



Princess Louise Hall & Howie Pavillion Outline Business Plan

December 2024



Contents

1. Introduction & Background
2. Research
 - 2.1 The Rosneath Community
 - 2.2 Needs in the Community
 - 2.3 Strategic Context
 - 2.4 Market Research
 - 2.5 Partners
3. What we will do
 - 3.1 Vision
 - 3.2 Services and Activities
 - 3.3 Beneficiaries
 - 3.4 Governance & Operational Management
 - 3.5 Staffing
 - 3.6 Policies & Procedures
 - 3.7 Legal considerations
 - 3.8 Financial Management
 - 3.9 Capital Works
4. Financial Analysis
 - 4.1 Revenue Income
 - 4.2 Annual Budget
 - 4.3 Capital Investment
 - 4.4 Maintenance Costs
5. Risk Assessment

1. Introduction & Background

The Princess Louise Hall (PLH) and adjacent Howie Pavillion are located in the village of Rosneath, Argyll & Bute. The Princess Louise Hall was opened in May 1975 as a community hall for the area and the Howie Sports Pavillion was added in the 1980s. The hall commemorates Princess Louise, a daughter of Queen Victoria.

The PL Hall was run by a charity for the benefit of the Scouts but by 2015 the charity was in abeyance and PLH was out of use. A public meeting was held in August 2022 where the charity – The Princess Louise Hall Committee - was re-invigorated with the appointment of 14 new trustees. Argyll & Bute Council own the adjacent sports building – The Howie Pavillion - and progress has been made to agree a lease which will allow the charity to take on management of both buildings. The Howie Pavillion is in slightly better condition than the Princess Louise Hall but is currently closed to the public.

Rosneath is a village on the western shore of the Gare Loch, 2 miles northwest of the tip of the Rosneath Peninsula. Rosneath Bay to the south of the village curves eastward to Castle Point, near the site of the former Rosneath Castle, in the grounds of the former Rosneath House which are now occupied by Rosneath caravan park. Princess Louise, Duchess of Argyll, was the last resident of Rosneath House. The village was known for boat-building and became an important naval base during World War II. Following the war the navy operated a range based in the area which continues to be run by the defence contractors QinetiQ. Residents include families of service men and women employed by the Ministry of Defence.

The Princess Louise Hall was once a focal point for many activities in the area including a pipe-band, Highland Games, sporting teams, Guiding and community events in general. PLH fell into disrepair with an elderly committee who were no longer able to maintain its status and presence. Covid lockdown further worsened the situation, with the demise of both the Highland Games and the pipe-band. In recent years, a group of locals have been working to re-establish this much needed community resource and are now in a position to take full control of the buildings. The registered charity's team of dedicated Trustees is now working to secure the funding necessary to restore the buildings so that it can operate as a viable, thriving community hub. Rosneath lacks many basic community amenities and activities. Many of the area's population serve with the Ministry of Defence in a range of roles and families moving to the area are frequently dismayed to discover the absence of services they might expect. There is currently no parent and toddler group, support for Seniors, Youth Clubs, a cafe, locally accessed entertainment, sports facilities, etc. A process of local community consultation has informed planning for the re-vitalization of the Princess Louise Hall & Howie Pavillion which will enable local people to access services and activities and will also enable the community of Rosneath to thrive.

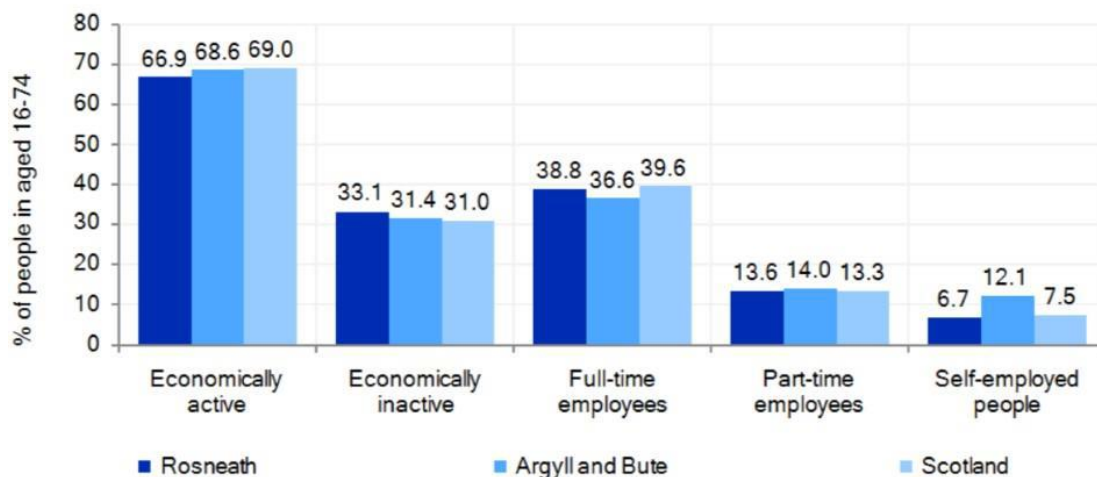
2. Research

2.1 The Rosneath community

Using the Scottish Government's standard of 6-Fold Urban Rural Classification, Rosneath is a Remote Rural community - an area with a population of less than 3,000 people, and with a drive time of over 30 minutes to a settlement of 10,000 or more. The population of Rosneath is recorded as 1,294 (Office for National Statistics, mid-year estimate, 2020) including 774 people of working age which is 59.8% of the local population (Scottish average 63.9%). There is a slightly higher than average population of over 65s (22.6%, Scottish average 19.3%) and a slightly higher than average number of children and young people (aged 0-15) at 17.5% of the local population (Scottish average 16.8%). Levels of unemployment are average or slightly below average compared with the rest of Scotland and 54 people (7% of the local population) are incapacity benefits claimants compared with the national average of 5.4% Households with caring responsibilities (in receipt of Universal Credit 2023) are slightly higher than the national average including those in receipt of Carer Entitlement (Rosneath 2.3%, Scottish average 1.9%), Child Entitlement (8.5%, average 6.6%) and Disabled Child Entitlement (1.8%, average 0.8%). Universal Credit households with a Housing Entitlement for Social rented housing total 58 which at 9.7% is slightly higher than the Scottish average of 8%.

Levels of employment for the population of Rosneath are around the national average with the majority of jobs (54%) being in the public sector. This concentration of employment in the public sector is higher than both the Scottish and Argyll and Bute average which are 23.3% and 23.8% respectively. Levels of economic activity from the 2011 census were recorded as follows:

Figure: Economic activity
Source: Census 2011

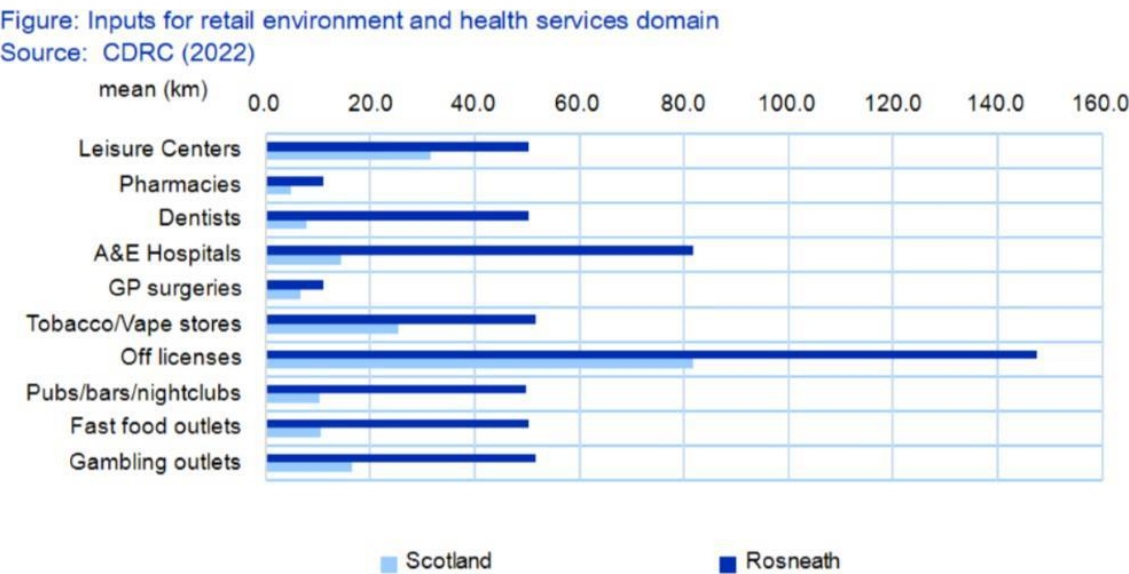


The Scottish Index of Deprivation (SIMD) is the Scottish Government’s official tool to identify areas of multiple deprivation. The concept of multiple deprivation upon which the SIMD 2020 is based is that separate types of deprivation exist, which are separately recognized and measurable. There are no people in Rosneath living in the most deprived 20% areas of Scotland in relation to the following domains: Income, Employment, Education, Health, Housing, Crime. However, for the Geographic Access to Services domain, 458 people in Rosneath live in neighbourhoods that are ranked the most deprived 10% of neighbourhoods in Scotland for this domain and 839 live in neighbourhoods that are in the most deprived 30-40% in Scotland. Rosneath therefore experiences a high level of deprivation on the indicator of Geographic Access to Services.

2.2 Needs in the community

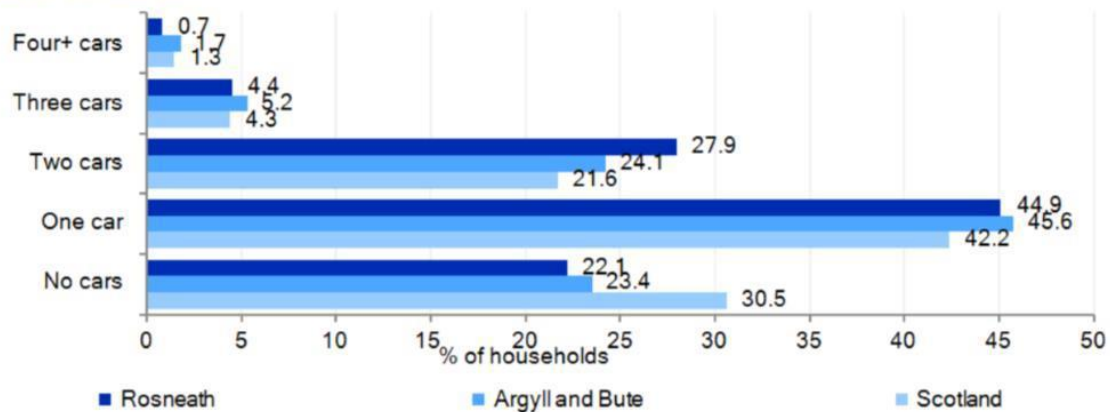
There is a clear need in the Rosneath community to counter geographic isolation and improve access to services and amenities.

[‘Access to Health Assets and Hazards’ \(AHAH\) Version 3](#) is produced by the Consumer Data Research Centre (CDRC) and is a multidimensional index that measures how ‘healthy’ neighbourhoods are by looking at accessibility and geographical determinants of health. It combines indicators under four different domains of accessibility: Retail environment, Health services, Physical environment and Air Quality. A higher score on the following diagram indicates a poorer health-related environment due to access to hazards or distance to travel to access health and leisure services (shown in km). Rosneath has a higher score than the average for Scotland as a whole for all inputs which indicates a relatively poor health-related environment.



The extent to which Rosneath residents can rely on a car to access these and other services vary. Overall, car ownership was similar to the Scottish average in 2011 which is the most up to date data available for the Rosneath population.

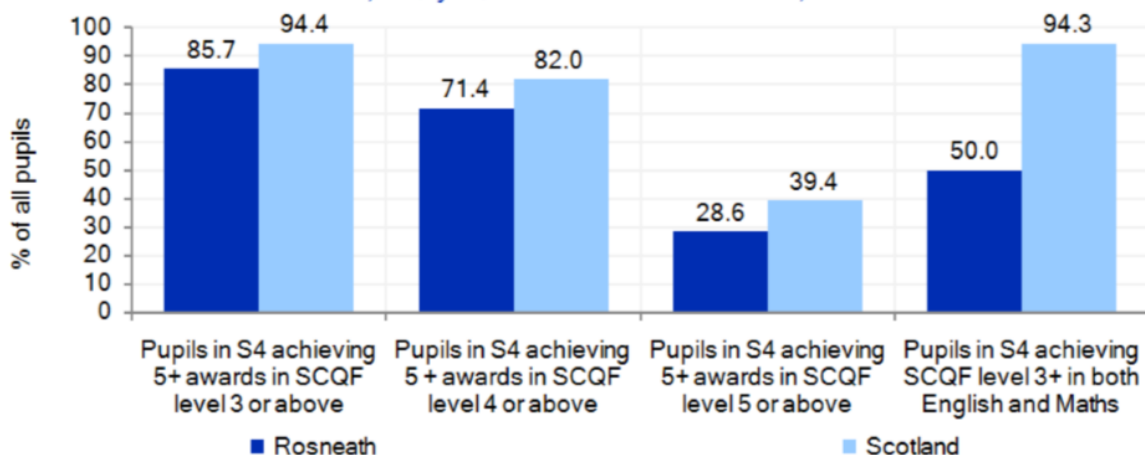
Figure: Car ownership
Source: Census 2011



Access to bus services from Rosneath is limited to a service [to Helensburgh or Cowlport](#) approximately once per hour and less frequently at the weekends. Transport is therefore a significant issue for the residents of Rosneath, particularly for those who do not have access to a car, including young people and those with no car (22.1%). Providing services and activities locally will bring environmental benefits as well as meeting the needs of the population and reducing the need to travel.

There is evidence to suggest that the population of Rosneath would benefit from access to learning opportunities. Whilst levels of education amongst the adult population of Rosneath are average in the Scottish context, the educational attainment of young people was below average when recorded in 2012/13.

Figure: Attainment of pupils in S4 by level
Source: Scottish Government, Analytical Services Unit – Schools, 2012/13



Other indicators of educational achievement show Rosneath to be around average on other indicators including, for example, 24.7% of the working age population being degree educated against the Scottish average of 26.1% at the time of the census 2011.

2.3 Strategic context

A refurbished Princess Louise Hall and Howie Pavillion will enable much greater community use of these facilities and will ensure that significant positive impact can be achieved for a wide range of beneficiaries. The development of the project to this point is evidence of commitment and drive within the community and the completion of the project will empower the Rosneath community in relation to a few national policies for health, wellbeing, community development and more.

2.3.1 *Scottish Government National Performance Framework*

[Scotland's National Performance Framework](#) provides a vision for Scotland with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets. The Framework is intended to inform discussion, collaboration and planning of policy and services across Scotland, encompassing the public sector, businesses, civil society and communities. The table below sets out the National Outcomes of most relevance to the project:

Communities: people live in communities that are inclusive, empowered, resilient and safe.	Developing and renovating the Princess Louise Hall will extend the community-owned space and encourage local people to come together. It can help achieve the government's aspiration that we live in friendly, vibrant and cohesive communities which value diversity and support those in need; where people are encouraged to volunteer, take responsibility for their community and engage with decisions about it.
Fair Work and Businesses: people benefit from thriving and innovative businesses, with quality jobs and fair work for everyone.	Developing and renovating the Halls can help maintain a space for local people of all ages to volunteer. Two new part time jobs will also be created at the Halls: Development Manager and Janitor/Caretaker.
Children and Young people grow up loved, safe and respected, so that they can realise their full potential.	Developing the Halls can help provide more activities and workshops for children and young people, as well as a better place for local children and young people to meet and socialise after school and over the weekend.

Health: people are healthy and active	The Halls will be available for health and wellbeing services including NHS clinics, self-help groups, yoga classes, addiction support services, sports activities, etc. The need for these services was highlighted in the consultation and making them available in Rosneath will be important contribution to achieving positive outcomes for the physical and mental health of local people.
Environment: people value, enjoy, protect and enhance their environment.	This outcome includes a willingness to reduce reliance on cars and to encourage active travel. Having a venue for activities and services will enable people to meet and host
	events locally and reduce the need to drive to other towns and villages to access services.
Poverty: We tackle poverty by sharing opportunities, wealth and power more equally	PLH aims to work in partnership with FairShare Scotland food redistribution charity to further develop food support services as a key service for people experiencing poverty in Rosneath.
Culture: people are creative and their vibrant and diverse cultures are expressed and enjoyed widely.	Consultation indicated enthusiasm for arts and crafts workshops and support for cultural events and performances. – contributing to this outcome: that everyone is encouraged to enjoy culture in all its forms. There is recognition that arts and culture bring us pleasure as well as other social and economic benefits.

2.3.2 Scottish Government: Community Empowerment Act

The [Community Empowerment Act 2015](#) aims to help empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decision making around public services. The Government recognises that asset ownership can provide revenue for community organisations, making them more sustainable in the long term as well as giving local people a renewed sense of control over their communities, a real sense of a stake in the future of the places they live and work. Re-establishing the Princess Louise Hall Committee and partnership working with Argyll & Bute Council and others to re-develop the Halls is a prime example of community empowerment as envisaged by this Act.

2.3.3 Scottish Government & Convention of Scottish Local Authorities: Place Principle Adopted by the Scottish Government and COSLA in

2019, the [Place Principle](#) intends to provide a collective focus to support inclusive economic growth and create places which are both successful and sustainable. It recognises that:

- Place is where people, location and resources combine to create a sense of identity and purpose and is at the heart of addressing the needs and realising the full potential of communities.
- A more joined-up, collaborative, and participative approach to services, land and buildings enables better outcomes for everyone and increased opportunities for people and communities.

As a centrally located facility managed by a local charity seeking to work collaboratively with other groups to meet the needs of local people, the Princess Louise Hall and Howie Pavillion are set to become central to the sense of Place in Rosneath.

2.3.4 A Connected Scotland: Scotland's social isolation strategy

The [Scottish Government's social isolation strategy 2018](#) was devised to tackle social isolation and is underpinned by four priorities:

- Empowering communities and building shared ownership
- Creating opportunities for people to connect
- Supporting an infrastructure that fosters connections
- Promoting positive attitudes and tackling stigma

The Strategy is supported by a plan – [Social Isolation and Loneliness: Recovering our Connections 2023-2028](#) – which has been informed by the experience of the covid 19 pandemic and the cost of living crisis and focuses on how people and communities can be more connected by:

- meeting other people
- talking to other people
- messaging other people
- getting to know other people
- making new friends

The Princess Louise Hall & Howie Pavillion can play a key role in achieving the aims of this strategy which is now supported by a [Social Isolation and Loneliness Plan: Recovering Our Connections 2023-2026](#). The four priorities of the Plan are all very relevant to the re-development of the Halls and the creation of opportunities for people in Rosneath to connect through activities centered there.

Priority 1: Making communities feel like they have their own power for change
Priority 2: Helping people to keep a positive attitude
Priority 3: Making places and times when people can get together
Priority 4: Giving Scotland systems that help people to connect

The Plan also commits to ensuring that money is spent carefully and to helping smaller organisations get funds.

2.3.5 Scottish Government: A Fairer Scotland for Older People – A Framework for Action

The [Fairer Scotland for Older People Framework for Action 2019](#) was developed to challenge the inequalities older people face as they age and to celebrate older people in Scotland. The Framework is centered around three priorities:

- How older people can continue to engage with and contribute to their communities. This includes ensuring that older people can be involved in their communities and have access to intergenerational activities.
- Accessing the public and other services they need.
- Ensuring financial security as older people move into retirement.

Some of the proposed activities at the Hall (warm space, social dance group, etc.)

primarily engage older people. The redevelopment of the halls can contribute particularly to the first two priorities in the strategy.

2.3.6 Scottish Government: Volunteering Action Plan

The Scottish Government developed the [Volunteering Action Plan \(2022-2032\)](#) to ensure that volunteering in Scotland is valued and encouraged.

The four specific goals are to:

- Increase volunteering participation by focusing on non-volunteers and lapsed volunteers, and especially those who will gain most benefit.
- Widen access to volunteering by understanding and reducing the barriers to participation and supporting community-based, 'place-making' activities.
- Listen to volunteers by ensuring that the volunteer 'voice' is heard and that volunteers help make the decisions that affect them.
- Provide great experiences whereby volunteers feel supported, valued, and recognised for their contribution.

Developing and renovating the Halls can offer more opportunities for local people of all ages to become volunteers. This will bring benefits both to the individuals volunteering and to the wider community that will benefit from their support.

2.3.7 Argyll and Bute Council: Outcome Improvement Plan

Local Outcomes Improvement Plans are the mechanism by which Community Planning Partnerships deliver improved outcomes for their communities. They are based on a

clear understanding of local needs and reflect agreed local priorities, as well as the National Performance Framework developed by the Scottish Government. The Argyll and Bute Improvement Plan 2013-2023 identified an overall objective:

“Argyll and Bute’s economic success is built on a growing population.”

The Argyll and Bute Community Planning Partnership aims to reach this objective by focusing its activities on delivering the six outcomes set out in the Argyll and Bute Outcome Improvement Plan. These are:

- Priority Outcome 1. The economy is diverse and thriving
- Priority Outcome 2. We have infrastructure that supports sustainable growth
- Priority Outcome 3. Education, skills and training maximises opportunities for all
- Priority Outcome 4. Children and young people have the best possible start
- Priority Outcome 5. People live active, healthier and independent lives
- Priority Outcome 6. People live in safer and stronger communities

The Argyll and Bute Community Planning Partnership has published its new [Outcome Improvement Plan for 2024-2034](#). Part of the process to consider future priorities included a consultation process asking how people feel about the place that they live and work which was carried out between May and October 2019 in a number of communities in Argyll and Bute using the [Place Standard Tool](#). [The report for Rosneath](#) makes reference to some of the needs for improvement in the community and included a number of comments of relevance to the PLH and Howie Pavillion redevelopment project:

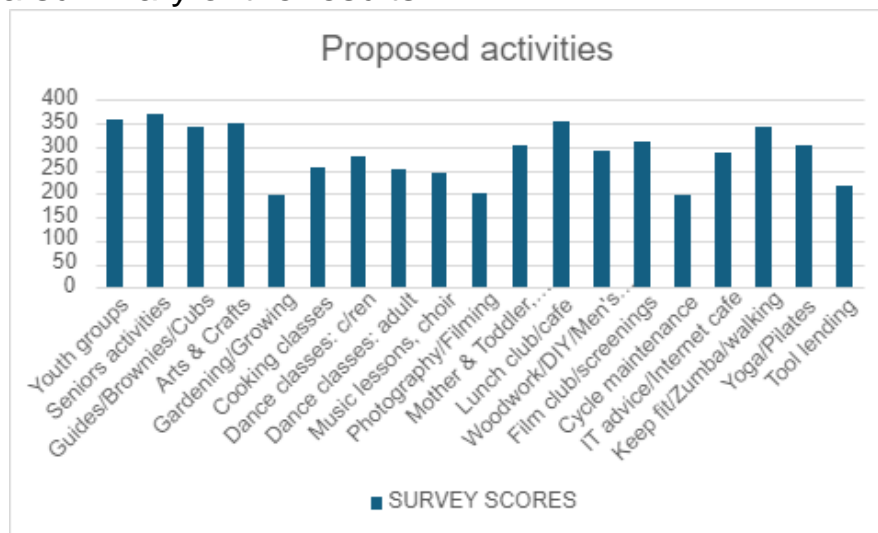
- ☐ “The two community Halls (Howie Pavilion and Princess Louise Hall) are under- used and poorly maintained.”
- ☐ “GP service is nil - have to travel by vehicle or public transport to a GP surgery. A cafe would be nice.”
- ☐ “Shops are good, not many other facilities, again the Princess Louise Hall required (again).”
- ☐ “There is need for a group amenity for babies and toddlers under 3.”
- ☐ “There isn’t much opportunity to gather with friends and family in a community setting in Rosneath.”
- ☐ “...” could greatly improve the park by bringing the Princess Louise hall back to being usable for all activities. Make the village whole again!”
- ☐ “A meeting place for kids, mum, dad to escort or chat.”
- ☐ “Bingo and lunch club.”
- ☐ “The church is the only space that's regularly open and available. There's no community centre, hotel or pub.”
- ☐ “The church, the Howie Pavilion and Princess Louise Hall are available for people to meet. Of these the latter two are in poor condition, unattractive and under-used.
- ☐ “The village is well served by the church but their ability to provide social activities/ events is limited. Princess Louise Hall needed.”
- ☐ “There is need for the community hall to be available to be used for groups in the community. It’s a wasted asset.”
- ☐ “There is nowhere in Rosneath for people to meet unless they attend church, not everybody’s choice It is a very isolated community.”

2.4 Market research

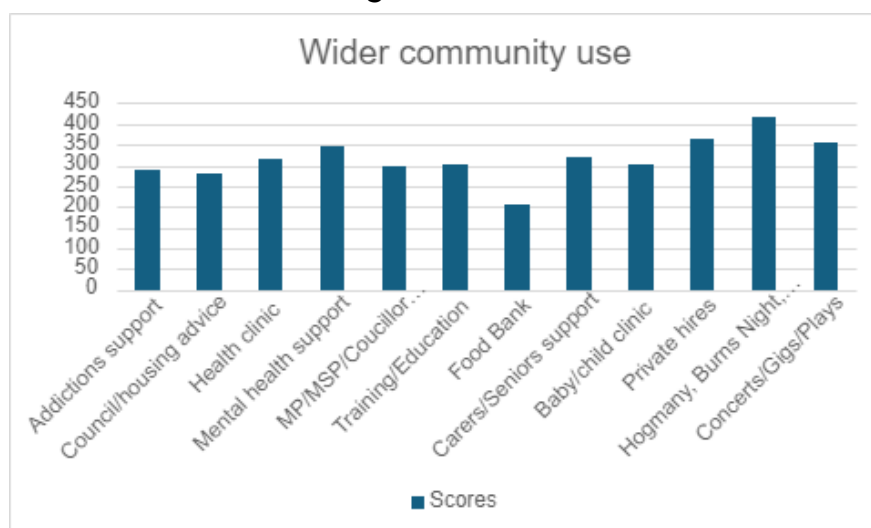
Community consultation began in August 2022 when around 100 people attended a public meeting. One key outcome from this meeting was the re-establishment of the Princess Louise Hall Committee charity. Participants were asked to indicate the types of activities they would like to access at the Halls using post it notes. The following table summarises the number and type of activities suggested:

TYPE OF ACTIVITY OR EVENT	NUMBER OF POST-ITS	TYPE OF ACTIVITY OR EVENT	
HEALTH & WELLBEING			
Fitness	2	Mental health support	3
Health support	3	LGBTQIA+ support	2
Slimming world	2	Meditation	2
Walking groups	2		
CLUBS			
Football	7	Knitting/Needlework	4
Nature/Wildlife	1	Drama	1
Choir	1	Photography	1
Yoga	1	Food themed nights	1
CLASSES & COURSES			
Music	2	Study support	5
Art and Design	2	First aid	3
Hair and Beauty	1	Uni of Highlands & Islands	1
Line Dancing	4	Retail marketing	1
Leadership	1	Finance	1
Food & Nutrition	1	Winemaking	1
SOCIAL			
Youth Club	2	Book Nook With café	3
Library	4		
Hire			
Birthday Parties	1	Family Celebrations	1
Organised Groups	3		
Community Events			
Cafe	1	Disco	3
Movie Night	6	Carboot Sales	1
Halloween Party	3	Christmas Party/Events	4
Easter Events	3	Clothes Exchange	1
Community Meals	1	New Year Party	3
Technology/Digital			
CV Building	1	How to use Social media	2
Zoom Room	1	Coding Club	1
Digital Hub	1	Computer Games Club	
Speakers/Visitors	1		
Entertainment			
Music Nights	2	Jukebox	1
Board Games	2	Tribute Acts	1

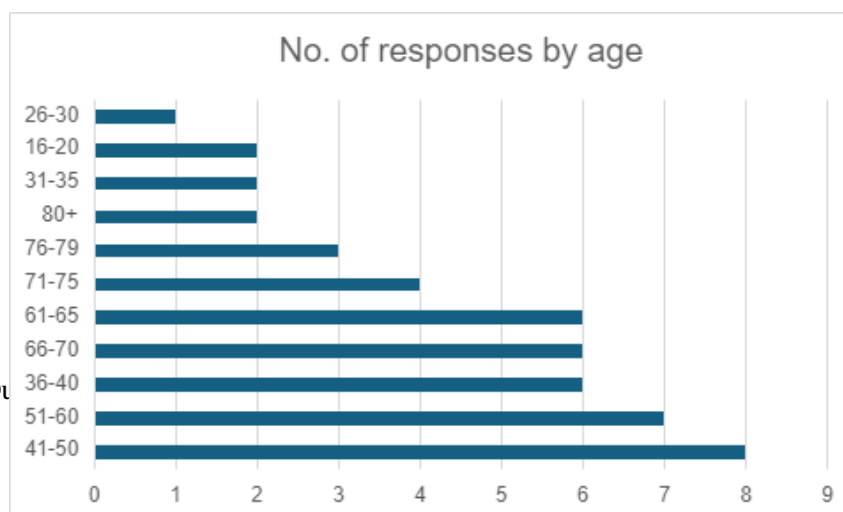
An online survey was conducted at the end of 2023 which sought further response from the local population to understand the extent of interest in a number of specific activities and uses for the Halls. The survey remains open and further analysis of the responses will be undertaken when it closes later in 2024. Of the 48 responses received up to December 2023, 47 were from people who live in the G84 area. Respondents were asked to indicate their level of interest in each activity from a scale of 0-10. Below is a summary of the results:



The survey also sought to assess interest in wider community use including use by health professionals and other charitable organisations delivering help, support or training/education. Responses a proposal to use the space for celebratory community or family celebrations were also sought.



36 respondents identified themselves as female and 8 as male. The age profile of respondents is as follows:



2.5 Partners

Alongside consultation with the local population, the Princess Louise Hall Committee have also engaged with a range of local and regional stakeholders to identify potential partnerships for services and activities. Argyll & Bute Council are a key stakeholder and arrangements for a lease on favourable terms is now being finalised. In addition to the relationship through the Community planning and Council's Estates departments, PLH are in contact with other departments in the Council including Social organisations have expressed interest in working in partnership with the Halls including the following:

- [Live Argyll](#) (leisure, sport, community learning)
- [Scouts & Guides](#)
- [FareShare](#) charitable food distributors
- NHS Highland (including mental health, ante & post-natal services)
- Citizen's Advice
- Rape Crisis
- [Sports Scotland](#)
- Rosneath Primary School
- Rosneath Food Bank
- First Responders

Discussions are ongoing and further partnerships are envisaged with the University of Highlands & Islands, Argyll College, Digital outreach services, cultural activity partners and services for local councillors, MSPs and MP.

Work and Education. A number of organisations have expressed interest in working in partnership with the Halls including the following:

- [Live Argyll](#) (leisure, sport, community learning)
- [Scouts & Guides](#)
- [FareShare](#) charitable food distributors
- NHS Highland (including mental health, ante & post-natal services)
- Citizen's Advice
- Rape Crisis
- [Sports Scotland](#)
- Rosneath Primary School
- Rosneath Food Bank
- First Responders

Discussions are ongoing and further partnerships are envisaged with the University of Highlands & Islands, Argyll College, Digital outreach services, cultural activity partners and services for local councilors, MSPs and MP.

3. What we will do

3.1 Vision

Our vision is for a Village Hall that is a thriving and vibrant community-controlled asset, open to everyone in the community. By connecting people and providing vital services, the Princess Louise Hall & Howie Pavillion can contribute positively to the economic regeneration and social life of the village and surrounding areas. The community is more resilient and better able to come together to respond to local challenges. The Halls are flexible, and spaces can be adapted to meet need as it grows and changes.

The key priority is to drive up community activity and get people involved and connected to make Rosneath a happier and healthier place to live. The Halls can be used as a vehicle for the achievement of this objective. The redeveloped Halls should be seen in the context of developing the community itself through the creation of more connections locally. This will inspire people to be active together and strengthen the sense of place. The project is therefore about community capacity building, community identity, community resilience and community pride. The project is aimed at all ages and the redeveloped Halls will be well positioned to serve the needs of all local people through the provision of services (eg access to health services) and providing an opportunity to create new activities, groups and events.

3.2 Services and Activities

Building on the work to understand the needs and interests of the local community, activity will be developed in relation to some key themes:

- ☐ health and wellbeing
- ☐ learning and upskilling (including volunteering opportunities)
- ☐ poverty alleviation and equalities
- ☐ children and young people
- ☐ culture and creativity
- ☐ families and parenting
- ☐ Older People
- ☐ economic regeneration and community development.

The re-developed Halls will be designed as multi-purpose spaces to ensure that the widest range of activities can be accommodated. The Food Bank will continue to be provided with the accommodation needed to offer this service and the kitchen space will be further developed to support this service. The kitchen will be an important facility for community and private event bookings and can also be used to support a cafe service. The spaces offered will be flexible enabling groups of different interests to use it effectively. The PLH was previously a Scout Hall, and the Scouts and Guides wish to restart at Rosneath. The troop have the honour of being formally recognised as The Princess Louise troop which is a status they expect to retain when restarting at the Halls. Storage will be made available for all regular activities (for example, toys for parent and toddler group). Booking and access will be made easy and affordable and groups aimed at low income beneficiaries will be prioritised.

3.2.1 Social Gatherings and Events

There was a significant demand for community and family events. The redeveloped Halls will have an events space that will be bookable for parties and functions as well as community events like Christmas parties, Burns Night suppers, film nights, community ceilidhs and summer fayres. The café will be organised on a voluntary basis to bring the community together and to address social isolation.

3.2.2 Health and Well-being

There is interest in a focus on keeping people well and active including exercise and wellbeing classes and other fitness related activity. As well as supporting a regular and a pop-up cafe, the kitchen can also be used for cooking classes and healthy eating workshops.

3.2.3 Private Parties

It is important for local people that “their” centre can accommodate weddings, funerals, birthday parties etc. so it becomes crucial to the individuals who live here.

3.2.4 Young people

Rosneath has a slightly higher than average number of children and young people and currently lacks things for them to do. The Halls will work with the schools to develop activities and events aimed at this age group with a view to not only involving them but also enabling them to be youth-led. Various activities taking place in the redeveloped Halls will provide opportunities for young people to undertake accredited volunteering (eg the Duke of Edinburgh Award) which has been shown to increase attainment and life chances. The need for services for very young children has also been identified which can include the provision of a weekly parent and toddler group session at the Halls. The Halls are located a few hundred yards from the school which is ideal for after school activities.

3.2.5 Older people

There is a slightly higher than average population of over 65s in Rosneath and social isolation for older people is a concern in the local area. Many of the proposed activities will cater for the needs of older people including, for example, social nights (bingo, quizzes, etc.), a Men’s Shed and use of the cafe. Several active older people are also looking for activities that will keep them fit and well. Fitness and wellbeing classes will also be important to meet that need. Following refurbishment, the space will be fully accessible.

3.2.6 Key Services

The absence of key services in Rosneath has been raised as a concern. Working with local, regional and national partners will enable the Halls to develop pop up services on a regular and occasional basis. This may include a film club, health advice surgeries, clinics, etc.

3.3 Beneficiaries

The refurbished Halls aim to attract 20% of the population on a regular basis plus numerous visits by local people for occasional events and services. The following is a summary of the beneficiaries targeted by the project.

PROJECT AIMS & ACTIVITIES	BENEFICIARIES
The renovated Halls will provide valuable services to the residents of Rosneath and surrounding areas, tackling erosion of community life and improving the viability of the area	Target beneficiaries per year: 400
Local residents will improve their quality of life through access to more recreational, learning and enterprise activities	Target beneficiaries per year: 400
Rosneath will benefit from a safe, high quality community space, designed, led and managed by the community, using local strengths and assets, increasing local pride and self esteem	Target beneficiaries per year: 400
Associational ties will be improved as more local people become involved in community activity through participation and volunteering.	Target beneficiaries per year: 400

3.4 Governance & Operational Management

There is a Trustee Committee of 5 members in place at present.

The Chair is Andy Gillon, currently Operations and Technical Director of Waverley Paddle Steamer. Background includes 12 years in Merchant Marine Executive in Budgeting, Operations and Technical Management 31years service the Royal Navy, Turner Fitter by trade.

The treasurer is Kate Fynn, a qualified primary teacher with an education management background, who also manages the accounts for her husband's firm. Kate has completed the charity's latest accounts as Treasurer.

The funding manager is Hilary Lowson who has 20 years managing a record label, music publishing and film production partnership. She also has 20 years' experience of the 3rd Sector, community assets with community engagement.

Other members are:

Tom O'Brien-Barden worked for the MOD for 38 years working in computing and safety critical Defence environments. Tom is a Chartered Member and Fellow of the British Computer Society. Tom has been a member of the Rosneath & Clynder Community

Council since 2017 and is a trustee of two other local charities.

Bryan Jenkins who worked for 30 years in the Finance industry in various executive roles culminating in Chief Executive Officer of Aviva Ireland, a position he held for 5 years before retiring.

They have the following responsibilities:

- ☐ Governance of the organisation
- ☐ Leading and delivering the strategic direction of the organisation
 - ☐ Progressing business planning and the move towards occupation of the buildings
- ☐ Overseeing the re-development of the Halls
- ☐ Financial stability – The board have ultimate responsibility for income generation and financial sustainability
 - ☐ Developing and sustaining relationships within the community and with partners
- ☐ Monitoring and evaluating impact
- ☐ Protecting and enhancing the profile and reputation of the organisation
- ☐ Recruitment and line management of staff in due course

The Board is aware of the amount of time, commitment and hard work that will be required to develop and manage the Halls. Board members meet regularly to discuss progress and plan ahead and all decisions are fully discussed, minutes published and approved before implementation.

Robust processes and procedures are in place and will be further implemented to ensure compliance and monitor performance (financial and outcomes) as the project develops.

These will then be reviewed to ensure that they are robust enough to cope with the increased levels of activity and responsibility that will come with managing busier Halls with additional services and activities. Support has been provided by Community

Enterprise and further support will be available from the Community Support Service Ownership Team (COSS) of the Development Trust Association Scotland. The Princess Louise Hall Committee governing document, prepared using a SCVO template, has been reviewed by COSS to ensure that PLH is suitably constituted as a receiving body under the legislation for Community Asset Transfer.

The PLH Committee's long-term lease for the Halls from Argyll and Bute Council is being negotiated and is currently being finalised by the Council's legal department. When signed, the lease will open up funding opportunities and the rental period will allow the Committee to use this time to work towards ownership of the Halls for the benefit of the community.

3.5 Staffing

Recognising that community capacity building is the central focus of this initiative, the need for a dedicated a Development Officer to support the development of the Halls'

programme on a partnership basis by building and sustaining momentum. This will be a part time post (15 hours per week) with a focus on reaching out into the community, and beyond. Working in partnership with a range of stakeholders to link, inspire and open up opportunities will be key to the success of the project as a well-used and highly valued resource for the Rosneath community. Reporting to the PLH Committee, the Development Officer will support service development and delivery by:

- ☐ Supporting the Committee in more of an operational capacity to consolidate, manage and secure all of the day-to-day services of the Halls
- ☐ Developing ideas for new services and securing funding
- ☐ Booking existing and new initiatives into the Halls and creating an on-going timetable of activity to meet local needs
- ☐ Researching a strategic communications and marketing strategy
- ☐ Leading on social media marketing, keeping the website, Facebook and Twitter up to date, and investigating the efficacy of other platforms
- ☐ Liaising with press and radio to promote the Halls with good news stories
- ☐ Managing a team of volunteers to help implement the strategy
- ☐ Building, maintaining and utilising, then using a database of local people who will become a community of interest in relation to the project
- ☐ Establishing, reviewing and implementing volunteer policies
- ☐ Recruiting new volunteers
- ☐ Selecting and placing volunteers in appropriate roles
- ☐ Supporting and supervising volunteers
- ☐ Providing training and workshops to equip volunteers to work well
- ☐ Administering the project by paying invoices, gathering data and ensuring compliance in various areas including data protection, environmental health, etc.

Recruitment of the Development Officer role is anticipated for Year Three to coincide with the full refurbishment of the Halls. The project will also require a janitor caretaker part time (6 hours per week) at this stage to make sure the Halls are clean, safe and accessible. In the lead up to the appointment of staff, the Committee and volunteers will contribute their time to progress the development of relationships within the community, liaise with partners and ensure that arrangements for using the Halls safely are in place.

3.6 Policies and Procedures

The Princess Louise Hall Committee is in the process of developing a full set of policies and procedures relating to the building, staff and volunteers. This includes ensuring the building meets fire and other health and safety regulations. All policies and procedures will be reviewed on a regular basis and amended as required. Support will be sought from Argyll & Bute Third Sector Interface, SCVO, Argyll & Bute Council, etc. Training will be provided to new committee members and (where appropriate) volunteers on the use of these policies.

- ☐ Conflict of Interest Policy
- ☐ Health and Safety Policy
- ☐ Data Protection
- ☐ Privacy Policy
- ☐ Child Protection
- ☐ Vulnerable Adult Protection
- ☐ Volunteering Policy
- ☐ Membership Policy
- ☐ Environmental Policy
- ☐ Equalities Policy

3.7 Legal Considerations

Princess Louise Hall Committee (SCO 21746) has been a registered charity since August 1993. Following a recent period of being dormant, the charity was reinvigorated in 2022, and a new set of Trustees were appointed. This structure provides the protection of limited liability and the benefits of charitable status – charitable rates exemption (80% mandatory and 20% discretionary provided the building is wholly used for charitable purposes); ability to reclaim Gift Aid on donations from eligible individual donors; and access to funding from some charitable trusts that will only fund registered charities. The governing document was re-written in 2023, and the objectives and charitable purposes of the Princess Louise Hall Committee are clear and wide enough to cover the activities envisaged for the Halls. This includes generating income from hall lets and helps to fulfil the core charitable aims and, as such, is primary purpose trading

3.8 Financial Management

An annual budget will be agreed by the Board. This budget will be overseen by the Halls Development Officer when fully operational, who will provide a bimonthly report on actuals versus forecasts setting out any variances and the reasons for these. This system will enable the team to assess how the sustainability plan is proceeding and plan accordingly. The budget and cash flow will be assessed every two months. The report will also provide an analysis of any shortfalls, along with a mitigation plan. The budget will be set by the Trustees at the beginning of the year and with a monthly report on actual and forecast cost variances together with cash flow analysis. The report will also provide an executive summary of costs/risks/programme progress. The report will be considered regularly by the Board.

3.9 Capital Works

The finances of any significant capital works will be led by a Quantity Surveyor on the appointed design team and there will also be a designated project manager working to the Board. The organisation will monitor spend monthly, investigating each Interim Certificate issued by the QS to ensure that the capital project is on budget and, where expenditure is identified as possibly exceeding the budget, ensure that the 10% contingency is used appropriately, or savings are made. The capital project is anticipated as staged: following the transfer of responsibility to the PLH Committee, some basic repairs will be required (Stage One – current operation). Stage Two will involve work to bring the buildings to a wind and watertight condition and Stage Three will be full refurbishment. Each of the stages will involve fundraising to meet the costs of the works before moving on to the subsequent stage.

4. Financial Analysis

4.1 Revenue income

The Princess Louise Hall Committee will require a revenue grant to support the early development stages to enable the charity to employ staff and stimulate activity at the Halls. This will tail off and cease at the end of a three-four-year period by which point the organisation will be in a stronger trading position. The ambition is to be totally self-sustaining by the end the second year of full operation but the extent to which this is significant challenge is recognised: cash flow forecasts are therefore based on a 65% trading / 35% grant model. Princess Louise Halls income will be derived from:

- ☐ Bookings of the Halls and other rooms
- ☐ Running regular events
- ☐ Running a cafe 3-4 days per week
- ☐ Community meals
- ☐ Fundraising for specific activity

The Halls need to be financially viable but also affordable for local groups and individuals. A fee structure is proposed that is in line with charges made for Council facilities in Helensburgh but with some minor variations: free usage will be introduced for some new groups whilst they build up user numbers and low cost hire will be offered to groups who would not be able to afford more commercial rates. Different types of groups will be charged on a sliding scale with a gradual increase over time. Depending on the response to the Halls the charging structure may be simplified. For example, at fees may be introduced to simplify accounting and regular bookings may be offered discounts to encourage more regular usage.

The following is a summary of the charges made by Argyll and Bute Council for the 2023/24 year which provides a benchmark for the calculation of charges for using the Halls.

VENUE	TIMES	CONCESSION CHARGE per hour (incl VAT)	COMMERCIAL CHARGE per hour (incl VAT)	NOTES
Hermitage Park Pavillion Community Room	Mon - Fri	<u>£24.15</u>	<u>£31.45</u>	25% reduction for groups making block bookings (5 or more within a 3 month period)
	Sat C Sun	£30.95	£40.15	

Helensburgh C Lomond Civic Centre (room for up to 20)	Mon - Fri 9am - 8pm	£24.15	£26.95	
	Sat C Sun Mon - Fri after 8pm	£30.95	£37.90	
Helensburgh C Lomond Civic Centre	Mon - Fri 9am - 8pm	£35.75	£41.35	
Centre Assembly Hall (up to 100)				
	Sat C Sun Mon - Fri after 8pm	£40.50	£49.65	
Helensburgh C Lomond Civic Centre Annex Room 1 (up to 30)	Mon - Fri 9am - 8pm	£21.95	£26.90	Annex Room 2 will be offered half price if booked in combination with Annex Room 1
	Sat C Sun Mon - Fri after 8pm	£28.65	£35.15	
Helensburgh C Lomond Civic Centre Annex Room 2 (up to 20)	Mon - Fri 9am - 8pm	£17.45	£21.35	
	Sat C Sun Mon - Fri after 8pm	£24.15	£29.65	

Conditions of let will be devised and will be based on the [Argyll and Bute Council standard conditions of let](#). This includes reference to Health and Safety, Equipment, Stewarding, responsibility for Licenses, Food Safety, etc.

4.2 Annual budget

Planning for financial sustainability will be key to the success of the PLH project. Projections for annual income and expenditure show that the Halls will require subsidy from the outset and the extent to which activities can generate income will change when the building is made wind and watertight and when it is fully refurbished. The Financial Summary presented in Appendix A covers a five-year period and shows the charity needing to fundraise to develop the programme and needing to draw upon existing reserves in the early years of operation. Trading as percentage of income rises to 65% by year 5 when the Halls are fully operational.

4.3 Capital Investment

Fundraising for the capital project will be a priority task for the PLH Committee. Some provision for any basic safety repairs required to continue using the Howie Pavillion will be required at Stage One. The focus will then be on ensuring that the buildings are wind and watertight (Stage Two) followed by a full refurbishment of both Halls (Stage Three). Fundraising for these works has begun and is based on support and advice from professionals to understand the scale of capital investment required at each stage.

4.4 Maintenance costs

The cost of maintenance has been anticipated based on the three-stage approach. The capital project will be progressed on the basis of minimising future maintenance and running costs going forward wherever possible.

4.5 Funding potential

The fundraising campaign relates to both the capital project (repairs and refurbishment of the buildings) and the establishment of new services and activities at the Halls. Some services and activities can begin when the building has been made wind and watertight. Subsidy will be required to become fully operational and the extent of the subsidy needed to support the development of the programme is indicated in the financial projections

Fund	Notes	Estimated Amount
UK Shared Prosperity Fund	Vibrant & Living Spaces Grant Fund is supported by UKSPF and managed by Argyll & Bute Council. The fund is for capital projects including community facilities and amenities.	Grants of £10,000 - £50,000 available from total Argyll & Bute's allocation of £304,602
Highlands & Islands Enterprise	Financial support is available to communities to utilise existing Community Right to Buy legislation, allowing communities to register an interest in acquiring land or buildings and have the first option to purchase if/when it's offered for sale.	Grant of up to £5,000 or 80% of costs
National Lottery Community Fund: Improving Lives	Grants to help people facing challenging circumstances including the cost of living crisis. The fund wants to support activity that means that people: are better able to identify ways to take control over their lives and build resilience are able to shape the activities and services they use to better meet their needs have more access to support and opportunities to improve their lives.	£20,000 - £200,000 Maximum grant length 3 years

National Lottery Community Fund: Community-Led	<p>wellbeing.</p> <p>Welcomes some level of match funding but can fund up to 100% of the costs of your activity including staff, equipment, premises costs and overheads. Expects revenue costs to be the main focus of the application. However, can also include up to £50,000 of minor capital costs as part of overall activity for items such as building refurbishment, adaptations or landscaping.</p>	<p>£20,000 - £150,000</p> <p>Funding available up to three years of revenue support.</p> <p>Up to £50,000 of award can be for capital.</p>
Garfield Weston Foundation	<p>Open to UK registered charities, and applications assessed on a 'year round' basis. Funding is unlikely to be more than 10% of the total costs of the budget.</p> <p>Good fit with the Foundation's 'Community Theme' – which includes "Capital grants for the restoration of village halls and community centres and for facilities to support community life".</p>	£30,000

Scottish Sea Farms – Heart of the Community Trust	The broad aim of the Heart of the Community Grant Trust is to provide financial grants for community projects that deliver lasting change within the regions in which the Company operates. Those regions are: Shetland, Orkney, Highland and Argyll. Key areas for support include: Creating affordable, family- oriented activities	£500 - £5,000
	Giving younger generations the same opportunities as those in more central areas Safeguarding mental wellbeing Combating isolation Providing lifeline services	
Robert Barr's Charitable Trust	The trust supports the relief of poverty, aid for the aged, the infirm and handicapped, the advancement of education, the provision of recreational facilities and the preservation of buildings or other items of national or historic interest. The Trustees tend to favour capital projects rather than running costs. Category of funding relevant to PLH is child and adult welfare.	Minimum £2,000, average award c.£24,000

Regeneration Capital Grants Fund	<p>The RCGF is primarily aimed at either providing new infrastructure or enhancing existing infrastructure that will improve the economic, social, and physical environment of communities.</p> <p>Applications need to be made by the local authority – so discussions would need to be had with Argyll and Bute Council to see if they would support a bid. This usually takes time and requires agreement on prioritisation by committee. This could be a large investment but can be highly competitive. Projects should:</p> <ul style="list-style-type: none"> <input type="checkbox"/> focus on areas that suffer from high levels of deprivation and disadvantage <input type="checkbox"/> demonstrate clear community involvement <input type="checkbox"/> deliver large scale transformational change with strong regeneration outcomes 	£200,000
	<ul style="list-style-type: none"> <input type="checkbox"/> encourage additional investment and address market failure in communities 	

Robertson Trust	Currently governed by a ten year strategy 2020-2030 with focus on addressing poverty and trauma, their causes and impact. This fund is relevant to both the capital project and for time-limited revenue grant funding.	Under previous funding strategy up to 25% project cost was available for standard capital grants. Main capital awards can range from £20,000 up to a maximum of £250,000. Revenue funding of between £2,000 and £15,000 for up to five years (annual income £25k-£100k) Wee grants: funding of up to £2,000 for one year only for constituted community groups and charities with an annual income of less than £25,000
Clothworkers Foundation	Capital grants are available for purchase, construction, renovation or refurbishment. Applicants "must be able to demonstrate that the work of your organisation fits within one or more of our programme areas, and that at least 50% of service users benefiting from the capital project are from one or more of those groups". The relevant programme areas are older people facing disadvantage and young people facing disadvantage	For larger projects (£100,000+), CF generally funds 10% or more of the balance to be raised. For smaller projects (with a balance of less than £15,000), CF generally funds between 50% and 100% of the balance.

5. Risk Assessment

RISK	IMPACT	PROBABILITY	EXISTING CONTROLS	ACTION REQUIRED	RESPONSIBILITY
Capital project					
Challenge to set out a persuasive funding package for renovation and upgrading of the Halls.	High	Medium	Committee is experienced in submitting funding bids.	Consider re-phasing the development if funding cannot be secured Consider contingency options of crowdfunding, or accessing loan finance.	Committee (with support from professionals in respect of phasing the capital work).
Capital costs higher than expected following tenders for refurbishment	High	Medium	Contingency and additional potential savings	Clever cost savings by design team Ensure contingency is adequate Raise additional funding if possible	Committee and design team when appointed.
Development and delivery of services & activities					
Demand lower than expected for space hire	Med	Low	Good evidence from the existing consultation activity Strong support evidenced at the 2022 open meeting.	Ongoing communication with local people and engagement events Enhanced promotion and specific marketing materials.	Committee (and Development Manager when appointed)
Costs are not covered by income generated	High	Low	Income and expenditure will be operational calculated.	Regular review of cashflow forecasting required to ensure that the understanding of the level of income needed to cover costs at the	Committee

				project is understood.	
Agreement cannot be reached with the Food Bank in respect of	Medium	Low	Good relationship with the Food Bank currently.	Develop plan to support the Food Bank to relocate during	Committee
tenancy arrangement.				capital works programme. Work with FairShare to further develop food support services.	
Insufficient reserves to manage cash flow	High	Low	Cashflows being prepared for each stage of the project.	Aim to build reserves.	Committee
Loss of committee members or other volunteers	Med	Med	Current committee is dedicated and hard working. Leadership shared across the team.	Write a succession plan. Work with the Community Council to involve new residents. Peer learning / shadowing across the board to develop skills and prevent overreliance. Work with providers of youth services in the area to help get young people involved in the running of the Halls.	Committee

Project not supported by local community	High	Med	Good links with local groups currently; and committee members are local residents. Ongoing commitment to community consultation including open days.	Monitoring and evaluation procedures set out in this business plan can help gather and act on community feedback.	Committee
Running and maintenance costs higher than expected	High	Low	Outline business plan	Further fundraising. Building reserves (reserves policy to be put in place). Further detailed business plan for all stages of	Committee
				the project including plan for cashflow management.	
Bringing in staff with the wrong skills	High	Medium	Not yet started recruitment of staff yet.	Write detailed person specification ; recruitment process and interview panel; probationary period of 3 months; ongoing and appraisal system strong line management	Committee

PRINCESS LOUISE HALLS FINANCIAL SUMMARY						
Item	Unit price	Year 1	Year 2	Year 3	Year 4	Year 5
Rates	0	0	0	0	0	0
Building maintenance: stage one (current operation)	£100/m	1200				
Building maintenance: stage two (wind and watertight)	£150/m	1800				
Building maintenance: stage three (refurbished)	£250/m			3000	3000	3600
£333 - £600						
Utilities	£400/m	400	400	400	400	400
Insurance		1000	1000	1200	1320	1452
Office supplies		300	300	330	363	399
WiFi	£100/m	100	100	100	100	100
Website hosting & maintenance						
Refuse collection	£25/m	300	300	300	300	300
Development officer				14500	15950	330
Registration & compliance		600	600	600	660	660
Programme costs (supported by Grants)		2500	3500	4500	8000	10000
Janitor/caretaker Stage 3	390/m			4690		
TOTAL EXPENDITURE		8200	6200	29620	30093	17241
Refurbed building						
Trading		200	1000	12000	14000	16000
Grant to support development & Operations		4000	5000	10000	12000	14000
Small grants (programme)						
Total Income		15000	47000	50000	64000	
Percentage of income from Trading		0.066	0.255	0.4	0.656	
Surplus/Deficit		-1600	7316	3298	14711	
NOTES						
Buildings likely to be zero rated for PLH charity following transfer						
Janitorial/Caretaking based on 6 hours weekly, Scottish Living Wage (£12 per hour 2023) + on costs and inflation expectation						
Development Manager based on 15 hours weekly, baseline 2023 salary expectation £28k pro rata						
Current charity reserves (Year 0) c.£8k						