refer to the Scottish Government Guidance document on how the Council will consider the benefits of the request.)

The benefits of our proposal are outlined in our accompanying Business Plan in Section 4 and the related appendices

3. Restrictions on use of the land

If there are any restrictions on the use or development of the land, please explain how your project would comply with these.

(Restrictions might include, amongst others, environmental designations such as a Site of Special Scientific Interest (SSI), heritage designations such as listed building status, controls on contaminated land or planning restrictions.)

The building is Grade B listed, any works would have to be undertaken within the parameters of the restrictions of the listed building consent process. In addition, the building is within the Forres Conservation Area so we would have to adhere to those regulations too. The concept design work carried out as part of the building appraisal was undertaken by a team which included conservation accredited architects.

An initial investigation by the Community Ownership Support Service has identified that there is a minute of agreement concerning the west side of the building. This is as follows:

An obligation to maintain the archway between the hall and the neighbouring property

- A joint right of access/egress through the archway for the proprietors of the hall and of the property on west side of the Hall
- An obligation to maintain the mutual area on the other side of the archway as an open area, and to keep both this and the archway in proper repair.

There is a plan attached to the agreement showing this area

As the building is Common Good, property permission will need to be sought from the Sheriff to transfer it to FACT. We agree to support this process and any existing minutes of agreement to enable us to complete the transfer

Architects and surveyors have undertaken the following surveys of the building:

- Valuation Survey
- Survey and report on the building structure
- Survey of the fabric condition of the building
- Survey and report on the heating, ventilation, water and electrical installation
- A survey as to the condition of the floor

A report into the condition of the roof and fire alarm system

4. Negative consequences

What negative consequences (if any) may occur if your request were to be agreed?
How would you propose to minimise these?

(You should consider any potential negative consequences for the local economy, environment, or any group of people, and explain how you could reduce these.)

We do not anticipate that we will have a negative impact on the local economy as our plan is to safeguard and enhance an existing asset adding affordable co working spaces and offices and a thriving venue for cultural activities in partnership with Findhorn Bay Arts and others.

If the building were to close the community would lose the services that are currently being delivered and an asset that provides a community venue for a variety of events. We want to find a way of mitigating the closure of the hall, because if it closes we will see an increase in social isolation, reduction of activities for all ages in the community and further erosion of the facilities that our High Street and Town centre have available. Closure of the building goes against national strategies in reducing social isolation and developing town centres through the Town Centre first principle.

The building is used by at least 500 individuals per week of which 60% are over 50, and we are actively increasing the number and diversity of groups using the building. Many of these groups work specifically with the older members of our community including Forres OAP Association, Forres Arthritis group and the Cameron's Champions project. For many groups – Forres Pipe Band, Forres OAP's and the weekly coffee mornings Forres Town Hall is the only building large enough to accommodate them. If the Town Hall closes, they will have nowhere to go.

In addition, FACT has taken bookings until the end of 2020 for over 60 organisations, if the building was to close those organisations would struggle to find elsewhere and it would have a serious negative impact on the ability of Findhorn Bay Arts to deliver their festival in September 2020. This festival brings in close to £1 million in economic benefit to the area and the Town Hall is an essential part of the service they deliver as a venue for performances by the Scottish Opera, theatre companies and well known popular folk bands.

5. Capacity to deliver

Please show how your organisation would be able to manage the project and achieve your objectives.

(This could include the skills and experience of organisation members, any track record of previous projects, whether you intend to use professional advisers, etc.)

FACT has a very skilled and accomplished board of directors and staff.

See Section 2 of our Business Plan for more details.

Section 3 contains information on our project.

Section 5 and 6 contain information on our market and marketing plan.

Section E:

Level and nature of support

Please provide details of the level and nature of any existing support from your community and describe any consultations carried out.

(This could include information on the proportion of your community who are involved with the project, how you have engaged with your community beyond the members of your organisation. You should also show how you have engaged with any other communities that may be affected by your proposals.)

Information on consultation and community support can be found in Section 4 of the Business Plan

Section F: Funding

Please outline how you propose to fund the price or rent you are prepared to pay for the asset, and your proposed use of the asset.

(You should show your calculations of the costs associated with the proposed transfer of the land or building and your future use of it, including any redevelopment, ongoing maintenance and the costs of your activities. All proposed income and investment should be identified, including volunteering and donations. If you intend to apply for grants or loans you should demonstrate that your proposals are eligible for the relevant scheme, according to the guidance available for applicants.

Where a transfer at less than full market value is being sought, your business case should include a cash flow forecast covering the first full year of operation, together with an indicative budget for at least the following 2 years.)

Our financial information can be found in Section 7 of our Business Plan.

**Section G:
Declarations**

Two office bearers (board members, charity trustees or committee members) of the community organisation must sign the form. They must provide their full names and home addresses for the purposes of prevention and detection of fraud.

We, the undersigned on behalf of the community organisation as noted at Section A, make an asset transfer request as specified in this form.

We declare that the information provided in this form and any accompanying documents is accurate to the best of our knowledge.

Name:			
Address:	[REDACTED]		
Position:	Chair		
Signature:	[REDACTED]	[REDACTED]	Date: 21/6/2019

Name:			
Address:	[REDACTED]		
Position:	Treasurer		
Signature:	[REDACTED]	[REDACTED]	Date: 21.6.19

Please send the completed form, together with all accompanying plans and documentation, to:

By Post: Asset Transfer Team, Moray Council, High Street, Elgin IV30 1BX

By Email: CAT@moray.gov.uk

If you have any queries regarding the filling in of this form, please contact the Asset Transfer Team on telephone 01343 563915

**Section G:
Checklist of accompanying documents**

To check that nothing is missed, please list any documents which you are submitting to accompany this pre-application advice request: (please tick)

Constitution	
Articles of Association	✓
Registered Rules	
Financial Statements	
Business Case	✓
Sketch / drawing of asset	✓
Note of terms and conditions you wish to apply	

Please note any additional supporting documents not listed above:

Useful Links

The following links provide sources of further information, advice or support for community bodies:

- [Moray Council Community Asset Transfer](#)
- [Moray Council Community Support Unit](#)
- [Scottish Government Guidance for Community Transfer Bodies](#)
- [Community Ownership Support Service \(COSS\)](#)
- [Development Trust Association Scotland](#)
- [Business Gateway Moray](#)
- [Highlands and Islands Enterprise](#)
- [IsiMoray](#)

Office Use only:

Reference:	
Date Received:	
Date Acknowledged:	
Validation Date:	



Community Asset Transfer Business Plan



June 2019



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1. EXECUTIVE SUMMARY

Anchor Organisation

Forres Area Community Trust (FACT) formed as a company limited by guarantee (SC412275) in November 2011, and gained charitable status (SC044953) in June 2014. FACT is operated and managed by a board of nine directors encompassing a wealth of experience in the private, public and third sector.

FACT was established in response to the planned closure of RAF Kinloss and its predicted impact on communities in the Forres area.

The Trust currently employs 6 part time staff and 1 full time graduate, on various projects including Cameron's Champions service for older people, Forres Online Digital Project (Scottish Government funded pilot), Forres Town Hall, Community Tourism, Town Centre Regeneration and our Skate Park Initiative.

Following a period of consultation, research and analysis we prepared a 5-year Community Growth Plan, available online, which identified priority areas for FACT to focus on. The plan has been updated to reflect the changes in our operation, but our priorities remain:

- Youth Work
- Community Assets
- Health and Well-being
- Environmental projects
- The development of FACT as a community resource
- Town centre renewal
- Culture, heritage and tourism
- Renewable energy

Background and Vision

To address needs in our community we plan to provide a facility that can be used by local organisations as a venue, offices, meeting rooms, studio and workshop space, training facilities and hot desking areas. We plan to offer administration services (including minute taking, payroll, promotion and publicity). We also want to provide a facility that can house our digital project as well as our core development trust activity. Research has indicated that there is a need for a collaborative place that can stimulate partnership working and provide opportunities to develop a co-working model.

To deliver this vision FACT are seeking a Community Asset Transfer (CAT) of Forres Town Hall from Moray Council. This business plan is based on a £75,000 cost transfer of the Forres Town Hall, Forres, currently valued at £150,000.

We have been managing the hall since July 2018, on a 2 year lease, and have already significantly increased footfall and income. The Town Hall is centrally located on the

High Street and is an ideal location for a community hub providing a base for FACTs activities (including co working space), a venue available for local groups and their associated activities and public and private hire.

An Asset Transfer of the Town Hall will allow FACT to:

1. Reduce Social Isolation and community vulnerability through events such as the weekly Coffee Mornings, Older Persons project activities and Food Larder project.
2. Provide a base for Cultural events and celebrations working in partnership with organisations such as Findhorn bay Arts, Forres Heritage Trust
3. Provide affordable co-working space and accommodation for existing and new ventures
4. Develop Lifelong learning through a range of training and learning activities e.g. Forres Online - Develop your CV Workshops
5. Provide affordable and flexible space for local community groups

Our long term vision involves a phased refurbishment of the building, reconfiguring the space and replacing the inefficient heating system. This will be very much dependant on attracting external funding. In the short term we plan to carry out essential repairs and ongoing maintenance and to increase usage of the building.

Context

In the current economic climate, local authorities are in the position of having to review their assets and how they can deliver the statutory obligations to their residents. In February 2018 a decision was made to close 7 community buildings managed by the council unless community organisations could be found to take over their management.

FACT had already been in the process of looking to take over management of Forres Town Hall as a resource on behalf of the community when this announcement was made. Following on from extensive negotiation, FACT took on a two year lease in July 2018 with the aim of completing a Community Asset Transfer within this period.

Community Asset Transfers of buildings and land are part of the strategic approach of the Community Empowerment (Scotland) Act and the Scottish Government guidance that supports this action. This proposal fits the aims and objectives of this legislation.

For over 150 years, Forres Town Hall has been at the heart of the community. With its vision of creating a better place to live, work and visit, FACT is in a unique position to take on this asset and ensure it can continue to serve the needs and aspirations of local people.

Methodology

This business plan was developed by the Trust in close consultation with the wider community. Methods of engagement and information gathering included

demographic and policy analysis, visioning events, open meetings, interviews with stakeholders and local groups and the commissioning of feasibility work.

2. ORGANISATION & MANAGEMENT

Structure

Forres Area Community Trust (FACT) formed as a company limited by guarantee (SC412275) in November 2011, and gained charitable status (SC044953) in June 2014.

Objectives

The company's objects are:

(a) To advance citizenship and community development.

To advance community development including rural regeneration and the promotion of civic responsibility, volunteering, the voluntary sector and charities within the community.

To promote, establish, operate and/or support other similar schemes and projects of a charitable nature for the benefit of the community within the Forres Area.

(b) To advance and protect the environment, culture and heritage.

To involve local people in caring for the area's environment, heritage and culture and encourage others to visit the area.

(c) To advance education and lifelong learning for the benefit of the general public.

Aims

Forres Area Community Trust is a development trust with long terms plans to make the Forres area a better place to live, work and visit.

By working in partnership and developing projects, FACT aims to:

- Address local economic and social issues
- Generate income to sustain the trust and invest in the community
- Secure funding for projects that meet local needs
- Support other local groups with their plans

Forres Area Community Trust has developed a growth plan and business plan, following extensive consultation. This is the enabler to allow FACT to make a step-change in the level of activities it delivers and help achieve longer-term financial sustainability. Activities include:

- Community Asset Transfer of Forres Town Hall

- Expanding and developing a strong volunteer base
- Building on strong partnerships with other local organisations

Board

Forres Area Community Trust is managed by directors empowered and regulated through the Companies Act 2006, and the Charity and Trustee Investment Act (Scotland) 2005. Regular directors' meetings are recorded and reported through FACT's annual updates both in its accounts, which are independently examined by Ritsons, and its annual report to OSCR. The voluntary board of 9 directors oversees the strategic direction and development of FACT. Current board members include:-

[REDACTED] - Chairman

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] Treasurer

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] Secretary

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Director

[REDACTED]
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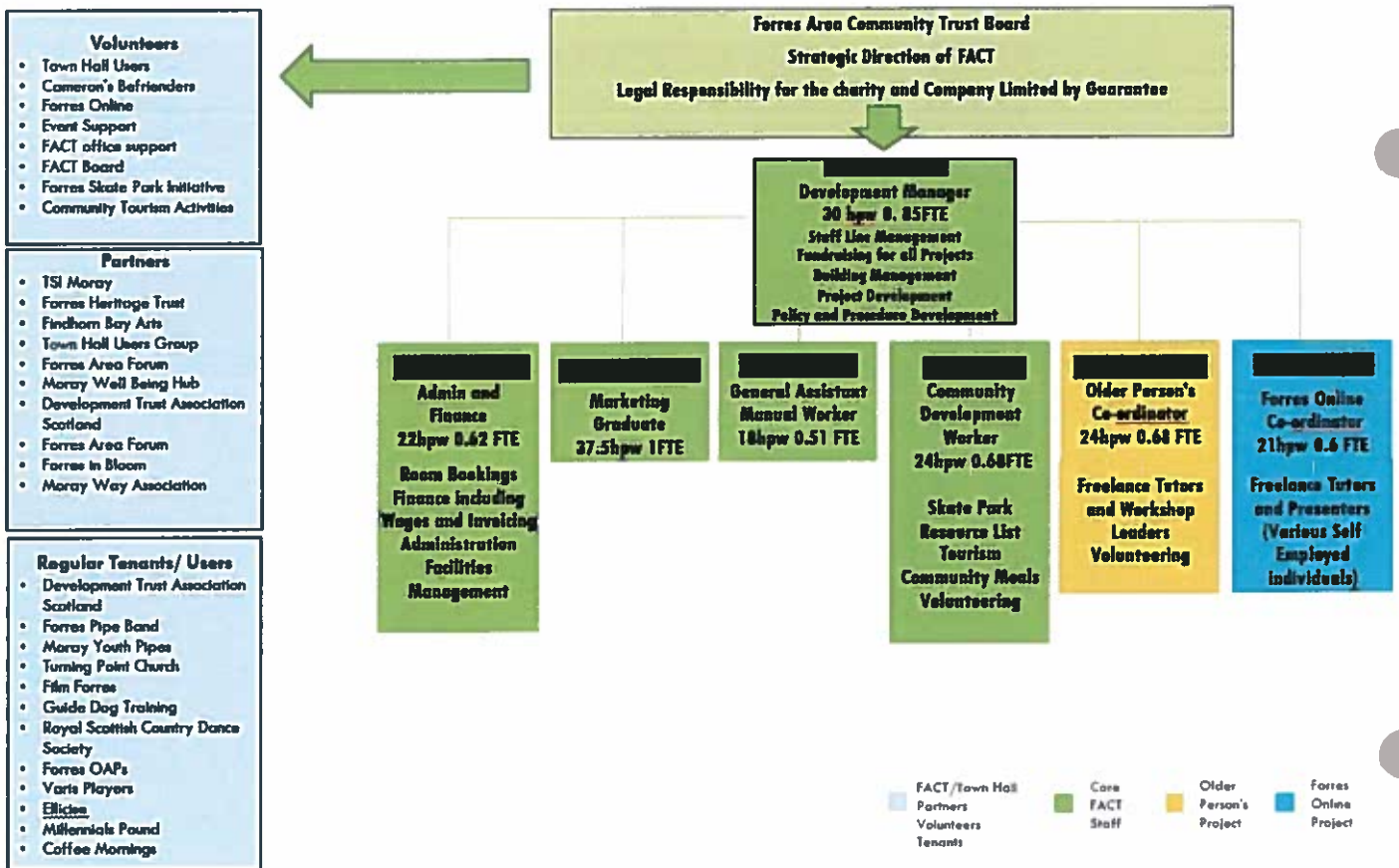
[REDACTED] - Director
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Director
[REDACTED]
[REDACTED]
[REDACTED]

Staff

The current FACT staff team have been working together now for a least 3 years. During this time they have delivered a wide range of projects and activities and also undertaken a great deal of Continued Professional Development training (CPD), a summary of this can be seen at Appendix A.

An organisation chart, as seen on page 10, demonstrates how the different projects, volunteers and staff are covered by FACT. This is followed by individual staff biographies.



[REDACTED] - Development Manager

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Administrator

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Community Development Worker

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Community Development Worker

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Marketing Graduate

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] - Forres Online Co-ordinator

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Membership and volunteers

Membership of FACT is open to all. Full membership is open to any resident in the Forres Academy Catchment Area whilst associate membership is open to all others who support our aims and objectives. Only full members are eligible to vote at AGMs and EGMs. FACT currently has 200 full and associate members.

FACT has over 40 volunteers that support our projects on a regular basis, from helping out at coffee mornings to serving as a director for FACT. We offer a supported volunteer induction programme for all volunteers that we encourage them to attend. This includes communication skills, building orientation and team building. We host a range of events throughout the year to ensure that volunteers are recognised and valued for the support they give to our projects.

For example, Forres Online has the following statistics over the last 3 years in regard to volunteer engagement:

Volunteer Hours recorded for Forres Online are:

Sept 2016 - Aug 2017	36
Sept 2017 - Aug 2018	294
Sept 2018 - Mar 2019	270
April 2019 - Present	68
Total	668 hours

Each volunteer has a role description that they can use to help them in their work. An example of this can be found at Appendix B.

Partner Organisations

Our mission statement – ‘Working together to create a better place to live work and visit’ is core to our work and we cultivate partnerships and develop relationships as part of our everyday activity.

In addition to our board we work in many partnerships that enable us to deliver our programme of work and support local facilities and activity. These partnership groups include:

Partner	Nature of Partnership / What can be offered
Moray Council Regeneration and economic development and other departments	Strategic and political support / as a building user/ tenant, statistical information, research and local involvement
Forres Area Forum	
Forres Business Association	Enterprise support to local businesses including social enterprise tenants of the new Town Hall. Linking suppliers and retail outlets. Support with events
Highlands and Islands Enterprise (HIE)	Funding and enterprise support, research and innovation, access to training and advice
Findhorn Bay Arts	Joint development of cultural programme / building user/ tenant
Forres Online	Ensuring digital connectivity in the project, offering support and facilities to users
Job Centre Forres	Strategic link to employability work and jobs creation
Older Person’s Work - Moray Council, NHS Grampian, Age Scotland	Ensuring strong outcomes for isolated older people, research data
Renewable Energy Project - Local Energy Scotland, Renewable Energy Investment Fund, Social Investment Scotland	Investment in the building, energy efficiency advice
The local Community Councils	Strong links into all local communities
Forres in Bloom	Emphasise pride in the community and growth of local capacity Supportive Volunteer base
Transition Town Forres	
Forres Heritage Trust – Joint development of heritage activities and the regeneration of the High Street	
Current Town Hall User Groups (c 20 groups)	Strong links into the community, all are tenants/ user groups contributing to the

	development of the building and promotion within the community.
Moray Speyside Tourism	Strong links into the community tourism programme for Moray Speyside and support in regard to training and marketing advice from them. The Operations Manager, Laurie Piper, has recently joined our Board.
Development Trusts Association Scotland	FACT is a member of DTAS. DTAS use the town hall as a base for their Development Officer and also have located an additional member of staff here.

3. PROJECT

Asset and location

The buildings associated with Forres Town Hall, "The Mechanics Institute", Forres. FACT currently has a short-term lease from Moray Council until 30 June 2020 whilst a Community Asset Transfer (CAT) is progressed.

The original building was constructed c1823 and extended in 1829. It became the Mechanics Institute in 1855 and a new front to the building was added in 1901. During the First World War the building was used as a hospital and held up to 40 beds in 1915. Much of the original fabric of the Town Hall has been compromised over the years in the main hall but the lesser hall remains mostly intact, as does the High Street façade. The other main elements of the building have been compromised by alterations undertaken in the twentieth century, principally the large hall which was radically altered when its East and West colonnades were removed, and the space given an Art Deco makeover in c 1938.

It is fair to say that the building needs some immediate essential repairs (roof and frontage). The accommodation has some shortcomings in respect to current standards in terms of accessibility, building services and fabric insulation. In addition to alterations to suit new uses, therefore, our long-term aim is to carry out a major refurbishment of the whole building, to provide modern, accessible, fit for purpose accommodation.

Background

The Forres area is growing with the population being 12,587 in 2011, an increase of 7.9% since 2001. We know that the population will continue to increase as further housing development is planned for the next 10 years which will provide around 600 new homes. As well as the needs of current local people, (outlined below), this influx of new residents will in turn add extra pressure on services. As a community we don't want to just say "the council should fix it". We want to be a community that helps itself – creating a community owned asset and services is a community response to need.

The Forres area has over 200 third sector groups and organisations. In addition, we have a range of social enterprises, creative individuals and agencies that work in the community. Research has shown us that some of these struggles to find a location to operate from and provide a public point of contact. Many rely on the goodwill of volunteers and staff to work from home or use cafes for meetings etc., because there is a lack of facilities that are small, accessible, multipurpose and affordable for use by these groups in the community.

We plan to provide a facility that can be used by these local organisations as offices, meeting rooms, studio and workshop space, training facilities and co-working areas. We plan to offer administration services (including minute taking, payroll, promotion and publicity). We also want to provide a facility that can house our digital development project, our Older Person's project and our core development trust activity. There is a need for a collaborative place that can stimulate partnership working and we want to enhance relationships with Moray Well Being Hub, Moray Third Sector Interface, Moray Council, churches, our growing ageing population, Forres in Bloom and others.

The Centre will also provide opportunities for networking, co-working, developing partnerships, support and joint working. Having a central facility reduces the risk of duplication, whilst building capacity and strengthening our social capital and resilience as a community. Through this facility we will be able to demonstrate the benefits of working collaboratively and providing services that will improve the management of financial and staff resources by having shared facilities, we envisage that these could include reception and administrative staff, phone and IT systems and the use of equipment (for example digital projectors, display stands and IT equipment).

Our desired outcomes for the Town Hall are to:

- Increase the resilience of our community through collaboration of local agencies
- Provide a permanent base for FACT to operate as a catalyst for numerous community led and controlled services, both existing and new ones that will develop in response to local need
- Provide affordable office and workshop space for local community groups so that they can provide efficient services to local residents
- Preserve and refurbish an iconic local facility that is essential to supporting our culture and local heritage offering to the community and visitors.

FACT – Organisational Context

Our Vision: Creating a better place to live, work and visit – together

FACT was established in 2011 as a direct response to the planned closure of RAF Kinloss and its predicted social and economic impact on communities in the Forres area following consultation in early 2011 (called Rising to the Challenge).

Our definition of our community is the Forres Academy Catchment Area that stretches from Alves in the East to Dyke in the West, North to Findhorn and South to Dallas. FACT is a community development trust, owned and controlled by its members. 100% of whom live locally. We have 200 members and these numbers are growing every month. We are planning a recruitment drive to increase this more significantly to enable us to be able to reach more members of our community and increase the opportunities for developing activities and programmes.

Funding from Highland & Islands Enterprise (HIE) and the EU LEADER programme enabled the appointment of 2 full time equivalent (FTE) development officers in February 2012. A period of research, consultation and analysis led to the preparation of a 5 year Community Growth Plan that identified the following priority areas for FACT to focus on:

1. Town centre renewal/regeneration
2. Culture, Heritage and Tourism
3. Youth Work
4. Community Asset Development
5. Health and Well-being
6. Environmental projects
7. The development of FACT as a company and a community resource

A consultation event in October 2014 called Spirit of Community confirmed the view that these priorities remain as important to our community. Further work has been undertaken in a new period of visioning and the following six projects were identified as priorities by the community;

1. Renewable Energy Project – by identifying a number of options in regard to income generating potential for FACT, we will be working in partnership with a variety of different companies in regard to exploring solar, wind and hydro in the local area.
2. Forres Online – In Scotland there are approximately 800,000 people who need support to get online, use their devices and reach the services they need, our project has helped over 2000 people since 2015 and is scheduled to continue for another year at least
3. Forres Town Hall - In 2013 our Growth Plan identified that a community asset transfer of an asset from the local authority provides the potential for generating income locally and passing control to communities. Many of the services and projects we want to offer have been requested by the community and have a wider collective benefit from being a community owned and managed building. This may include the development of a social enterprise trading company in the future if the need arises in regard to some activities and services that FACT wants to offer.
4. The Skate Park – Following consultation in 2014 and the Planning for Real process in 2016-17 we are supporting the Forres Skate Park Initiative to identify a location and help fundraise for a new facility.
5. Tourism and Heritage- FACT is working with a range of organisations and agencies to promote and develop community tourism in the area and support the development and promotion of our heritage locally. This includes providing workshops and programmes that engage the community with what we have to offer through volunteering, events and activities.

By undertaking the acquisition of Forres Town Hall, we are addressing many of our priorities and providing a vehicle to deliver the services needed by our community to thrive.

Achievements to Date

- Securing core funding,
- Gaining charitable status in May 2014
- Securing an office base in Forres town centre
- Hosting a series of events including 1 Town Centre Conference, 1 Tourism Conference (in 2013) and 1 Community Engagement event (Spirit of Community in October 2014) and a consultation meeting in July 2017
- Creating and distributing two editions of a directory of services for those over 50 in August 2015 and September 2017 with funding from the Integrated Care Fund, the Forres Area Forum and the Co-op
- Supporting the delivery of several key local community events including Forres Theme Day 2015, Scottish Week 2015 and 2018, Culture Day 2014, 2015 and 2017 and the Findhorn Bay Arts Festival 2014, 2016 and 2018 and Colours of Cluny in 2016 and 2017.
- Creating a tourism network of local providers of facilities and services for visitors and attracted investment of £10,000 for the promotion of the Forres Area
- Building partnerships with Moray Council, Forres, Kinloss and Findhorn Community Councils, Forres Area Forum, Age Scotland, NHS Grampian, Moray Speyside Tourism and Forresweb
- Setting up Forres Crafters and supporting their development into an independent group
- Setting up the Forres Town Centre Regeneration Group that has now become the independent Forres Area Business Association
- Developing our Forres Online project and supporting 2031 people to become more confident in using online platforms and equipment
- We have secured a further £25,000 to continue this work in 2019 – 2020.
- Securing the funding from the Auchernack Trust for our Older Person's project which has enabled us to set up a bespoke befriending service called Cameron's Champions
- Impact funding of £27,000 secured until 2021 to support the development of volunteer placements
- HIE Account Managed and Big Lottery Fund Community led grant in place until 2020
- Being awarded for excellence in our work with volunteers through the Volunteer Friendly Award in November 2018

Current Work

Forres Town Hall Management

When the Town Hall was managed by Moray Council they had one Hall Keeper and all other systems were managed remotely from other Council facilities. Since FACT took over a lease on the building in July 2018 we have operated on the following basis.

Overall strategic direction and decisions in regard to the Community Asset Transfer of the building are taken by the FACT Board in consultation and advice from key stakeholders such as HIE, Moray Council and SLF.

The day to day operational management and delivery of services is allocated as follows:

Venue bookings, liaising with users, facilities management (including repairs, arranging regular maintenance, servicing and equipment checks), supervision of the General Assistant is undertaken by our Administrator.

Policy and procedure development is overseen by our Development Manager. The Development Manager is the main facilitator of the Town Hall Users Group and leads on the CAT of the building, with support from the CAT sub group of the board that have delegated powers to progress this project.

Project development and delivery is undertaken by our Community Development Worker, Older Person's Co-ordinator and Forres Online Co-ordinator. They work on a range of activities that increase the use of the building throughout the week.

The General Assistant is there to clean the building, set up for special events and undertake basic repairs and monitoring the condition of the building and reporting any major issues to the Administrator.

Marketing is undertaken by our Marketing Graduate who has written and is in the process of delivering our Marketing Strategy and Work Plan for FACT and the Town Hall.

This post is for a 12 month period until October 2019. [REDACTED] is supported by [REDACTED] who has a great deal of experience in regard to marketing and PR.

The board have 2 main subgroups in relation to Forres Town Hall:

The CAT group that consists of Trustees, [REDACTED] and staff member [REDACTED] and the Building Maintenance Group that includes Trustees, [REDACTED] volunteer [REDACTED] and staff member [REDACTED]

Policies and procedures are overseen and ratified by the board. They are developed by the staff team with support from Trustee [REDACTED] during development.

In addition, the FACT board have allocated extra resources to enable us to complete a comprehensive building manual and to enable us to complete the KeyStone award. KeyStone is a management toolkit and information resource for organisations that manage buildings such as village halls, community centres, youth premises and sports facilities. It provides a framework for excellence in managing community buildings.

Forres Online

In August 2015 FACT launched a pilot project - Forres Online, which aimed to make being online easy and accessible for the Forres area community. The primary focus was on people aged over 50 and those seeking employment helping them to get on in life by being online. The pilot project exceeded its initial targets (80 beneficiaries) by providing support and information to over 150 individuals and recruiting 8 active volunteers in the initial 6 month period. Feedback from users was very positive, and included the suggestion for increased promotion to enable more individuals to benefit from the service. We secured continuation funding from the Scottish Government until late 2018 to address a range of issues including employability, supporting those with mental health conditions and those who are experiencing social isolation. We are currently looking for funding to secure the project into the future and have recently been awarded £25,000 from the Bank of Scotland Foundation to continue the work for a further year.

Young People

Following a series of focus groups in 2013 FACT identified the potential for a Skate Park in the area as the last facility closed over 9 years ago. In 2015 – 2016 we undertook a range of focus groups and a survey that had over 258 responses. We have worked with BLF Village SOS to write a clear work plan and funding strategy for this project. Further evidence of need has been identified through the Planning For Real process that we have been supporting over the last 12 months. The results of this work has identified the creation of a skate park for Forres is a priority and there is a need for such a facility in the future. FACT have been working with the steering group over the last 2 years to assist them in creating an independent organisation. They are currently preparing an application to the Office of the Scottish Charity Regulator to gain charitable status.

Older People

Following a programme of working with a range of older people and local organisations we have identified that there are a significant number of older people in the Forres Area that are either isolated and in need of support or at risk of becoming so. We know that there are a range of activities available to older people in the area but many people do not know what they are, where they are or how to access them.

With this in mind we have provided a directory of services targeted at those over 50 that was circulated across the area in August 2015 and an updated version in September 2017.

In our area 60% of the population are over 45, with a significantly higher proportion between 60 and 74. (Source Moray Council), this has an impact on health and social care services, including carers. There is a higher rate of married/ cohabitating couples than the Moray average, which indicates that there will be couples that care for each other and there may be extra demands on services if people become divorced, separated or widowed.

We know from previous consultation events and focus groups, that there are concerns about people being socially isolated. This led to the creation of the Cameron's Champions befriending service and also the Directory of Services for over 50s. However, this only reaches a small percentage of our community. We need to create various different ways of approaching the issues that face our community and the development of the Town Hall is one way that we can address this issue as it is already used by a great deal of our older community members and when it is refurbished will be able to support many more.

Funding for this project is secured until 2021 and we are currently looking at the future development of the project and how it can continue to meet the needs of our community and the aging population.

Tourism

In partnership with Moray Speyside Tourism – our local destination marketing organisation and the Forres Tourism Network, we are working on delivering the Community Tourism Development Plan that was written in 2013. This includes supporting the Forres area to achieve destination status for customer service training through the World Host programme and contributing to the work involved in making Moray a recognised region for customer service. This network continues to grow and develop and are currently looking as to how they support tourism in Moray Speyside. We continue to attend Visit Scotland Expo with businesses and organisations to promote what we have to offer.

Town Centre Regeneration

Between 2013 and 2015 FACT worked with a range of local businesses on developing the High Street and promoting Forres as a visitor destination, a place to shop through our 'shop local' poster campaign. Through the Town Centre Working Group a range of competitions and initiatives were undertaken. The Town Centre Working Group evolved into the Forres Area Business Association. As the Town Hall is located on the High Street we will continue to contribute to the regeneration of the town and the area and be a catalyst for change. In 2017 Forres won the Most Beautiful High Street in Scotland Award at the Scottish Town's Conference in Paisley. We continue to work with Moray Towns Partnership, Forres in Bloom, Forres Area Forum, Findhorn Bay Arts and Forres Community Activities Association in the promotion and development of our Town Centre.

Culture

Forres is a vibrant place with a range of activities, events, cultural initiatives and facilities available to both the local community and visitors. FACT is a partner in Findhorn Bay Art's Ignite Programme for young people and a supporter of the Creative Place Award that the Forres area won in 2015. FACT continue to work in partnership with Findhorn Bay Arts and they are a willing partner in the development of the Town Hall project. Findhorn Bay Arts continue to support FACT by using the Town Hall as a key venue for the Findhorn Bay Festival. The last one being in 2018 and the next one is already booked for September 2020. Findhorn Bay Arts also used the Town Hall as a venue for a Hogmanay Ball at the end of 2018.

Food Larder Project

We are working with Moray Food Plus to provide a community larder and we take referrals for the food bank from those who need it. In addition we host community meals and the Big Lunch to increase community engagement and social inclusion. This has proved to be an essential service to the Forres area community and we are reaching those that otherwise would not engage with us.

Other Activity

We continue to offer support and capacity building advice to a range of local organisations including Moray Waste Busters, Forres in Bloom and Friends of Falconer Museum to increase the opportunities for partnership working across the area.

Methodology

A range of qualitative and quantitative research work has contributed to this business plan over the last 4 years;

Every effort was made to carry out extensive community engagement at every opportunity. The aim was to ensure that proposals for the building were truly community led and addressed a community need that was articulated by local people.

Further detail about each stage is outlined below:

<i>Visioning</i>	Community led process including the Forres Growth Plan, Spirit of Community and other planning documents rooted in community consultation including a town wide survey in 2012
<i>Demographic & Policy Analysis</i>	<p>A demographic analysis was undertaken for the area using Census data, Scottish Indices of Multiple Deprivation and other data sets.</p> <p>In addition, we considered how this projects fits with national and local strategy Surveys with local social enterprises in 2016 to understand their needs regarding a social enterprise hub via the Town Hall project.</p> <p>2015 – 16 a survey in regard to the development of a skate park initiative with over 256 responses</p> <p>A survey of the community in November and December 2017 to identify exactly what people would like to see in the Town Hall and how it can be used.</p>
<i>Open Meeting</i>	A public meeting was held in Forres, independently facilitated by a consultant specialising in rural areas. A hall of local stakeholders including user groups and the Heritage Trust in July 2017 discussed the town hall proposal and the needs of the community
<i>Interviews with Stakeholders & Local Groups</i>	<p>We have had numerous one to one conversations with stakeholders, user groups and interested individuals and agencies.</p> <p>The Spirit of Community event with a 100 local people and agencies attending in 2014 continued to endorse our findings and direction of travel regarding local priorities.</p>
<i>Business Plan</i>	This document was produced and discussed by the group before a final business plan was agreed in March 2018.
<i>Survey</i>	Autumn/ Winter 2017. 329 people completed the questionnaire and the information gathered supports previous research and plans.

4. COMMUNITY BENEFIT & NEED

Community profile

Forres is a town and former royal burgh situated approximately 25 miles east of Inverness and 12 miles west of Elgin near the Moray coast and has a population of 9,951 (2011 Census)

FACT covers the boundary of the Forres Academy catchment and includes the following towns/villages: Alves, Dyke, Forres, Findhorn, Logie and Kinloss. Of Moray's five main towns Forres is perhaps the most diverse and innovative. Population levels vary throughout the area, ranging from 318 in Logie to 9951 in Forres although levels for Forres are clearly on the increase due to the number of new houses being built (c 600). These statistics were gathered in February 2017 from the Moray Community Planning Partnership.

Main issues

Population

The most striking feature of the Forres area is its population dynamics. It is the most ethnically diverse area in Moray. The proportion of Scottish residents is below the Moray average. Overall, the area has an aging population: it is above the Moray and national averages in relation to residents aged 60-74. At a time when both the national and local trend is towards an aging population Kinloss stands out in relation to its relatively young age profile. It has the highest percentages of young people (0-15) and young adults (16-44) in Moray. In fact, half of its population is under the age of 30. The evidence indicates that family support is available for the area's children and young people: there is a higher rate of married/co-habiting households than the Moray average and Kinloss has the highest percentage in Moray of people who are economically inactive due to looking after home or family. It is important to note that Kinloss is the base for the 39th Engineer Regiment. The particular population demographic of Kinloss is a consideration for the long term planning of children and young people's services in Moray.

Elsewhere in the area the population demographics follow the national trend. In comparison to the Moray and Scottish averages the Forres area has a proportionately higher percentage of people aged 60-74. This may lead to a short term demand for both unpaid and paid care services which will have an impact upon public expenditure. The fact that the area also has significantly more people aged between 45 and 59 suggests that this demand may increase in the long term.

In general there is a match between areas with significantly higher percentages of older people and those with relatively higher rates of marriage/co-habitation. Four of the six areas are above the Moray average in respect of marriage/co-habitation. While this would suggest an availability of unpaid care if needed it would also indicate that

the carers themselves would be older and this has implications for respite and/or carer support. Older people living alone may place additional demand upon services.

Identity

Overall, this is perhaps the most diverse area in Moray. Although the town of Forres is the most traditionally 'Scottish' place in this area in respect of ethnicity and country of birth it still has proportionately fewer Scottish residents than the Moray average. Anecdotally, rates of community engagement and participation are significantly higher in this area than any other in Moray and there may be a correlation between this and the diverse nature of the community.

This part of Moray is home to two very specific communities: the Findhorn Foundation and Kinloss Barracks, and these have influenced the identity of the area. Findhorn has significantly fewer Scottish residents but a greater proportion of English and non-UK born residents than elsewhere in Moray. Being home to an army barracks it is perhaps not surprising that the population of Kinloss is diverse. In fact it includes the highest percentages of individuals born in England, Wales and Northern Island in comparison with Moray as a whole.

Transport

Residents living in the town of Forres have access to public transport in the form of both bus and train routes. It is therefore perhaps not surprising that rates of car ownership are significantly lower here than elsewhere in Moray. In contrast, car ownership, including multiple car ownership, is very common in more rural areas. Those living rurally who cannot afford private transport will rely heavily on public transport to access services. This has implications for the location of public services and also the availability of public transport to those services.

Economy and Labour

With the exceptions of Alves and Kinloss the rate of economic activity in Forres is slightly below that of Moray in general and in the main this matches higher rates of retirement. Full-time employment is also below the Moray average throughout this area. The exception to this is Kinloss which may be expected due to the army barracks.

Lower levels of full-time employment in the more rural parts of this area are offset against a greater prevalence of self-employment and Logie has the highest percentage of people working for themselves in Moray. These same areas also have the highest percentages of people who work from home, and in three out of four cases there is also a match with employment in the agriculture, forestry and fishing industry which in some cases is seasonal employment.

The evidence indicates there are more opportunities for employment in managerial/professional occupations in this area than elsewhere in Moray. This may again be influenced by the presence of the army barracks and the Findhorn Foundation which have the highest percentages of associated professional/technical and

professional employees, respectively, in Moray. Together with managerial positions there is also a slightly increased rate of employment in these two occupation categories throughout the area. This might link with the higher levels of attainment amongst the adult population. It would also suggest relatively higher levels of income. It is important to recognise, but difficult to quantify the impact of the Findhorn Foundation and Kinloss Barracks on the local community. These two agencies increase the diversity of the area and are responsible for a significant level of economic spend through increased visitors to the area, level of educational attainment of employees and through employee spend

The latest SIMD data shows a varied level of deprivation in the town of Forres in relation to income and the three most common occupations in the town further illustrate this variation: skilled trades, associate professional and technical, and elementary occupations. Being the main town in the area and also a neighbour to Kinloss Barracks it is perhaps not surprising that these particular occupations come out on top. In addition the town has slightly higher percentages of people who are retired and also who work part time that the Moray average. Together, these factors suggest that the income levels in the town may be lower than those in the more rural parts of the area.

On average locally women earn less than men and although this is also a national issue, the gender pay gap is greater in Moray (and is the highest gender pay gap within the region). The lower levels of pay amongst women are not only influenced by vertical segregation and the levels of jobs that women tend to work in, but also by horizontal segregation and the types of jobs they are in employed in. This includes part time work as well as working in sectors and roles which are typically classed as lower value, and which are often undervalued, contributing to underemployment. This is in spite of women tending to be more highly qualified than men. Underemployment (where an individual's skills are under-utilised in the workplace) is a major issue for women, manifesting itself in different ways and preventing women from reaching their full potential and delivering their maximum economic contribution. (HIE 2017). Through our work in developing projects and activities in the area, we will provide opportunities for employment and development for a range of individuals.

Education

Each of these areas has above average levels of adult qualifications. Levels of attainment vary across the area with Alves and Findhorn performing above average and Kinloss and Forres below average in this respect. Post-school destinations also vary with choices reflecting levels of attainment; for example, Higher Education and Further Education are the most common choices in Alves and Kinloss respectively. Employment is also a relatively common choice across the area.

The education level of the adult population (aged 16-64) of this area is generally on a par with that of Moray, the town of Forres being an almost perfect match. However

each of the six areas in this area is above the Moray average in respect of degree level (and above) attainment.

More recent levels of attainment in parts of the area are roughly in line with the Moray average at both S4 and S5 level. Alves is an exception to this with students performing significantly above the Moray 'norm', particularly at higher level. Students in Findhorn also perform well and in fact a higher percentage achieve five higher level exam awards here than in Alves. In contrast, performance at Kinloss is below average in some aspects of school attainment.

Attainment levels in the town of Forres rise above the Moray average at S5 and this translates into an uptake of Higher Education destinations. While both Forres and Findhorn have slightly higher percentages of school leaver unemployment there do appear to be good levels of employment opportunity elsewhere in the area. Work is a relatively common positive destination in three of the six areas in this area.

As with many rural areas Forres experiences the reality that many young people leave here to study and work elsewhere (including the central belt), through our work we are actively supporting the principle of finding ways of developing opportunities for young people through social enterprise development and widening employment opportunities.

Health and social care

There is a high prevalence of mental health challenges locally so FACT is continuing to develop partnership with Moray Well Being Hub as they believe: "A focus on 'mental wellbeing' rather than 'mental illness', or even 'mental health' is important in promoting engagement, possibly in particular among males who are generally more difficult to engage, and is important in setting the tone for the wider cultural change that is intended to be impacted, partly through changing the language traditionally used around mental wellbeing." Findings from MWH project, Learning and Evaluation Report.

We aim to be as inclusive as possible and provide opportunities and systems for engagement and supporting this drive for wider cultural change.

Anti-social behaviour / crime

Levels of anti-social behaviour are generally low in comparison with Moray. However, the town of Forres has a higher percentage of both noise-related and rowdy behaviour complaints, and Dyke has relatively more incidents of neighbour disputes. In contrast to the town of Forres where crime rates are significantly higher than the Moray average, and Alves which has seen an increase in recent times, the more rural parts of the wider area have a much lower crime rate.

Access to services

The latest SIMD data ranked four of the area's six areas as deprived in relation to access to services. There are significantly higher percentages of multiple car ownership in the more rural parts of the wider Forres area.



Evidence of Need

The Need

The need for the project has been identified through profiling the area, consultation, a comprehensive programme of pilot activities and from our experience in managing the facility since July 2018.

Forres and the surrounding area has been developed over time by the varied dynamics of the Findhorn Foundation and the Kinloss military base. Evidence shows that there is a very varied community that works and lives in Forres and a need to bring a diverse range of people together under a sense of community. FACT, as a well-established community anchor organisation located centrally in the High Street is ideally placed to host and deliver activities for the benefit of the whole community. To do that there is a need for a single anchor organisation based in a community owned space that will stimulate services for the whole community.

There is a statistically higher ageing population in the Forres area than the Scottish average and through our Older Persons project we identified a need for delivering activities to help reduce social isolation amongst older people. Findings by the Moray Health and Social Care Partnership has identified that this has the potential to have a significant impact on what delivery will look like in the future. In addition Community Planning Partnership record more individuals living alone or acting as unpaid carers in our area than would be expected in comparison to the national average. The Town Hall provides us with a base to build on our current programme of activities and to work in partnership with other agencies and the wider community to provide services which address the needs of older people.

In recent research carried out for the Moray Community Planning Partnership in April 2019 to help identify communities requiring locality action plans, 8 indicators were used to provide a ranking of vulnerability – child poverty, attainment, positive destinations, out of work benefits, crime rate, emergency admissions, early mortality and depopulation. From this data an area in Forres was identified as being the fifth most vulnerable in Moray with particular issues around child poverty and attainment. Through initiatives such as the Food Larder we provide through our work with Moray Food Plus as well as our connections with the Forres Area Forum we are willing to be involved in future locality plan work and identify the needs for the future especially around young people and opportunities for employment and training to support our local economy.

Jobs and purposeful activity for young people also emerged as a key need in the area, without which there is a danger that young people will drift away to the cities. Our area has low unemployment levels but a higher number of those on a low wage and working seasonally due to the type of work on offer through tourism and farming. Through developing the Town Hall and supporting social enterprise and entrepreneurial activity we are in a strong position to help increase the range of employment opportunities on offer.

Consultation and Strategic Fit

The Forres area has the benefit of many different consultations and strategies over time. The elements of research undertaken so far are summarised below;

- Community led and researched strategic plans. Over 100 people attended a community event in 2014
- Representatives from Town Hall User Groups attended a facilitated stakeholders event in 2017
- Local survey in 2012, 2015/16 and 2017/18
- Many local organisations in one to one interviews
- Strategic Review
- Case Studies- we have undertaken several case studies with our clients and volunteers and a sample of this can be found in Appendix C
- Competitive / Partner analysis
- Planning for Real Consultation 2016 – 2017 over 3,000 responses to a range of community issues and needs
- Moray Health and Social Care Community Engagement activities - July – September 2017 over 100 people attended the two meetings. It is important to note that people reported that they don't know about what is available and where to get the information they need. The Town Hall is centrally located to reduce this issue.
- Forres 2020 Vision – a wide ranging overarching planning for real process that covers Forres and focusses on the buildings, open spaces, heritage and outdoor potential of our area.

Although some of these individuals will have engaged more than once, we have estimated at least 300 people have engaged in the research so far.

Developing Our Idea - Stakeholder Event

This was independently facilitated and held on the 20th July 2017 in Forres. 23 people representing the following organisations were present;

- FACT
- Forres Heritage Trust
- Forres Camera Club
- Varis Players
- Forres Royal Scottish Country Dance Society
- Film Forres
- LDN Architects (to offer an opportunity to view and comment on the draft plans)

The meeting was held to specifically explore the viability of Forres Area Community Trust (FACT) bringing the community together to manage the Community Asset Transfer (CAT) of Forres Town Hall from Moray Council in close contact with regular and current user groups of the Town Hall.

It was noted that currently the venue is underused. The Town Hall should be seen as an asset and not a liability and the community taking control would offer a significant opportunity to change the nature of the town. It should be noted that one reason for the underuse of the building is due to the increase of fees charged to the users. Anecdotally we have heard that groups have left the building due to the increasing costs. Current users feel the building is expensive to use but have nowhere else to go, as this is the only building of this size available in the area. This increase in fees has been deemed necessary by Moray Council as their costs increase and they do not have the capacity to promote and develop the building.

We have undertaken various learning visits to other community hubs to learn from their experience and that alongside the stakeholder event, presentations and meetings has informed our plans for progressing the project.

We work closely with the 6 other community organisations in Moray who are also pursuing CATs of halls and community centres. We have been active participants in the programme of support developed by Moray Council Community Support Unit for the groups undergoing this process. This has included session on topics such as volunteering, licensing, social enterprise, business planning and learning journeys.

FACT commissioned LDN Architects to explore the potential of Forres Town Hall. Three options were presented as a means of demonstrating the potential, using plans and sections colour coded. Key Features that stakeholders supported for the building were;

- Performance Space for events and cultural activities, it is used throughout the year but could be busier
- “Common Good Ethos” – it is a Common Good asset for the people of Forres
- Smaller Lesser Hall - has a great deal to offer in the way of heritage in the building
- Income Generation - there is potential for offering a wider range of services and activities once it is refurbished, it must ‘pay its way’
- Accessible – Welcoming to All - the building must be accessible to as wide a range of the community as possible
- “Market Need”: - the Saturday Coffee Mornings are an important part of what is offered as a key in addressing social isolation with over 100 people attending each week, many of which are older members of our community
- Avoid Displacement of other services and organisations – we are attracting interest from groups who need a base and will need to move in the future
- High Street Façade – this needs to be retained as is important as part of the conservation area
- Multipurpose spaces – provide facilities that can be used for a variety of activities
- Promotes Co-Working & Collaboration between all Forres area organisations

Challenges of a community run Town Hall

- Long term volunteers – FACT is developing a strong volunteer base, however issues in regard to succession planning as volunteers get older and retire/ move on is being addressed by the outcomes of our Community led Grant from the BLF and the developing volunteer programmes we are offering
- Having paid staff – moving away from being grant dependent and towards sustainability through trading
- Breadth of use - marketing and developing the capacity of the facility when it is refurbished and increasing accessibility and availability
- Partnerships/collaborations/umbrella organisation – FACT as the anchor organisation will need to ensure that we continue to listen to the needs of users and tenants, continue the steering group and continue the process of consultation
- Involving younger people –through our youth project Moray Council, Findhorn Bay Arts, engaging with local schools and the St Leonard’s church projects
- Staying open when needed- providing ways of ensuring access through engagement with Moray Council and other stakeholders

Forres Town Hall is a very important part of the facilities that the Town Centre has to offer. We know that by refurbishing the building as part of the overall regeneration of the High Street we are developing this building as a focus for people to experience more cultural activities, opportunities to come together to learn, try new activities, experience new cultural ideas and to socialise. We hope that by making the Town Hall more accessible and available it will have a positive impact on the other facilities and services on the High Street. Other case studies demonstrate that if you increase the cultural and heritage aspects of your High Street and diversify what is on offer, it is possible to ‘turn the High Street around’ and make them more vibrant and viable to business and community activity.

Forres Community Survey Report (January 2012)

The biggest concern amongst local residents of the area was appropriate job opportunities (especially for young people).

80% of respondents felt part of their community to a ‘great extent’ or ‘some extent’. The sense of belonging to a community was highest among people who were actively involved in community groups and activities. 41% of the sample were actively involved with the community in some way. The remaining 59% of people were either aware of community groups but did not take part, or were not aware of any community groups. This is a strong asset that we will want to build on.

62 respondents (12% of the sample) indicated that they were thinking about moving away from the Forres area in the foreseeable future, i.e. within the coming three years. Those who were thinking about moving away were then asked what would be the main reasons for leaving the Forres area. Lack of jobs was the highest response.

As stated earlier the Forres Town Hall is a well-loved and valued community resource. It is true that it has not had the level of investment needed to keep the building in good

condition, preserving the heritage value of the facility and to ensure it is up to date in regard to the facilities needed for the 21st Century, that said it is a building that has a lot of potential to serve the community of Forres long into the future.

Through working together and attracting the funding needed to upgrade and refurbish the building to make it fully accessible and fit for purpose. By diversifying what is on offer in the building we will provide opportunities for organisations to work together, provide volunteering experience, increase capacity and provide training and employment opportunities across a wide range of services including event management, digital services, cultural and heritage activities and community development. This will increase community engagement for residents and visitors, widen the scope for available employment and provide activities that maybe new to the participants. 3. Operational Delivery of Products and Services

We have received numerous letters of support, including ones from Forres Heritage Trust, Findhorn Bay Arts, Re Boot and Town Hall Users – see Appendix D.

We have given talks to a number of group including Findhorn & Kinloss Community Council, Forres Community Council, Dyke Community Council, Forres Rotary and the Trefoil Guild about our plans. When we initially leased the building we met with members of the local community to explain our plans and what we hope to achieve. To date the local feedback has been positive with local residents giving us a great deal of unsolicited comments about how pleased they are that the Town Hall is remaining open. More recently we held an open day for local residents in November 2018 which was attended by a range of individuals and organisations and received excellent feedback about the work we are doing.

FACT has forged strong relationships with business communities and has received in kind and monetary contributions to the value of £5,000 from businesses - see Appendix E for breakdown.

Community Benefits

Any requested discount from the valuation needs to be justified by the delivery of additional commensurate outcomes, as required by the Disposal of Land by Local Authorities (Scotland) Regulations 2010. Benefits must be in at least one of the following areas:

- a. economic development
- b. regeneration
- c. public health
- d. social wellbeing
- e. environmental wellbeing

The Community Asset Transfer of Forres Town Hall into community ownership by FACT does meet the expectations of the legislation to achieve at least one of the benefits as listed above. Following a review of our aims and objectives, the projects we are delivering and our understanding of the areas we believe this transfer will deliver the following benefits:

Social Benefits

Community Benefit (Social wellbeing)

- To support and initiate activities which help to improve the social and health indicators for Forres – particularly those which address the identified issues around child poverty and attainment. To be an active partner in any future locality planning work, through the provision of facilities in the Town Hall and development of activities and services.
- Reduce Social Isolation and increase community cohesion by providing a range of services and activities that directly address this issue through our befriending service and the activities that are offered including gentle exercise, arts, reminiscence and external groups that use the building including a church group, OAP group and Film Forres
- Offer opportunities for partnership working with TSI Moray, Moray Well Being Hub and others to provide a venue and resource for use by the community and the relevant agencies/ organisations to meet the needs of our community and increase well being
- Increase our cultural capital, through increasing opportunities for arts, culture and heritage activities in partnership with Findhorn Bay Arts, Universal Hall Promotions, Highland Theatre and Forres Pipe Band
- Improve and increase opportunities for employment through enterprise development, our volunteering programme and training initiatives delivered by ourselves and other partners

Support and engage with existing groups and organisations

- Provide opportunities for communication, engagement and joint working with current groups via the user group forum

- Provide opportunities for volunteering and engagement with the community in partnership with Forres Events Limited and Forres Features Limited
- Attract additional funding to deliver training as needed by the local groups (First Aid, Customer Service, Marketing etc)

Work in partnership with promoters/ activity providers and other professionals

- Ensure the building has the necessary licences (cinema and public entertainments) to enable events to be carried out as needed with the minimum of additional expense
- Provide good quality lighting and sound equipment for use by the groups and theatre companies that want to use the venue
- Provide access to a network of local providers and specialists as needed by the incoming artists
- Work in partnership with Findhorn Bay Arts, Universal Hall Promotions, Film Forres and others to deliver a programme of cultural activities across the year
- Increase access to services and provide facilities for agencies to use in regard to a venue and resources for consultation events, signposting and activities
- Increase accessibility and use of the building by providing wi-fi, baby changing facilities, training aids

In the 2012 survey, 41% of the sample were actively involved with the community in some way. The remaining 59% of people were either aware of community groups but did not take part or were not aware of any community groups. Across Scotland, volunteering sits at around 27% so there is a higher level of participation on this community. This is a strong asset that we will want to build on. We will offer up numerous volunteering opportunities from reception to events management, fundraising and marketing to volunteering in the many community organisations based there.

This project is operated and led by FACT, the local development trust, which is totally community owned and controlled. Having this space will boost the organisation as the local anchor organisation and will strengthen our position in local decision making. Not only are we taking development into our own hands, developing space for events, culture and enterprise, but we will also become the de facto organisation that regional and national policy makers will come to influence service delivery locally. We are the best conduit to local people because of our links and networks.

Building our skills in asset management will lead to other facilities and new initiatives across Forres and the wider rural area being transferred to community ownership.

Economic Benefits (Economic Development and Regeneration)

As a social enterprise and Development Trust, FACT is committed to developing income streams that continue to increase our sustainability whilst taking advantage of our charitable status to reduce our running costs and maximise the resources we have.

Reduce running costs and overheads for the building

- We have achieved this by negotiating lower costs for the energy contracts of the building, carrying out energy efficiency measures including installing secondary glazing in places, door brushes and monitoring energy use in the building with the users, we will continue to improve the building and the costs associated with it
- Negotiate cheaper insurance for the building and ensure that all users have their own insurances for their activities, thereby spreading the load across all users as much as possible
- Use volunteer labour where possible to carry out basic repairs and maintenance, as well as taking advantage of free advice and support where offered

Promote the building availability and booking facility

- We have employed a marketing graduate to develop the Town Hall brand, website and create the opportunity for online booking for users which will reduce the need for extensive administration and reduce costs whilst increasing the use of the facility
- Promote the building availability, activity within and offer support to users to increase their numbers and maximise the income generating potential of the venue
- Offer incentives to users to book the town hall as we offer reduced rates for community groups and charities and assist them in raising funds to deliver their events and activities
- Work in partnership with other nearby facilities (such as St Leonard's Church and the Tolbooth) to take bookings when they are full and need a location on the High Street
- Use social media and traditional methods to promote the availability of the building and contact businesses directly to promote the facilities on offer including wifi, training rooms, hot desking and space for conferences and events

Develop the opportunity for business / social enterprise use

- Develop and promote the hot desking facility and encourage national and local organisations to have a base in the area e.g. Development Trusts Association Scotland, Heritage Trust Network Scotland,
- Provide facilities such as good quality digital connectivity, accessible meeting rooms, refreshments, access to printing and projection equipment
- Provide affordable accommodation for the third sector and the Town Hall tenants

The regeneration of small towns is a priority for the Scottish Government and our view is that this cannot be done centrally, but can be done locally, town by town across Scotland. The Town Hall is an iconic building in the High Street of Forres and

our plan is to re-establish this as a community, culture and enterprise space that will stimulate the economy of the town, bring jobs and boosting the supply chain.

The development of the Town Hall will bring a tired public building back into a use that is relevant to local people. Rooting the Development Trust and others from the private and third sector business community creates a space that will stimulate new business and commercial opportunities for social enterprise. We will offer co-working space and hot-desking to local enterprises but hosting this within a place that has in-house business development will make a huge difference. The “coffee morning” is small but provides funding of approximately £35,000 per annum for local groups with an average income per group of £778 per week. As each tenant will have to pay, that in turn will generate need for them to develop income streams. Training, learning, conferences and business meetings will develop people’s enterprise.

There is a statistical need to develop employability and jobs in the area and we plan to boost employment not only by offering CV writing support but creating real and local jobs as the project grows.

The events space will sell tickets, and this will generate income. It will also provide additional opportunities for a wide range of social activities and increase possibilities for working with other local organisations for example Forres Heritage Trust, as we could work together to offer packages that will utilise both the Town Hall and the Tollbooth for weddings and other celebrations.

We have a clear marketing strategy aimed at increasing occupancy levels. By taking it into community ownership we have the skills and experience to turn it into a viable social enterprise.

We understand that this must be well managed, and we will achieve this through the following

1. Building up our board, increasing the numbers and the skill set, gathering the best assets within the community to do that. We are actively seeking new board members to complement the skills we have
2. We will build a staff team that will be motivated to make this work, operating to a tapering budget seeing grants reduce as trading increases. We will recruit an Operation Manager in due course with the support of a part time admin worker so there both is leadership and practical support within the context of a strong strategic board
3. We will also link in with national and regional networks and conferences, being a key part of the Moray TSI and Social Enterprise Network is important to us developing a robust organisation project that takes advantage of the learning of other organisations who have already undertaken CATs of buildings
4. External support: We will build in support from Moray TSI, DTAS and others rooted in the building and we will tap into national support such as Just Enterprise as needed.

We have a suite of professional policies and procedures and will adapt these where necessary to ensure the building is run effectively and efficiently alongside the KeyStone Award programme for community facilities.

Since taking on the lease of the building we have spent £9,883 on essential repairs and maintenance in the last 10 months. 1023 volunteer hours have gone in to repairing, painting and cleaning the building during this time. We estimate that a further £33,104 of essential work requires to be carried out for the building to remain wind and watertight. This can be broken down into the following (including VAT as we cannot claim this back): Roof repairs £15,300, Floor repairs £5,664, Battery Back Up system for the fire alarm £9,740, Cracked Lintel replacement £2,400. In addition, we know that the front of the building needs to be repaired and that the windows alone will cost between £7,000 and £10,000. Other works cannot be costed until a survey is completed and this cannot be carried out until the roof repairs are concluded.

By continuing to keep the building open means that other community groups can continue to use the facility to raise much needed funds for their activities. We estimate that this is in the region of £35,000 per annum. We are the central venue in Forres for the Findhorn Bay Arts Festival which attracted investment and economic activity in the area of over £800,000 last September and had performances by the Scottish Opera and provided a community café that was staffed by local young people.

We also provide a base for Forres Pipe Band, Scottish Country Dancers, Varis Players and FACT which alone have a combined income of over £170,000. This income to our community could be lost if the Town Hall closed as there are limited alternative facilities for groups of this kind elsewhere.

An asset transfer will also allow us to provide a base to increase and develop activities which help address the social needs of our community – particularly our partnership work with the foodbank and volunteering, IT and Older Person’s projects. It is difficult to put a financial value on the impact of this work, but it is fair to say that any activities which improve health and wellbeing, enhance skills and enable people to live independently will in turn have a positive impact on the social and health indicators for that area.

If the building closed and was not used as a community facility, Moray Council would still be obliged to insure the building and pay rates and basic maintenance to ensure that it is safe.

Business rates alone are calculated at £39,000 per annum on the building and other costs have the potential to be over £30,000 if the building is to be wind and watertight.

Monitoring & Evaluation

Baseline

The baseline for reporting will be in line with the outcomes and milestones set out in our various funding reporting requirements and the need evidenced through consultation locally. FACT will endeavour to create a reporting system that will suit several funders and the wider community, something that is not resource intensive but that enables good reporting of the difference we are making in Forres. In addition to our formal reporting requirements for funders, we produce an annual report for our members and the wider community.

Process

A monitoring report will be presented to each board meeting outlining progress towards each outcome. This will allow us to track if milestones have been achieved on target and address issues if the milestones are off track.

We will record and report the following:

- Recording total footfall including details of the user groups and tenants of the Town Hall.
- Recording numbers of attendees of these user groups
- Numbers and nature of volunteers who support the team.
- Board Members and their roles showing the diversity in age, gender and skills
- Numbers of members of FACT itself and the people being attracted to the board and other management groups will be monitored. This relates to numbers but also range. We are very keen to have users on the board but also a range of ages, backgrounds and genders.
- Numbers of social media followers' responses and feedback where immediate feedback can be tracked quickly. Our marketing plan will identify feasible targets for numbers of followers, numbers of likes etc. We will work towards a smarter use of technology and will monitor the success of this.

Methods of Recording:

- User surveys which will be kept simple and used on a regular basis. These will be compared with the baseline information. These will be largely on-line so can be completed on phones or tablets very quickly.
- Comments box and comments book will allow for new ideas to be recorded easily. We will use Facebook and a page on our website to facilitate this electronically.
- Focus Groups – for more detailed qualitative feedback, on an annual basis to understand any current issues or areas for development

Impact

We know from feedback from our volunteers and clients that the work we do makes all the difference to them. In the last 12 months alone, 3 of our clients have gone on to employment and 15 into further study including ECDL courses, the Learning Steps programme and Learn My Way online programme.

Strategic Impact

National

Scotland's Economic Strategy

Investment

- We provide a community based approach to the provision of our service and activity work, attracting grants and resources, fostering partnerships which benefit our area
- We provide training and support to our volunteers, staff and users to increase the skills available in our community

Inclusive Growth

- Our volunteers support those looking to enter or return to the job market
- Our training programme provides skills and qualifications to those volunteers and clients looking for work. This includes those volunteers that are currently not in education, employment or training

Scotland's National Performance Framework

The framework is for all of Scotland. The framework aims to:

- create a more successful country
- give opportunities to all people living in Scotland
- increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth

It aims to reduce inequalities and gives equal importance to economic, environmental and social progress.

The values guide the approach to government and public services in Scotland.

- treat all our people with kindness, dignity and compassion
- respect the rule of law
- act in an open and transparent way

National outcomes

To help achieve its purpose, the framework sets out 'national outcomes'. These outcomes describe the kind of Scotland it aims to create.

The outcomes:

- reflect the values and aspirations of the people of Scotland
- are aligned with the United Nations Sustainable Development Goals
- help to track progress in reducing inequality

These national outcomes are that people:

- grow up loved, safe and respected so that they realise their full potential
- live in communities that are inclusive, empowered, resilient and safe
- are creative and their vibrant and diverse cultures are expressed and enjoyed widely
- have a globally competitive, entrepreneurial, inclusive and sustainable economy
- are well educated, skilled and able to contribute to society
- value, enjoy, protect and enhance their environment
- have thriving and innovative businesses, with quality jobs and fair work for everyone
- are healthy and active
- respect, protect and fulfil human rights and live free from discrimination
- are open, connected and make a positive contribution internationally
- tackle poverty by sharing opportunities, wealth and power more equally

Using Forres Town Hall, FACT can contribute to the delivery of these national outcomes through developing and delivering our range of projects including the Forres Online Digital Inclusion project, the Cameron's Champions befriending service for older people and the continued development of our volunteering programme. This is designed to deliver an exemplary schedule of support and training for all volunteers that we engage with. We also work with other community organisations to build their capacity and support their volunteers.

HIE Operational Plan 2018 -2019

The purpose of HIE is to generate sustainable and inclusive economic growth across the region. The vision is for the Highlands and Islands to be a highly successful and competitive region in which increasing numbers of people choose to live, work, study and invest. They have an ambition that by 2030 that the area be recognised for the following characteristics in all parts of the region:

- A distinctive, place based economy
- An innovative, productive and internationally competitive business base
- Resilient and resourceful communities that are empowered, capable and inclusive
- A growing population, particularly through the attraction of more economically active and young people
- Well connected, with fit for purpose digital and transport links
- A vibrant and distinctive culture

The most applicable priority of the HIE plan that relates to FACT is the Strengthening Communities strand, which aims to support the growth of the social enterprise sector, and enabling communities, particularly in remote and rural areas, to make a significant contribution to place based development.

There are 3 priorities within this strand that are key to the work that undertaking the asset transfer of Forres Town Hall by FACT supports and they are:

1. Continued support for the social enterprise sector. We will work collaboratively and develop new mechanisms to support social entrepreneurs to exploit commercial opportunities that deliver economic and social impact.
 - Forres Town Hall is an essential part of the fabric of Forres Town Centre both physically and as a centre that addresses needs within our area such as reducing social isolation. By increasing the use of the building, developing the brand and marketing the facility we can exploit the commercial potential of the building
2. Embedding our refreshed community-led programme to ensure we are fostering increased ambition within our communities and accelerating project implementation. Our interventions will provide specialist support through a new framework, supporting 'on the ground' delivery and enabling communities to realise sustainable and inclusive ambitions;
 - Taking on the asset transfer of Forres Town Hall is an ambitious project and this has been recognised by HIE as such, with the strength of our ambition for the project seen as a positive force going forward
 - The support of HIE means that we have access to the specialist support as needed to complete the CAT
3. Community asset ownership, which remains a cornerstone of our community-led development activity. Whilst there are more routes to ownership than ever before, we will focus our efforts on the sustainability of asset-based enterprises. This will include targeted post-purchase investment, support to ensure robust governance arrangements and reviewing ownership structures to maximise financial viability.
 - Forres Town Hall acquisition and ownership is one step in the development of FACT, we have the advantage of the advice and support of the Scottish Land Fund, our HIE account manager, the skills and experience of our board and the enthusiasm and commitment of the Forres area community
 - We have a robust system of financial management and the support of a skilled treasurer, trained financial administrator and an accountant that oversees the independent assessment of the accounts each year

Alongside the Strengthening Communities strand of work, we have also supported a Scotgrad placement this year in partnership with 1 other social enterprise and 2 tourism businesses.

Tourism Scotland 2020 Strategy

In addition, our community tourism work has supported the work of Moray Speyside Tourism and the development of the Tourism Business Improvement District along with encouraging the development of local partnerships.

SG - The Town Centre Action Plan

This encourages the development of small to medium sized towns across Scotland.

Community Empowerment Act

This Act supports and legislates for community asset transfers and community ownership of assets.

SG - The 10 year Social Enterprise Strategy and Action plan

This promotes the social enterprise model we are using for long term sustainability of social impact.

Regional

Moray 10 Year Plan (Local Outcome Improvement Plan)

Growing, diverse and sustainable economy

- Supporting local businesses through both the use of their products and services but also signposting clients and users.
- Offering training for those furthest from the workplace to enable them to get back into work.
- Contributing to the vibrancy of Forres Town Centre as we develop a programme of activities and events that bring people on to the High Street and into the businesses there.
- Increasing opportunities for employment through developing and delivering projects for community development that create jobs. FACT currently has 6 part time staff and 1 full time graduate.
- Provision of high quality volunteering opportunities with mentoring in skills such as customer service, event planning and administration, FACT hold a voluntary friendly award and have a proven track record of assisting people into employment, training or education.

Empowering and connecting communities

- We have 30 registered volunteers plus a database of over 70 volunteers who help on an adhoc basis when needed.
- We provide training and support to volunteers on a regular basis, FACT provides a social network and gives people a sense of purpose and belonging whilst supporting

them to grow in confidence and skills and to pass these on to those they mentor.

- The training and support we offer helps people to return to employment or enter further/ higher education.
- Some clients have long-term health conditions such as anxiety, depression or a physical disability. Our programme of engagement enables them to meet new people and for us to find them the support they need or signpost them to the right agencies.
- As an anchor organisation for the Forres area, we work in partnership with a number of organisations to deliver a range of services and activities that benefit the area.
- Our partners include TSI Moray, Moray Well – Being Hub, Findhorn Bay Arts, Forres Heritage Trust, Forres In Bloom, Forres Area Forum, Department of Work and Pensions, Moray Speyside Tourism, Moray Town Centre Partnership, Forres Tourism Network, Forres Sports Hub and Moray Council. This list demonstrates the range of partners we have and the diversity of our approach to enable us to connect and work with our community. We support and engage with over 50 groups that use the Town Hall to varying levels. The ones we engage with on a regular basis include Forres OAPs, Forres Pipe Band, ReBOOT, Moray Waste Busters, Film Forres and the Varis Players.
- We are a member of a range of organisations including the Moray Federation of Halls and Community Associations, the Heritage Trust Network, Development Trusts Association Scotland and the Scottish Befriending Network.
- FACT's projects including the Cameron's Champions Older persons befriending project, Forres Online digital inclusion project and the Skate Park project all stem from consultation and engagement with the local community and are being developed with the aim of increasing the opportunities for empowering and connecting our community.

Moray Economic Strategy - 2019

The vision of the Moray Economic Strategy is to have:

~~“A place that is thriving because of an increasingly diverse economy and a growing population that celebrates success and values both education and training. A distinctive and ambitious place that generates opportunities for everyone which in turn helps to drive up average earnings, retain balanced demographics and encourages strong communities to flourish”~~

It also states a desire to “Promote opportunities for central area office provision to support business service development”.

- The social economy and the contribution that FACT can make to this aspect of the Economic Strategy should not be undervalued. In the Forres area alone there are over 200 different types of community and third sector organisations. They range from small social groups such as parent and toddler groups to large social enterprises. As the anchor organisation for area, FACT work with a wide range of

organisations to help them source funding and resources, identify training needs and work with them to build their capacity.

- FACT offer space for hot-desking to both local and national organisations and the development of the Town Hall is integral to this resource being developed. We have 2 hot desking tenants at the moment with plans to grow this strand of the business further
- We have helped organisations such as Moray Waste Busters build its capacity through facilitating its development and plans for expansion. Our direct intervention has helped Waste Busters bring in over £150,000 worth of additional funding to its organisation over the last 2 years
- Our digital inclusion project has enabled us to support those furthest from the work place back into work, through offering assistance in developing CVs and applying for jobs and offering bespoke training to those who need it. We aim to continue this project as we occupy the Town Hall. With this aim in mind we have used developer contributions to install fast broadband into the building to increase the facilities on offer
- FACT is a membership led organisation with the board elected from the membership on an annual basis. All our directors live locally, contribute to the community and have a wealth of experience and knowledge that they are willing to share

Spirit of the Community document (2014)

Following the changes and recruitment of new Community Councillors in both Findhorn/Kinloss, Finnerne, Dyke & Forres, and through attending monthly meetings of Community Councils, Forres Area Forum & Forres Area Community Trust, it became apparent that each was working on similar themes and keen to engage with the community. Representatives from the three organisations were brought together along with Age Scotland, a local minister, a youth representative and local business people to form a planning group to support an event called 'Spirit of Community - Coming Together'. Over 100 people attended the event. Key points raised were that there needs to be;

- Better communication of what is on offer
- A central location for information sharing and for people to meet as a catalyst for change
- A directory of community contacts that can be easily updated as details change
- Opportunities for various ages to come together
- Ways of addressing isolation within our community (especially for older people)

It was also noted that any projects / activities we undertake need to be affordable, sustainable and accessible, promoted and communicated as widely as possible.

There is a plan to repeat this event in Autumn 2019.

Forres Area Growth Plan (2013)

This plan notes lots of positive assets in Forres but also identifies issue to be tackled, in particular the increasing older population and the need to create a strong resilient community that can look after its own.

Town centre renewal and economic development was also key. This plan was based on the 2012 survey and other consultation and sets out a range of proposed initiatives;

- Town Centre Renewal
- Culture and Heritage
- Youth
- Skills Development and Employability
- Asset transfer
- Food
- Transport

These themes have been adapted to fit our current priorities and the changes that our community has experienced in the last 5 years.

Moray Council's Planning for Real programme - Greener Spaces Forres 2020

This programme was led by Forres Community Council and supported by FACT and the Forres Area Forum. In total, over 300 members of the local community attended the model building phase of the project and another 400 took part in the consultations. The process highlighted the issues, needs and solutions related to green spaces, public land and buildings in the area.

5. MARKET

Core Users and Services

Main Hall

Events

The hall will continue to be used for a variety of events including concerts, film nights and social gatherings. There is already a track record for the hall being used for events e.g. Findhorn Bay Arts, Universal Hall Promotions, Highland Theatre and Drumduan School.

Drop in Coffee Mornings

The very successful Saturday coffee mornings are operated by local community organisations on a rota basis principally as a route to generating funds. They have in addition, become a deep rooted and valued part of the community, bringing people together and building social capital. Around 100 people attend on average and we would look to consolidate and build this model which is working well.

A cross section of people come to the Town Hall on these days and we will use this as a gateway to attract people into other services.

Upstairs Facilities and Lesser Hall

Enterprise Development and jobs

There is a focus on small town regeneration, economic development and jobs which will be delivered by the co-ordination of the following tenants providing services from one site;

- FACT itself will have a base and they are developing a consultancy arm that specialises in community development and regeneration in the local area. They will build upon their strong relationship with local social enterprises and community groups to both develop ideas and consider taking on other local assets.
- Co-working and office space will be let to local Social Enterprises who will occupy business units in the centre increasing our capacity as a community addressing key local issues and needs such as social isolation, health and well-being and digital inclusion and activity.
- Cultural events - through working in partnership with Findhorn Bay Arts, the Town Hall will increase the cultural offering available to the Forres area including excellent theatre, music and events not found elsewhere in Moray.
- Forres Business Association and other business support organisations such as Business Gateway will bring businesses together and stimulate a better local economy. Whilst these are not third sector or social enterprise specific, they will welcome and nurture local social enterprises and support the growth and diversification of the economy that will provide jobs.

It has been noted that there are over 300 small business in the area which would be eligible for support from these agencies. FACT can signpost and work in partnership with these services as needed.

Arts and Culture

As well as the cultural events noted above the following groups also use the venue on a regular basis;

- Craft Groups including Forres Crafters who run a craft fair at least twice a year.
- Film Forres.
- Forres Camera club
- The Forres pipe band
- The Scottish Country Dance group
- The Varis Players, a local dramatic society
- Findhorn Bay Arts

We have recently created a gallery space in the reception area to display the work of local groups and artists.

Third Sector Users

We provide space for a range of third sector groups that includes

- Youth Organisations
 - The Pensioners group will utilise the space from September to March and they have around 70 members
 - Moray Well-being network
 - The Recovery Network
 - Forres Community Activities Association, a community group organising social events for residents and visitors of the Forres area to enhance community spirit and preserve local traditions, will use the large hall regularly during the year for such things as tea dances, Scottish Week and other events.
 - Forres in Bloom don't currently have a base but are a highly active organisation committed to making the town a better place to live and work. They will become a key anchor tenant.
-
- Transition Towns Forres have equipment to support community events and require a point of contact in the town centre.
 - Moray wide organisations and Forres area community groups
 - T-Exchange - they are a group of "unlike-minded individuals, living around the Moray Firth - and further, who want to make their own or joint way with creative thinking, practical skills and new or old technology to make innovative objects and devices." They are keen to support science and technology at a local community level.

Competitors

Food and café

As we have no intention of duplicating services that already exist locally and as Forres already has many cafes and caterers, we have no plans to develop a commercial community café. However, we will encourage the use of these local providers to users of the building.

Community, Events and Enterprise Space

We believe we will complement the services available at other venues locally and regionally.

Forres House Community Centre is busy with a range of clubs and sports but it has very little to offer in the way of office space for use by organisations that are not part of Moray Council. We aim to provide contemporary services for use by all residents and organisations in the Forres area including an opportunity for those organisations to have a town centre presence and be able to showcase what they have to offer.

There is an Enterprise Park on the outskirts of Forres which is aimed at a different and more commercial customer base. They do offer desk space aimed at businesses of a technical nature.

The Findhorn Foundation have a number of social enterprises based there one of which, Ekopia, have recently built, The HIVE, a facility that will house 7 businesses which is already fully occupied. We are working closely with Ekopia to ensure that we offer complimentary services and can work collaboratively in the future and avoid any duplication.

In Elgin there is some managed work space (at Park Business Centre and on the High Street) but it is for small business who can afford this level of rent for such a service and these are full at the moment with some anecdotal unmet demand. TSI Moray is also based in Elgin and they have one meeting room and no space to let for groups.

The Tollbooth in Forres is already under community control through a Community Asset Transfer in 2013. It has a small amount of space but is principally used for heritage purposes. FACT and Forres Heritage Trust are working in partnership on another project about Lord Strathcona and we have had informal discussions about the potential of working together on providing other joint services such as provision of a venue for wedding receptions as working together we can offer something different to else is on offer locally. More market research is needed in regard to this idea, and this is something for the medium term.

6. PROMOTION

We have a comprehensive Marketing Plan that can be found in Appendix G, but it is important to recognise that the key features of the Town Hall brand will be:

The Town of Forres. The building itself is iconic. It represents Forres and is high profile and a positive representation of the regeneration of town pride.

Owned by the community. Moving a tired building which has lacked investment to a new renovated space that is owned by the community is a positive message to convey in the brand.

Partnership Making an effort to work alongside others to ensure everyone thrives and there is no duplication is vital and a strong message

Making a difference. With a strong vision, this is a place that will be the catalyst for change across a much wider area.

Branding. We will take advantage of the HIE graduate programme to assist us on developing the brand for the Town Hall. This may involve an external designer will develop the Forres Town Hall 'brand'. This will be fundamental to everything from colours to use in the website to tone of voice of blogs and e-newsletters.

We will ensure any new brand fits within the wider brand architecture of FACT itself and some work may need to be done there (and funding sought).

FACT takes full advantage of all social media opportunities through Facebook, our website, Twitter and Mailchimp (bulk mailing cloud based system). We contact our members via email, newsletters, direct mailing, the local newspaper, posters, leaflets, social media and word of mouth.

We promote our activities and those relevant to the area through the Forresweb website, displays in our office, poster campaigns and through our networks such as TSI Moray and the Forres Area Forum.

Awards and press

~~FACT was awarded national recognition for work with volunteers in November 2018 - the Volunteer Friendly Award.~~

We were nominated for a Community Impact Award in 2017 at the Moray TSI Community Awards event in the Autumn.

FACT is well supported by the local media and events and developments feature regularly in the Forres Gazette.

We also send press releases to Inside Moray and have a busy Facebook and Twitter presence.

Examples of our press coverage can be found in Appendix H.

7. FINANCE

FACT Previous Financial Performance

The table below is a summary of the previous 3 years income and expenditure statements for FACT:-

	Yr to 31.03.17	Yr to 31.03.18	Yr to 31.03.19
Incoming Resources			
Grant	108,775	126,278	137,594
Earned Income	11,120	11,570	38,082
Total	119,895	137,848	175,676
Resources Expended			
Charitable activities	67,740	118,043	163,315
Total	67,740	118,043	163,315
Net income/expenditure	52,155	19,805	12,361
Funds carried forward	67,298	87,103	99,494

Below is a summary of the previous 3 years balance sheets for FACT:-

	Yr to 31.03.17	Yr to 31.03.18	Yr to 31.03.19
Fixed Assets			
Tangible fixed assets	679	1,457	830
Current Assets			
Debtors	13,237	9,270	1,860
Cash	58,045	77,030	88,066
	71,282	86,300	89,926
Liabilities			
Creditors	4,664	655	5,446
Net Assets	67,297	87,102	85,310
Funds			
Restricted	51,752	59,987	67,116
Unrestricted	15,545	27,115	63,096
Total Funds	67,297	87,102	130,212

Expenditure to end of March 2019 is an estimate based on income and expenditure for the year ending 31/03/19 as the accounts have not been independently assessed.

FACT Financial Projections

These projections are based on a £75,000 cost transfer of the Forres Town Hall, Forres, currently valued at £150,000. This is subject to a Stage 2 application to The Scottish Land Fund. FACT is not seeking any financial contribution from Moray Council for planned repairs and maintenance works.

This business plan is prepared on the assumption that we will continue to operate Forres Town Hall based on minimum refurbishment and investment in the building in the short to medium term. Any major refurbishment will be subject to the availability of external funding.

Projections for FACTs overall operation can be seen on the following page and are based on the following assumptions:-

- We continue to develop and increase the number of users to the building through marketing and promotion of the facility and therefore increasing income from this source
- Accounts to end of March 2019 is an estimate based on income and expenditure for the year ending 31/03/19 as the accounts have not been independently assessed and signed off yet
- Funding from HIE is yet to be confirmed for 2021 and 2022 but we are in discussion about this and it looks positive
- Funding from the National Lottery Fund ends in August 2020, further funding will be applied for but cannot be guaranteed, therefore we have not allocated any income from this source at this point in time. Overhead contribution higher in 2019/20 due to Lottery contribution
- We will continue to undertake fundraising events and coffee mornings to increase the opportunities for income generation; this will increase in momentum as we go forward. Income is based on our experience from July 2018 and on the existing state of the building
- There is the potential for an increase in room hire if more space is added. We plan to phase the work to enable us to continue to operate and increase capacity in a measured and sustainable way.
- All budget figures are based on current budget projections (May 2019) going forward and current calculations are based on no large scale refurbishment project
- Repair and maintenance increase in 2019 due to issues identified since moving into the building
- Staff costs other than cleaner are met by FACT core funding
- Repairs and Maintenance - application has been submitted to Landfill Tax Fund for £30,000, we will hear in September 2019 at the latest. If the bid is unsuccessful then we will look to apply elsewhere and raise the funds to do the work for each item separately

The current pricing schedule for the Town Hall Hire costs can be found in Appendix I

Our projections demonstrate that we can make the Town Hall a viable proposition once it has passed to Community Ownership, however this CAT needs to be realistic as to the amount paid for the property as a discount that reflects the condition of the building in regard to the market value can be demonstrated in section on page 37.

Surpluses will continue to be reinvested by FACT to fund future operation of the organisation and to deliver the core objectives of the business increasing economic and community benefit.

The projections show a viable company with controlled governance and clear growth potential.

Forres Area Community Trust

3 Year Forecast

	Yr to 31.03.20	Yr to 31.03.21	Yr to 31.03.22
Incoming Resources			
HIE	23,807	30,000	32,000
Projects (Forres Online and Older People)	44,028	45,000	45,000
Lottery	35,589	25,420	
Town Hall Income	28,000	30,000	30,000
Community Fundraising	4,000	5,000	6,000
	135,424	135,420	113,000
Resources Expended			
LDO/Manager	29,000	29,000	29,000
Development worker	13,650	13,650	13,650
Forres Online Staffing	16,220	16,220	16,220
Administrator/reception	11,550	11,550	11,550
Cleaner	9,500	9,500	9,500
LDO training, subsistence, marketing	1,000	1,200	1,500
Forres Online Project Costs	3,000	3,000	3,000
Marketing and promotion	1,500	1,500	1,500
Town Hall Expenses	27,750	29,137	30,594
	113,170	114,757	116,514
Net income/expenditure	22,254	20,663	-3,514
Funds carried forward	22,254	42,917	39,403

Assumptions

- HIE Funding for 2021 and 2022 to be confirmed
- Project Funding - £14,843 confirmed to 31.03.19 the remainder is projected
- Town Hall Income is from room hires and rental
- Community Fundraising - coffee mornings, raffles, events etc
- All resources expended figures are based on the budget projections for the year ending 31.03.20

Town Hall Previous Financial Performance (under Moray Council Management)

Whilst these figures have been used as a basis for projections FACT operate a different business model and will strive to obtain value for money.

Property costs Forres Town Hall	2014/15	2015/16	2016/17
	£	£	£
Non Domestic Rates	12,717	12,960	13,068
Water charges	800	893	821
Property Maintenance Admin	492	482	690
Property repairs	4,857	4,588	6,085
Gas	165	169	149
Electricity	19,044	25,618	24,022
Cleaning materials	410	113	331
Washroom services	58	37	34
Telephone	321	321	331
Performing Rights	478	841	725
Advertising	0	37	36
Equipment	0	255	0
Total	39,342	46,314	46,292
Income			
Lets (Community Rate)	(12,354)	(14,831)	(16,291)
Lets (Commercial Rate)	(3,916)	(3,505)	(578)
Rents (Standard Rate)	(1,094)	(2,840)	(2,717)
Performing Rights recharges	(746)	(792)	(660)
Total	(18,110)	(21,968)	(20,246)
(Profit) / Loss	21,232	24,346	26,046
Property repairs			
High level stonework and roof repairs			1,521
Cleared detector			36
Renew concrete steps			1,114
Emergency lights repair	96	99	205
Stage lighting repairs			164
Repair broken window (vandalism)		83	
Curtain controls			44
Mixer valve (toilets)			173
Repair cistern			06
Repair seal on water heater			85
Main light circuit investigation and replacement lights etc	503		
Other reactive repairs	287	2,023	282
Fixed electrical testing	1,539		
Fire alarm and equipment servicing	190	192	263
Asbestos survey	146	198	189
PAT testing	45	45	45
Emergency lights servicing	96	96	129
Stage lighting servicing	1,443	1,475	1,265
Kitchen and gas equipment servicing	346	354	345
Gutter cleaning			96
Legionella risk assessment	120		
Other cyclical	46	23	23
	4,857	4,588	6,085
All costs ex VAT			

Town Hall Financial Projections

Forres Town Hall

3 Year Forecast

	Yr to 31.03.20	Yr to 31.03.21	Yr to 31.03.22
Income			
Income - room hire and hot desks	28,000	30,000	32,000
Overhead contribution from FACT projects	15,000	10,000	10,000
Fund raising - Acoustic Panels	10,000	0	0
Fund raising - Repairs and Maintenance	30,000	0	0
Community Fundraising	4,000	5,000	6,000
	87,000	45,000	48,000
Expenditure			
Gas	500	500	500
Electricity	18,000	18,000	18,000
Insurance	4,000	4,000	4,000
Phone & Broadband	1,000	1,000	1,000
Print Hire & Costs	1,000	1,000	1,000
Stationery & Post etc	1,000	1,000	1,000
Cleaning	7,500	7,500	7,500
Repairs and Maintenance	40,000	5,000	5,000
Acoustic Panels	10,000	0	0
Tests and licences	5,250	2,000	2,000
Other Spend	1,000	1,000	1,000
	89,250	41,000	41,000
Deficit - funded from reserves	-2,250	4,000	7,000

Assumptions

- Based on no refurbishment
- Staff costs other than cleaner are met by FACT core funding
- Income is based on our experience from July 2018 and is based on the existing state of the building
- There is the potential for an increase in room hire if more space is added. We plan to phase the work to enable us to operate and increase capacity in a measured and sustainable way
- Repair and maintenance increase in 2019 due to issues identified since moving
- Overhead contribution higher in 2019/20 due to Lottery contribution
- Acoustic Panels - application to be submitted to Developer Contributions and Common Good Fund
- Repairs and Maintenance - application to be submitted to Landfill Tax

8. RISK ASSESSMENT

The FACT board have undertaken a review of the potential risks in taking over the Town Hall and have looked at what is the impact of running the building and the risks associated with this action.

We have forecast the costs associated with the building as it stands including costs for the repair of current issues (roof, floor and battery back-up for the fire alarm system). We also know that going forward any works will have to be phased as we need to keep the building open at some level whilst prioritising safety, the fundraising programme and to ensure that we continue to have tenants and honour the bookings we have through to the end of 2020.

The board are aware of the risks of taking on the building and review the situation on a regular basis through the sub groups that exist for the building maintenance and the CAT process.

A summary of risks identified and mitigation factors can be seen below:-

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Moray Council don't transfer	Medium	Low	Possible to lease the building	Revisit options available to us	DM and board
Demand lower than expected from user groups	High	Medium	Regular communication with potential groups Building on existing contacts	Enhanced promotion and specific marketing materials. Joint initiatives with other agencies. Building up of reserves to cash flow quieter periods Develop new markets and offer incentives to tenants/ users	DM

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Low levels of volunteers	High	Low	<p>Good communication</p> <p>Use of existing volunteers and activists</p> <p>Volunteer training programme</p> <p>We are a recipient of the Volunteer Friendly Award for excellence</p>	<p>More formal policies for supporting volunteers</p> <p>Training and capacity building with groups</p>	DM and staff team, reference group, board
Loss of Key Personnel, Volunteers and Board Members	High	Medium	Good terms and conditions for volunteers and staff	Good terms and conditions for future staff	Board
Financial viability and lower than projected trading level	High	Low	<p>Ensuring no loan servicing in funding strategy</p> <p>Strong cash flows with good notes and assumptions</p>	<p>Build reserves during initial years</p> <p>Very careful financial monitoring</p> <p>Reduce staffing</p> <p>Diversification of trading</p> <p>On-going seeking of grants and contracts</p>	Board

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
FACT not securing continuation funding for projects – if you don't have core costs what affect will this have on the Town Hall	Medium	Low	FACT have a good reputation and ability to attract and manage funds. Separate budget headings and financial management provides protection to the Town Hall as we develop the project	If FACT ceases to exist then the building will transfer to another organisation with similar aims	Board
Major structural issue	High	Low	Insurance Loan funding Funding appeal to supporters	Applications will be carried out by staff and board if necessary Policies and procedures are in place to manage any eventuality in the delivery of our operations	Board and DM
Unsuccessful SLF Bid	High	Medium	Develop a good application, working with our HIE account manager and our SLF advisor	Review CAT application and offer	Board

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APPENDIX A – Staff and Volunteer Training Record

Staff Member	COURSE	PROVIDER	DATE
	Mailchimp	Canary Dwarf	Dec-18
	Cyber Sense	HIE	Feb-19
	Customer Care	World Host	Mar-19
	Cyber Security	Tuminds (TSI)	Apr-19
	Instagram	Margaret Soraya	Apr-19
	CV	Moray Works	May-19
	Explore Quality Co-working	Melting Pot Edinburgh	Jun-17
	World Host Training	People First	Aug-17
	Social Enterprise Connect Muir of Ord	Social Enterprise Academy	Dec-17
	Leadership Training ILM	Social Enterprise Academy	Mar – Jun 2018
	Strengthening Communities Conference	HIE	May-19
	Project Management	Social Enterprise Academy	Jun-19
	Worldhost Principles of Customer Service	People First	Feb-17
	Dementia Awareness Training	Alzheimer’s Scotland	Mar-17
	Sage Accounting and Payroll Profession Development Award	Inverness College	Sep 17 to Jun 18
	Mailchimp Training	Canary Dwarf	Dec-18
	Cyber Security Training	HIE	Feb-19
	Emergency First Aid at Work Certificate	Moray College	Jun-19
	Facilities Management Course	DTAS	Aug 18 – to date
	Leadership Training ILM Certificate of Leadership	Social Enterprise Academy	Jun – Dec 2013
	Worldhost Principles of Customer Service	People First	Mar-14
	Advanced Leadership Practice	Social Enterprise Academy	Feb-15
	Social Enterprise Connect Alness	Social Enterprise Academy	Dec-16
	Dementia Awareness Training	Alzheimer’s Scotland	Mar-17
	Emergency First Aid Training	Varis Training	Mar-17
	Explore Quality Co-working	Melting Pot Edinburgh	Jun-17
	Strengthening Communities Conference	HIE	Sep-17
	Understanding Social Enterprise for trading subsidiaries	Social Enterprise Academy	Sep-17

	Social Enterprise Connect Muir of Ord	Social Enterprise Academy	Dec-17
	Highlands and Islands Growing Enterprising Communities	Social Enterprise Academy	Nov-18
	Highlands and Islands Community Hall Development	Social Enterprise Academy	Oct-18
	Enterprising Leadership	Social Enterprise Academy	Mar-19
	Project Management	Social Enterprise Academy	Jun-19
	Worldhost Principles of Customer Service	People First	Feb-17
	Unleashing Compassion Conference	Good life, Good Death, Good Grief	May-19
	ScotGrad Residential Training Course	HIE	Oct-18
	Digital Marketing Training	HIE	Oct 18 – Mar 19
	Worldhost Principles of Customer Service	Highland Retail Academy	Mar-19
	Mailchimp	Canary Dwarf	Dec-18
	Cyber Security Training	HIE	Feb-19
	Instagram	Margaret Soraya	Apr-19
	CV	Moray Works	May-19
	FACT Strategic Session	Moray Council CSU	May-15
	FACT Strategic Session	Moray Council CSU	Aug-15
	Developing Social Enterprise Ventures	HIE/Social Enterprise Academy	Jul-17
	Strengthening Communities Conference	HIE	Sep-17
	FACT Strategic Session	Moray Council CSU	Jan-19
	Conferences	DTAS	2013 - 2018
	Sensory Awareness Training	FACT	May-18
	Dementia Awareness	Alzheimer's Scotland	Jun-18
	Volunteer Induction Training	FACT	Nov 18 & Mar 19
	Worldhost Principles of Customer Service	Highland Retail Academy	Mar-19
	Mental Health First Aid	Moray Well Being Hub	Jun-19

APPENDIX B – Volunteer Role Description

Organisation Name	Forres Area Community Trust (FACT)
Organisation Overview	FACT is a charitable company and a local community development trust that operates in and around Forres covering Forres, Kinloss, Findhorn, Brodie, Dyke, Logie and Alves. The organisation works to develop the area to make it a better place to live, work and visit
Project	Forres Online is a digital learning and inclusion project managed by FACT. The project aims to support local people to use the internet and digital devices
Role Title	Forres Online Volunteer Tutor
Location of Position	Forres Town Hall, High Street, Forres, IV36 1PB Support at outreach sessions may also be needed; these sessions will be held in community halls and buildings in the Forres area.
Report To	Janice Cooper - Forres Online Project Coordinator - Info@forresarea.org 01309 674388
Purpose of Role	To work with and assist the Forres Online team to deliver one-to-one, group and outreach sessions for members of the public to attend and learn from
Description of Tasks	<ul style="list-style-type: none"> • Assist members of the public one-to-one to help them learn new digital skills and use mobile phones/laptops/tablets • Support staff at outreach and group sessions to e.g. keep attendance lists, chat with people, hand out leaflets, assist with questions • Help to ensure project devices are updated and charged • Collect contact details and note assistance given for evaluation and reporting purposes
Time Commitment	<ul style="list-style-type: none"> • Drop-in sessions are 2 hours long • Group and outreach sessions are 1-2 hours long • 4-6 sessions are held each week • Minimum commitment to attend one session per week
Skills and Qualifications	Knowledgeable and skilled user of IT with a keen and enthusiastic manner to learn new digital skills and share their skills with others. A patient disposition, a good listener and ability to communicate clearly with others
Training and Support	General induction and training materials will be provided, and continuous support will be available from the Forres Online team. Review and support meetings will take place with the Project Coordinator on a quarterly basis. The project will support attendance at training sessions where a need has been identified
Reimbursement of Expenses	Appropriate agreed expenses are available for reimbursement. Volunteers are covered for out of pocket expenses as detailed in the Volunteer Policy
Benefits to Volunteer	This role would suit anyone with knowledge and interest of digital devices and the tools to using the internet safely and efficiently. Volunteers will benefit from learning opportunities, increased confidence and satisfaction from helping others
Application Procedure	<ul style="list-style-type: none"> • Initial contact with anyone from the FACT team. • Application form • Informal interview/chat • Reference • Trial period including training



APPENDIX C – Case Study

██████████ Story

When I was a jobseeker, I was becoming worried about feeling stale and irrelevant and lacked motivation, despite continuing to look for work (in the IT support sector). I had heard that volunteering would be a good start, and at least the idea was a positive indication of a way to feel fulfilled. I happened to be passing TSI Moray, in Elgin, and took the opportunity to enquire. I was issued with leaflets and recommended to attend the launch of the 'Cameron Project' where I first met ██████████ who suggested becoming involved as a 'Cameron's Champion'. This led me towards making friends and connections within the FACT office.

Since I was experienced in IT, the Forres Online Project was a naturally suitable role, although I had already enjoyed and was feeling happy when enjoying working with groups and helping out with the mini-bus when collecting 'older people' attendees.

Volunteering for Forres Online meant I was able to contribute to the expanding project, this was good for my over-all health. I enjoyed being asked to perform the odd job and ensure tables and chairs were put away!

Apart from a boost in moral, I found I could obtain support for my own administration tasks and keeping myself up to date. I immensely enjoyed the first 'Techie Teas', visiting remote locations and providing support as an outreach service. This all was added to my CV, and I felt proud that the blank space between my last job and the present was fulfilled with useful experience, and finally I had a positive outcome from a job interview in ██████████
██████████

APPENDIX D – Letters of Support



Forres Heritage Trust,



4th March 2019

To whom it may concern.

The Forres Heritage Trust has a particular interest in securing the future of the built environment of Forres. Our Trustees are unanimously in support of the Forres Area Community Trust in their efforts to secure the future of the Forres Town Hall. This is a building of crucial importance to both the history and the future of our town and whilst we will give FACT all the support we can, it is imperative that outside support is enlisted to guarantee the future of this hugely important building.

I am

Yours sincerely,



(Chairman)

FINDHORN BAY ARTS

11 June 2019

Dear Debbie,

Asset Transfer Forres Town Hall

I am delighted to hear that the Forres Area Community Trust (FACT) are taking forward plans for Community Asset Transfer of the Forres Town Hall.

The Forres Town Hall is an invaluable asset to the community of Forres. We, Findhorn Bay Arts use the space for our signature event the Findhorn Bay Festival and for community engagement activities throughout the year.

FACT have worked to engage with the community and user groups through regular meetings and consultations and responding the needs of the community have developed a sustainable plan for the Town Hall moving forward.

We wish you every success with your bid and you have our full support.

Yours truly,

A large black rectangular box redacting the signature of the Director.

Director



*Forres
Community
Activities
Association*

Waterford Farm,
[REDACTED]

4th March 2018.

To whom it may concern

The Forres Community Activities Association is a non-profit making organisation within the town of Forres. This group of volunteers depends greatly on the availability of the Forres Town Hall as a venue for staging the annual Youth Entertains Concert which has been a feature of local life for the past 50 years. There is no other venue in the town which is in any way capable of staging such an event and it is absolutely crucial that the Forres Area Community Trust is successful in securing funding to keep this iconic venue available for community use.

I am,
Yours sincerely,

[REDACTED]
Chairman.



13th June 2019

Re: Community Asset Transfer – Forres Town Hall

Dear sir / madam,

I am writing to you in support of FACT in regard to their application for Community Asset Transfer of Forres Town Hall. Our organisation, as a peer-led social movement for change in Moray in terms of mental health, is very supportive of opportunities that FACT create with this physical community resource to tackle social isolation and promote connectivity in Forres area communities.

We have used the resource for our self-management courses and as a central space for community events – the continuation of the approach FACT take to this is vital to our venue selection and we see them as key partners for our locality-based work.

Yours sincerely,



Director

Moray Wellbeing Hub, c/o Moray Resource Centre, Maisondieu Road, Elgin, Moray, IV30 1RX



1 March 2019

TO WHOM IT MAY CONCERN

I am writing on behalf of Macmillan Cancer Support (Forres).

Our committee use Forres Town Hall on many occasions throughout the year for meetings and various fund raising events, eg, Springtime Soup & Sweet, our annual coffee morning and each September for the National World's Biggest Coffee Morning.

Our fund raising events are always very well attended and our committee are so pleased that FACT have taken over control of Forres Town Hall. The FACT team are working extremely hard and doing so well in bringing the building up to standard.

It is also enlightening to see that since FACT have taken over responsibility they have encouraged members of the community to come forward and volunteer in certain projects within the building.

Long may this continue.

Kind regards.

Yours faithfully



Macmillan Cancer Support (Forres)

Forres Area Forum (FAF) - letter of support

To Whom it May Concern,

Forres Area Forum facilitates local groups and uses the Town Hall to showcase those groups and to meet. In the past FAF has used the Town Hall to hold collaborative meetings with both FAFI and Forres Community Council and enabled up to 100 persons to meet and discuss questions regarding Forres.

The Town Hall is one of the largest meeting spaces in Forres and is regularly used by many groups including FAF to hold coffee mornings on Saturday during which the building is used as a meeting place, regularly accommodating many people for each coffee morning.

Regards



Town Hall Users Group - Use of Town Hall

To whom it may concern,

Film Forres, a voluntary community film group, would like to state their continued and ongoing requirement to use Forres Town Hall for cinema presentations.

Film Forres currently holds screenings for children aged between 6 and 16 but from Mar 19 will launch adult focussed events. To enable this, the Town Hall has a fixed cinema screen and projector installed, partially funded through the National Lottery. Currently, we can accommodate an audience of up to 200, 3 or 4 times a month.

Our community group would not survive without the facilities of the Town Hall, both in terms of the fixed equipment within it and the ability to accommodate that number of viewers for any single event.



Film Forres



Third Sector Interface Moray

tsiMORAY
30/32 High St
Elgin
IV30 1BU

Debbie Herron
Development Manager



14 June 2019

Dear Debbie

Support for FACT's Community Asset Transfer plans

Thank you very much for updating us regarding your plans for a Community Asset Transfer of Forres Town Hall.

We are delighted to hear that you are making progress with these, and hope that you will be able to bring your plans to a successful conclusion very soon.

As we both know, community ownership of assets like Forres Town Hall can be crucial in helping to sustain the further development of community capacity building and community-led activity in the Forres area.

There is no doubt that FACT is ideally placed to take on and manage the Town Hall for the benefit of the whole community in and around Forres and beyond.

We wish you well with your efforts and look forward to continuing to work closely with you for the benefit of the people of Forres and of the rest of Moray.

Kindest regards



Leadership Team

APPENDIX E – Previous FACT Funding / Contributions in Kind (to May 2019)

Summary of Funding Success

Date of Award	Awarding Body	Description	Amount
22.11.11	Highlands & Islands Enterprise	Start Up Assistance	1,000
20.01.12	Highlands & Islands Enterprise	Forres Area CAM LDO	175,062
11.10.12	Lottery - Awards for All	Heart of Forres - Town Centre & Tourism Steering Group	9,970
31.07.13	SCVO	Summer Intern	2,701
19.12.13	Highlands & Islands Enterprise	CCBP Forres Area CAM April 14 - December 16	124,056
06.02.14	Highlands & Islands Enterprise	Admin Funding - year 1	13,000
10.03.15	Highlands & Islands Enterprise	AdminFunding - year 2	11,000
06.04.15	SCVO	Forres Online	6,440
01.08.16	Berry Burn Community Fund	Develop Forres Online	3,250
01.08.16	Scottish Government	Forres Online	76,500
21.12.16	Highlands & Islands Enterprise	CCBP Forres Area CAM January 17 - March 18	43,650
04.01.17	Scottish Land Fund	SLF Stage 1 - Technical Assistance	17,240
30.01.17	Auchernack Trust	Older Person's Project First grant	16,390
26.06.17	Lottery Medium Grant	FACT Development	149,427
01.12.17	Money for Moray	Forres Online outreach	1,799
31.03.18	Impact Funding (VAF)	Older Person's Project	27,224
19.04.18	Highlands & Islands Enterprise	DRSG Forres Area CAM April 18 - March 20	60,600
21.05.18	Lottery - Awards for All	Camerons Champions - Befriending Service	9,670
01.07.18	The Auchernack Trust	Older Person's Project	9,670
01.08.18	Corra Foundation	Older Person's Project and Forres Online	8,000
24.09.18	Highlands & Islands Enterprise	ScotGrad Graduate Placement - Marketing & Comms	15,932
01.06.19	Bank of Scotland	Forres Online	25000
01.07.19	Berryburn Community Fund	Older Person's Project	7,220
			814,801

In Kind Support from Local Companies

Macdonald and Munro	Light Tubes replacement	2,000
Moray WasteBusters	Equipment	1,000
Tesco	Refreshments and materials	1,500
Horizon Scotland	Chairs x 60	9,300
Horizon Scotland	White Board, Fridge	233
ReBOOT	TV Screens, monitors	1,500
		15,533

APPENDIX F – Town Hall Valuation

Extract from Valuation – full copy available on request

**+ Graham
Sibbald**

11.00 Valuation

11.01 Market Value (MV) is the estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.

After full and careful consideration of all relevant factors, we are of the opinion that the Market Value of the owner's interest in the heritable property, can be fairly stated in the sum of:-

Market Value (vacant possession)	£150,000 (ONE HUNDRED AND FIFTY THOUSAND POUNDS STERLING)
---	--

11.02 In arriving at our opinion, no allowance will be made in respect of any expenses liable to be incurred in effecting realisation of the asset or for any tax liability which may be eligible following disposal of the asset. For the avoidance of doubt, the valuation is net of any Value Added Tax which may be applicable.

11.03 Unless appropriate we have excluded any value in respect of goodwill or tenant's fixtures and fittings, and have disregarded any value attached to plant and machinery with the exception of heritable items.

12.00 Valuation Certainty

12.01 Market volatility can affect the certainty of the valuation (VPGA9 of the RICS Valuation Professional Standards). The result of the UK Referendum to leave the European Union (EU) has already created turbulence and uncertainty in financial markets in the UK and across the world. It is likely that this uncertainty will wash through to other markets, including the UK property market. Although the UK's proposed exit from the EU will take some time, there is likely to be a period, at least in the short term, during which there will be a perception of instability in the UK property market. This perception might affect marketability and value of the subject property. It will be some time before reliable post-Referendum transactional evidence of comparable properties is available to assess how the UK property market reacts to this perception of uncertainty. Our valuation of the subject property has been based on the most recent transactional evidence of comparable properties wherever possible. You must however be aware that the certainty of our valuation might be affected by the property, financial and other markets' perception of the UK economy in the short term until markets become more settled and certain. We recommend that the valuation is regularly reviewed until the effect of an impending UK exit from the EU has settled into the UK property market.

APPENDIX G – Marketing Plan

Extract from marketing plan – full plan available on request

Rationale

During its seven years of running, FACT has continued to move from strength to strength. As FACT continue to evolve, so do the expectations the community place on the trust. Therefore, it is important that a marketing strategy is put in place and that clear guidelines are set in order for FACT to reach all members of their community and target audiences.

FACT's take-over of the Town Hall also means that the trust has to make changes to the way they promote themselves as an organisation, to include the new aspects of their day-to-day running, including the renting out of rooms in the Town Hall.

The purpose of this marketing strategy, and the suggested one year plan (Appendix 1), is to outline some of the actions that FACT may wish to take to help the trust become more organised and efficient when it comes to promoting the organisation and the Town Hall.

Organisational Aims and Objectives

Mission Statement

"Make Forres a better place to live, work and visit"

FACT identifies its core aims as:

- Address local and social economic issues
- Generate income to sustain the Trust and invest in the community
- Secure funding for projects that meet local needs and to support local organisations with their plans

With the objectives to advance:

- Citizenship and community development
- Protection of the local environment, culture and heritage
- Education and lifelong learning for the benefit of the general public

Key Messages

FACT's key messages largely match the organisational aims:

- FACT are helping make the Forres Area a better place to live, work and visit;
- FACT is inspiring community-led change through creating community projects and working with community groups;
- FACT provide local community groups and the public with support;
- FACT needs volunteers to help with the smooth running of all projects and events.

Target Audience

Below is a list of target audiences in more detail:

- **Members & Volunteers** – Current and potential
- **Town Hall User Groups** – Current and potential
- **The Moray Council and its councillors**
- **Funders** – National Lottery Fund, Highlands & Islands Enterprise, Donators (members of public)
- **Local Businesses**
- **Local Community Groups** – e.g. Forres Heritage Trust, Whyte Family Trust, Moray Foodbank, Moray WasteBusters
- **Press & Media** – Forres Gazette, Press and Journal
- **Elderly**
- **Retired**
- **Young people**
- **Unemployed & Low Income**
- **Tourists**

Key Channels

- **Website**
- **Social Media** – Facebook, Twitter, Instagram
- **Newsletters** – Print and Electronic
- **Leaflets**
- **Posters**
- **Newspapers**
- **Networking/Word of Mouth**

Strategy

In order to achieve these goals, the marketing strategy must adopt an integrated approach and combine online, social media and offline marketing. This can help FACT achieve its goals by:

- Creating an increased awareness of FACT and its members amongst “key stakeholders”, including; prospective members, local businesses, the wider community and local authorities.
- Ensuring that “key stakeholders” such as wider members of the community, local authorities etc. are aware of the work carried out by FACT, its members and volunteers.
- Raising the profile of FACT and its members in the local press by providing press releases and comment articles, and by pursuing proactive and reactive comment opportunities for both FACT and its members.

More detailed information on how to achieve this can be found in the following “tactics” section.

Tactics

The following are the suggested key tactics that can be used in order to meet FACT's overall marketing aims and objectives:

Short-term (<1 year)

- Development of FACT website to include more information about the trust;
- Use google analytics to measure performance of website and analyse what can be improved;
- Creation of a blog and local news page to inform readers and drive traffic to the site;
- Creation of a booking system for the Town Hall;
- Optimise the website for mobile use;
- Conduct keyword research for website;
- Analyse and improve on-page optimisation of website;
- Make website secure on both *Wordpress* and *GoDaddy*;
- Develop a social media strategy that outlines rules regarding when and how often FACT can post and what organisations FACT can share content from
- Development of digital social media calendar (see Appendix 2) to help employees keep posts consistent and organised;
- Development of a physical social media, poster, leaflet, newsletter and events calendar that can be filled out at each meeting to keep things on track;
- Implementation of Hootsuite to make social media posting more efficient and to optimise social media posting timings;
- Creation and use of Instagram page to attract younger audience;
- Update Twitter profile and use it to interact with followers and other local community groups;
- Get involved with, and create, Twitter campaigns (for example, past campaigns like *#Try1Thing* or *#GetOnline* would have worked well on Twitter);
- Encourage Town Hall User Groups to inform social media and the press about good news and link back to FACT;
- ~~Use social media to promote events and encourage members to share them on their personal profiles;~~
- Creation of newsletter and leaflet templates to make it easier and more efficient to put them together quarterly;
- Create template for e-newsletters on *Mailchimp* to increase ease of sending them;
- Use *Canva* to make posters and images for social media to make them look more professional and consistent;
- Create a Brand Style Guide to ensure consistency in all marketing resources;
- Create a fleece with brand logo on it so that employees and volunteers can constantly promote FACT;
- Final analysis of improvement over the year and review of what has worked well and what hasn't;
- Creation of handover marketing documents at the end of the year

Mid-term (1-3 years)

- Marketing handover to employees;
- Refresh marketing and social media guide to reflect any new circumstances;
- If all employees can keep up with the amount of social media posts, then it might be worth creating LinkedIn pages as well;
- Create a new detailed marketing timeline for the following years

Long-term (3-5 years)

- Use metrics such as Google Analytics, and membership and volunteer numbers to determine whether these marketing techniques are working;
- Determine any changes that can be made to strategy;
- Create a new plan for the following years.

Note: All of the mid and long-term goals have been intentionally left slightly vague as short term goals should be updated yearly.

Next Steps

The next step will be for this plan to be discussed with the whole of the FACT team, and for steps to be agreed upon.

Although most of the suggestions are free, the budget should also be looked at to see if there is any room for some of the suggestions such as: possibly hiring someone to help with the website, for the creation of branded fleeces and to possibly purchase a more advanced and flexible version of Hootsuite (Appendix 2).



The audience got into screening at the... (text is small and partially obscured)



Community... (text is small and partially obscured)



The... (text is small and partially obscured)

Community screening is hailed 'massive success'

Over 170 people have attended a screening of... (text is small and partially obscured)



Community... (text is small and partially obscured)

It's a 'fact' town hall is revamped

By Gary McCartney

LEARNERS have been upgrading one of the most important buildings in Ferris.

After taking on responsibility for the town hall in July, Ferris Area Community Trust (FACT) members and volunteers have decorated the front foyer and tables with materials from their partners, Merry Hellow and Gemma.

Meanwhile, FACT development manager, Debbie Nicolson explained it has been business as usual for most groups.

The hall "We have a vision that we are reducing through increased savings, cost reduction and then we have long-term plans to improve the energy efficiency, sound and building insulation, as well as the layout to make the space floor better and more appropriate for different activities."

"FACT has a two-year lease from Merry Council, due to run out in July 2018. The priority is making the time to explore the viability of the building before completing the energy audit which means projects which will take up to six months."

"This year, the town hall hosted the annual Flower Show, Fishery Day



Debbie Nicolson from FACT (left) with some of the volunteers and supporters who are determined to make Ferris Town Hall as great as it ever was.

and the building is being put on hold for now. "We have a vision that we are reducing through increased savings, cost reduction and then we have long-term plans to improve the energy efficiency, sound and building insulation, as well as the layout to make the space floor better and more appropriate for different activities."

Central performance and Ferris is... (text is small and partially obscured)

FACT chairman Julie Wilson added that 2018 has shown up many



Get your skates and funky gear on for a roller-disco fundraiser

Get your skates and funky gear on for a roller-disco fundraiser... (text is small and partially obscured)



Roller-disco fundraiser... (text is small and partially obscured)

More activities for over fifties

By Gary McCarney

A REFRESHING initiative for people over 50 is developing.

Furze Area Community Trust (FACT) started the Common Purpose to provide daily opportunities and broadly and regular commitment.

And FACT's other projects provide co-ordination for Mary Williams, who introduced the latest projects.

The trust "We have been working closely with Sharnie Pacey from Active Health Matters, having monthly activity also events. There have ranged from singing to table top games to gentle exercise sessions. Sharnie has enjoyed working with FACT and has been to do a team regular activity. Everyone



A FACT initiative for people over 50 is developing.

who attend from the group attend activities to live in with various projects and the support and team afterwards. The common purpose's aim is to provide participants with a range of activities to sustain

The events will run weekly with the exception of the first Tuesday of the month. The first 1000-member list service can be booked to a regular programme by calling 01296 123 4343.

The next in the initiative will be to have events on Thursdays, April 11 from 10-11pm. Transport via the Deputy Trust bus can be booked by contacting FACT. For more information, contact fact@furzearea.com or 01296 123 4343.



Furze Area town hall is to host a Hogmanay celebration for the first time since the 1980s, with tickets still on sale for the event.

Town hall set for Hogmanay

PREPARATIONS are well under way for a new Hogmanay event in Furze Area.

The community are invited to welcome in the new year at the first celebration in the town hall since the 1980s.

Organised by Furze Area, there will be entertainment from The Scythian Celtic Band, Dave Martin's Electric Cellists and The Wind Millers of Moray.

All proceeds from the event will go towards supporting creative activities in the local community.

Tickets cost £23 and include a bowl of whisky stew, a limited number of tickets are available for under 10s at £14.

We have a pair of tickets to give away to one lucky Furze Area reader.

To enter, all you have to do is answer the following questions in which decade did Furze Area Town Hall last host a Hogmanay event?

Entries should be emailed to newsdesk@furze-area.com with your name, address and contact telephone number by Friday, December 23.

Tickets can also be purchased by visiting 88 High Street in Furze Area from Tuesday to Friday between 10am and 5pm or by visiting www.furzeareaparts.com

Everyone can help where it is needed

By Gary McCarney

A DEVELOPMENT opportunity opened up for a group of volunteers.

Sharnie Pacey from Active Health Matters, who is the lead volunteer for the project, said: "We are looking for people who are interested in helping us to improve the health of the community. We are looking for people who are interested in helping us to improve the health of the community. We are looking for people who are interested in helping us to improve the health of the community."

Sharnie Pacey from Active Health Matters, who is the lead volunteer for the project, said: "We are looking for people who are interested in helping us to improve the health of the community. We are looking for people who are interested in helping us to improve the health of the community. We are looking for people who are interested in helping us to improve the health of the community."

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Some of the staff at the town hall who are helping to improve the health of the community.

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Co-op will be a tonic for trust

By Gary McCarney

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Some of the staff at the town hall who are helping to improve the health of the community.

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FORRES TOWN HALL

ROOM CHARGES FROM 1ST JANUARY 2019 TO 31ST DECEMBER 2019

If you need any further information before your booking, please give us a call on 01309 674388 and we will make sure you have the information you need. Our office hours are 10am – 1.00pm Monday to Friday.

ROOM	Registered Charity / Local Voluntary Community Group Rate	Standard Rate	Commercial Rate
KITCHEN	£9.00	£17.50	£32.50
LESSER HALL	£11.25	£23.00	£34.00
MAIN HALL	£21.75	£39.00	£56.00
NORTH ROOM	£9.00	£17.50	£32.50
MASONIC ROOM	£9.00	£17.50	£32.50
READING ROOM	£9.00	£17.50	£32.50
DAY RATE	£350.00	£475.00	£900.00

Notes:

1. A non-refundable deposit of 25% is required for all events.
2. A non-refundable deposit of £40.00 is payable on booking a Coffee Morning
3. Day Rate Charges are for the use of the whole building for 7 hours but does not include the Masonic or Reading Rooms.
4. The Normal Letting Times are 6am to Midnight Monday to Sunday
5. Charges include heating, ordinary lights, toilet accommodation at the commencement and end of each let. Extended Cleaning Services are available upon request and will be charged at £15.00, no VAT, per hour.
6. Charges do not include Royalties to the Performing Right Society.
7. Technical Equipment is available by arrangement.

Equipment	Registered Charity / Local Voluntary Community Group Rate	Standard Rate	Commercial Rate
House PA System	Free	Free	Free
Overhead Projector and Screen	By Donation	By Donation	By Donation
Screen Only	By Donation	By Donation	By Donation
Chairs – Polypropylene	By Donation	By Donation	By Donation
Tables – Trestle	By Donation	By Donation	By Donation
Tables (small square white)	By Donation	By Donation	By Donation
House / Stage Lights	Free	Free	Free

Many thanks for using Forres Town Hall and your diligence in keeping it clean, tidy and safe.

APPENDIX J – Consultation Event - July 2017

The following table is the raw data collected from the consultation event held in July 2017. The consultation event included users of the Town Hall both groups and individuals.

<p>Strengths Now Well Loved Sprung floor in Lesser Hall Size of halls good Location Car park close by Lots of rooms available Lots of potential History/Legacy Unique Asset Growing population Future <i>Community owned</i> <i>Empowerment</i> <i>Access funding</i> <i>*Could change booking process</i> <i>*More available spaces</i> <i>*Community involvement</i> <i>*More care</i> <i>*Conference space</i> <i>*More attractive to customers</i> <i>*Functions</i> <i>*Permanently manned</i> <i>*Neutrality</i> <i>Inclusive</i> <i>Non political</i></p>	<p>Weaknesses Now Political Change – SLF Carpeting Acoustics Aesthetics Kitchen Infrastructure poor 7% Usage Heating Booking Storage Access - nipping in - wheelchair - stage Performance Space Poor = technical, acoustics Spaces working not well/and double booked Listed building Future <i>*Management</i> <i>*Running Costs</i> <i>*Data access from Council</i> <i>*Risk</i> <i>*Fighting</i> <i>*Upkeep of building</i> <i>*Community owned</i></p>
<p>Opportunities Entertainment and regular dances Open at New Year BAR CO-WORKING SPACE Farmers/Craft Markets Pop Up Restaurants/Art spaces Suppers and lunches (OAP's) FACT permanent base Trainee kitchen SAVE BUILDING = PUBLIC FAVOUR Touring Theatre Groups and Theatre Courses (Permanent Theatre Set-Up) College Apprenticeships - UHI Fully accessible for all disabilities (Hearing, Autism, Dementia etc.) Moray Place Partnership Glasgow School of Art * Work with church next door Collaboration with other community groups – Catalyst for LARGER EVENTS - permanent base Youth Café/Social Enterprise</p>	<p>Threats Lack of uptake and use Costs – excessive – running + upkeep Inaccessible/suspicion Displacement – to existing providers Sustainability Future Proof it – how? Volunteers in future – ongoing commitment Age appropriate activities Teamwork x generation challenges Identify the Steering Group Burn out of CAT process (RIVAL BID which can slow the process down as the details are worked out.) Accessing funds – much demand on resources, potentially the need outweighs the supply Lack of clear management -</p>

APPENDIX K – Potential Funders

	FUNDER	DETAILS	LINKS TO FACT'S PRIORITIES
1.	Bank of Scotland Foundation	Small Grants (£1-10k); Medium Grants (£10,001-25k); Large Grants (£50-100k)	Improving the standard of local facilities; developing & improving local communities
2.	Landfill Tax	Average grant £10-25k	Capital refurbishment
3.	Berryburn Windfarm Community Fund	£166,750 per annum available; meetings 3 x times p.a.	
4.	Robertson Trust	£500-20k; up to 10% of capital funds	Realising potential; nurturing talents in young people, strengthening communities & addressing local need
6.	The Rank Foundation: Pebble Grants	£1k average; 1/3 of costs must be already raised	Capital projects
7.	The W.G. Edwards Charitable Foundation	£1-3k	Technology projects for the over 65s; health & community; building projects nearing completion
8.	Moray & Nairn Educational Trust		Adult education, special equipment, lectures, young people's education
10.	Big Lottery Fund Scotland- Community Assets	£10k- £1,000,000. Capital & revenue.	New builds and refurbishments. Salaries & running costs.
11.	Skipton Building Society Charitable Foundation	Max £3k.	Community facilities, education & training, recreational & social activities. Target groups- socially isolated, children & young people, older people, physical disabilities.
13.	Foyle Foundation- Main Grants Scheme	£10-500k.	Skills acquisition to aid employment, education & training, increasing access to learning, special educational needs.
14.	Garfield Weston Foundation- Weston Anniversary Fund.	£30-150k.	Improvement of community facilities, vehicles.
16.	Heritage Lottery Fund	£10-100k.	Helping people learn about heritage.
17.	Budge Foundation	Max £2k. Forres & surrounding areas.	Education.

MEMORANDUM OF ASSOCIATION

THE COMPANIES ACT 2006

**COMPANY LIMITED BY
GUARANTEE AND NOT HAVING A
SHARE CAPITAL**

**MEMORANDUM of ASSOCIATION
Of**

**Forres Area
Community Trust
(FACT)**

AGREED AND AMENDED AT THE FACT AGM JUNE 2015

**CORRECTIONS TO THE NUMBERING FORMAT MADE
SEPTEMBER 2017.**

THE COMPANIES ACT 2006

**COMPANY LIMITED BY GUARANTEE AND NOT HAVING A
SHARE CAPITAL**

**MEMORANDUM of ASSOCIATION
of
Forres Area Community Trust**

Each subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of the company.

Full Name _____ Signed _____

Address _____

_____ Date _____

Full Name _____ Signed _____

Address _____

_____ Date _____

Full Name _____ Signed _____

Address _____

_____ Date _____

Full Name _____ Signed _____

Address _____

_____ Date _____

Full Name _____ Signed _____

Address _____

_____ Date _____

ARTICLES OF ASSOCIATION

THE COMPANIES ACT 2006

**COMPANY LIMITED BY
GUARANTEE AND NOT HAVING A
SHARE CAPITAL**

ARTICLES of ASSOCIATION of

**Forres Area
Community Trust
(FACT)**

Draft 14/09/15v8

Based on the model prepared by Burness LLP (Solicitors) for the
Development Trusts Association Scotland

THE COMPANIES ACT 2006

**COMPANY LIMITED BY
GUARANTEE AND NOT HAVING A
SHARE CAPITAL**

ARTICLES of ASSOCIATION of

Forres Area Community Trust

CONTENTS		
GENERAL	constitution of the company, defined terms, objects, powers, restrictions on use of assets, limit on liability, general structure	articles 1-13
MEMBERS	qualifications, application, subscription, register, withdrawal, expulsion, termination/transfer	articles 14-32
GENERAL MEETINGS (meetings of members)	general, notice, special/ordinary resolutions, procedure	articles 33-58
DIRECTORS	maximum number, eligibility, election/retiral/re-election, termination of office, register, office bearers, powers, personal interests	articles 59-84
DIRECTORS' MEETINGS	procedure, conduct of directors	articles 85-97
ADMINISTRATION	committees, operation of bank accounts, secretary, minutes, accounting records and annual accounts, notices	articles 98-112
MISCELLANEOUS	winding-up, indemnity	articles 113-117

Constitution of company

1. The model articles of association as prescribed in Schedule 2 to The Companies (Model Articles) Regulations 2008 are excluded in respect of this company.

Defined terms

2. In these articles of association, unless the context requires otherwise:-

- (a) "Act" means the Companies Act 2006;
- (b) "charity" means a body which is either a Scottish Charity, or a "charity" within the meaning of section 1 of the Charities Act 2006, providing (in either case) that its objects are limited to charitable purposes;
- (c) "charitable purpose" means a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts;
- (d) "community body" shall mean a community body within the meaning of section 34 of the Land Reform (Scotland) Act 2003;
- (e) "crofting community body" shall mean a crofting community body within the meaning of section 71 of the Land Reform (Scotland) Act 2003;
- (f) "electronic form" has the meaning given in section 1168 of the Act;
- (g) "OSCR" means the Office of the Scottish Charity Regulator;
- (h) "property" means any property, heritable or moveable, real or personal, wherever situated;
- (i) "~~Scottish Charity~~" means a "~~Scottish charity~~" within the meaning of section 13 of the Charities and Trustee Investment (Scotland) Act 2005;
- (j) "subsidiary" has the meaning given in section 1159 of the Act;
- (k) "sustainable development" means development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

3. Any reference to a provision of any legislation (including any statutory instrument) shall include any statutory modification or re-enactment of that provision in force from time to time.

Objects

4. The company has been formed to benefit the community of the Forres Academy catchment area ("the Forres area"), which comprises the postcode units set out in appendix 1, ("the Community") with the following objects:

4.1 To advance citizenship and community development: .

- To advance community development including rural regeneration and the promotion of civic responsibility, volunteering, the voluntary sector and charities within the community
- To promote, establish, operate and/or support other similar schemes and projects of a charitable nature for the benefit of the community within the Forres Area.

4.2 To advance and protect the environment, culture and heritage:

- Involve local people in caring for the area's environment, heritage and culture and encourage others to visit the area.

4.3 Education:

- To advance education and lifelong learning for the benefit of the general public

But such that the company shall do so following principles of sustainable development.

5. The company's objects are restricted to those set out in article 4 (but subject to article 6).
6. The company may (subject to first obtaining the consent of OSCR and the Community Assets Branch add to, remove or alter the statement of the company's objects in article 4; on any occasion when it does so, it must give notice to the registrar of companies and the amendment will not be effective until that notice is registered on the register of companies.

Powers

7. In pursuance of the objects listed in article 4 (but not otherwise), the company shall have the following powers:-

-
- (a) To manage community land and associated assets for the benefit of the Community and the public in general as an important part of the protection and sustainable development of Scotland's natural environment
 - (b) To establish, maintain, develop and/or operate a centre or centres providing facilities for childcare, community learning, healthy living initiatives, educational and cultural activities, training activities, leisure pursuits and accommodation for community groups, and for public sector agencies which provide services of benefit to the community, and which may include refreshment facilities

- (c) To advise in relation to, prepare, organise, conduct and/or support training courses, educational and training events and activities of all kinds
- (d) To design, prepare, publish and/or distribute information packs, leaflets, books, newsletters, magazines, posters and other publications, audio visual recordings, multimedia products and display materials, and to create and maintain a website or websites
- (e) To promote, operate, co-ordinate, monitor, and/or support other projects and programmes (which may include workspace projects) which further the objects of the company
- (f) To provide information, advisory, support and/or consultancy services which further the objects of the company
- (g) To liaise with local authorities, central government authorities and agencies, charities/community benefit bodies and others, all with a view to furthering the objects of the company
- (h) To register any interest in land and to exercise the right to buy under the provisions of Part 2 of the Land Reform (Scotland) Act 2003
- (i) To carry on any other activities which further any of the above objects
- (j) To promote companies whose activities may further one or more of the above objects, or may generate income to support the activities of the company, acquire and hold shares in such companies and carry out, in relation to any such company which is a subsidiary of the company, all such functions as may be associated with a holding company.
- (k) To acquire and take over the whole or any part of the undertaking and liabilities of any body holding property or rights which are suitable for the company's activities.

- (l) To purchase, take on lease, hire, or otherwise acquire, any property or rights which are suitable for the company's activities.

- (m) To improve, manage, develop, or otherwise deal with, all or any part of the property and rights of the company.

- (n) To sell, let, hire out, license, or otherwise dispose of, all or any part of the property and rights of the company.
- (o) To lend money and give credit (with or without security) and to grant guarantees and issue indemnities.
- (p) To borrow money, and to give security in support of any such borrowings by the company, in support of any obligations undertaken by the company or in support of any guarantee issued by the company.

- (q) To employ such staff as are considered appropriate for the proper conduct of the company's activities, and to make reasonable provision for the payment of pension and/or other benefits for members of staff, ex-members of staff and their dependants.
- (r) To engage such consultants and advisers as are considered appropriate from time to time.
- (s) To effect insurance of all kinds (which may include officers' liability insurance).
- (t) To invest any funds which are not immediately required for the company's activities in such investments as may be considered appropriate (and to dispose of, and vary, such investments).
- (u) To establish and/or support any other charity, and to make donations and bestow gifts for any charitable purpose falling within the company's objects.
- (v) To take such steps as may be deemed appropriate for the purpose of raising funds for the company's activities.
- (w) To accept grants, donations and legacies of all kinds (and to accept any reasonable conditions attaching to them).
- (x) To oppose, or object to, any application or proceedings which may prejudice the company's interests.
- (y) To enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the company, and to enter into any arrangement for co-operation or mutual assistance with any charity.
- (z) To do anything which may be incidental or conducive to the furtherance of any of the company's objects.

Restrictions on use of the company's assets

8. The income and property of the company shall be applied solely towards promoting the company's objects (as set out in article 4) and in particular (but without limiting the generality of that provision) any surplus funds or assets of the company must be applied for the benefit of the Community.
9. No part of the income or property of the company shall be paid or transferred (directly or indirectly) to the members of the company, whether by way of dividend, bonus or otherwise.
10. No director of the company shall be appointed as a paid employee of the company; no director shall hold any office under the company for which a salary or fee is payable.
11. No benefit (whether in money or in kind) shall be given by the company to any director except

- (a) repayment of out-of-pocket expenses; or
- (b) reasonable payment in return for particular services (other than those carried out normally or habitually by any Director of the Company) actually rendered to the company.

Liability of members

12. Each member undertakes that if the company is wound up while he/she is a member (or within one year after he/she ceases to be a member), he/she will contribute - up to a maximum of £1 - to the assets of the company, to be applied towards:
- (a) payment of the company's debts and liabilities contracted before he/she ceases to be a member;
 - (b) payment of the costs, charges and expenses of winding up; and
 - (c) adjustment of the rights of the contributories among themselves.

General structure

13. The structure of the company consists of:-
- (a) the MEMBERS - comprising Full Members (who have the right to attend the annual general meeting (and any extraordinary general meeting) and have important powers under the articles of association and the Act; in particular, the members elect people to serve as directors and take decisions in relation to changes to the articles themselves), Associate Members and Junior Members; and
 - (b) the DIRECTORS - who hold regular meetings during the period between annual general meetings, and generally control and supervise the activities of the company; in particular, the directors are responsible for monitoring the financial position of the company.

Categories of Members

14. For the purposes of these articles:-
- (a) "Full Member" means a member admitted under article 16; "Full Membership" shall be construed accordingly;
 - (b) "Associate Member" means a member admitted under article 18; "Associate Membership" shall be construed accordingly;
 - (c) "Junior Member" means a member admitted under article 19; "Junior Membership" shall be construed accordingly."

Qualifications for membership

15. The members of the company shall consist of the subscribers to the memorandum of association and such other persons as are admitted to membership under articles 16 to 23.
16. Full Membership shall (subject to articles 20 and 22) be open to any person aged 18 years or over who:
 - (a) is ordinarily resident in the Community (as defined in article 4);
 - (b) is entitled to vote at a local government election in a polling district that includes the Community or part of it; and
 - (c) supports the objects and activities of the company.
17. An individual, once admitted to membership, shall cease to be a member if he/she ceases to be eligible for membership in terms of article 16.
18. Associate Membership shall (subject to articles 20, 22 and 23) be open to those individuals who are not ordinarily resident in the Community and those organisations wherever located that support the objects of the Company. Associate Members are neither eligible to stand for election to the Board nor to vote at any general meeting.
19. Junior Membership shall (subject to articles 20, 22 and 23) be open to those individuals who are aged between 12 and 17 and who support the objects of the Company. Junior Members are neither eligible to stand for election to the Board nor to vote at any general meeting.
20. Employees of the company shall not be eligible for membership; a person who becomes an employee of the company after admission to membership shall automatically cease to be a member.

Application for membership

21. Any person who wishes to become a member must sign, and lodge with the company, a written application for membership; the company shall supply a form for applying for membership to any person on request.
22. The directors may, at their discretion, refuse to admit any person to membership where they have reasonable grounds to believe that he/she might, if admitted to membership, act in a manner which would damage the reputation of the company, undermine the efficiency of its operations and/or disrupt the proper conduct of its meetings.
23. The directors shall consider each application for membership at the first directors' meeting which is held after receipt of the application; the directors shall, within a reasonable time after the meeting, notify the applicant of their decision on the application.

Minimum number of members

24. The minimum number of members is 20; in the event that the number of members falls below 20, the directors may not conduct any

business other than to ensure the admission of sufficient members to achieve the minimum number.

25. For the avoidance of doubt, a majority of the members of the company shall be individuals eligible under article 16 (individuals ordinarily resident in the Community).

Membership subscription

26. There will be no fee for membership but all members will be required to fill in an initial FACT application form. Members will be contacted annually to notify them that their membership will be automatically renewed unless they indicate otherwise.

Register of members

27. Members will be contacted annually to notify them that their membership will be automatically renewed unless they indicate otherwise. The directors shall maintain a register of members, setting out the full name and address of each member, the date on which he/she was admitted to membership, and the date on which any person ceased to be a member.

Withdrawal from membership

28. Any person who wishes to withdraw from membership shall sign, and lodge with the company, a written notice to that effect; on receipt of the notice by the company, he/she shall cease to be a member.

Expulsion from membership

29. Any person may be expelled from membership by special resolution (see article 43), providing the following procedures have been observed:-

- (a) at least 21 days' notice of the intention to propose the resolution must be given to the member concerned, specifying the grounds for the proposed expulsion
- (b) the member concerned shall be entitled to be heard on the resolution at the general meeting at which the resolution is proposed.

Termination/transfer

30. Membership shall cease on death.
31. A member may not transfer his/her membership to any other person.

General meetings (meetings of members)

32. The directors shall convene an annual general meeting in each year (but excluding the year in which the company is formed); the first annual general meeting shall be held not later than 18 months after the date of incorporation of the company.
33. Not more than 15 months shall elapse between one annual general meeting and the next.
34. The business of each annual general meeting shall include:-
 - (a) a report by the chair on the activities of the company
 - (b) consideration of the annual accounts of the company
 - (c) the election/re-election of directors, as referred to in articles 64 to 69.
35. The directors may convene an extraordinary general meeting at any time.
36. The directors must convene an extraordinary general meeting if there is a valid requisition by members (under section 303 of the Act) or a requisition by a resigning auditor (under section 518 of the Act).

Notice of general meetings

37. At least 14 clear days' notice must be given of an annual general meeting or extraordinary general meeting.
38. The reference to "clear days" in article 38 shall be taken to mean that, in calculating the period of notice, the day after the notice is posted, (or, in the case of a notice sent by electronic means, the day after it was sent) and also the day of the meeting, should be excluded.
39. A notice calling a meeting shall specify the time and place of the meeting; it shall (a) indicate the general nature of the business to be dealt with at the meeting and (b) if a special resolution (see article 43) (or a resolution requiring special notice under the Act) is to be proposed, shall also state that fact, giving the exact terms of the resolution.
40. A notice convening an annual general meeting shall specify that the meeting is to be an annual general meeting; any other general meeting shall be called an extraordinary general meeting.
41. Notice of every general meeting shall be given
 - (a) in hard copy form
 - (b) in writing or, (where the individual to whom notice is given has notified the company of an address to be used for the purpose of electronic communication) in electronic form; or
 - (c) (subject to the company notifying members of the presence of the notice on the website, and complying with the other requirements of section 309 of the Act) by means of a website.

Special resolutions and ordinary resolutions

42. For the purposes of these articles, a "special resolution" means a resolution passed by 75% or more of the votes cast on the resolution at an annual general meeting or extraordinary general meeting, providing proper notice of the meeting and of the intention to propose the resolution has been given in accordance with articles 38 to 42; for the avoidance of doubt, the reference to a 75% majority relates only to the number of votes cast in favour of the resolution as compared with the number of votes cast against the resolution, and accordingly no account shall be taken of abstentions or members absent from the meeting.
43. In addition to the matters expressly referred to elsewhere in these articles, the provisions of the Act allow the company, by special resolution,
- (a) to alter its name
 - (b) to alter any provision of these articles or adopt new articles of association.
44. For the purposes of these articles, an "ordinary resolution" means a resolution passed by majority vote (taking account only of those votes cast in favour as compared with those votes against), at an annual general meeting or extraordinary general meeting, providing proper notice of the meeting has been given in accordance with articles 38 to 42.

Procedure at general meetings

45. No business shall be dealt with at any general meeting unless a quorum is present; the quorum for a general meeting shall be 12 individuals entitled to vote or a third of the Full Membership, whichever is the lesser (each being a Full Member or a proxy for a Full Member).
46. If a quorum is not present within 15 minutes after the time at which a general meeting was due to commence - or if, during a meeting, a quorum ceases to be present - the meeting shall stand adjourned to such time and place as may be fixed by the chairperson of the meeting.
47. The chair of the company shall (if present and willing to act as chairperson) preside as chairperson of each general meeting; if the chair is not present and willing to act as chairperson within 15 minutes after the time at which the meeting was due to commence, the directors present at the meeting shall elect from among themselves the person who will act as chairperson of that meeting.
48. The chairperson of a general meeting may, with the consent of the meeting, adjourn the meeting to such date, time and place as the chairperson may determine.
49. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) may be given either personally or by proxy.

50. Any member who wishes to appoint a proxy to vote on his/her behalf at any meeting (or adjourned meeting):
- (a) shall lodge with the company, at the company's registered office, a written instrument of proxy (in such form as the directors require), signed by him/her; or
 - (b) shall send by electronic means to the company, at such electronic address as may have been notified to the members by the company for that purpose, an instrument of proxy (in such form as the directors require);
- providing (in either case), the instrument of proxy is received by the company at the relevant address not less than 48 hours before the time for holding the meeting (or, as the case may be, adjourned meeting).
51. An instrument of proxy which does not conform with the provisions of article 50, or which is not lodged or sent in accordance with such provisions, shall be invalid.
52. A member shall not be entitled to appoint more than one proxy to attend on the same occasion.
53. A proxy appointed to attend and vote at any meeting instead of a member shall have the same right as the member who appointed him/her to speak at the meeting and need not be a member of the company.
54. A vote given, or ballot demanded, by proxy shall be valid notwithstanding that the authority of the person voting or demanding a ballot had terminated prior to the giving of such vote or demanding of such ballot, unless notice of such termination was received by the company at the company's registered office (or, where sent by electronic means, was received by the company at the address notified by the company to the members for the purpose of electronic communications) before the commencement of the meeting or adjourned meeting at which the vote was given or the ballot demanded.
55. If there are an equal number of votes for and against any resolution, the chairperson of the meeting shall not be entitled to a casting vote.
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56. A resolution put to the vote at a general meeting shall be decided on a show of hands unless a secret ballot is demanded by the chairperson (or by at least two persons present in person at the meeting and entitled to vote (whether as members or proxies for members)); a secret ballot may be demanded either before the show of hands takes place, or immediately after the result of the show of hands is declared.
57. If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the chairperson may direct; the result of the ballot shall be declared at the meeting at which the ballot was demanded.

Categories of director

58. For the purposes of these articles

"Member Director" means a director (drawn from the Full Membership of the company) appointed under articles 64 to 69;

"Co-opted Director" means a (non-member or Associate or Junior Member) director appointed or re-appointed by the directors under articles 70 and 71.

Maximum/minimum number of directors

59. The maximum number of directors shall be fifteen; out of that number, no more than twelve shall be Member Directors and no more than three shall be Co-opted Directors. The number of Member Directors must at all times exceed the number of Co-opted Directors

60. The minimum number of directors shall be seven, of whom a majority must be Member Directors.

Eligibility

61. A person shall not be eligible for election/appointment as a Member Director unless he/she is a Full Member of the company; a person appointed as a Co-opted Director need not, however, be a member of the company.

62. A person shall not be eligible for election/appointment as a director if he/she is an employee of the company.

Election, retiral, re-election: Member Directors

63. At each annual general meeting, the Full Members may (subject to article 60) elect any Full Member (providing he/she is willing to act) to be a director (a "Member Director")

64. The directors may (subject to article 60) at any time appoint any Full Member (providing he/she is willing to act) to be a director (a "Member Director").

65. At the first annual general meeting, one third (to the nearest round number) of the Member Directors shall retire from office; the question of which of them is to retire shall be determined by some random method.

66. At each annual general meeting (other than the first)

- (a) any Member Director appointed under article 65 during the period since the preceding annual general meeting shall retire from office;

- (b) out of the remaining Member Directors, one third (to the nearest round number) shall retire from office.
67. The directors to retire under paragraph (b) of article 67 shall be those who have been longest in office since they were last elected or re-elected; as between persons who were last elected/re-elected on the same date, the question of which of them is to retire shall be determined by some random method.
68. A director who retires from office under article 66 or 67 shall be eligible for re-election.

Appointment/re-appointment: Co-opted Directors

69. In addition to their powers under article 65, the directors may (subject to articles 60 and 61) at any time appoint any non-member of the company (providing he/she is willing to act) to be a director (a "Co-opted Director") either on the basis that he/she has been nominated by a body with which the company has close contact in the course of its activities and / or an Associate Member or on the basis that he/she has specialist experience and/or skills which could be of assistance to the directors.
70. At each annual general meeting, all of the Co-opted Directors shall retire from office – but shall then be eligible for re-appointment under article 69.

Termination of office

71. A director shall automatically vacate office if:-
- (a) he/she ceases to be a director through the operation of any provision of the Act or becomes prohibited by law from being a director;
 - (b) he/she becomes debarred under any statutory provision from being a charity trustee (within the meaning of section 106 of the Charities and Trustee Investment (Scotland) Act 2005);
 - (c) he/she becomes incapable for medical reasons of fulfilling the duties of his/her office and such incapacity is expected to continue for a period of more than six months;
 - (d) he/she ceases to be a member of the company;
 - (e) he/she becomes an employee of the company;
 - (f) he/she resigns office by notice to the company;
 - (g) he/she is absent (without permission of the directors) from more than three consecutive meetings of the directors, and the directors resolve to remove him/her from office; or
 - (h) he/she is removed from office by ordinary resolution (special notice having been given) in pursuance of section 168 of the Act.

Register of directors

72. The directors shall maintain a register of directors, setting out full details of each director, including the date on which he/she became a director, and also specifying the date on which any person ceased to hold office as a director.

Officebearers

73. The directors shall elect from among themselves a chair and a treasurer, and such other office bearers (if any) as they consider appropriate.
74. All of the office bearers shall cease to hold office at the conclusion of each annual general meeting, but shall then be eligible for re-election.
75. A person elected to any office shall cease to hold that office if he/she ceases to be a director, or if he/she resigns from that office by written notice to that effect.

Powers of directors

76. Subject to the provisions of the Act and these articles, and subject to any directions given by special resolution, the company and its assets and undertaking shall be managed by the directors, who may exercise all the powers of the company.
77. A meeting of the directors at which a quorum is present may exercise all powers exercisable by the directors.

Personal interests

78. A director who has a personal interest in any transaction or other arrangement which the company is proposing to enter into, must declare that interest at a meeting of the directors; he/she will be debarred (in terms of article 93) from voting on the question of whether or not the company should enter into that arrangement.
79. For the purposes of the preceding article, a director shall be deemed to have a personal interest in an arrangement if any partner or other close relative of his/hers ~~or~~ any firm of which he/she is a partner ~~or~~ any limited company of which he/she is a substantial shareholder or director (or any other party who/which is deemed to be connected with him/her for the purposes of the Act), has a personal interest in that arrangement.
80. Provided
- (a) he/she has declared his/her interest;
 - (b) he/she has not voted on the question of whether or not the company should enter into the relevant arrangement; and

- (c) the requirements of article 83 are complied with,
a director will not be debarred from entering into an arrangement with the company in which he/she has a personal interest (or is deemed to have a personal interest under article 80) and may retain any personal benefit which he/she gains from his/her participation in that arrangement.
81. No director may serve as an employee (full time or part time) of the company, and no director may be given any remuneration by the company for carrying out his/her duties as a director.
82. Where a director provides services to the company or might benefit from any remuneration paid to a connected party for such services, then
- (a) the maximum amount of the remuneration must be specified in a written agreement and must be reasonable
 - (b) the directors must be satisfied that it would be in the interests of the company to enter into the arrangement (taking account of that maximum amount); and
 - (c) less than half of the directors must be receiving remuneration from the company (or benefit from remuneration of that nature).
83. The directors may be paid all travelling and other expenses reasonably incurred by them in connection with their attendance at meetings of the directors, general meetings, or meetings of committees, or otherwise in connection with the carrying-out of their duties.

Procedure at directors' meetings

84. Any director may request the chair or secretary to call a meeting of the directors.
85. Questions arising at a meeting of the directors shall be decided by a majority of votes; if an equality of votes arises, the chairperson of the meeting shall (subject to article 87) have a casting vote.
86. The chairperson of the meeting shall not be entitled to have a casting vote if he/she is not a Full Member.
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87. No business shall be dealt with at a meeting of the directors unless a quorum is present; the quorum for meetings of the directors shall (subject to article 89) be five.
88. A quorum shall not be deemed to be constituted at any meeting of directors unless the Member Directors form a majority of the total number of directors present at the meeting.
89. If at any time the number of directors in office falls below the number fixed as the quorum or fails to comply with the provisions of article 61, the remaining director(s) may act only for the purpose of filling vacancies or of calling a general meeting.

90. Unless he/she is unwilling to do so, the chair of the company shall preside as chairperson at every directors' meeting at which he/she is present; if the chair is unwilling to act as chairperson or is not present within 15 minutes after the time when the meeting was due to commence, the directors present shall elect from among themselves the person who will act as chairperson of the meeting.
91. The directors may, at their discretion, allow any person who they reasonably consider appropriate, to attend and speak at any meeting of the directors; for the avoidance of doubt, any such person who is invited to attend a directors' meeting shall not be entitled to vote.
92. A director shall not vote at a directors' meeting (or at a meeting of a sub-committee) on any resolution concerning a matter in which he/she has a personal interest which conflicts (or may conflict) with the interests of the company; he/she must withdraw from the meeting while an item of that nature is being dealt with.
93. For the purposes of article 93, a person shall be deemed to have a personal interest in a particular matter if any partner or other close relative of his/hers **or** any firm of which he/she is a partner **or** any limited company of which he/she is a substantial shareholder or director, has a personal interest in that matter.
94. A director shall not be counted in the quorum present at a meeting in relation to a resolution on which he/she is not entitled to vote.
95. The company may, by ordinary resolution, suspend or relax to any extent - either generally or in relation to any particular matter - the provisions of articles 93 to 95.

Conduct of directors

96. Each of the directors shall, in exercising his/her functions as a director of the company, act in the interests of the company; and, in particular, must
 - (a) seek, in good faith, to ensure that the company acts in a manner which is in accordance with its objects (as set out article 4)
 - (b) act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person
 - (c) in circumstances giving rise to the possibility of a conflict of interest of interest between the company and any other party
 - (i) put the interests of the company before that of the other party, in taking decisions as a director
 - (ii) where any other duty prevents him/her from doing so, disclose the conflicting interest to the company and refrain from participating in any discussions or decisions involving the other directors with regard to the matter in question

- (d) ensure that the company complies with any direction, requirement, notice or duty imposed on it by the Charities and Trustee Investment (Scotland) Act 2005.

Delegation to sub-committees

- 97. The directors may delegate any of their powers to any sub-committee consisting of one or more directors and such other persons (if any) as the directors may determine; they may also delegate to the chair of the company (or the holder of any other post) such of their powers as they may consider appropriate.
- 98. Any delegation of powers under article 97 may be made subject to such conditions as the directors may impose and may be revoked or altered.
- 99. The rules of procedure for any sub-committee shall be as prescribed by the directors.

Operation of bank accounts

- 100. The signatures of two out of the signatories appointed by the directors shall be required in relation to all operations (other than lodgement of funds) on the bank and building society accounts held by the company; at least one out of the two signatures must be the signature of a director.

Secretary

- 101. The directors shall (notwithstanding the provisions of the Act) appoint a company secretary, and on the basis that the term of the appointment, the remuneration (if any) payable to the company secretary, and the such conditions of appointment shall be as determined by the directors; the company secretary may be removed by them at any time.

Minutes

- 102. The directors shall ensure that minutes are made of all proceedings at general meetings, directors' meetings and meetings of committees; a minute of any meeting shall include the names of those present, and (as far as possible) shall be signed by the chairperson of the meeting.

Accounting records and annual accounts

- 103. The directors shall ensure that proper accounting records are maintained in accordance with all applicable statutory requirements.
- 104. The accounting records shall be maintained by the Treasurer and overseen by the Chairperson, or otherwise by, or as determined by, the directors; such records shall be kept at such place or places as the

directors think fit and shall always be available for inspection by the directors.

105. The directors shall prepare annual accounts, complying with all relevant statutory requirements.
106. Subject to article 108, the directors shall ensure that an audit of such accounts is carried out by an auditor.
107. Notwithstanding the provisions of article 106, an audit (within the meaning of the Act) by a company auditor (as defined in the Act) shall not be required, in a case where the company is exempt (under the Act) from the requirement to have an audit, if and to the extent that proper arrangements for the auditing of the company's accounts are made in a manner which satisfies the requirements of the Act and paragraph (f) of subsection 34(1) of the Land Reform (Scotland) Act 2003.
108. No member shall (unless he/she is a director) have any right of inspecting any accounting or other records, or any document of the company, except as conferred by statute or authorised by ordinary resolution of the company.

Notices

109. Any notice which requires to be given to a member under these articles shall be given either in writing or by electronic means; such a notice may be given personally to the member *or* be sent by post in a pre-paid envelope addressed to the member at the address last intimated by him/her to the company *or* (in the case of a member who has notified the company of an address to be used for the purpose of electronic communications) may be given to the member by electronic means.
110. Any notice, if sent by post, shall be deemed to have been given at the expiry of 24 hours after posting; for the purpose of proving that any notice was given, it shall be sufficient to prove that the envelope containing the notice was properly addressed and posted.
111. Any notice sent by electronic means shall be deemed to have been given at the expiry of 24 hours after it is sent; for the purpose of proving that any notice sent by electronic means was indeed sent, it shall be sufficient to provide any of the evidence referred to in the relevant guidance issued from time to time by the Chartered Institute of Secretaries and Administrators.

Winding-up

112. If, on the winding-up of the Company, any property remains, after satisfaction of all its debts and liabilities, such property (including any land acquired by it in terms of the Land Reform Act) shall not be paid to or distributed among the members of the company; instead, that

property shall (subject to article 115) be given or transferred to such other community body or bodies orcrofting community body or bodies or to some other charity or charities as may be approved thereafter by the Scottish Ministers.

113. If the members do not resolve to transfer any property of the nature referred to in article 112 to a community body or bodies orcrofting community body or bodies approved by Scottish Ministers, such property shall instead be transferred to the Scottish Ministers or to such Scottish Charity as the Scottish Ministers may direct

114. No property shall be transferred under article 112 or 113 to any body unless it is a body entered in the Scottish Charity Register.

Indemnity

115. Every director or other officer or auditor of the company shall be indemnified (to the extent permitted by sections 232, 234, 235, 532 and 533 of the Act) out of the assets of the company against any loss or liability which he/she may sustain or incur in connection with the execution of the duties of his/her office; that may include, without prejudice to that generality, (but only to the extent permitted by those sections of the Act), any liability incurred by him/her in defending any proceedings (whether civil or criminal) in which judgement is given in his/her favour or in which he/she is acquitted or any liability in connection with an application in which relief is granted to him/her by the court from liability for negligence, default or breach of trust in relation to the affairs of the company.

116. The company shall be entitled to purchase and maintain for any director insurance against any loss or liability which any director or other officer of the company may sustain or incur in connection with the execution of the duties of his/her office, and such insurance may extend to liabilities of the nature referred to in section 232(2) of the Act (negligence etc. of a director).

Appendix 1

FORRES - ELECTORAL WARDS AND POSTCODES

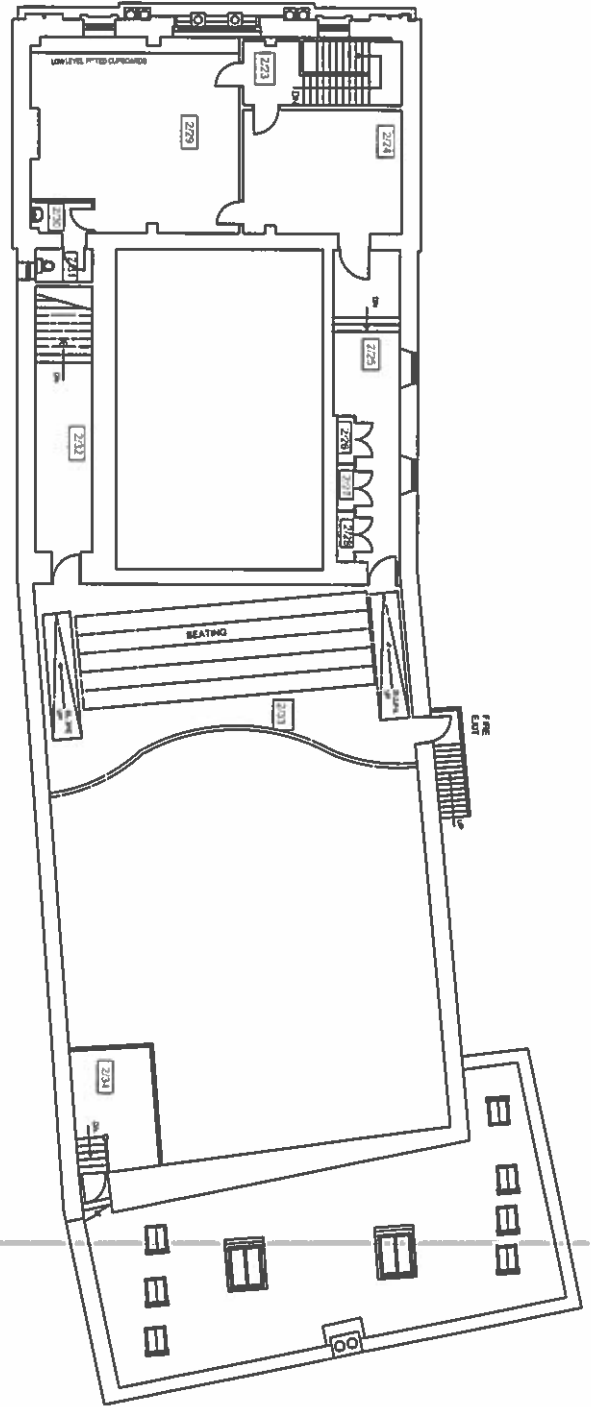
Geography	Code	Comments
Electoral Ward	2107 - Forres East	Include all postcodes in this ward
Electoral Ward	2108 - Forres Central	Include all postcodes in this ward
Electoral Ward	2109 - Finnerne	Include all postcodes in this ward. This is the name of the ward on the GROS however, it is possibly a typo - more likely to be Findhorn, as the ward covers the area surrounding Findhorn & Kinloss.
Electoral Ward	2110 - Forres West and Altyre	Include all postcodes in this ward

Electoral Ward	2112 - Heldon and Laich	Only some of the postcodes in this ward are the CAM area - see below for details of those that are either wholly or partly in the CAM area (any postcodes in the ward that are not part of the CAM area are not listed):
Postcode	IV36 2RG IV36 2RH IV36 2RL IV36 2RN IV36 2RQ IV36 2SL IV36 2JZ IV36 2RU IV36 2WD IV36 2SJ IV36 2RJ IV36 2RT IV36 2WH IV30 8TZ IV30 8UR IV30 8UT IV30 8UU IV30 8UX IV30 8XG IV36 2QU IV36 2QY IV36 2QZ IV36 2RA IV36 2RB IV36 2UD IV36 2UE IV30 5YP IV30 5YQ IV30 8XE IV30 8XF IV30 8FE IV30 8UP IV30 8UY IV30 8XD IV30 8UZ IV30 8XA IV30 8XB IV30 8XN IV30 8XP IV30 8XW	All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. possibly a very small part in cam area All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All/almost entirely within cam area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. Part in CAM area. Part in CAM area. All within CAM area. All within CAM area. Almost entirely within cam area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. Part in CAM area. All within CAM area. Part in CAM area.
Electoral Ward	2125 - Speyside	Only nine postcodes in this ward are in the CAM area, as follows:
Postcode	IV30 8TS IV36 2SA IV36 2SB IV36 2RP IV36 2RX IV36 2RY	Mostly within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area. All within CAM area.

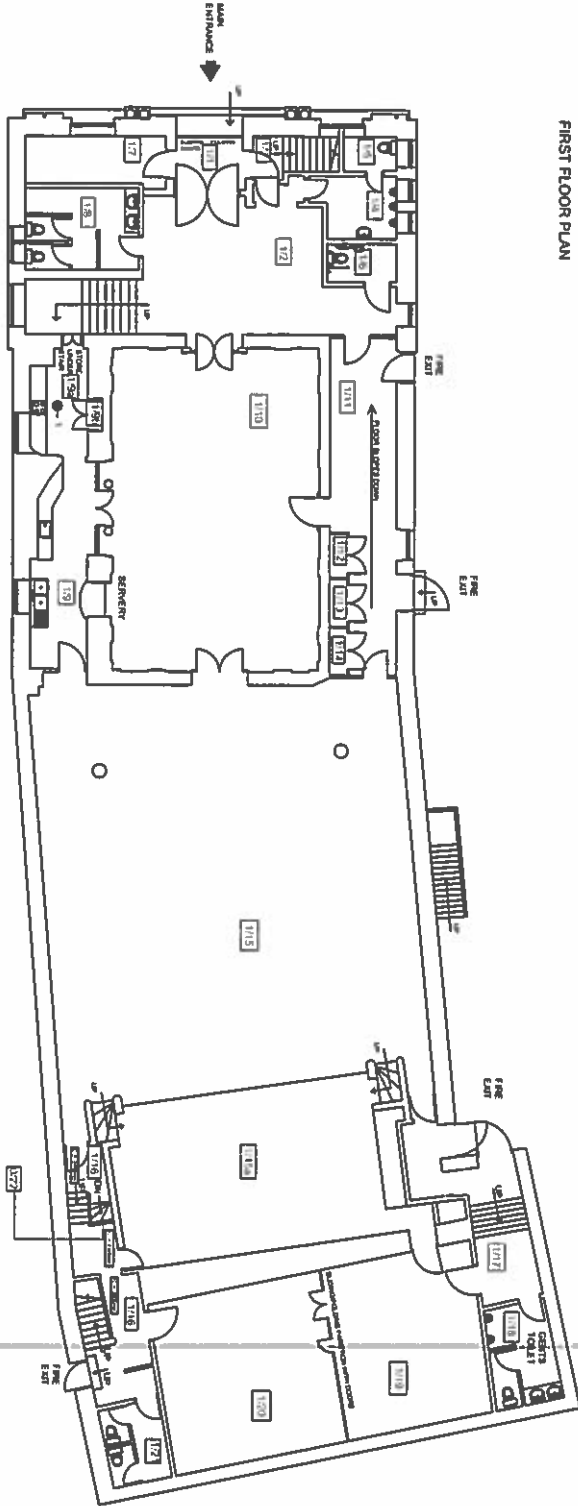
	IV36 2RZ	All within CAM area.
	IV36 2SD	All within CAM area.
	IV36 2RW	All within CAM area.



FIRST FLOOR PLAN

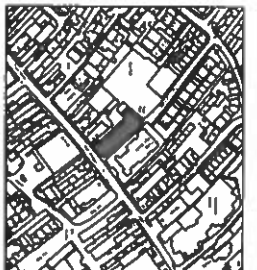


GROUND FLOOR PLAN



Room No.	Room Name	Part (Floor Area)	Category
110	Reineries	110m ²	Reineries
111	Reineries	111m ²	Reineries
112	Reineries	112m ²	Reineries
113	Reineries	113m ²	Reineries
114	Reineries	114m ²	Reineries
115	Reineries	115m ²	Reineries
116	Reineries	116m ²	Reineries
117	Reineries	117m ²	Reineries
118	Reineries	118m ²	Reineries

Room No.	Room Name	Part (Floor Area)	Category
119	Reineries	119m ²	Reineries
120	Reineries	120m ²	Reineries
121	Reineries	121m ²	Reineries
122	Reineries	122m ²	Reineries
123	Reineries	123m ²	Reineries
124	Reineries	124m ²	Reineries
125	Reineries	125m ²	Reineries
126	Reineries	126m ²	Reineries
127	Reineries	127m ²	Reineries
128	Reineries	128m ²	Reineries
129	Reineries	129m ²	Reineries
130	Reineries	130m ²	Reineries
131	Reineries	131m ²	Reineries
132	Reineries	132m ²	Reineries
133	Reineries	133m ²	Reineries
134	Reineries	134m ²	Reineries
135	Reineries	135m ²	Reineries
136	Reineries	136m ²	Reineries
137	Reineries	137m ²	Reineries
138	Reineries	138m ²	Reineries
139	Reineries	139m ²	Reineries
140	Reineries	140m ²	Reineries
141	Reineries	141m ²	Reineries
142	Reineries	142m ²	Reineries
143	Reineries	143m ²	Reineries
144	Reineries	144m ²	Reineries
145	Reineries	145m ²	Reineries
146	Reineries	146m ²	Reineries
147	Reineries	147m ²	Reineries
148	Reineries	148m ²	Reineries
149	Reineries	149m ²	Reineries
150	Reineries	150m ²	Reineries
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198	Reineries	198m ²	Reineries
199	Reineries	199m ²	Reineries
200	Reineries	200m ²	Reineries



- GREEN ROADS ACCESS MARKS
- NOTE: ALL MARKS OPEN TO THE PUBLIC

- AREA PROTECTORS
- ANTI-TILT WALLS (TYPICAL) MARKED
- ANTI-TILT WALLS (SPECIAL) MARKED
- NON-ADVERTISING MARKS (TYPICAL)
- MARKS FOR PROTECTIVE MARKERS

NOTE: GREEN ROADS ACCESS MARKS SHALL BE USED TO INDICATE THE LOCATION OF THE GREEN ROADS ACCESS MARKS TO THE PUBLIC. MARKS SHALL BE USED TO INDICATE THE LOCATION OF THE GREEN ROADS ACCESS MARKS TO THE PUBLIC. MARKS SHALL BE USED TO INDICATE THE LOCATION OF THE GREEN ROADS ACCESS MARKS TO THE PUBLIC. MARKS SHALL BE USED TO INDICATE THE LOCATION OF THE GREEN ROADS ACCESS MARKS TO THE PUBLIC.

Category	Item	Quantity
GREEN ROADS ACCESS MARKS	1.5m x 1.5m	100
AREA PROTECTORS	1.5m x 1.5m	50
ANTI-TILT WALLS (TYPICAL)	1.5m x 1.5m	20
ANTI-TILT WALLS (SPECIAL)	1.5m x 1.5m	10
NON-ADVERTISING MARKS (TYPICAL)	1.5m x 1.5m	100
MARKS FOR PROTECTIVE MARKERS	1.5m x 1.5m	50

Project 1: **TOWN HALL**
Drawing Title: **PLANS AS EXISTING**

	Scale: 1:1000	Date: 11/20/2018
Client: High Street Council	Drawing No: 118	
Project Name: High Street Council	Project No: 00089	Sheet No: E 01

Environmental Systems Department
Property Manager
The High Street
Council House
Market Street
High Street
Market Street
High Street
Market Street
High Street
Market Street

