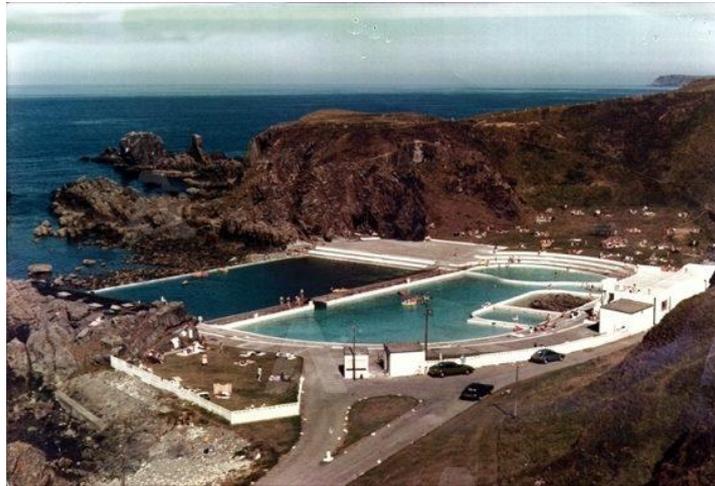




Tarlair Swimming Pool Complex Business Plan

Revision 23rd February 2020

Tarlair Swimming Pool Complex (Macduff) Business Plan



Executive Summary

Friends of Tarlair (FoT) is a registered Scottish Charity (reg: SCO45727) initially set up as a volunteer group in 2012, with the specific objective to save the Grade A listed Tarlair Triple Pool and Art Deco structures from destruction by the sea. The group worked with Aberdeenshire council, Addison Conservation and Design Engineers, and Covanburn Contractors to complete Phase 1 of the conservation rescue plan ***Tarlair Swimming Pool – Report on Repair & Restoration Options for the Pavilion*** (Addison Conservation & Design). The pools and associated structures, were listed by Historic Scotland as internationally significant structures to be preserved and saved from further destruction. Owned by Aberdeenshire Council minor preservation work has been conducted but lack of finances within the Council has led to significant additional deterioration. FoT strongly believe that the only way that this iconic (and extremely rare) example of an Art Deco swimming pool and other facilities can be preserved for future generations and brought back into use, is for the local community to take over the management and restoration from the local authority. The above report **Tarlair Swimming Pool – Report on Repair & Restoration Options for the Pavilion** (Addison Conservation & Design) has 3 phases.

Phase 1 - £300,000 High quality conservation repairs of boating pool, infant pool and all terraces. Surveyed, designed and supervised by Addison Conservation and Design. This phase was completed in 2014.

Phase 2 – Pavilion Block. £696,000 (2016 prices) Conservation survey completed and in the ownership of the Council – 2015. This is an essential intermediary stage to conserve the Pavilion structure and consolidate a cafe / workshop / heritage area within the site.

Phase 3 - Original Swimming and Diving Pool A survey has been conducted on this, but cannot be fully assessed until scraping out of rubble and cement infill to the pool. Completion of Phase 3 would allow for growth of all facilities as illustrated in our option ideas.

Purpose of plan

This plan is to support the application for the charity to secure a long-term lease of the Pavilion area of the Tarlair site from the Aberdeenshire Council. Our aim is to secure the asset transfer and to secure the necessary funding in order to carry out Phase 2 as detailed in the Executive Summary. This is the first step towards establishing other community facilities in the building and ultimately carrying out Phase 3 as detailed in the Executive Summary. This plan will also be used to accompany funding applications for Phase 2 of the project development.

Funding will be required for the project. (Phase 2) The costs can be broken down as follows:

1. Restoration costs - £ 696,000. To be updated as referenced below.
2. Fitting out costs - £55,000
3. Finishing costs – to be confirmed
4. Working capital - £17,256.66

The restoration costs are based on the condition of the building in 2016 and a further survey will be needed to assess if any additional work is required due to further deterioration of the structure in the intervening years. None of the above costs include VAT.

Fitting out costs are for the kitchen only.

Finishing costs are the costs of finishing the building internally and include such things as toilet and shower fittings, cafe furniture, any finishing trades work not included in the restoration. Until architect's plans are approved these costs cannot be confirmed.

Historic Environment Scotland has already expressed strong interest in supporting restoration costs and have indicated that their support would be of a level of 50 – 70%.

Funding will also be required for fitting out the building and for working capital.

Other potential funders are listed in Appendix 1.

We have contacted several of these organisations but have been advised that we are too early in the overall process to apply for funding and gauge the likelihood of support for our project.

We will start funding applications as soon as a suitable lease is arranged and expect to have the cafe operating for Spring 2021.

Friends of Tarlair has funds accrued through donations and fundraising activities: these will be utilised towards the working capital requirement of the project.

The group is aware that the costs are out of date and as referred to on pages 3 and 16 of this Business Plan. Condition of the building will have to be re-assessed and costings adjusted to take account of this and any inflationary changes.

As is normal business practice all pricing is net of VAT and we will register for VAT purposes when required and reclaim VAT wherever possible. Our position with regards to VAT is stated on page 4 of this Business Plan.

We will also take advice on reclaiming VAT for the project.

Moray Catering Supplies have been asked for a preliminary costing for fitting out a commercial kitchen to cater for up to 50 covers.

As noted on page 16 of the Business Plan internal finishing costs cannot be estimated until access can be obtained to the building and a full internal design produced.

Business details

Contact details for the organisation are:

Friends of Tarlair Community Group, SCO45727

At present the organisation does not have a website. A website will be developed during the restoration phase which we will use as a marketing tool to raise awareness of the project.

Structure of Friends of Tarlair

FoT was initially set up in 2012 as a volunteer group. On 19th June 2015 FoT became a registered Scottish Charity (reg: SCO45727). The Charity is administered by a committee of Trustees and in addition has a registered membership of 86 other individuals. The charity is not currently VAT registered, however will register when circumstances require.

The trustees are:

- Patricia Wain Chair
- Doreen Shearer Secretary
- Lorraine Smith Treasurer
- Joan Rumens
- Davey Gault
- Jacqueline Horning
- Joy Gauld

Relevant experience includes:

- Art teaching
- Organisational health and safety skills
- Civil engineering
- Finance – business organisation, banking, accounting
- Sound engineering and a musical background
- Small business owner
- Committee membership of LEADER for Moray, Badenoch & Strathspey Enterprise
- Former director Cairngorm Chamber of Commerce

More detail of relevant experience and the benefits these bring to the project is attached in Appendix 2

Present Activities

Since its inception Friends of Tarlair has conducted regular, basic, maintenance work around the pool site – this includes, but is not limited to clearing debris, shrub cutting, litter picking and assisting with emptying and cleaning the small boating and paddling pools (in liaison with Aberdeenshire Council).

In addition we have arranged fund raising activities, including a very popular Gala Day in August, to help raise funds to progress the business aims. The Gala Day was initially held in 2015 and has operated annually since then, attracting between 1800 and 2000 visitors annually. Other events include dances, musical evenings, heritage afternoons, car boot sales and afternoon teas. FoT also attend events on a purely promotional basis such as Rotary, Live Life Aberdeenshire and Banff Coast Festival where we use display boards to help us tell the story of Tarlair; its history and what we hope to achieve.

Achievements

Friends of Tarlair has shown continued growth since its inception. Since becoming a registered Charity in 2015 membership has reached 86. Members are mainly from Aberdeenshire and Moray and also come from farther afield from areas such as the Lothians, Fife and Lancashire. Whilst turnover is modest it has enabled funding ongoing activities and provided a useful surplus. The worst ravaged structures of Tarlair have been saved through a fantastic conservation programme (see footnote 1) while the regular light maintenance work helps retain a positive attitude amongst the many visitors to Tarlair Pool.

Social Media

Friends of Tarlair maintain an international presence through a dedicated Facebook page '**Friends of Tarlair**' where information about current, and historical, activities are regularly posted. Comments received from visitors to this site reflect the passion with which local (and not so local) people hold the beauty and facilities of the Tarlair Swimming Complex site. Currently our Facebook page has 2722 followers with another 7000 providing responses to articles posted there.

Advisors consulted

The committee has consulted with Mr Duncan Leece of Banffshire Partnership Limited, who has reviewed a draft business plan. We have incorporated his advice into this revised Plan. Business Gateway has many online resources and also runs workshops and day courses which will be of benefit to us; meanwhile we use the online facilities to help us with preparing for starting up the business. We will also consult with Business Gateway and other relevant bodies once we have secured a lease for the site. We will use Business Gateway for advice about employment law and also consult with Aberdeenshire Voluntary Action for support and advice.

Business Objectives

1. To repair, conserve and preserve the A-listed Tarlair Pavilion Building, and ensure the future of the site as a viable visitor attraction.
2. To promote further volunteer support and involve the community by creating an adaptable space in

- the pavilion building for meetings, exhibitions, dinners, small functions, musical nights and lectures.
3. To help secure the permanent preservation of the whole A listed site.
 4. To raise funds to help preserve and restore the Tarlair facility, starting with the Pavilion.
 5. To promote, within this unique building, an educational resource for the wider community by establishing a heritage centre, and incorporating facilities for creative activities.
 6. To secure a return on the investment by establishing regular cash flow to create room for growth.

Product and Services

Many people visit Tarlair at the moment but limit the duration of their stay due to the lack of facilities. Restoring the Pavilion block will allow Friends of Tarlair to provide cafe and toilet facilities which will mean that visitors will be able to stay much longer.

This proposal links directly to "Destination Aberdeen & Aberdeenshire - Our Tourism Strategy 2018-2023". "Turn assets into experiences. Building on our competitive strengths, this means developing our assets (such as natural landscape, and famous food and drink) into the type of experiences that visitors are looking for, and which can be readily marketed. We should be guided by the ambition to encourage people to visit throughout the year and as widely as possible across Aberdeenshire. It would also link directly to the other elements: Connect businesses with customers: Ensure that tourism is good for Aberdeenshire and its people: Improve the quality and attractiveness of employment in tourism.

Product Description

A café area, sensitive to Art Deco design, will be provided in part of the pavilion block.

We will create an adaptable space in the Pavilion area of the Tarlair Pool complex; this will accommodate exhibition and meeting space, lecture area, plus heritage and creative workshop space. Showers will be incorporated into the facilities area at an early stage for coastal walkers, cyclists and wild swimmers, as they will quickly become a natural customer base for the cafeteria.

The initial plan will be to provide a simple cafe offering of soup, sandwiches, toasties, tea, coffee, soft drinks and 'home-bakes' all prepared on site. We will have the opportunity to offer to prepare family picnic packages. The offer will be reviewed and potentially altered as the project develops and customer feedback is taken on board.

The pavilion block will create a unique setting for the proposed café and other developing indoor activities.

A permanent display dedicated to John C. Miller (pool complex architect), Thomas Edwards, (Scottish naturalist), and other historic figures with connections to Tarlair will be formed in the extension part of the building to create a heritage centre, with a creative workshop as part of that space. Provision of secure storage for regular users of the facility, such as the model boat club, will also be provided.

It is planned that initially the cafe will be open Thursday to Sunday from 10.00am until 4.00pm and these hours will be increased during the main summer months and as trade demands. More detail of working hours and duties can be found in Appendix 3.

The Market

Market Research

Estimation of demand through community engagement:

FOT have created a series of display boards of Tarlair's heritage, present use, and our Vision for the Future. We have taken this display to a variety of events in Macduff and Banff over the last few years. This helps us interact with the community, and glean opinions and enthusiasms for the potential of Tarlair at the next phase of the conservation plan, (pavilion block), and for the future for the site on completion. When speaking to people, whether at Tarlair or at promotional events, the feedback has been consistent throughout the years in that they are not concerned about the condition of the wider site but ask for the provision of refreshments and toilet facilities.

Community events where we have exhibited include Open Days (e.g. Deveron Sports Centre), Music and poetry reading event organised by us for COAST with the presentation down at Tarlair, Street Drumming Sessions organised by us at Tarlair, Rotary events, Xmas Fair, Strathspey and Reel Society Concerts, car boots and coffee mornings (organised by ourselves), Macduff Market, Fundraising dances and our own Gala at Tarlair.

A further estimation of demand is assessed by the number of groups who approach us on a regular basis hoping for a positive update on progress, see Appendix 4, and also by analysis of visitor numbers to the area. Figures for the latter are considered under 'catchment area' on page 7.

These include three local walking groups (total membership 80+), 2 kayak/canoe clubs, 3 wild water swimming groups, Macduff Scouts, cyclist, motorcyclists, model boat enthusiasts (12) and many individuals.

The future of somewhere like Tarlair should appeal to those who will inherit the place, so it is encouraging that Macduff Primary School are very keen to have Tarlair as a place for outdoor education, and we were invited to the school to display our photographs and share our ideas with the pupils. There followed a lively discussion with lots of constructive thinking.

With the backing of the schools, Tarlair will reach out to the whole parent/child population of Macduff and Banff.

Our annual gala clearly demonstrates support on many levels. A large number of locals help us prepare the site. On our most recent clean-up a group of 25 came from Macduff Brownies along with volunteers from Banff Men's Shed, the model boat group, a family and four trustees making a total of 45 – 50 to clean the terraces, car-park area and the beach. For the Gala many people give time, effort and skills on the days preceding to set everything up, to make and maintain items for stalls, transport equipment and much more. Much of the necessary equipment is leant rather than hired thus adding to the overall success of the day. There are many requests from people wanting to rent a display table or space for exhibits and activities, and over 2,000 people attend on the day. It is supported by the Macduff Marine Aquarium, RNLI, First Responders, Help for Heroes, Coastguards, Macduff Scouts and the Model Boat group.

We also have a Facebook presence with our Friends of Tarlair page having over 2700 followers.

Customer base

There is nowhere in the Macduff area for visitors to sit and enjoy quality food and drink while enjoying the tranquillity of a beautiful bay. Tarlair is a significant resource for this area which we plan to preserve for future generations.

The project will be targeted to the needs of local people and the numerous visitors who come to Tarlair and the wider north-east, particularly in the summer months, to enjoy the beauty and natural ambience of the area. Current users come here to walk their dogs, to find a safe play area for their children, to picnic, pass through on the coastal walk from the Salmon Bothy, coastal and “wild” swimmers (who are happy to pay if shower facilities are available) and to sail model boats in the boating pool.

Some of the groups currently coming to Tarlair and utilising the area are

- Deveron walking group
- Banff walking group
- Model boat group
- Banff Day Care
- Macduff Primary School
- Banff Kayak club

Appendices 4 & 4a list local potential user groups and include letters of support from some of these groups and organisations.

Provision of café and toilet facilities will only increase these numbers.

Visitors will be guided by means of on-street signage, online promotion, advertising in local media and providing a high profile at other local events.

It is anticipated that as the project develops the customer base will increase through liaison with groups to provide workshops allied to the location such as art/craft, history, heritage and environment

The fact that the value of the area is recognised through its Grade A listing as '***Its state of intactness, simple yet stylish design, early date and magnificent location all contribute to make this pool the outstanding surviving example of its type in Scotland (2006).***'¹ giving us a 'Unique Selling Point'.

Target Customers

All age groups and sexes around the middle income bracket. Experience shows that all age groups visit the Tarlair complex from young couples with children, late teen early twenties cyclists, car/motorcycle enthusiasts, outdoor (wild-water) swimmers, through to middle age and older couples interested in walking or exercising their dogs, families, outdoor enthusiasts, youth groups, those who enjoy architecture, those travelling on the N.E. 250, and visitors and locals looking for a unique setting to relax and eat.

Local regeneration schemes are having a positive impact on locals and visitors, resulting in a significant growth of numbers using Tarlair. Tarlair benefits from being isolated from derelict areas in the town.

Tarlair has recently featured in a major BBC Scotland program focusing on coastal places of historic and cultural interest. This has already resulted in an increase in visitors keen to see this unique place.

What can we offer that is different from our competitors:

Our location provides dining by the sea with scenic walks to and from our door, and within an architectural

¹ Extract from Statement of Special Interest: Historic Environment Scotland listed Building Status, Tarlair Swimming Pool etc.

arena unique in Scotland.

There is ample outdoor space for children.

Catchment Area

The population of Banff and Buchan is 35,300 and of Aberdeenshire as a whole is 247,600. The adjacent area of Moray has a population of 93,300 giving a total of 340,900 within a 'day out' distance. Using Visit Scotland's calculation of 25% wanting to eat out this is a potential of 85,225 customers to target.

Holiday accommodation within 10 mile radius (caravan sites & holiday homes):

- Banff Links Caravan Site 72 static 58 touring
- Whitehills Caravan Site 72 pitches
- Easter Bonnyton Caravan Site 86 pitches plus holiday lets
- Myrus Caravan Site 25 static 23 touring
- Turriff Caravan Site 14 static 41 touring 26 camping
- Pennan self catering 27
- Crovie self catering 25
- Gardenstown self catering 35
- Whitehills self catering 19
- Greenwood Loch This is a recently started and fast developing caravan and camping site for which we have no firm figures but anticipates having at total number pitches in excess of 150. There are already extensive facilities there and we anticipate that many of the visitors will want to come to use Tarlair.

Self catering and caravans have between 28 and 32 letting weeks per year. Self catering may have more because of Christmas and New Year breaks.

Assuming an average of 3 people per night caravanning and camping and 4 for self catering and an average of 30 letting weeks, this gives a possible total number of bed-nights of 264,000.

Using Visit Scotland's experience 25% of these (66,000) will want to eat in the area.

The total potential market is therefore around 151,000.

Tarlair has many repeat visitors at present coming to enjoy the views, walk their dogs, continue to the Salmon Howe and farther along the coast as well as use the facilities currently existing at the site. We forecast that the cafe too will have many repeat customers from the catchment area, as well as new customers from the known pool of visitors.

Other current users of the site are picnickers, wedding photographers, fashion shoots, birdwatchers.

Tarlair lies approx. 3/4 of a mile from the town centre, so will not threaten our competitors, (see competitor survey in the enclosures), but would help keep the movement of people in the area allowing new businesses to have new customers giving them a better chance of long term success.

Access

There is currently parking for 20 cars and there is suitable space to double this as the business expands.

Suitable disabled parking already exists close to the pavilion which has ramp access.

Competitors.

Three cafes have been surveyed within a 2 mile radius and details of their offer are given in Appendix 4 along with a comparison of the proposed offer at Tarlair.

Two of these will have 'passing trade' (ie they are on the public road and visible to passing traffic) and one like Tarlair is more of a destination venue.

Tarlair's main weakness is that the only 'passing trade' is walkers, although a substantial number already come because they know it exists. We will have to make it a 'must visit' destination.

The comparison with these cafes is shown in Appendix 5

Pricing

Pricing is based on using a figure slightly above the average for the area, given that we intend to offer a high quality product, make as much of our offer from scratch as possible and have a low environmentally damaging footprint.

Distribution

Not applicable to this project.

Branding and Design

While the conservation work and fitting out of the Pavilion is being carried out, design will be underway for logo and branding of the Tarlair project. The style is determined by the Art Deco character of the site and there is much source material to use as inspiration.

A commercial graphic designer will be contracted to lead a project involving the local schools and community groups with the objective of developing an iconic logo (and thus branding) through open competition/consultation.

Promotion & selling

Advertising

We plan to seek professional help in promoting our business, design and targeting of advertising etc.

Although our own efforts have proven adequate so far, we know that targeted advertising will be required to highlight and direct visitors, local and from further afield, to our venue.

We will take advantage of the free listing that is available on the VisitAberdeenshire and VisitScotland websites, with our listings on these detailing our offering and also directing users to our website and social media pages. Macduff is one of the settlements on the North East 250, North East Scotland's premier driving route, which is promoting the North East as a tourist destination of choice. We will become business members of North East 250, which has an annual fee of £75.

We will also continue to market the site by attending local events like Coast and Rotary organised events and continue to organise the Gala Day, sales and other entertainment events.

Single leaf flyers will be designed printed and distributed through visitor promotion stands, installing them in holiday homes, caravan parks etc.

The provision of pavement signs and improved Council and Tourist Board signage will encourage visitors to visit the Tarlair bay. We appreciate that this type of signage has a cost for which we will have to budget.

Brown Signs

These require membership of and assessment by Visit Scotland's Quality Assurance Scheme. There is a cost burden of both the membership and some few hundred pounds for the signs. This is something to be considered once the business is established.

Other approaches that can produce maximum return for minimal outlay can be provided via press releases to, and advertising features in, local papers, local radio and magazines such as Deveron Radio, Knock News and The Buzz.

For a further list of advertising and promotional opportunities to consider see Appendix 6.

Once the cafe is open and running effectively we will start to arrange events and promotions to broaden our customer base. These will include calendar related events such as Easter and Mother's Day; Evening 'meet the artist' events, two or three per season; the annual Tarlair Gala in August and the model boat group already have an established meeting on Sunday afternoons throughout the summer which we, and they, intend to expand on.

Website & Social Media

The Facebook page has been mentioned already but in the current day and age it is important to provide as much publicity as possible via other social media such as Twitter, Instagram and by a website presence. This is where we can involve younger members of our community who accept these methods of communication as the everyday norm. Efforts will be made to recruit suitable talent to concentrate on these facets of our publicity. This may well link in to the current Curriculum for Excellence and thereby provide further community links.

Awards

At present there are no awards for which we could apply, but once the business is established grading by Visit Scotland is possible and we would ask customers to review us on Trip Advisor, Google and similar websites/social media.

We also intend to apply for the 'Taste our Best' award; again from Visit Scotland. Once operational we will enter the Aberdeen City & Shire Tourism Awards. Categories we will consider are Best Heritage Tourism Experience, Best Informal Eating Experience and Innovation in Tourism. Following completion of Phase 3 we will consider Best Outdoor/Adventure Experience.

The marketing applies only to the Pavilion and groups are included only in respect that members of such groups are likely to want to use the Cafe facilities.

There is no constituted 'Model Boat Club', only a number of like minded individuals who bring their boats to

Tarlair on an ad hoc basis to sail them on the restored boating pond and have a sociable time. Due to the type of socio-geographic area many of the Trustees and model boat owners are known to each other. The boat owners are invited to the Gala Day as members of the public and add to the ambience of the day. The owners of the boats are not a constituted group and as such FoT cannot have responsibility for their activities.

'Swimmers' applies only to 'wild' swimmers who use the sea, not the pools. There is long-standing use of the wider site by visitors both local and from further afield who would very much appreciate the facilities that a quality Cafe will offer. FoT promotional material will be solely for the Cafe and ancillary facilities.

Operations

Staff and others involved.

We assume that initially the cafe will be run by volunteers. FoT will fund the relevant hygiene qualification requirements.

The cafeteria is anticipated to provide employment for 2 or 3 people part-time (one full time equivalent), increasing as required during the busiest part of the season. Staff will be paid £8.50/hr (Living wage £8.21/hr at April 2019).

Business Gateway will be consulted for employment advice regarding the potential minefield of tax, national insurance and workplace pension contributions.

Recruitment will be through local advertising and the Job Centre. There will be one paid member of staff and a minimum of one volunteer at all times.

We will continue to use our own experienced trustee to do book-keeping and we already have an accountant.

At present FoT has a regular volunteer base of approximately 35. Between them they store heritage information and material about the site, display equipment and furniture used at events; give talks at local schools and community events; assist in keeping the whole area as clear as possible of debris and litter during the summer months; monitor the group Facebook page and many other tasks as they arise. The volunteers are also sourcing as much material as possible about the history of Tarlair with a view to being able to use it to compile an historical record for use in the Pavilion.

On the run-up to the Gala Day the number of volunteers increases significantly and many show great interest in being able to contribute once the Pavilion is restored.

FoT has a core group of 35(approx) volunteers at present. The Pavilion Cafe will run on a volunteer-only basis initially. This will be sustained by continuous promotion of the facility and the need for volunteers. Volunteers will be sought through the use of local media (radio, newspaper), word of mouth and social media. The benefits of volunteering and the wide range of skills that will be appreciated will be publicised and community groups such as the Scouts will be approached. Volunteering is often a requirement for groups such as the Scouts and for those taking part in Duke of Edinburgh Awards and other schemes.

Further details of procedures are detailed in Appendix 3

Premises

We are applying for a long-term (99 year) lease for the Pavilion area of the Tarlair Bay site. This is a Grade A listed building which requires specialist restoration and conservation work to be carried out. This is fully detailed in ***Tarlair Swimming Pool – Report on Repair & Restoration Options for the Pavilion*** (Addison Conservation & Design) which is in the ownership of Aberdeenshire Council.

We are aware of the need to address security for such a remote site and will take advice from Historic Environment Scotland on how best to do this.

It will also be necessary to install a communication link, whether landline, satellite or linked network. Again we will seek advice on the best way to address this issue.

Legal

We will seek advice from Business Gateway regarding licences etc required.

Business premises and public liability insurance will be required and quotations sought with particular reference to the listed status of the property. Seek advice from Historic Environment Scotland. Once employees are in place employers liability insurance will be required.

If we intend to play music a PRS licence will be required.

Our accountant and Business Gateway will advise on HMRC and Companies House requirements.

Environmental Health will already be involved regarding layout etc of kitchen area.

Public liability insurance has always been in place and a fully trained lifeguard has been on duty at the Gala Days. The appropriate Employers and public liability insurance will be in place, along with contents insurance once the project has reached the relevant stages. The volunteers will be covered by such insurance. It is appreciated that the figure is probably low but insurance companies will not quote for a project which is so far from completion. As can be seen from the profit and loss and cash-flow figures, a greater cost of insurance will not be a significant problem. The figure used was based on 'best estimate' from previous business experience.

Suppliers

We plan to source as much fresh produce as possible locally; eg eggs, fresh meat, fruit and veg, fish from suppliers such as TPS Turriff, IM Foods Turriff, Downies,

Store cupboard ingredients will come from catering wholesalers such as Lomond Foods, Bookers, Brakes,

We anticipate that, certainly initially, all suppliers will be paid on delivery.

Intellectual Property

At present FoT has no intellectual property to protect but action will be taken when necessary.

Quality

Building control and Conservation inspections will be necessary during restoration work.

Advice and inspection will be required from environmental health once the stage of fitting out the cafe is reached.

Information Technology

Taking payment by credit/debit card is a potential problem as there is no land line or mobile phone signal at present. Advice will have to be taken on the most appropriate solution.

A suitable computer will be required for record keeping, accounts etc; again advice will be taken at the appropriate time with regards to equipment, security, back up etc.

We anticipate having a website and we already use some social media and appreciate how much this can help promote the type of business we are establishing.

Environmental

Food waste will be disposed of as required by guidelines in place at the time. All recyclable waste will be minimised and what is unavoidable will be dealt with appropriately.

Financial

Projected Major Expenditures

Restoration

The cost of conservation and repair to the Pavilion is outlined in the consultant's survey report. These figures are based on the necessary work being carried out in one or two phases and allows a 20% contingency. The condition of the building will have to be re-assessed to take account of any further deterioration that may have taken place in the intervening years and costs adjusted accordingly.

All exterior and interior conservation works would be covered but internal decoration, fitting out and furnishings would be excluded.

Full details can be found in '*Tarlair Swimming Pool – Report on Repair & Restoration Options for the Pavilion*' (Addison Conservation & Design) which is the property of Aberdeenshire Council.

Projected restoration costs as at date of above report. £636k to 696k + VAT

Internal Finishing, fitting out and decorating

These costs cannot be estimated until final internal design is decided.

Catering equipment

The kitchen and servery areas will require installation of professional quality equipment and much of this equipment can be sourced used and renovated.

Until a detailed design of the whole interior is completed and the kitchen area is defined a kitchen design cannot be planned and approved by the Environmental Health department. Until this is possible FoT have been advised that a typical budgetary cost would be:

Current projected catering equipment costs £55000 + VAT

The above would include professional quality equipment such as cooker, fryer, cooker hood/extractor, dishwasher, fridge, freezer, coffee machine and knives, boards, pans, etc.

Current projected costs for glassware, crockery, cutlery etc £5,000 + VAT

Dining Area

Dining areas will need seating for about 42 covers

Current projected seating costs £5000 + VAT

Artwork display

Provision of a professional (gallery quality) hanging system – budget cost:

£13 per metre run (+VAT)

Operation

It is projected that the cafe would be open initially between the hours of 10am to 4pm
A brief summary of staff duties etc and advice on commercial kitchens is included in Appendices 3 and 7

Funding

Conservation and repair of the Pavilion will require expenditure in the region of £700k plus VAT and this money will need to be raised from a number of sources. Further funding would have to be resourced to complete the renovation of the whole Tarlair complex but this is outwith the scope of this business plan.

A potential funding package is attached (see separate sheet) and further advice will be taken from SCVO Funding Scotland when appropriate.

Historic Environment Scotland release 50% of their grant offer on start of the project and thereafter release 20% at approximately halfway and a further 20% at the three-quarter stage with the final 10% once all snagging is completed.

The Robertson Trust releases 100% of funding it awards as soon as a project starts.

It is not known at present how other potential funders release funds.

The advice and possible assistance of Social Investment Scotland will also be sought once funding application stage is reached.

Friends of Tarlair funds

Friends of Tarlair have limited financial resources however we have been successful in fundraising in the past. It is anticipated that we will have to generate approximately 20% of the money required for conservation, renovation and conversion of the interior either in actual funds or "in-kind".

Funding Streams

As well as the funding outlined above we have plans for funding streams, in addition to the cafe revenue, for the long term. Some of these are listed below.

- Outdoor access showers: £2.00 per shower plus towel if required
- Craft workshop: bookings for learning about crafts, heritage, environment etc. £20.00/hour for hire of workshop space.
- Evening rental of cafe space for conferences, meetings, small celebrations, music nights and lectures.
- Commission of 30% on sale of art works displayed on 'sale or return' basis.
- 'Visiting Chef' nights for bookings only.
- Sale of Tarlair related products, for example fridge magnets, key-fobs, mounted prints, cards. These would display Tarlair's logo, paintings/photographs by local artists, giving visitors a choice from popular, competitively priced items related to the site.

Fundraising

Each year, FoT run a gala event in August which raises funding to pay for pool and environment clean up following winter storms (grass cutting is carried out by Aberdeenshire Council). This successful event has generated a surplus over the years which is available for part funding the café / restaurant plans and other expenses. It is not claimed that these funds alone will be adequate to fulfil the wishes of the charity but does, at least, give the organisation a head start and shows commitment.

The organisation will now put into place other plans for fundraising to raise further capital to further the project. These will include:

- Continue running annual Gala Day in August
- Involve other groups including Macduff Scout Group, H.M. Coastguard, Macduff Heritage Group and Help for Heroes
- Organise other community events – Musical, coffee mornings, heritage events and dances
- Joint fundraising with Macduff Aquarium
- Encourage open water swimming events to raise the area's profile
- Work with Salt Street Production filming skateboarding activities
- Assisting Community Art Co-ordinators
- Work with BBC Scotland to capitalise on their documentary “Scotland from the Sky” which featured Tarlair
- Continue assisting with Macduff Primary School Tarlair project
- Continue assistance with the Edinburgh art student project based on the Pavilion Block
- Follow-up the interest shown by a renowned Scottish sculptor to exhibit at Tarlair

One suggestion that has been made is to use the popular scheme of “crowd funding”. This will require much thought before being put into action; poorly planned crowd funding schemes just do not work and the FoT will only have one initial chance to “get it right”. FoT need to look at the options of “Donation Based” crowdfunding and “Reward Based” crowdfunding and who should be targeted and the level of financing required.

Public Sources

The majority of the funding for the project will need to be sourced from public and charitable sources. No one source can be considered for complete support but a number of sources should be considered. These would include:

- Historical Environment Scotland
- Robertson Trust
- Heritage Lottery Fund
- Vattenfall

Brief information about Robertson Trust and Vattenfall and some other possible funders is attached in Appendix 8.

Other sources

Finally other sources for support should be investigated, where funding in either financial terms or "in-kind" may be available. These to include:

Macduff Development Partnership

Aberdeenshire Council

Local businesses etc

Business and funding advice

Business Gateway

Banffshire Partnership Limited

Aberdeenshire Voluntary Action

Environmental Health

"SWOT" Analysis

Strengths

- The business would restore a decaying Grade A listed building and give it purpose, in line with Aberdeenshire Council's priorities.
- The project has very strong support from the CEO of VisitAberdeenshire.
- The project meets many of the criteria for Visit Aberdeenshire Tourism Strategy and Macduff Development Action Plan.
- Historic Environment Scotland have already expressed interest in awarding substantial funding to the project we will benefit from their extensive and invaluable advice and experience to allow us to meet all listed building criteria.
- We have wide ranging skills and experience relevant to progressing the project to completion; see Appendix 2
- These skills cover all aspects of design and preparation of plans to meet Building Regulations, understanding the construction/restoration process, preparing and presenting business plans for presentation to Banks and potential grant funders, knowledge and experience of keeping accounting records for bank and business purposes, understanding of pricing for retail sale and wide experience of interacting with the public of all ages and in many different situations.
- Friends of Tarlair has persisted since 2012 in trying to achieve its aim of restoring the site of Tarlair Pavilion, pools and bay area despite pitfalls and setbacks.
- The whole bay area is recognised to be of national and European importance and already draws visitors.
- FoT are committed not only to restoring the pavilion, but also to restoring as much of the site as possible and introducing other appropriate amenities to encourage footfall and make the project sustainable for the future.
- To date there is no other group or organisation committed to the restoration /conservation of the site.
- The Pavilion Cafe will provide employment opportunities, and as the project develops more such opportunities will arise.

Weaknesses

- Setting up a new business in a "destination" location with limited passing footfall will require excellent promotion and advertising
- The security of the site.
- Not taking advantage of the funding bodies likely to assist with restoring an A-listed structure, including Historic Environment Scotland and the Heritage Lottery Fund.
- Not taking advantage of the funding bodies likely to assist with a project with community,

employment, youth and regeneration aims and objectives, such as the Robertson Trust, Big Lottery and Vattenfall amongst many others.

- Possible changes to small business rates relief and changes to the benefits of Charitable status.
- Sustaining interest and involving new trustees for the future.
- Ultimately tetrapod-type coastal protection would be required in the bay to protect the main pool when it is restored.
- At present the bay is a 'dead' area for mobile phone signals and internet data links.

Opportunities

- During the first year we will refine the offer to meet customer expectations and use every opportunity to assess which advertising and promotional efforts are the most successful and develop these.
- As the business develops it will link to such ventures as the Coastal Trail and the North East 250 road trip.
- It will give visitors to Macduff and the Banffshire coast area more reason to stay and add value to the tourism offer of the area.
- With the USP of this being the only Lido of its type in the UK, Tarlair can be linked into many small tours on offer to visitors looking for a different experience; one example is the tours offered to the cruise ships which will visit the new extension to Aberdeen Harbour.
- Extending the lease in the future to cover the boating pool will generate another income stream for the cafe and give another reason for visitors to come to the site.
- Re-instatement of the coastal path through Tarlair will also be a target aim for Friends of Tarlair to encourage footfall and potentially increase customer base.

Threats

- Unnecessary delay in taking forward the repair programme, causing the project to miss out on the momentum created by the regeneration ideas for the area.
- Lack of will to invest in a business plan which will feed and grow employment, tourism and community for the foreseeable future.
- Continued deterioration of the Pavilion and pools if work is not carried out and appropriate protections put in place.