



# **Business Plan : A Phased Approach to Re-development**

**Mill of Benholm**

**July 2018**

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# 1 Introduction and Background

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## 1.1 Project Summary

The Mill of Benholm is a rural mill complex on a sheltered site of around five acres beside the Burn of Benholm. The Mill was built in 1817, and is still operational with a water wheel and full interior workings, Mill Pond, Lade and Sluices and associated land and out-buildings. The former miller's house and byre had previously been converted and used as a café, shop and toilet facility and the Old Grain Store had been used as an office. There is significant open land with a growing area and a new orchard plantation. The Mill and site is owned by Aberdeenshire Council. Adjacent to the Mill is an area of mature deciduous woodland, with walks and outdoor learning space, privately owned by Brotherton Estate.

There has been milling onsite since the 12th century and milling continued until 1982. As noted in the report as a vital element of the social outcomes, the Mill has always/traditionally been a meeting place and that will be revived as an important community hub.

The facility closed in April 2014 and a new future was sought for the Mill. During 2016 a team of independent consultants were commissioned to research the need and demand and develop a vision for the site. That was successful and presented a master plan for the whole site with a range of services, facilities, partners and delivery agents. It included opening the Mill and café and creating a new training and visitors centre along with making the woods more accessible.

Though the whole site up-grade vision was visually impressive, it not only renovated the existing buildings but developed new facilities at the upper car park and a bespoke training space on the main site. These new facilities escalated the capital cost of the development but also the on-going revenue burden with increased running costs and further buildings to maintain long term.

Development sessions with the new board since that time have moved the debate further. Additional financial and business modelling has shown that, though potentially useful, these new spaces give limited added value and will need market testing before the spend is committed to. Core activity can be delivered within the existing buildings and on the open site (with marquees and temporary structures as required) which is relatively extensive. Future new structures and more ambitious investment will be deferred to a future phase and based on clear commercial and social demand only.

The organisation (Mill of Benholm Enterprise) has decided that the grant vision was only achievable if taken in a phased approach. As a result they are currently pursuing an initial smaller phase that opens up the site to early activity. This is viewed as a stepping stone to the full site development which is articulated as a second phase. These two phases are set out in this business case, using that initial phase as a spring board to achieving the full second phase vision. This plan sets out that fuller development that involves the upgrading of all the listed buildings on the site and gets them active and busy with heritage, café and events. The third speculative phase is referred to but is not viewed as vital to the core vision.

The heritage importance of the Mill was significant during the research and the largest demand was for re-opening the café in some form which held a very special place in people's memory. Further training and learning, particularly in the open environment was a substantial need and opportunity.

The first phase will bring in initial capacity for the organisation by recruiting a Development Officer to start to develop a range of early initiatives to open up access to the site for local people. As part of this plan the Mill will receive minor renovations to become a key draw to the site and the Grain store will get a small renovation so that it can offer multi-purpose space for a pop up café and learning and events space. This gives the asset a manageable purpose that will be available for local people and visitors but it is grant dependent. Learning from this phase will firm up proposals for the fuller development.

As part of this process, the group is negotiating the asset transfer of the site (leading to full community ownership) which will be a pre-requisite for the fuller phase.



## 1.2 The Organisation

The organisation looking after the Mill at the time of its closure eventually wound up and the funds were held in trust until a suitable body emerged. The Friends of Mill of Benholm emerged as an informal unincorporated group which steered the idea of saving the Mill for the community until the business plan was produced.

The group received some development support and formally constituted as the Mill of Benholm Enterprise. The organisation is a SCIO registered with OSCR (SC047943) in November 2017.

The organisations main charitable objectives are;

1. To advance heritage by preserving and developing the historic Mill of Benholm within the local unique environment
2. To enhance the enjoyment of art and culture on site and in the environs of the Mill
3. To promote and protect the natural heritage
4. To promote citizenship, community development, and to create volunteering opportunities for the benefit of the community of Benholm, the surrounding area and beyond by delivering a diverse variety of services and initiatives
5. To provide leisure and recreation facilities within the Mill, the surrounding woods and the wider environment, with the object of improving the health and wellbeing of the people of Benholm and the surrounding area
6. To advance education and learning by providing workshops, training sessions and courses on the site and in the surrounding woodland

The community that will benefit most directly from the redevelopment of the Mill (and will be eligible for full membership of MoB Enterprise) includes the Community Council areas of: Benholm and Johnshaven, Arbuthnott, Gourdon, Mearns, Inverbervie, St. Cyrus and Catterline, Kinneff and Dunnottar.

## 1.3 The Journey Here

The methodology below shows that this has been a collaborative process, based on good robust research and on-going thinking led by the community but supported by specialists.

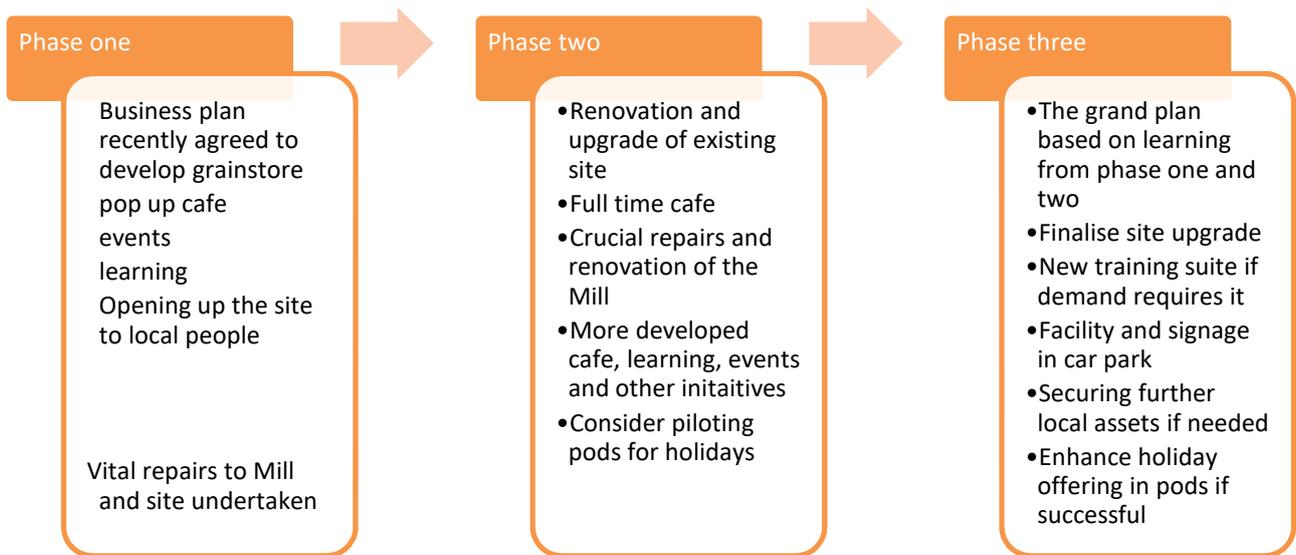
Stage	Description
<b>Engaging consultants</b>	An initial meeting was held on site to discuss expectations from the assignment, to agree the approach to the work, and to gather detailed background information and contact details.
<b>Information Gathering and Analysis</b>	This involved a review of the background material and desktop research, focusing on the following:  A review of documentation gathered to date focusing on the objectives and activity of The organisation and other Steering Group members  A review of the economic and social profile of the area  A review of the policy context at the national and local level that underpins the objectives of the project
<b>Case studies</b>	Desktop research and analysis of other similar services and facilities to explore a variety of operating models and identify challenges to overcome and factors for success



<b>Consultation Programme</b>	<p>The consultation involved engagement with potential user groups and also with residents of Mill of Benholm and surrounding villages Consultation methods have included;</p> <p>Open meetings Stakeholder interviews User Group Survey Strategic Review Funding Search Review of existing facilities A Heritage open day on the site</p>
<b>Feasibility study and options appraisal – technical and organisational</b>	The final stages of the assignment involved drawing together the findings of the research and preparing a feasibility study with options working alongside the architect led design team
<b>Facilitated Vision and Governance session</b>	The NESPT and the Friends met with a group of local people to identify a legal structure and model moving towards implementation
<b>Business Case document</b>	The feasibility study data was used to create an outline business case for the whole project.
<b>Facilitated session and further thinking</b>	The organisation constituted as a SCIO then entered into a period of thinking and early implementation of the idea. During this period a phased approach was agreed.
<b>Phase 1 Plan</b>	A plan was produced and presented to the group who considered it and submitted a detailed response.
<b>Further Research</b>	The group secured support from the Enterprise Accelerator programme to research the café in more detail and scope out compliance issues. Case studies were undertaken and this learning was fed into the next iteration of the Phase one plan.
<b>Phase 1 Plan revised</b>	This revised phase 1 plan was presented to the group in a facilitated session, final amendments made and the plan signed off.
<b>Phase 2 Plan presented</b>	This fuller phase was set out and discussed by the board who fed back comments which were absorbed
<b>Consolidated Plan</b>	Following discussion with the board it was decided to consolidate these phases into a single business plan.



## 1.4 A phased Approach



## 2 Market Research and Needs Analysis

The full research data is contained within the feasibility study. For easy reference, the following summarises the results of that research.

### 2.1 Summary of Research Findings

The research conducted as part of this consultation process, has demonstrated that whilst there are some concerns with the scale, achievability and viability of large plan, there is significant support for the project from stakeholders, local residents and market analysis.

#### Strategic Fit

1. There is a strong fit with a range of national and local strategic frameworks from heritage to tourism, asset transfer to social enterprise and community empowerment to learning.

#### Need

2. Demographics show an aging population and rural exclusion that drives the need for meeting places to build social capital.
3. 77% of survey respondents identified a demand for social activity
4. Aberdeenshire has an ageing population, and the area is predicted to have the highest proportion of older people in Scotland by 2027. By 2035, the number of people aged over 85 years is expected to rise by 198% to 14,953. 13% of pensioners live alone, compared with 12% across Aberdeenshire, and 14% across Scotland
5. The open meeting identified a need for “things to do” for all ages to avoid outward migration.
6. There is high existing loyalty to the Mill. 28% of survey respondents used the Mill every 3 to 6 months and 27% used it less regularly; 18% used it monthly and 10% used it weekly.

#### Assets

7. During the research period there was a range and depth of local assets, gifts and skill that can be drawn on in service development and delivery. This was particularly evident in the open meeting.
8. The new board that has emerged is highly skilled and driven with a vision for protecting and enhancing the site for local benefit while understanding the need for financial viability.

#### Heritage Attraction

9. Localism and authenticity to a region is a vital USP for all similar mills to attract visitors.
10. Strong support in the open public meeting for a heritage site open to the public. This is a valued place for local people.
11. There was overwhelming support from survey responses to retain the Mill as an important heritage asset with 85% supporting this. Comments suggest that it is seen as a unique asset, one of only a few Mills still in existence but the aim should be for the Mill to become self-financing.

#### The environment

12. 71% of survey respondents identified a demand for walking and cycling routes.
13. Enjoyment of the open environment was a strong demand from local people at the open meeting.



## Learning

14. There is a demand for workshops and visits to be based on milling and baking to celebrate local skills and local industry.
15. There was also a demand in the open meeting for learning other traditional rural skills.
16. There was demand within the open meeting for learning sessions, particularly related to the outdoors including tree surgery, lime rendering, blacksmithing and forest schools.
17. Learning links related to the growing area.

## Sustainability

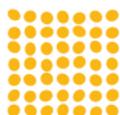
18. Case studies show that there are a range of working and non-working historic Mills across Scotland which are able to sustain themselves using a mix of diverse trading, grants and donations.
19. Trading comes from using the site as a heritage attraction but also for other purposes including weddings, conferences and events.
20. Cafes and shops are regularly featured as popular
21. 97% of survey respondents visited the café, 47% visited heritage projects 52% visitors centre and 42% learning events. 97% would continue to use the café if re-opened.
22. Diverse trading is often linked to milling including heritage skills, milling and baking workshops.
23. Annual Average Daily Flow at nearby Nether Knox is 3,641 vehicles per day (2015). The vast majority (68%) of the passing traffic is cars. While it is likely that a considerable percentage of daily flow comprises of local people, and regular users, well-placed signage has the potential to attract a number of visitors.
24. There was a high level of support for the café in the open public meeting
25. Sales of produce on site from the growing area and orchard in the future.

## Marketing and Branding

26. This is a relatively hidden area and tourism would need to be stimulated with good marketing and strong place based branding
27. Various target markets require different tones of voice and visual language in the communication techniques.

## Capacity

28. This idea will struggle to proceed without development staff as it will become too challenging and complex
29. Volunteers are vital to this and there is a need to develop recruitment, selection, training, support and placement policies.
30. Partnership is key here, with strong existing partnerships and new ones that can be developed across the third and public sectors. There are numerous partners noted in the body or this research particularly in the stakeholder section.
31. A formal agreement is required with the Brotherton Estate.



## Site

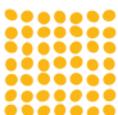
32. The mill does not exist in isolation but sits within a local context (e.g. with the Kirk), a regional context (with Johnshaven and the other villages) and the wider Mearns.
33. An accommodation schedule was driven by the demands in the research which has led to an agreed costed master plan for the site.

## Funding

34. The funding strategy shows that this is a fundable project within planned budget parameters. The funding of the grand plan was seen to be achievable but challenging and without early success this would create a delay and local frustration.

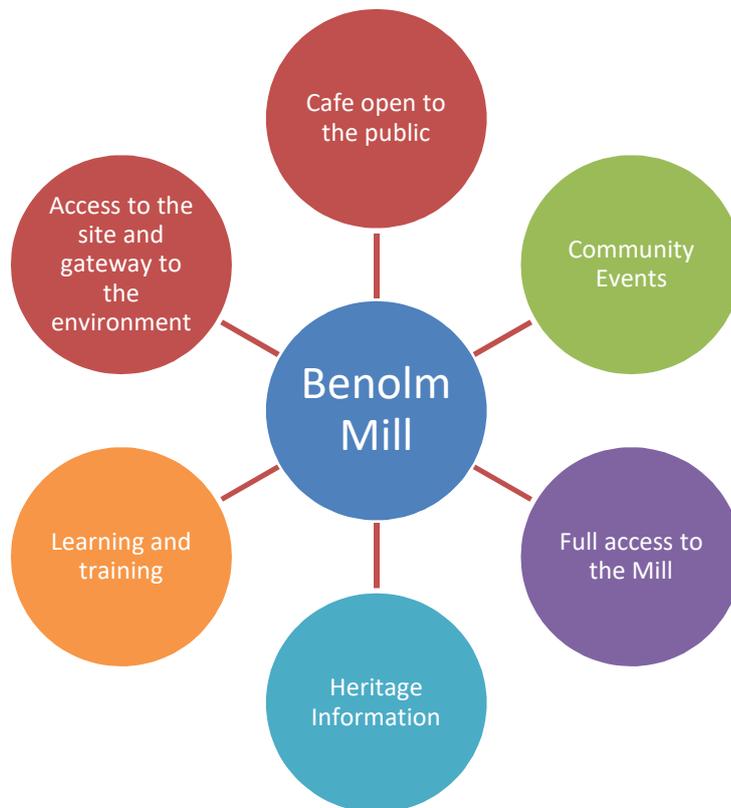
## Legal Structure

35. A legal options appraisal showed strong options for a future robust structure which was then implemented.



### 3. What We Will Do

#### 3.1 How the Mill of Benholm will Work



#### 3.2 Services and Activities

##### 3.2.1 Phase 1

Theme	Services and Activities
Heritage	<p>We will ultimately renovate the existing Mill to be a fully functional working Mill and a key element of the visitor attraction. In phase one we will</p> <ul style="list-style-type: none"> <li>• Undertake vital repairs. There is water ingress that needs to be looked at and beyond that there is a general upgrade to the building to improve the experience for visitors before the full work is done to bring it back into working order</li> <li>• Create new interpretation boards with better information about the history of the Mill and its place in the context of the wider area</li> <li>• Upgrade the existing information booklet with new images and text and present it in a more modern format.</li> <li>• Organise guided tours and talks about the Mill initially at community events.</li> <li>• Signpost the opportunity for walks and cycling to show how the local geography linked to the milling.</li> <li>• With minimal security in place, the Mill will be open to the public to just look around.</li> </ul>



	<ul style="list-style-type: none"> <li>• Learning courses, e.g. lime rendering, can be used to support simple maintenance of the mill by local people which will reduced costs and create community empowerment.</li> <li>• Add a plaque with the names and dates of all the Millers over the years</li> </ul>
<p><b>Cafe</b></p>	<p>The re-establishment of a cafe offering is key to this phase. The development of this as a regular café, fully staffed, marketed and open to the public will come in a later phase. However this was the main attraction of the site and important to create an initial food offering to get local people back to the site. Volunteers (and perhaps sessional staff if funding can be secured) will open the café as a pop up café now and again and at events. It will operate more like a traditional “community coffee morning”. It will not be a regular offering and will not be a formal café. It will open perhaps monthly with increased timings in the Summer. These will be advertised locally and momentum will be built gradually. When it is open, it will be advertised to ensure repeat custom and strong local support.</p> <p>Simple items will be available; principally hot and cold drinks and simple cakes and perhaps community lunches with soup at certain times. Local bakers will be identified who will be given funding for ingredients but will contribute to the project by donating cakes.</p> <p>The plan is to renovate the Grain Store and extend its potential with external seating to the side. This will allow the café to test and establish a market before moving into its final home.</p> <p>A local provider will be found to provide this service once it rolls out, but we are aware that the temporary nature of the phase 1 model needs to be volunteer and community led.</p> <p>Volunteering and employability will be an important cross thematic aspect. There is an opportunity to establish relationships with a range of partner organisations to ensure opportunities for people with a range of additional needs in the future, but in the short term, volunteers will be local residents.</p> <p>Local groups are already working on a rural isolation project. The lunch club has closed and left many people on their own with little contact and there is a move to develop services to meet the needs of this group. The mill café would be an ideal space to delivery this work. In addition, Alzheimer’s Scotland operate a weekly bus trip and are always looking for welcoming places to visit. Isolated older people can also spend some time on the site which would be good for health and well-being.</p> <p>But isolation doesn’t only affect older people. Many young people are isolated due to low levels of peers and poor transport. This can be a mixing place with youth night for example. The school head has reported that many new residents (parents of children at the school) can be lost and find it hard to get to know people in this community. A café will help absorb these new residents.</p> <p>The café can be booked by other groups, e.g. the Scouts for their own fundraising.</p> <p>There will be guest chefs at special events possibly from local restaurants.</p> <p>Events will need the café to be operational</p>



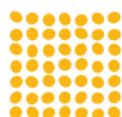
<p><b>Community Events</b></p>	<p>The organisation holds regular events which are very important to the local community. As part of this phase there will be a commitment to running 3 community events including a high profile Summer event to celebrate the Mill.</p> <p>There will be public events at Christmas, during the National Mills Week and in Summer.</p> <p>In addition, local groups will be encouraged to run events on the site themselves.</p>
<p><b>Environment and access to the lovely site</b></p>	<p>With control of the site and the right access, safety and other processes and insurance in place, the site will be opened up to local people for walking, sitting and enjoying the wild life on the site.</p> <p>A Mill is historically a meeting place in a community.</p> <p>There is a close relationship with the Forest School who will (under similar procedures) offer outdoor learning in the adjacent estate owned woodland.</p> <p>The community garden and orchard will be used to encourage informal community growing to be distributed locally and used in the pop up café.</p> <p>A picnic place will be created and local people will be encouraged to bring their own food because the café will not be open full time.</p> <p>Many groups including the 50+ walkers and the running club have expressed an interest in just enjoying the site.</p>
<p><b>Learning</b></p>	<p>Learning emerged during the research as a strong demand. In phase one, the group will not organise, deliver and manage training, but will open up the renovated office space at times when the café is closed, to be used as a training space offering access to outdoor learning, delivered by other agencies.</p> <p>A potential partnership with Ringlink<sup>1</sup> (a local training provider) will be investigated as well as the Scottish Lime Centre.</p> <p>The Forest School, a key partner already active locally will operate from this site (and already do).</p> <p>Other courses may include</p> <ul style="list-style-type: none"> <li>• Bushcraft</li> <li>• Woodworking</li> <li>• Chain saw sculpture</li> <li>• Craft</li> <li>• Foraging</li> </ul> <p>The building will have PowerPoint and white board, computer points and Wi-Fi capability as well as sinks and other equipment to ensure courses can be run efficiently.</p>

<sup>1</sup> <http://www.ringlinkservices.co.uk/home.html>



### 3.2.2 Phase 2

Theme	Services and Activities
<p><b>Heritage</b></p>	<p>Phase 2 will build on early work and will fully renovate the existing Mill to be a functional working Mill and a key element of the visitor attraction. In this phase we will</p> <ul style="list-style-type: none"> <li>• Build on the vital repairs undertaken in phase 1 to renovate the Mill building, mechanism and wheel to create a fully operational Mill which can be used for tours, learning and milling demonstrations.</li> <li>• Utilise the interpretation boards and information booklets which were created in phase one to help visitors and local people to navigate the attraction.</li> <li>• Develop and enhance guided tours and talks about the Mill on a regular basis, promoted on Visit Scotland and Our Mearns.</li> <li>• Enhance the opportunity for walks and cycling to show how the local geography linked to the milling by creating a bespoke designed map and potentially a mobile app.</li> <li>• Offer learning courses, e.g. lime rendering, to support simple maintenance of the mill by local people which will reduced costs and create community empowerment.</li> <li>• Offer high end commercial milling and other heritage craft training courses on site.</li> </ul> <p>Heritage signage and interpretation boards may be sited in the car park as a conduit for visitors.</p>
<p><b>Cafe</b></p>	<p>The re-establishment of a cafe offering as a pop up was an important element of the initial phase because the café was the part of the site that was most valued by visitors and local people. The development of this as a regular café, fully staffed, marketed and open to the public will come in this phase with a substantial upgrading and extension of the buildings.</p> <p>The café will be open up to 6 days a week, 11am till 4pm and possibly more in the summer period. Weekend opening is important so it is likely that the café will be closed on a Monday.</p> <p>The menu will be more extensive than the pop up café from phase one, but will still be relatively simple, gaining a reputation for home baking and cooking from fresh ingredients, sourced locally where possible.</p> <p>The café will move from the Grain Store to the former Miller's house (where the café was previously sited) with bigger space, an extension and better toilets.</p> <p>We plan to tender this café out, ideally to a local contractor with a catering knowledge, either a sole trader (as emerged during the research) or as an off shoot of a local food outlet.</p> <p>Volunteering and employability will continue to be an important cross thematic aspect and will be part of the contractual agreement with</p>



	the organisation chosen to run the café at the Mill. Events will continue to use the café for catering.
<b>Community Events</b>	The organisation will continue to hold community events and special events for visitors, particularly with the enhancements to the site, the Mill and the café.
<b>Environment and access to the lovely site</b>	The site will continue to be well maintained with additional paths and signage to facilitate open usage by locals and visitors even when the buildings are closed.  The orchard and growing area will be used to encourage community gardening and produce will be used in the café.
<b>Learning</b>	Learning initiatives will continue.  With the move of the café, the Grain Store will be released to be renovated into a bespoke meeting, events and learning hub with some session taking place there but many others in the Mill or in the open environment. The facility will have PowerPoint and white board, computer points and Wi-Fi capability as well as links with other equipment to ensure courses can be run efficiently.

### 3.2.3 Phase 3

Theme	Services and Activities
<b>Heritage</b>	The Mill is fully working, potentially producing flour or oatmeal at certain times. A maintenance regime is in place with a sinking fund for long term repairs The heritage importance of the Mill is established nationally attracting increasing visitor numbers.
<b>Cafe</b>	Fully operational café with potential extension into a Bistro in the evenings.
<b>Community Events</b>	Embedded suite of events continues.
<b>Environment and access to the lovely site</b>	Well maintained grounds
<b>Learning</b>	Learning extended and delivered from a bespoke state of the art learning centre. Demand will be tested during phase 2 to see if this would be viable.



<p><b>Glamping pods</b></p>	<p>Market research will be undertaken during phase 1 and 2 to evaluate viability of investing in glamping pods on the site as shown below. These would require loan finance.</p> 
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**3.3 Beneficiaries, Benefits and Outcomes**

Beneficiaries are different from customers. Customers can come from all over Scotland and abroad, but the purpose of the development is to make a direct difference to this community and the people who live here.

The core target area for this project is the area in and around Mill of Benholm (including the Community Council areas of; Benholm and Johnshaven, Arbuthnott, Gourdon, Mearns, Inverbervie, St. Cyrus and Catterline, Kinneff and Dunnottar) though we expect some people to travel to the Mill and benefit will be across the wider rural area. In phase one the crucial target population was the immediate local community rather than visitors and tourists. In this fuller second phase beneficiaries will be from much further afield. The fuller development will certainly create local impact but it will be a much more tourism/visitor focussed offering.

There are multiple outcomes from this development related to local community cohesion, improving the lives of individuals, celebrating and enhancing knowledge about heritage and encouraging bio-diversity and local growing. In addition, attracting visitors will both celebrate the area and the history of the mill while generating local wealth to protect and enhance it.

This is both a place based project, opening up a crucial local asset to everyone who lives here, (regardless of age, ability, income and circumstances) and a heritage based visitor attraction open to the public from the Mearns, Aberdeenshire, and further afield.

The following are the core outcomes and targets;

<p>The new Benholm Mill will bring 200 local people together each year (500 over three years), (many of whom will be older and on their own), using the community managed asset to make this rural area a better place to live. The coffee mornings and the community events will be a vital bridge to local isolated people</p>
<p>100 local residents per year in Benholm and the local area will improve their health and well-being through active contact with the environment including walking, cycling and simply improving their mental well-being through being on this very special site.</p>
<p>3000 visitors in year one growing to over 6000 visitor numbers will visit the site and enhance their understanding of milling heritage</p>
<p>50 local people and 250 visitors in three years will learn new skills through attending training courses and workshops delivered by external agencies, especially focussed on the outdoors (including the Forest School).</p>



## 4 Governance and Operational Management

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### 4.1 Legal Structure

The organisation is a SCIO, registered with OSCR in 2017. Though new, the individuals on the board have an excellent set of skills and are building a track record. Many of them were involved in the Friends Group so have a greater length of contact with the project.

We will ensure that all activity will be allowable within the SCIO framework. Charity law imposes restrictions on the nature and level of trading activity charities can carry out, and some types of trading are subject to tax. There are different types of trading carried out by charities which have different legal and financial implications and where this business activity transcends charitable purpose, ancillary or small scale allowable trading we will establish a trading subsidiary.

There is a strong board of 5 core members with additional volunteers. For the second phase there is an aspiration to grow the board to take on new skills, abilities and experience. In phase three the board will be refreshed and will continue to review its skill set, but is aspiring to remain at 9 committed and active individuals.

### 4.2 Control of the Site

#### The Mill

The board attempted initially to arrange a licence to occupy the site but that proved to be challenging. As a result, the option of ownership is being pursued, whereby Aberdeenshire Council passes ownership of the asset entirely to the SCIO who develop it out with the support of specialist sub-contractors including partner organisations such as NESPT.

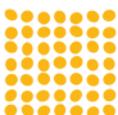
Transfer of the site is being discussed with Aberdeenshire Council and the Asset Transfer process is underway, though this will need to be fleshed out with the support of legal teams. Detailed discussion will be entered into regarding the nature of the transfer, any restrictive covenants or claw backs and the scale and nature of remediation that will be undertaken by Aberdeenshire Council prior to the transfer.

#### The Woodland

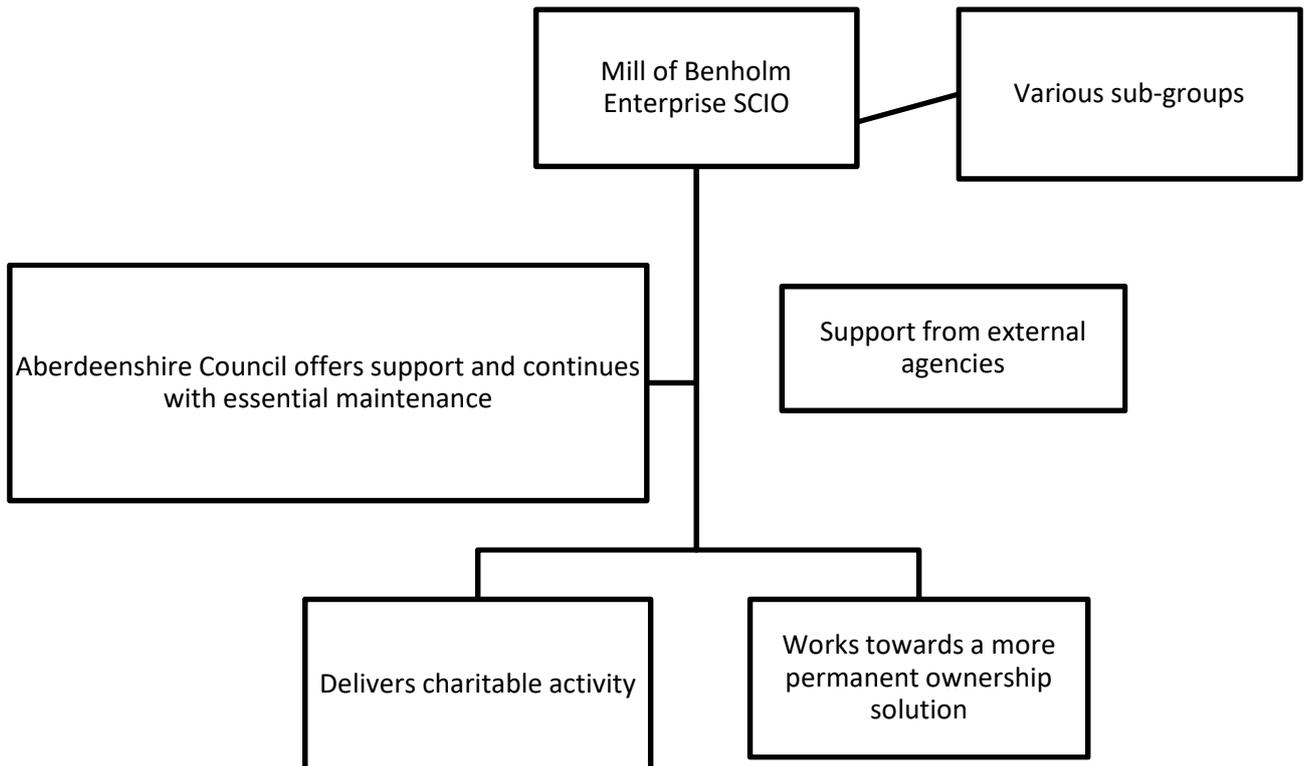
The woodland is vital to the project and is currently owned by Brotherton Estates. A lease for that land is being drafted at the moment and will be for 25 years, giving security over that element of the site to allow the group to fell trees, create paths and undertake outdoor learning.

#### Structure

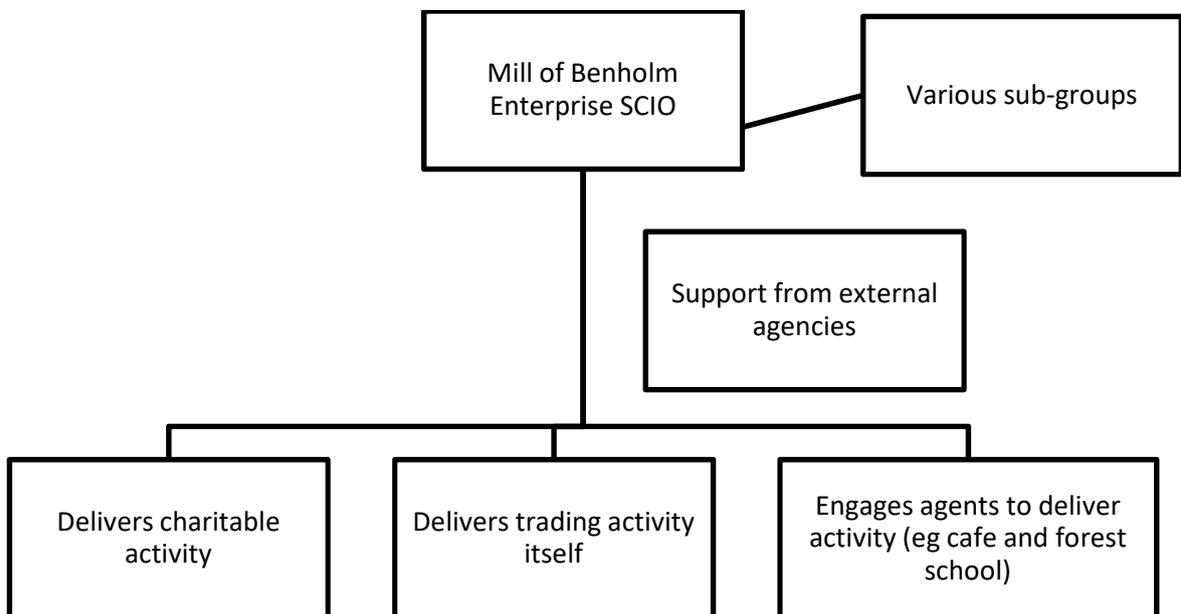
The structure has different nuances as it evolves between different phases.



### 4.2.1 Phase 1



### 4.2.2 Phase 2



### 4.2.3 Phase 3

Phase three structure will remain the same.



## 4.3 Staffing

The Difference phases require different elements of funding. Phase one is almost entirely grant funded, whereas phase 2 moves to a much more commercial model, requiring a different set of skills.

### 4.3.1 Phase 1

Once the entire site is developed out, there is an aspiration for a strong staff team of General Manager, admin/finance and so on (see phase 2 below). The purpose of the staffing complement in phase one is to open up the site quickly and get some activity happening so that it is an asset for local people. In addition, there will be a staff member in place to support the board with developing the idea. The following staffing complement will be established in a first phase.

The likelihood is that we will require additional staff in the future, principally a Catering and Events lead to manage the pop up café and support the events as they grow and potentially a part time learning co-ordinator depending on demand that will be monitored during this phase.

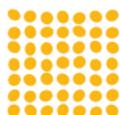
#### Development Officer (4 days a week)

This is a developmental post supporting the board to drive things forward and make things happen. As Development Officer, they work very closely with the board but will be operational alongside the board's strategic function. They will take an overview of the project and line-manage the future staff and support/supervise volunteers. The job will be split between current site and service development and supporting the board with the future vision. It is envisaged that the bulk of the role will be the former.

It is vital that this post holder has significant organisation skills and experience in third sector project development.

The Development Officer, will be responsible for:

- Governance and servicing the board – This is a high level role, working closely with the Board to implement the strategic direction of the SCIO
- Service development – opening up the site, getting the Grain Store established, facilitating the pop up café and any required compliance, organising learning initiatives and/or dealing with training suppliers, supporting the events programme and over-seeing the heritage project.
- Grant access and bid writing for projects and for the whole development
- Monitoring and evaluating impacts - Liaising with funders, completing monitoring reports and demonstrating the impact to the community
- Developing policies and procedures including ensuring customer care
- Developing new initiatives - This includes thinking through funding and new initiatives in response to changing needs and also investigating and converting contract opportunities that are not in our plans but may become opportunities.
- Line management of the volunteers and any future staff if opportunities arise
- Marketing - With a team of board and volunteers to help with implementation, this person will ensure there is a clear, strategic and achievable marketing plan to promote the initiatives taking place, particularly to local people and those who are most disengaged.
- Providing some capacity to the board to promote the bigger vision, by supporting meetings with the Council, securing legal support etc. as required.
- Until there is funding for an administrator, this person will also provide a secretariat to the organisation, communicating with partners, managing finances, co-ordinating day to day activity and answering the phone.



This post will need good line management and support which will be given by a named board member.

### Maintenance Worker (2 days a week)

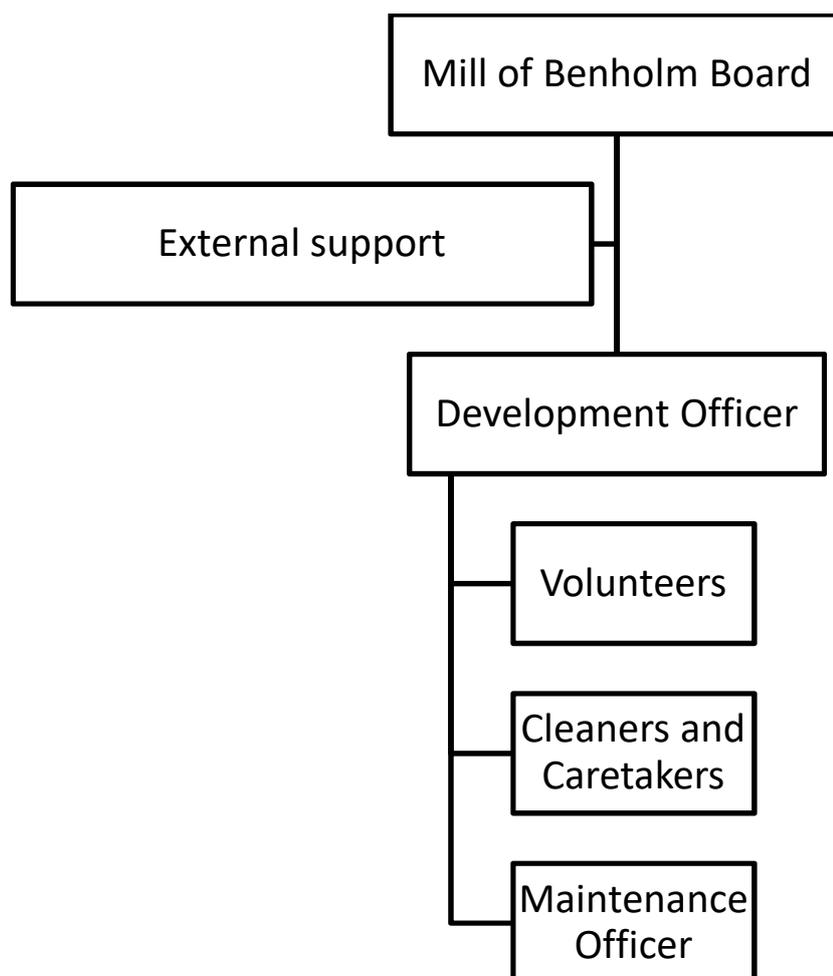
This person will be responsible for

- Site maintenance
- Basic repairs
- Basic gardening including cutting the grass
- Monitoring issues including the mill, mill pond, lade and buildings
- Securing and managing specialist contractors where needed

In addition, they will be involved in

- Managing Volunteers
- Encouraging learning

### Staffing Structure for Phase 1



### 4.3.2 Phase 2

The focus is to hold enough staffing to ensure control over the vision of the site and the project, but to limit liability and expenditure on staffing costs that can impact on the viability long term.

The following staffing complement will be established.

#### *Core posts*

- General Manager
- Admin/Finance Officer
- Sessional Cleaners, Maintenance staff and Caretakers
- Volunteer back up team

#### *Additional posts*

Additional posts are initially grant funded with an aspiration to be funded from trading in the long term, but if that trading does not materialise, then these posts can be made redundant and the project will proceed.

- Heritage and Environment Activity Co-ordinator

Other activity including catering, learning and so on will be staffed by delivery partners or sessional posts and volunteers.

The café franchise will be carefully tendered out to ensure a professional catering provider is secured but one where there is flexibility and a buy into the vision. There is a preference for a joint venture towards that vision rather than simply a landlord/tenant relationship. It is believed that the unique attractions of the site and the commercial opportunities will attract strong interest from good partners.

#### **General Manager (full time)**

This is a practical post. As Manager, they will take an overview of the project and line-manage the other staff and support/supervise volunteers. They will liaise with the funders and lead on evidencing the social impact of the project. They will also have a lead role in overseeing the commercial outcomes and the sustainability of the Benholm Mill.

It is vital that this post is outward facing, raising the profile of the organisation and its work as well as ensuring the team delivers on an operational basis.

The General Manager, will be responsible for:

- Governance and servicing the board – This is a high level role, working closely with the Board to implement the strategic direction of the SCIO
- Financial stability – Within the team they have ultimate responsibility for income generation and financial sustainability. (Other staff will support day-to-day financial management, recording and reporting.)
- Monitoring and evaluating impacts - Liaising with funders, completing monitoring reports and demonstrating the impact to the community
- Developing initiatives - This includes thinking through funding and new initiatives in response to changing needs and also investigating and converting contract opportunities.
- The recruitment and induction of new staff as well as line management.
- Strategic links – Representation on local and thematic planning groups and liaison with partners.



- o Marketing - With the team to help with implementation, this person will ensure there is a clear, strategic and achievable marketing plan to promote the initiatives taking place, particularly to commercial customers and those who are most disengaged.

### **Admin/Finance Officer (part time)**

They will ultimately be responsible for ensuring the smooth operation and financial administration of the Mill of Benholm.

They will be responsible for:

#### *Administration*

- o Administering all the bookings, managing user groups and customers
- o Ensuring the facility runs efficiently and smoothly
- o Advising the General Manager on health and safety and other compliance issues
- o All usual administrative tasks including photocopying, answering the phone, recording post etc. with support from a team of volunteers and sessional reception staff and caretakers
- o Being a first point of contact for customers and visitors to the Mill
- o Book-keeper role including bank reconciliation and recording all data on Sage or XERO, issuing invoices and paying bills.
- o Leading on day to day communications and marketing including updating website, Facebook, ensuring twitter and other platforms work well and designing and delivering e-newsletter. Liaising with the press.

### **Cleaners, Maintenance and Caretaking**

**We will require** a pool of individuals locally who will be paid on a sessional hourly basis and brought in as required. We will budget for 2 hours a day but this budget can be reduced for quieter periods and some services can be covered by volunteers. Grounds maintenance might be out-sourced to a partner.

This will be backed up by a team of recruited, selected, trained and supported volunteers who will cover admin, site activity, publicity etc. on a rota basis.

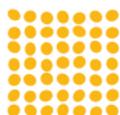
### **Heritage and Environment Activity Co-ordinator**

This is likely to be a grant funded post to develop programmes at the Mill and not an essential core post to manage the site and organisation. Tasks can be absorbed into the General Manager's portfolio where necessary

This post will be to develop and deliver activity and programmes on the Mill site and its environs, to ensure there is a busy programme of activities and a large number of local and visitor beneficiaries. This will often be done in partnership and also delivered by other parties. Their key tasks will be to;

#### *Activity Co-ordination*

- o Develop and deliver a heritage and environment activity programmes that will attract visitors and tourists, including individuals as well as developing contractual relationships with tour operators
- o Develop and deliver establishing activities and events that target identified community needs for local people
- o Developing links with other delivery partners, e.g. Forest School, to ensure that activity is attracted to the hub and works well



- Be aware of regional and national programmes of activity that the Mill can tap into
- Developing joint funding applications to provide innovative approaches to new service delivery
- Supporting local groups and individuals to develop new activities and initiatives on the site of the Mill
- To design engaging, inclusive participatory activities and events which allow people who don't normally get involved to take part in initiatives including those with disabilities or who are otherwise disengaged.

#### *Volunteer Co-ordination*

- Researching and writing volunteer policies and procedures and ensuring all paper work is up to date. Keeping up to date with legislation and policy related to volunteering and making any necessary modifications to processes.
- Formalising volunteering opportunities in the project with clear job descriptions based on the needs of the organisation. Interviewing and selecting volunteers and ensuring they are appropriately matched and trained for each role.
- Raising staff awareness of the role and the function of volunteers.
- Delivering induction training and ensuring there is appropriate support and training for volunteers and, where necessary, delivering that support and training.
- Recruiting new volunteers and running publicity strategies and campaigns
- Ensuring volunteers work together and feel part of a team.
- Monitoring, supporting and motivating volunteers and their work.
- Managing volunteer related budgets and resources, including the payment of expenses.
- Maintaining databases and undertaking any other administrative duties relating to volunteers.

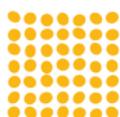
#### **Café/bistro Management**

Further discussion will take place on specific plans, but consideration should be given to part-franchising the café out rather than running it directly. The aim is to establish a rent plus profit and costs sharing model. It is felt that running the café and bistro directly would be overly onerous and will not have the commercial focus and expertise to generate significant income. To avoid this, a relationship should be developed ideally with a local café or caterer, based on an open tender, to provide catering services within the Mill of Benholm.

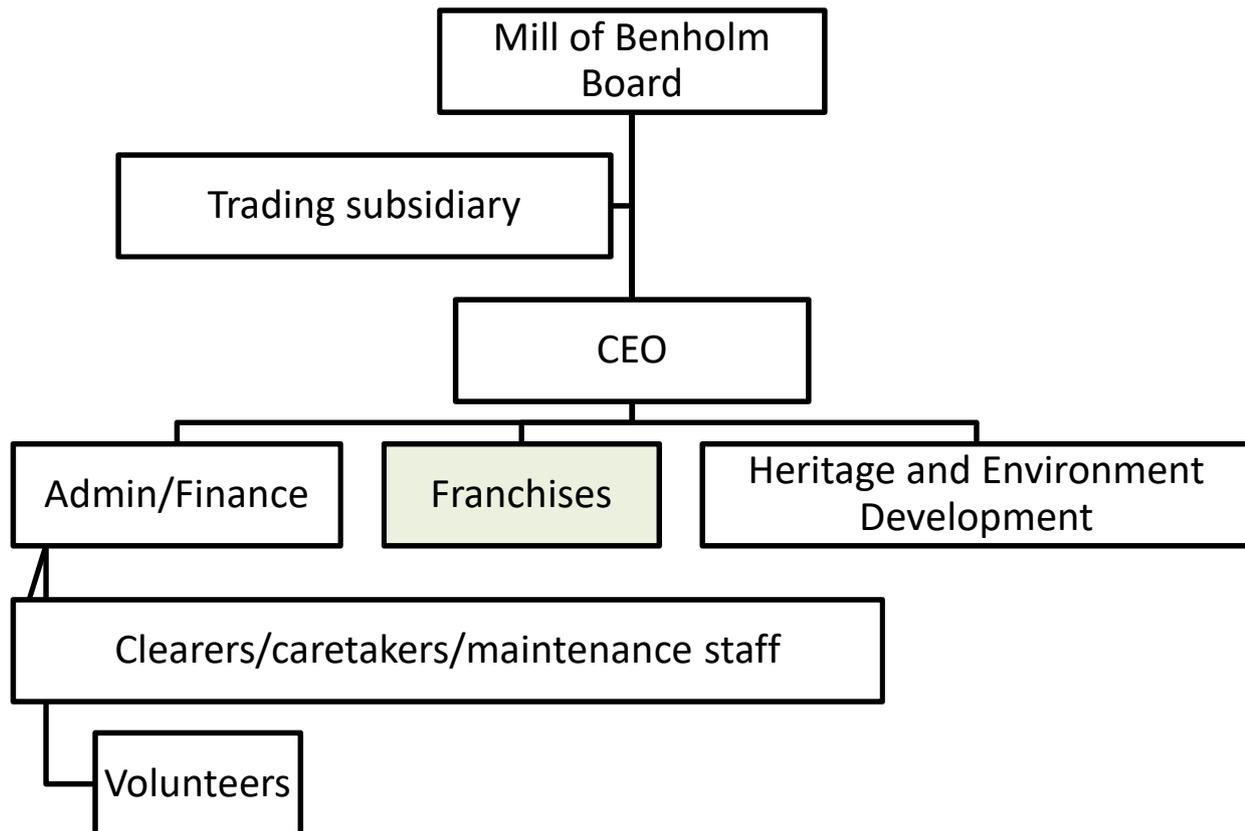
The franchise is still to be developed but this is not simply a commercial franchise, but more of a partnership. Both parties can generate income, but the Mill of Benholm SCIO needs to be assured of some control over, for example, offering volunteer opportunities and driving other elements of the business through the café as ancillary trading. The SCIO may also want to operate the kitchen and bar themselves at certain times e.g. for fundraising purposes.

#### **Forest School**

All outdoor based learning in the Forest will be out-sourced to the Forest School group who will pay the SCIO a rent and operate the services under licence.



## Staffing Structure



### 4.3.3 Phase 3

Staffing in phase three is likely to remain largely similar but will respond to growth and development during phase 2. As a result there may be additional staff, particularly related to the tourist accommodation.

There may also be additional marketing capacity brought in, though that may be out-sourced rather than a core member of staff, which increase core costs and, consequently, risks.

## 4.4 Compliance and Policies

A full set of organisational policies and procedures will be developed by the Development Officer and board. The local Third Sector Interface (Aberdeenshire Voluntary Action) and other support providers can support this process and have already offered support.

Specialist support can potentially be secured from other programmes.

Area of compliance	Considerations and follow up
Health & Safety & Food Hygiene	<p>Aberdeenshire Council will attend a site visit to discuss health and safety requirements and training courses with the group, please contact Louise Cunningham, Team Leader with Environmental protection:</p> <p><a href="mailto:louise.cunningham@aberdeenshire.gov.uk">louise.cunningham@aberdeenshire.gov.uk</a></p> <p>Health &amp; Safety (including fire safety) and risk assessment will be required. For more info please visit:</p> <p><a href="https://www.aberdeenshire.gov.uk/business/health-and-safety/information-for-new-businesses/">https://www.aberdeenshire.gov.uk/business/health-and-safety/information-for-new-businesses/</a></p>



	<p><a href="http://www.hse.gov.uk/simple-health-safety/">http://www.hse.gov.uk/simple-health-safety/</a></p> <p><a href="https://www.aberdeenshire.gov.uk/business/health-and-safety/training/">https://www.aberdeenshire.gov.uk/business/health-and-safety/training/</a></p> <p>The site must comply with food safety laws and gain approval from the council through a food hygiene certificate</p> <p><a href="https://www.aberdeenshire.gov.uk/environment/food-safety/food-hygiene-information-scheme/">https://www.aberdeenshire.gov.uk/environment/food-safety/food-hygiene-information-scheme/</a></p> <p>CookSafe is a widely recognised manual for catering and was recommended by the Boyndie Trust:</p> <p><a href="http://www.foodstandards.gov.scot/publications-and-research/cooksafe-manual">http://www.foodstandards.gov.scot/publications-and-research/cooksafe-manual</a></p>
Insurance	The group is working towards having bespoke insurance cover in place. Quotes are awaited.
Accessibility	<p>Disability access to the site needs to be considered, this will be improved as part of the wider development, assistance requested from PAMIS . Lighting for access will also need to be considered.</p> <p>Clarification of access rights requested from Council, alternative access route being discussed.</p>
Toilets	On site already, accessibility should be considered
<p>Premises Licences - required for:</p> <ul style="list-style-type: none"> <li>• Selling Alcohol</li> <li>• Serving alcohol (even if it's free)</li> <li>• Serving hot food and drinks (Between 11pm &amp; 5am)</li> <li>• Providing entertainment (theatre, film, indoor or outdoor sporting, live music, dance performance, nightclub)</li> </ul>	<p>For more info on premises licences please see:</p> <p><a href="https://www.gov.uk/premises-licence-scotland/aberdeenshire">https://www.gov.uk/premises-licence-scotland/aberdeenshire</a></p> <p>Most premises licences have an unlimited duration.</p> <p>There may be a reduced cost or even no cost for charitable activities.</p> <p>To apply for a premises license, contact Aberdeenshire Council:</p> <p><a href="https://www.aberdeenshire.gov.uk/licensing/licences-and-permits/new-premises-licences/">https://www.aberdeenshire.gov.uk/licensing/licences-and-permits/new-premises-licences/</a></p> <p>Your application must include:</p> <ul style="list-style-type: none"> <li>• your details (including any criminal convictions)</li> <li>• detail of the designated premises supervisor (DPS)</li> <li>• a detailed plan of the premises</li> <li>• a planning certificate, building standards certificate and, if food is to be sold, food hygiene certificate</li> </ul> <p>You will also need to include your 'operating plan':</p> <ul style="list-style-type: none"> <li>• the activities you're planning</li> <li>• the times when alcohol will be sold</li> <li>• the times when food will be sold</li> <li>• the premises capacity</li> </ul>
Music	A Performing Rights Society (PRS) for music licence will be required if you wish to play music in the café/multi use space, for more info please see:



The Music Licence is required for playing music in a Community venue	<a href="https://www.gov.uk/licences-to-play-background-music">https://www.gov.uk/licences-to-play-background-music</a> <a href="https://www.prsformusic.com/">https://www.prsformusic.com/</a> <a href="https://pplprs.co.uk">https://pplprs.co.uk</a> <p>This licence applies to both pre-recorded music played via the radio, CD, streaming apps such as Spotify, and also any live music that may be performed at the venue. The licence fee for Community Buildings is £49 per year if your annual income is less than £10,000 or 1% of your income is over £10,000 (but less than £75,000).</p> <a href="https://pplprs.co.uk/wp-content/uploads/2018/02/Tariff-community-buildings-PPL.pdf">https://pplprs.co.uk/wp-content/uploads/2018/02/Tariff-community-buildings-PPL.pdf</a>
Lease	(not applicable)
Building warrant	<p>Aberdeenshire Council – discussions ongoing, plans to refurb the grainstore will be submitted if asset transfer is granted. For more info and guidance on building warrants:</p> <a href="https://www.aberdeenshire.gov.uk/planning/building-standards/">https://www.aberdeenshire.gov.uk/planning/building-standards/</a> (rewrite XXX)
Various policies	<p>The group will need to consider which policies to put in place depending on use of the space, to include:</p> <ul style="list-style-type: none"> <li>• Volunteer policy</li> <li>• Data protection policy (GDPR)</li> <li>• Child Protection Policy</li> <li>• Lone working</li> </ul>

## 4.5 Operational Issues

### 4.5.1 Phase 1

Key areas	What We Will Do
Grain store redevelopment Pop up Café/Training unit and location	<p>Fit out of Grain store on MoB site</p> <p>Number of covers (suggest 20 max including outside space)</p> <p>Map out the best flow of the area and how to manage the use of space as a multi-purpose area – café, events, drop in, learning. Careful timetabling.</p> <p>Zone areas of activity including storage for different elements of work</p>
Mailing address	Arrange with post office and install a post box
Manage activity	Timetable carefully for pop up café, training and other elements.
Booking process	Develop on-line booking system for space including use of key pad entry to reduce need for staffing cost



Keys management	As well as the staff member, develop a key holder system so no one board member is overwhelmed.
Trading hours	Site open at all times, access to seating, woodland walks and information display boards Grain store opening to be discussed but used for pop up café, events and learning, Weekend opening may be a priority so need to build this into job descriptions and voluntary roles
Supply chains	Mark up items from the base retail value it is purchased at to a price reflective of a combination of industry standards and what the community can support. Ensure there is a sufficient choice but not too much that will be challenging to manage – keep it simple. Simple hot and cold drinks, cakes and infrequently soup and bread lunches. Food supply from the community garden The pop up cafe will, where possible, source local ingredients and items which it knows will sell thus supporting the ‘Local Food’ <sup>2</sup> concept which enables consumers to identify the sources of their food and the impact it has on the carbon footprint. The project could generate a map of where key food and supplies are bought from - it will keep its customers informed of the broader impact its purchases can have (environmental and supporting small business etc.).  In addition, is it intended that the Grain store will offer a range of items for sale: <ul style="list-style-type: none"> <li>- Local food</li> <li>- Local craft</li> </ul>
Training suppliers	Build relationship with Ringlink and others
Suppliers	A suppliers list will be built up over the first 6 months of trade – the list will reflect local businesses the community wants to support and the best priced brands people want.

#### 4.5.2 Phase 2

Key areas	What We Will Do
Evaluate design and cost	Secure further funding to tweak and amend existing plans and update the costs. This is not a major re-design, but rather a re-assessment of what can be achieved within a more modest budget. It will principally identify how to deliver the volume of activity proposed without the substantial additional expenditure on new buildings.

<sup>2</sup> Look for Local Food: A practical guide to help increase sales of locally produced food and drink', The Plunkett Foundation, July 2011



Assess opportunity of glamping pods	Mini feasibility with some market research into the financial viability and impact of adding quirky visitor accommodation to the site
Re-develop site	Secure funding to re-develop the whole site in a phased way.
Manage activity	Timetable carefully for heritage and visitor initiatives café, training and other elements.
Booking process	Develop on-line booking system for space including use of key pad entry to reduce need for staffing cost particularly out of hours.
Keys management	As well as the staff member, develop a key holder system so no one board member is overwhelmed.
Trading hours	Site open at all times, access to seating, woodland walks and information display boards  Café will be open at least 6 days a week and over the weekend. As a visitor attraction focussed on heritage, café, events and training, weekend operation will be a key priority. Where closure at quiet times needs to be undertaken, this may be a Monday and will be well-advertised.
Supply chains	Mark up items from the base retail value it is purchased at to a price reflective of a combination of industry standards and what the market can support.  Food supply from the community garden – local and on-site ingredients will be a key draw for visitors.  The cafe will, where possible, source local ingredients and items which it knows will sell thus supporting the ‘Local Food’ <sup>3</sup> concept which enables consumers to identify the sources of their food and the impact it has on the carbon footprint.  The project could generate a map of where key food and supplies are bought from - it will keep its customers informed of the broader impact its purchases can have (environmental and supporting small business etc.).  In addition, is it intended that the site will offer a range of items for sale: <ul style="list-style-type: none"> <li>- Local food</li> <li>- Local craft</li> <li>- Mill related heritage items</li> </ul>
Training partners	Build relationship with Ringlink, forest school and others
Suppliers	A suppliers list will have been built up during phase one – the list will reflect local businesses the community wants to support and the best priced brands people want.

<sup>3</sup> Look for Local Food: A practical guide to help increase sales of locally produced food and drink', The Plunkett Foundation, July 2011



### 4.5.3 Phase 3

Key areas	What We Will Do
Evaluate design and cost	Evaluate and re-cost the ambitious additional structures and undertake a cost benefit analysis based on evidence gleaned in phases 2. A decision will be made as to whether to proceed with this significant upgrade or and the nature and scale of that upgrade.
Develop glamping pods	If the feasibility was positive in phase 2, enter into a commercial relationship with a commercial company and/or purchase out right.
Re-develop site	Secure funding to re-develop the new structures. This is likely to require at least part loan finance which will have to be assessed as to its impact on the financial viability of the whole project which is currently loan free.
Re-arrange activity	Re-timetable activity based on new site accommodation.
Trading hours	Site open at all times, access to seating, woodland walks and information display boards As a visitor attraction focussed on heritage, café, events and training, weekend operation will be a key priority.
Supply chains	Consolidate local supply chains
Training partners	Build relationship with additional training providers, particularly those who require inside space.

### 4.6 Monitoring and Evaluation

The aim of this business plan is to ensure that the organisation becomes a robust, sustainable enterprise with good services that achieve or exceed the targets and outcomes set out. The Board and staff will be committed to monitoring the progress of the work and to promoting both success and learning.

The outcomes and milestones will be fleshed out in more detail in the future and the concept moves towards inception and, once agreed, those milestones and outcomes will be what is monitored against. There will be a clear baseline from which we can measure change. We will also monitor for change out with those outcomes and record any unexpected outcomes, positive and negative.

A report will be structured that the General Manager will present to each board meeting outlining progress towards each outcome and whether milestones have been achieved on target, with clear plans to address issues if the milestones are off track. Actions will be agreed by the Board and implemented by the staff team.

We will endeavour to consolidate a system whereby reporting become relatively streamlined.

Evidence will be sought from the following:

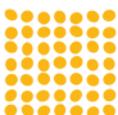
- Recording numbers of people attending the Mill and for what purpose. The group have used clickers at events to record numbers of attendees and estimate the split of ages and location.



- Numbers of people attending the café and at what times
- Attendees at learning events which will all have evaluation forms.
- Evaluation at events to take views from people as they are there, say on a blackboard or graffiti board.
- The difference this makes to them by having comments postcards on all the tables.
- Testimonials from regular local users about the impact of being on the site and receiving services
- We will use a lot of photography and video interviews to record data in a different way.
- The nature of those people, whether local or visitors
- All learning events will use evaluation sheets.
- Numbers and nature of volunteers.
- User and customer surveys will investigate outcomes and views in more detail
- A confidential bi-annual local survey to record wider benefit across the community
- A regular stakeholder meeting will also gather data
- Numbers of social media followers and the quality of that conversation where immediate feedback can be tracked quickly

The finances will be monitored as noted above, though in phase one envisage surpluses to be minimal and for this to be a grant funded phase to get ideas moving.

The success of activity in the building will be dependent upon the efforts and motivation of existing and new staff and volunteers. Staff will be given the opportunity to report on their perspective of how things are progressing.



## 6. Finance : Costs, Funding and Sustainability

### 6.1 Introduction

There have been early sketch designs developed and an outline masterplan for the site but there is a significant amount of technical work still to be done before a plan is agreed with a clear budget. These were aspirational drawings which will need to be amended as the phases proceed based on learning on the ground during each phase. There is a commitment to re-engage a design team to update the plans based on thinking since that time and based on the experience of interim activity and phase one work. This will come at a future date so estimates below are based on these early designs costed by a QS but there is an assumption that the focus will be on up-grading the existing site and extending the buildings for the café space but not establishing expensive new facilities.

### 6.2 Project Cost Estimate

#### 6.2.1 Phase 1

Works Element	Review of Costs		
	Base	Contingency	Total
Redevelopment of Grain Store		Incl	£ 15,000
Upgrade of Mill		Incl	£ 50,000
Urgent Site Restoration		Incl	£ 25,000
Fitting-out Grain Store		Incl	£ 15,000
Website and materials		Incl	£ 3,000
General Initial Site, Enabling and Safety Works	£ 60,000	£ 6,000	£ 66,000
<b>Sub-total Phase 1</b>			<b>£ 174,000</b>

#### Revenue Costs

Revenue Budgets	Year 1	Year 2	Year 3	Total
Cost of sales	£1,200	£2,180	£2,478	
Advertising	£600	£600	£600	
Water Rates	£1,800	£1,800	£1,800	
Gas / Electric	£3,000	£3,000	£3,000	
Phone and internet	£600	£600	£600	
Insurance	£1,500	£1,500	£1,500	
Stationery, postage & Printing	£300	£300	£300	
Staff costs	£43,560	£44,432	£44,432	
Volunteer expenses and training	£300	£300	£300	
Training	£1,000	£1,000	£1,000	
Professional and accountancy fees	£2,000	£2,000	£2,000	
Repairs & Maintenance (estimate needs firmed up)	£3,000	£3,000	£3,000	
Security alarm and other contracts	£900	£900	£900	



Refuse Collection and pest control	£600	£600	£600	
Cleaning materials	£240	£240	£240	
Misc	£1,200	£1,200	£1,200	
<b>Totals</b>	<b>£61,800</b>	<b>£63,652</b>	<b>£63,949</b>	<b>£189,402</b>

**Total Grant requirement : £363,402**

## 6.2.2 Phase 2

### Capital Costs

These figures are based on previous QS estimates but give a guide to what costs will be expected. These must be firmed up at the next stage.

There may be costs related to upgrading the woodlands, but this will be done on a project by project basis and separately grant funded. This relates largely to woodland management and the creation of a paths network. Much of this work can be done in partnership with the Forest School.

Refurbishment of the Grain Store has reduced costs here as the target is to secure funding for this in phase one.

Works Element	Review of Costs		
	Base	Contingency	Total
Restoration of the Mill	£ 70,235	£ 7,024	£ 77,259
Restoration and of the Lade, Pond, Burn and Bridge Walls	£ 60,000	£ 6,000	£ 66,000
Redevelopment of Café Complex	£ 500,000	£ 50,000	£ 550,000
Access Improvements	£ 150,000	£ 15,000	£ 165,000
Site Investigation (trial pits topographical, bat surveys, etc.)			Included
Fees (Planning and Building Warrant)			Included
Kit-out (moveable furnishings and equipment)			Included
Sub-total	£ 780,235	£ 78,024	£ 858,259
Inflationary increase of capital (10%)	£ 78,024	£ 7,802	£ 85,826
<b>Sub-total Phase 2</b>	<b>£ 858,259</b>	<b>£ 85,826</b>	<b>£ 944,084</b>

<b>TOTAL PHASES 1 AND 2</b>	<b>£ 1,118,084</b>
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### 6.2.3 Phase 3

No costings for Phase 3 are included as the scope of further development will be based on learning from phase 1 and 2 and are many years in the future.

## 6.3 Funding Strategy

### 6.3.1 Phase 1

Application dates and success dates will be driven by when the organisation has permission to use the site.

Funder	Details	Target Amount	Estimated Application submission date	Estimated decision date
Mushroom Trust	This small trust supports the creation and improvement of green spaces, particularly in urban environments. It sometimes supports activities that promote the advancement of the arts and heritage. Funding towards landscaping of the site and around the Grain Store	£5000	September	December
Architectural Heritage Fund:	New Scottish Community Development Grant (SCDG) Funding towards development officer, professional fees, surveys etc. (Match funding for HLF grant)	£50,000	September Grants Panel meeting	
Big Lottery Medium Grants – for Community Led Activity	Combination of revenue and capital Funding for Development officer over three years plus small amount towards capital upgrade	£130,000	September	January 2019
HLF Heritage Grants or Heritage Enterprise (funds currently under review)	For upgrade of the Mill and new interpretation materials Discussion will need to take place with HLF about a two phased approach to site development	£50,000	September	December
Robertson Trust	Funding towards community activity	Circa £45,000	September	December
Scottish Landfill Communities Fund	Max cost of project must be under £500,000 so this must be used for phase one	£100,000	September	December
Scottish Land Fund	For building and land purchase if required and includes a degree of developmental funding.	95% of purchase price plus some development costs		
<b>Total possible Target amount</b>	<b>£363,402</b>			



### 6.3.2 Phase 2

Funder	Details	Target Amount
Heritage Lottery Fund	Focus on bringing a heritage site back to use so could be Heritage Enterprise Fund. Funding for redevelopment of Café etc.  Time frame for this likely to depend on new HLF programmes.	£714,084
Architectural Heritage Fund	Planned for phase 1 but could be phase 2 and perhaps a second application	£25,000
Wind Farm	Funding locally	£25,000
Clothworkers	Will only fund Capital	£30,000
Various	Various funders that will support heritage, rural and community activity	Say £150,000
<b>Total possible Target amount</b>	<b>£944,084</b>	

### 6.4 VAT

A full VAT assessment will be undertaken at the next stage, but this aspiration is to develop significant trading, opt to tax if necessary and reclaim as much VAT as possible. This means that VAT may have to be applied to all trading in the cash flow projections. Though charitable usage can lead to zero rating or VAT exemption, this will limit trading on the premises and may not be a positive route. This will be considered at the next stage but VAT implications have not been fed in to the cash projections at the moment.

### 6.5 Income Generation and Financial Viability

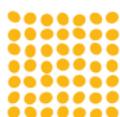
#### 6.5.1 Phase 1

This initial two year phase (or three if funding can be secured) will be fully grant funded so the budgets shown above will largely be met by the grants that will be applied for. However there is a small amount of income from the café which will start to show how the enterprise should be structured in the future so as to grow.

Undertaking catering, events and learning initiatives (though not the main motivation) will allow the SCIO to test the market and plan for real when the full enterprise is launched.

Key income generators will come from the following areas which are set out in detail in the cash flow projections;

- o Income from the café
- o Rent from room bookings from learning providers
- o Rent from events for the whole site
- o sale of branded “mill” merchandise
- o Donation box on the site



- Online fundraising

Full and detailed cash flow projections can be seen in appendix 1.

The cash flow projections has embedded £170,000 of revenue grant funding over the initial 3 years to cover this three year phase. This allows the project to develop social, environmental and heritage outcomes more easily and will be the foundation on which the rest of the project is built. Funding is mostly related to staffing costs. We are well aware that in phase two there will need to be more of a commercial focus.

This also allows the risk to be reduced as the social enterprise starts to test the market while serving local rurally excluded people. Sales only increase very slightly increase during the two years and are modest at maximum 80 customers per week at the pop up café and up to one external booking of the space per week.

### **6.5.2 Phase 2**

Other grants will be applied for during the life of the project particularly for project based activity and we will ensure that there is an element of contribution to core costs.

Key income generators will come from the following areas which are set out in detail in the cash flow projections;

- Rent and profit share from the cafe
- Rent from the Forest School
- Rent from training providers
- Direct income from training and learning sessions
- Income from weddings and events

Though the glamping pods are shown in a later phase, it is possible to bring that element of the business forward it demand looks positive and risk low.

Full and detailed cash flow projections can be seen at appendix one.

The cash flow projections has embedded £100,000 of revenue grant funding over the initial 3 years to cover working capital and planned trading growth. This allows the project to develop social, environmental and heritage outcomes more easily. This also allows the risk to be reduced as the social enterprise grows, though more aggressive targets can be used to reduce the requirement of non-repayable finance. This consists of a tapering grant of £50,000 in year 1, £30,000 in year 2 dropping to £20,000 in year 3 and nothing in years 4 and beyond. Sales increase during that time to replace this grant and, though tight, year three ends at a break even position without grants. Trading is only 53% of turnover in year one, increasing to 83% in year three with reasonable surpluses each year.

Turnover increases from £107,511 in year one, to £121,045 in year three, showing steady but slowing growth as reputation and marketing kicks in. Occupancy rates of space rise no higher than 40% as the core organisation will use the space to delivery learning sessions. Though the café increases by 10%, and sometimes up to 20%, there is a drop off in the winter months to ensure that seasonality has been considered.

All of these figures are indicative based on information gathered during the feasibility phase and will further testing over the coming months.

### **6.5.2 Phase 3**

Phase three cash flow covers years 7 forward and are therefore too speculative to be set out. Year 3 of phase 2 shows a surplus without grants. Phase 3 going forward will continue with this trajectory.



Additional investment is likely to be grant funded. Where it is loan finance (e.g. the glamping pods), there will be a strong business plan showing loan servicing and sustainability over a planned period of time.

## 6.6 Marketing Plan

Marketing will have higher targets in each of the phases, but will largely be planned using the same methodologies.



The marketing plan is required to be effective for two key reasons: firstly, we need to attract a strong range and scale of local people from Mill of Benholm and the surrounding area to ensure we achieve the social outcomes; secondly, we need to attract appropriate levels of trading income (partly from visitors and tourists) to secure long term financial sustainability. Ideally these should merge but driving

usage and business to the Mill is vital for securing its success.

A branding exercise has already been undertaken and there is a logo and brand identity in place. This will need to be deployed with a strategic communications and marketing plan which will be put together before the facility opens. Branding will communicate Mill of Benholm's identity and character. The communications and marketing plan will set out a detailed time table of activity that can be implemented by new staff. As a result the marketing plan will be distinct and outcomes focused and the following gives a snapshot of the context in which it will work.

There will be three key targets for the marketing plan. These are almost completely distinct sometimes requiring different methodologies. They are

1. Local people (who are isolated or require support) who we want to use and contribute to the facility and will be the main social beneficiaries.
2. Local commercial users who will use the centre for café, learning and heritage/environmental activities.
3. Visitors - Tourists and visitors, many of whom are coming to see the Mill or who are attracted to the quality of the heritage and outdoor access.

### *Local Market*

We will create a strategic marketing strategy based on the following;

- o E-mail news bulletins. We will create a database of local residents who are committed to the Mill, building up a sense of an electronic community (the Friends) who get regular news updates
- o Poster and flyers, keeping people in Mill of Benholm and the surrounding area informed via shop windows and noticeboards.
- o Use of gatekeepers, sending information out to local third sector groups
- o Use of social media
- o Use of the local press

A conversation will be built to keep people in touch with “their” building.

### *Commercial Customers*

We will work closely with local businesses across the area from local hotels to the schools. These all attract significant visitors to the village and we want to capture some of that market.

Working with the business community opens up communications with potential commercial customers through on and off-line marketing materials and scattered with campaigns throughout the years. We



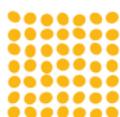
will work with strategic partners including tourism officers at Aberdeenshire Council and the Chamber of Commerce.

Clear professional publicity material will be designed and developed and distributed to the right publications.

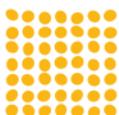
## 6.7 Risk and Risk Mitigation

As the SCIO is not currently operational but is in planning phase, there are minimal existing controls and processes are being developed.

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Demand lower than expected from local people	High	Low	Building on previous customer base of people who loved the café and the Mill site.	Deals for local people and early promotions  Strong brand and good materials  Detailed Communications plan and marketing strategy	General Manager
Demand lower than anticipated by commercial customers	High	Medium	N/A	Strong marketing  Partnership with strategic partners  Local joint deals  Reduce staffing complement  Utilise more local volunteers	General Manager and team
Loss of Key Personnel, Volunteers and Board Members	High	Medium	Motivation for volunteers  Building a new group with training and support	Write an accession plan for key staff and board members  Good terms and conditions for future staff  Good volunteer policies	Board with General Manager



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Capital and fit out costs higher than expected	Medium	Medium	Estimates from QS	Robust design team with QS  Further fundraising  Savings	Board
Insufficient reserves to manage cash flow	High	Low	N/A	Build reserves during initial years  Consider small loan for working capital	General Manager and Admin/Finance
Lower passing trade due to rural site	Medium	Medium	N/A	Strong marketing  Good signage at road end	General Manager and staff team



## Appendix 1 : Budgets and Cash Flow Projections

### Phase 1

Core Staffing costs							Notes
Core Posts	Salary	NI	Pension	Expenses		total	
<b>Development Officer</b>	£28,000	£2,484	£1,400	£1,200	0.8	£26,467	Four days
<b>Maintenance Officer</b>	£24,000	£1,932	£1,200	£1,201	0.4	£11,333	Two days
<b>Cleaner/Caretaker (sessional)</b>	£5,760					£5,760	360 days x 2 hours x £8
<b>Total</b>						£43,560	

Note	Detail
1	Presumption that this does not include any capital costs. Also specific budget neutrall projects such as a Heritage Interpretaiton bid is not included at this ti
2	Estimate of café operating twice a month most of the year and four times a month in the summer with 20 people during the year and 30 people in the summ
3	Once a week rising to twice a week. Potential link with ringlink and others
4	Estimate of two fundraising events each year
5	Use of social media keeps this affordable. Fees for poster design, some advertising.
6	Needs guidance
7	Only use of grain store so shouldn't be high.
8	Mobile phone for Dev Manager
9	Assumption that volunteers are relatively local
10	Independent examination
11	20% increase in customers
12	Increase in bookings to 4 per week
13	Further 10% increase
14	Increase in spend



Mill of Benholm Phase 1 Year 1 : Revenue budget and cash flow

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals	Notes
<b>INCOME</b>	<i>Weeks per month</i>	5	4	4	5	4	4	5	4	5	4	4	5		
	<i>Café Customers month</i>	40	40	40	120	120	40	40	40	40	40	40	40		
	<i>Avg café spend (based on donations)</i>	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50		
	<i>Booking space to learning providers and others</i>	1	1	1	1	2	2	2	2	2	2	2	2		
	<i>Fee per booking</i>	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00		
	Café Income	£140	£140	£140	£420	£420	£140	£140	£140	£140	£140	£140	£140	2,240	
	Lets Income	£100	£80	£80	£100	£160	£160	£200	£160	£200	£160	£160	£200	£1,760	
	<b>Total Sales</b>	<b>£240</b>	<b>£220</b>	<b>£220</b>	<b>£520</b>	<b>£580</b>	<b>£300</b>	<b>£340</b>	<b>£300</b>	<b>£340</b>	<b>£300</b>	<b>£300</b>	<b>£340</b>	<b>4,000</b>	
<b>Fundraising</b>	Donations (eg at events)		£250			£250	£250				£250			1,000	
	Fundraising						£1,000			£1,000				2,000	4 E
	<b>Total Fundraising and Donations</b>	<b>£0</b>	<b>£250</b>	<b>£0</b>	<b>£0</b>	<b>£250</b>	<b>£1,250</b>	<b>£0</b>	<b>£0</b>	<b>£1,000</b>	<b>£250</b>	<b>£0</b>	<b>£0</b>	<b>3,000</b>	
<b>Overhead Expenses</b>	Cost of sales	30.00%	£72	£66	£66	£156	£174	£90	£102	£90	£102	£90	£90	£102	1,200
	Advertising		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600
	Water Rates		£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800
	Gas / Electric		£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000
	Phone and internet		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600
	Insurance		£1,500												1,500
	Stationery, postage & Printing		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300
	Staff costs	<i>See salary sheet</i>	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	£3,630	43,560
	Volunteer expenses and training		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300
	Training		£250			£250			£250		£250			£250	1,000
	Professional and accountancy fees									£1,000			£1,000	2,000	11 I
	Repairs & Maintenance (esstimate needs firmed up)		£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000
	Security alarm and other contracts	<i>Includes compliance fees</i>	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	900
	Refuse Collection and pest control		£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600
	Cleaning materials		£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	240
	Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200
	<b>Total</b>		£6,497	£4,741	£4,741	£5,081	£4,849	£4,765	£5,027	£4,765	£5,777	£5,015	£4,765	£5,777	61,800
	<b>Operating Profit</b>		-£6,497	-£4,741	-£4,741	-£5,081	-£4,849	-£4,765	-£5,027	-£4,765	-£5,777	-£5,015	-£4,765	-£5,777	-61,800
	<b>Start up Revenue grants</b>		£30,000					£30,000						60,000	
	<b>Total including grants</b>		£23,503	-£4,741	-£4,741	-£5,081	-£4,849	-£4,765	£24,973	-£4,765	-£5,777	-£5,015	-£4,765	-£5,777	-1,800
	<b>Operating Cash Flow</b>		£23,503	£18,762	£14,021	£8,940	£4,091	-£674	£24,299	£19,534	£13,757	£8,742	£3,977	-£1,800	-1,800
<b>Notes</b>															



Mill of Benholm Phase 1 Year 2 : Revenue budget and cash flow

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals	Notes
<b>INCOME</b>															
	<i>Weeks per month</i>	5	4	4	5	4	4	5	4	5	4	4	5		
	<i>Café Customers month</i>	48	48	48	144	144	48	48	48	48	48	48	48		12 20
	<i>Avg café spend (based on donations)</i>	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50	£3.50		13 Inc
	<i>Booking space to learning providers and others</i>	3	3	3	4	4	4	4	4	4	4	4	4		
	<i>Fee per booking</i>	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00		
	Café Income	£168	£168	£168	£504	£504	£168	£168	£168	£168	£168	£168	£168	2,688	
	Lets Income	£300	£240	£240	£400	£320	£320	£400	£320	£400	£320	£320	£400	£3,980	
	Sale of merchandice	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	
	<b>Total Sales</b>	<b>£518</b>	<b>£458</b>	<b>£458</b>	<b>£954</b>	<b>£874</b>	<b>£538</b>	<b>£618</b>	<b>£538</b>	<b>£618</b>	<b>£538</b>	<b>£538</b>	<b>£618</b>	<b>7,268</b>	
<b>Fundraising</b>	Donations (eg at events)		£250			£250	£250				£250			1,000	
	Fundraising						£1,000			£1,000				2,000	
	<b>Total Fundraising and Donations</b>	<b>£0</b>	<b>£250</b>	<b>£0</b>	<b>£0</b>	<b>£250</b>	<b>£1,250</b>	<b>£0</b>	<b>£0</b>	<b>£1,000</b>	<b>£250</b>	<b>£0</b>	<b>£0</b>	<b>3,000</b>	
<b>Overhead Expenses</b>	Cost of sales		30.00%												
	Advertising	£155	£137	£137	£286	£262	£161	£185	£161	£185	£161	£161	£185	2,180	
	Water Rates	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Gas / Electric	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800	
	Phone and internet	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000	
	Insurance	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Stationery, postage & Printing	£1,500												1,500	
	Staff costs	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300	
	Volunteer expenses and training	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300	
	Professional and accountancy fees	£250			£250			£250			£250			1,000	
	Repairs & Maintenance	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000	
	Security alarm and other contracts	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	900	
	Refuse Collection and pest control	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Cleaning materials	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	240	
	Misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200	
	<b>Total</b>	<b>£6,653</b>	<b>£4,885</b>	<b>£4,885</b>	<b>£5,284</b>	<b>£5,010</b>	<b>£4,909</b>	<b>£5,183</b>	<b>£4,909</b>	<b>£5,933</b>	<b>£5,159</b>	<b>£4,909</b>	<b>£5,933</b>	<b>63,652</b>	
	<b>Operating Profit</b>	<b>-£6,135</b>	<b>-£4,177</b>	<b>-£4,427</b>	<b>-£4,330</b>	<b>-£3,886</b>	<b>-£3,121</b>	<b>-£4,565</b>	<b>-£4,371</b>	<b>-£4,315</b>	<b>-£4,371</b>	<b>-£4,371</b>	<b>-£5,315</b>	<b>-53,384</b>	
	<b>Start up Revenue grants</b>	<b>£28,000</b>						<b>£28,000</b>						<b>56,000</b>	
	<b>Total including grants</b>	<b>£21,865</b>	<b>-£4,177</b>	<b>-£4,427</b>	<b>-£4,330</b>	<b>-£3,886</b>	<b>-£3,121</b>	<b>£23,435</b>	<b>-£4,371</b>	<b>-£4,315</b>	<b>-£4,371</b>	<b>-£4,371</b>	<b>-£5,315</b>	<b>2,616</b>	
	<b>Operating Cash Flow</b>	<b>£21,865</b>	<b>£17,688</b>	<b>£13,261</b>	<b>£8,931</b>	<b>£5,045</b>	<b>£1,924</b>	<b>£25,359</b>	<b>£20,988</b>	<b>£16,673</b>	<b>£12,302</b>	<b>£7,931</b>	<b>£2,616</b>	<b>2,616</b>	



Mill of Benholm Phase 1 Year 3 : Revenue budget and cash flow

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals	Notes
<b>INCOME</b>	<i>Weeks per month</i>	5	4	4	5	4	4	5	4	5	4	4	5		
	<i>Café Customers month</i>	53	53	53	158	158	53	53	53	53	53	53	53		14 Further 10% increa
	<i>Avg café spend (based on donations)</i>	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00	£4.00		15 Increase in spend
	<i>Booking space to learning providers and others</i>	3	3	3	4	4	4	4	4	4	4	4	4		
	<i>Fee per booking</i>	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00	£20.00		
	Café Income	£211	£211	£211	£634	£634	£211	£211	£211	£211	£211	£211	£211	3,379	
	Lets Income	£300	£240	£240	£400	£320	£320	£400	£320	£400	£320	£320	£400	£3,980	
	Sale of merchandice	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900	
	<b>Total Sales</b>	<b>£586</b>	<b>£526</b>	<b>£526</b>	<b>£1,109</b>	<b>£1,029</b>	<b>£606</b>	<b>£686</b>	<b>£606</b>	<b>£686</b>	<b>£606</b>	<b>£606</b>	<b>£686</b>	<b>8,259</b>	
<b>Fundraising</b>															
	Donations (eg at events)	£0	£250	£0	£0	£250	£250	£0	£0	£0	£250	£0	£0	1,000	
	Fundraising	£0	£0	£0	£0	£0	£1,000	£0	£0	£1,000	£0	£0	£0	2,000	
	<b>Total Fundraising and Donations</b>	<b>£0</b>	<b>£250</b>	<b>£0</b>	<b>£0</b>	<b>£250</b>	<b>£1,250</b>	<b>£0</b>	<b>£0</b>	<b>£1,000</b>	<b>£250</b>	<b>£0</b>	<b>£0</b>	<b>3,000</b>	
<b>Overhead Expenses</b>															
	Cost of sales		30.00%												
	Advertising	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Water Rates	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800	
	Gas / Electric	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000	
	Phone and internet	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Insurance	£1,500												1,500	
	Stationery, postage & Printing	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300	
	Staff costs	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	£3,703	44,432	
	Volunteer expenses and training	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300	
	Training	£250			£250			£250			£250			1,000	
	Professional and accountancy fees									£1,000			£1,000	2,000	
	Repairs & Maintenance	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000	
	Security alarm and other contracts	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	900	
	Refuse Collection and pest control	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Cleaning materials	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	240	
	Misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200	
	<b>Total</b>	<b>£6,673</b>	<b>£4,905</b>	<b>£4,905</b>	<b>£5,330</b>	<b>£5,056</b>	<b>£4,929</b>	<b>£5,203</b>	<b>£4,929</b>	<b>£5,953</b>	<b>£5,179</b>	<b>£4,929</b>	<b>£5,953</b>	<b>63,949</b>	
<b>Operating Profit</b>															
	Start up Revenue grants	-£6,087	-£4,129	-£4,379	-£4,222	-£3,778	-£3,073	-£4,517	-£4,323	-£4,267	-£4,323	-£4,323	-£5,267	-52,690	
	<b>Total including grants</b>	<b>£27,000</b>	<b>£20,913</b>	<b>£20,913</b>	<b>£20,913</b>	<b>£20,913</b>	<b>£22,483</b>	<b>£27,000</b>	<b>£22,483</b>	<b>£22,483</b>	<b>£22,483</b>	<b>£22,483</b>	<b>£22,483</b>	<b>54,000</b>	
	<b>Operating Cash Flow</b>	<b>£20,913</b>	<b>£16,783</b>	<b>£12,404</b>	<b>£8,183</b>	<b>£4,405</b>	<b>£1,332</b>	<b>£23,814</b>	<b>£19,491</b>	<b>£15,224</b>	<b>£10,900</b>	<b>£6,577</b>	<b>£1,310</b>	<b>1,310</b>	

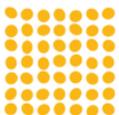


## Phase 2

Core Staffing costs						
Core Posts	Salary	NI	Pension	Time	Expenses	total
<b>General Manager</b>	£33,000	£3,174	£1,650	1.0	1,200.0	£39,024
<b>Admin/Finance</b>	£24,000	£1,932	£1,200	0.5	200.0	£13,666
<b>Cleaner/Caretaker</b>	£5,760					£5,760
<b>Total</b>						£58,450



Note	Detail
	Presumption of preparatory phase from Spring with launch early
1	Summer
2	Shop operated by the catering contractor - profit share to MofB
3	10% month on month increase. With increases to 20% in second tourist season
4	Some events operated by MofB while some events organisers will rent space
5	Entrance to Mill will be free, while income will be generated form Milling, baking and other courses
6	20% of income
7	Takes time for business to build
8	10% rising to 20% occupancy
9	10% rising to 30% occupancy
10	10% month on month increase outwith winter period
11	Levels off at this
12	Rising to two per month
13	Average of 40
14	Levels at 20% in year 2
15	Target of 30% in year 2
16	2% cost of living rise
17	Funding amount tapers off
18	Trading levels off
19	Target of 2 per month
20	Target of one every two months
21	25% occupancy
22	35% occupancy rising to max of 40%
23	Break even budget by end of year three



Mill of Benholm Year 1

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	Notes
	<i>Weeks per month</i>	5	4	4	5	4	5	4	4	5	5	4	4		1 Pres
	<i>Shop customers/week</i>	10	20	50	50	20	20	20	20	20	20	30	50		2 Shop
	<i>Avg shop spend</i>	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00		3 10% n
	<i>Café Customers/week</i>	50	55	61	67	73	81	89	97	107	129	154	185		4 Some
	<i>Avg café spend</i>	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00		5 Entran
	<i>Numbers of events</i>		1	2						1	2	2	2		
	<i>Event attendees</i>									30	30	30	50		
	<i>Average price per ticket</i>	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7		
	<i>Workshop and training attendees/mnth</i>							10	20	30	50	60	60		
	<i>Average price per head for training</i>	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8		
	<i>Rental cost of Mill or training room/hr</i>	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25		
	<i>Potential hours per month</i>	55	55	55	55	55	55	55	55	55	55	55	55		
<b>Sales</b>	Shop and Shop Let														
	<i>Nominal due to partnership</i>	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	6,000	
	Café and Shop Profit share														
	<i>Estimate</i>	£300	£300	£442	£583	£373	£503	£434	£470	£636	£743	£737	£941	6,461	6 20% o
	Wedding Lets						£500			£500			£500	1,500	7 Takes
	<i>£500 per wedding</i>														
	Forest School Let	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000	
	Ticket sales for events	£0	£0	£0	£0	£0	£0	£0	£0	£210	£420	£420	£700	1,750	
	Training income	£0	£0	£0	£0	£0	£0	£80	£160	£240	£400	£480	£480	1,840	
	Rental of trainign room	£2,406	£1,925	£1,925	£2,406	£1,925	£2,406	£1,925	£1,925	£2,406	£2,406	£1,925	£1,925	25,506	9 10% r
	<b>Total Sales</b>	£3,456	£2,975	£3,117	£3,739	£3,048	£4,159	£3,189	£3,305	£4,742	£4,719	£4,312	£5,296	46,058	
<b>Direct Costs</b>															
	Event Costs									£42	£84	£84	£140	350	
	<i>20%</i>	£0	£0	£0	£0	£0	£0	£0	£0						
	Tutor costs	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800	
	<i>£50 per two hour course</i>														
	Marketing for events	£0	£100	£200	£0	£0	£0	£0	£0	£100	£200	£200	£200	1,000	
	<i>100 per event</i>														
	<b>Total Product Cost</b>	£150	£250	£350	£150	£150	£150	£150	£150	£292	£434	£434	£490	3,150	
<b>Overhead Expenses</b>															
	Advertising	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200	
	<i>Nominal use of social media</i>														
	Rates	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000	
	<i>Charitable relief 80%</i>														
	Water Rates	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200	
	Gas / Electric (per week)	£750	£600	£600	£750	£600	£750	£600	£600	£750	£750	£600	£600	7,950	
	<i>£150</i>														
	Phone and internet	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Insurance	£3,000												3,000	
	Stationery, postage & Printing	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Staff costs : Core	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	£4,871	58,450	
	Volunteer expenses and training	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800	
	Professional and accountancy fees			£1,000			£1,000			£1,000			£1,000	4,000	
	Repairs & Maintenance	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	6,000	
	Security alarm and other contracts	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Refuse Collection	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300	
	Membership fees	£1,000												1,000	
	Cleaning materials	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600	
	Misc	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200	
	<b>Total</b>	£11,046	£6,896	£7,896	£7,046	£6,896	£8,046	£6,896	£6,896	£8,046	£7,046	£6,896	£7,896	91,500	
<b>Operating Profit</b>															
		-£7,740	-£4,171	-£5,129	-£3,457	-£3,998	-£4,037	-£3,857	-£3,741	-£3,596	-£2,761	-£3,017	-£3,090	-48,592	
<b>Start up Revenue grants</b>		£25,000						£25,000						50,000	
<b>Total including grants</b>		£17,260	-£4,171	-£5,129	-£3,457	-£3,998	-£4,037	£21,143	-£3,741	-£3,596	-£2,761	-£3,017	-£3,090	1,408	
<b>Operating Cash Flow</b>		£17,260	£13,090	£7,961	£4,504	£506	-£3,531	£17,612	£13,871	£10,276	£7,515	£4,498	£1,408	1,408	



Mill of Benholm Year 2

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	Notes		
	<i>Weeks per month</i>	5	4	4	5	4	5	4	4	5	5	4	4				
	<i>Shop customers/week</i>	50	55	61	67	20	20	20	20	20	65	72	79		10		
	<i>Avg shop spend</i>	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00				
	<i>Café Customers/week</i>	190	209	230	150	75	75	75	75	100	150	200	250		11		
	<i>Avg café spend</i>	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00				
	<i>Numbers of events</i>	1	1	1	1	1	1	1	1	1	2	2	2		12		
	<i>Event attendees</i>	40	40	40	40	40	40	40	40	40	40	40	40		13		
	<i>Average price per ticket</i>	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7				
	<i>Workshop and training attendees/mnth</i>	60	60	40	10	10	10	10	20	30	50	60	60				
	<i>Average price per head for training</i>	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8				
	<i>Rental cost of Mill or training room/hr</i>	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25				
	<i>Potential hours per week</i>	60	60	60	60	60	60	60	60	60	60	60	60				
<b>Sales</b>																	
	Shop and Shop Let			<i>Nominal due to partnership</i>	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500			
	Café and Shop Profit share			<i>Estimate</i>	£1,200	£1,056	£1,162	£1,083	£380	£475	£380	£600	£1,075	£1,086	£1,315	10,191	
	Wedding Lets			<i>£500 per wedding</i>	£500		£500		£500		£500		£500		2,500		
	Forest School Let				£250	£250	£250	£250	£250	£250	£250	£250	£250		3,000		
	Let of Mill Space			<i>£25 per hour</i>	£750	£600	£600	£750	£600	£750	£750	£600	£600		7,950		
	Ticket sales for events				£280	£280	£280	£280	£280	£280	£560	£560	£560		4,200		
	Training income				£480	£480	£320	£80	£80	£80	£240	£400	£480		3,360		
	Rental of training room				£3,000	£2,400	£2,400	£3,000	£2,400	£3,000	£3,000	£2,400	£2,400		31,800		
	<b>Total Sales</b>				£6,960	£5,566	£5,512	£6,443	£4,490	£5,835	£4,490	£4,570	£6,120	£6,535	£5,876	£6,605	69,001
<b>Direct Costs</b>																	
	Event Costs			<i>20%</i>	£56	£56	£56	£56	£56	£56	£56	£112	£112	£112		840	
	Tutor costs			<i>£50 per two hour course</i>	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150		1,800	
	Marketing for events			<i>100 per event</i>	£100	£100	£100	£100	£100	£100	£100	£200	£200	£200		1,500	
	<b>Total Product Cost</b>				£306	£306	£306	£306	£306	£306	£306	£462	£462	£462		4,140	
<b>Overhead Expenses</b>																	
	Advertising			<i>Nominal use of social media</i>	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100		1,200	
	Rates			<i>Charitable relief 80%</i>	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250		3,000	
	Water Rates				£100	£100	£100	£100	£100	£100	£100	£100	£100	£100		1,200	
	Gas / Electric (per week)			<i>£150</i>	£750	£600	£600	£750	£600	£750	£750	£600	£600		7,950		
	Phone and internet				£50	£50	£50	£50	£50	£50	£50	£50	£50		600		
	Insurance				£3,000										3,000		
	Stationery, postage & Printing				£50	£50	£50	£50	£50	£50	£50	£50	£50		600		
	Staff costs : Core				£4,968	£4,968	£4,968	£4,968	£4,968	£4,968	£4,968	£4,968	£4,968		59,619		
	Volunteer expenses and training				£150	£150	£150	£150	£150	£150	£150	£150	£150		1,800		
	Professional and accountancy fees						£1,000			£1,000			£1,000		4,000		
	Repairs & Maintenance				£500	£500	£500	£500	£500	£500	£500	£500	£500		6,000		
	Security alarm and other contracts				£50	£50	£50	£50	£50	£50	£50	£50	£50		600		
	Refuse Collection				£25	£25	£25	£25	£25	£25	£25	£25	£25		300		
	Membership fees				£1,000										1,000		
	Cleaning materials				£50	£50	£50	£50	£50	£50	£50	£50	£50		600		
	Misc				£100	£100	£100	£100	£100	£100	£100	£100	£100		1,200		
	<b>Total</b>				£11,143	£6,993	£7,993	£7,143	£6,993	£8,143	£7,143	£6,993	£7,993		92,669		
<b>Operating Profit</b>																	
	Start up Revenue grants				-£4,489	-£1,733	-£2,788	-£1,007	-£2,809	-£2,614	-£2,809	-£2,729	-£2,329	-£1,070	-£1,579	-£1,851	-27,808
	Total including grants				£10,511	-£1,733	-£2,788	-£1,007	-£2,809	-£2,614	£12,191	-£2,729	-£2,329	-£1,070	-£1,579	-£1,851	30,000
<b>Operating Cash Flow</b>																	
					£10,511	£8,778	£5,990	£4,983	£2,174	-£440	£11,751	£9,021	£6,692	£5,622	£4,043	£2,192	2,192



Mill of Benholm Year 3

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals	Notes			
	<i>Weeks per month</i>	5	4	4	5	4	5	4	4	5	5	4	4					
	<i>Shop customers/week</i>	80	80	70	50	25	25	25	25	30	50	75	80		18 T			
	<i>Avg shop spend</i>	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00					
	<i>Café Customers/week</i>	250	250	200	150	75	75	75	75	100	150	200	250					
	<i>Avg café spend</i>	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00		19 T			
	<i>Numbers of events</i>	2	2	2	2	2	2	2	2	2	2	2	2					
	<i>Event attendees</i>	40	40	40	40	40	40	40	40	40	40	40	40					
	<i>Average price per ticket</i>	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7	£7					
	<i>Workshop and training attendees/mnth</i>	60	60	40	10	10	10	10	20	30	50	60	60					
	<i>Average price per head for training</i>	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8					
	<i>Rental cost of Mill or training room/hr</i>	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25					
	<i>Potential hours per week</i>	84	84	84	84	84	84	84	84	84	84	84	84					
<b>Sales</b>																		
	Shop and Shop Let			<i>Nominal due to partnership</i>	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500				
	Café and Shop Profit share			<i>Estimate</i>	£1,650	£1,320	£1,080	£1,000	£400	£500	£400	£650	£1,000	£1,100	£1,320	10,820		
	Wedding Lets			<i>£500 per wedding</i>	£500		£500		£500		£500		£500		3,000	20 T		
	Forest School Let				£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000			
	Ticket sales for events				£560	£560	£560	£560	£560	£560	£560	£560	£560	£560	6,720			
	Training income				£480	£480	£320	£80	£80	£80	£160	£240	£400	£480	3,360			
	Rental of training room				£4,410	£3,528	£3,528	£4,410	£3,528	£4,410	£3,528	£4,410	£3,528	£3,528	46,746	22 T		
	<b>Total Sales</b>				£8,350	£6,638	£6,738	£6,800	£5,818	£6,300	£5,818	£5,398	£7,110	£7,120	£6,918	£6,638	79,646	
<b>Direct Costs</b>																		
	Event Costs			<i>20%</i>	£112	£112	£112	£112	£112	£112	£112	£112	£112	£112	1,344			
	Tutor costs			<i>£50 per two hour course</i>	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800			
	Marketing for events			<i>100 per event</i>	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	2,400			
	<b>Total Product Cost</b>				£462	£462	£462	£462	£462	£462	£462	£462	£462	£462	5,544			
<b>Overhead Expenses</b>																		
	Advertising			<i>Nominal use of social media</i>	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200			
	Rates			<i>Charitable relief 80%</i>	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	3,000			
	Water Rates				£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200			
	Gas / Electric (per week)			<i>£150</i>	£750	£600	£600	£750	£600	£600	£750	£750	£600	£600	7,950			
	Phone and internet				£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600			
	Insurance				£3,000										3,000			
	Stationery, postage & Printing				£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600			
	Staff costs : Core				£5,068	£5,068	£5,068	£5,068	£5,068	£5,068	£5,068	£5,068	£5,068	£5,068	60,811			
	Volunteer expenses and training				£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	1,800			
	Professional and accountancy fees						£1,000			£1,000			£1,000		4,000			
	Repairs & Maintenance				£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	6,000			
	Security alarm and other contracts				£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600			
	Refuse Collection				£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	300			
	Membership fees				£1,000										1,000			
	Cleaning materials				£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	600			
	Misc				£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	1,200			
	<b>Total</b>				£11,243	£7,093	£8,093	£7,243	£7,093	£8,243	£7,243	£7,093	£8,093	£8,093	93,861			
<b>Operating Profit</b>					£-3,355	£-917	£-1,817	£-905	£-1,737	£-2,405	£-1,737	£-2,157	£-1,595	£-585	£-637	£-1,917	£-19,759	
<b>Start up Revenue grants</b>					£10,000				£10,000								£20,000	
<b>Total including grants</b>					£6,645	£-917	£-1,817	£-905	£-1,737	£-2,405	£-1,737	£-2,157	£-1,595	£-585	£-637	£-1,917		
<b>Operating Cash Flow</b>					£6,645	£5,729	£3,912	£3,008	£1,271	£-1,134	£7,130	£4,973	£3,378	£2,794	£2,157	£241	241	23 T

