



## **REPORT TO FORMARTINE AREA COMMITTEE – 30 APRIL 2019**

**ASSET TRANSFER: Haddo Country Park Forum Ltd, Estate Office, Mains of Haddo, Tarves, Ellon (Registered Company Number SC324915) Asset Transfer Request Public Car Park, Haddo Country Park**

### **1. Recommendations**

**The Committee is recommended to:**

- 1.1 Endorse the business plan and associated information provided by Haddo Country Park Forum Ltd as providing a sound basis for the future management of the site as outlined in Appendix I.**
- 1.2 Agree that Haddo Country Park Forum Ltd is an appropriate body with which to enter into an Asset Transfer agreement.**
- 1.3 Agree to enter an Asset Transfer with Haddo Country Park Forum Ltd subject to the requirements of the “Disposal of Land by Local Authorities (Scotland) Regulations 2010” and EU State Aid Rules.**
- 1.4 Agree the site as outlined in Appendix II be transferred by way of a 30-year lease, subject to the conditions outlined in paragraphs 4.11 and 4.12, at a nominal sum of £1 per annum and instruct officers to conclude negotiations in a timely manner.**

### **2. Background / Discussion**

- 2.1. On 9 June 2016, Aberdeenshire Council's Policy and Resources Committee approved the Revised Community Asset Transfer (CAT) Policy and Revised Surplus Property Policy.**
- 2.2. The legislation concerning the circumstances whereby a Council can lawfully dispose of land or property for less than 'the best consideration' (i.e. full market rent or price) was altered in 2010 by the 'Disposal of Land by Local Authorities (Scotland) Regulations 2010' giving Local Authorities the ability to deal with such cases without reference to the Scottish Government. If discounting the price, regard must be given to the social, economic and environmental benefits generated by the transfer. Officers are satisfied that this proposal complies with the Regulations.**
- 2.3. Requests for Asset Transfers from community bodies are now governed by the provisions of the Community Empowerment (Scotland) Act 2014. Section 82 of that Act provide that where a valid request is made, the local authority must consider whether to agree or refuse the request.**

- 2.4. The Local Authority must agree the request unless there are reasonable grounds for refusal.

#### The Asset: Haddo Car Park

- 2.5. Haddo is a lowland estate located near Tarves that is dedicated to farming, forestry management, sustainable development and country sports. With the magnificent National Trust eighteenth-century mansion, Haddo House, at its centre, alongside the Country Park, it provides numerous attractions for visitors, whether it be shopping and eating at Formartine's, dog walking amid outstanding scenery or fishing at the Haddo Trout Fishery. Haddo House itself has been owned by the National Trust for Scotland since 1979.
- 2.6. The Public Car Park extends to approximately 2.436 Ha (6.019 acres) and is in the ownership of Aberdeenshire Council. Haddo Country Park was acquired from the Secretary of State for Scotland by Grampian Regional Council (GRC) on 1 June 1980. Part of the overflow section of the car park was subsequently acquired from the Trustees of the late Earl of Haddo by GRC on 26 November 1991. Although the car park lies exclusively on Council owned land, it is also used by visitors to Haddo House which is operated by The National Trust for Scotland and, to a much lesser degree, visitors to the larger Haddo Estate.
- 2.7. The market rental value of the site is £5,000 per annum.
- 2.8. Officers are satisfied that the Council owns the car park area to be transferred and that there are no burdens prohibiting its letting to a third party.

#### Asset Transfer Request

- 2.9. On 18 January 2019, the Formartine Area Office received a valid Asset Transfer Request for the 30-year lease of Haddo Car Park to be used as a pay and display car park. The ambition is that income generated from the use of the asset will be used to employ a Visitor Services Officer for Haddo Country Park, undertake a program of events that enhances the visitor experience of Haddo Country Park and support the improvement of Haddo Country Park as a special place.
- 2.10. The market value of the site has been assessed as £5,000 per annum, the Haddo Country Park Forum Ltd has confirmed it is prepared on an annual basis to ring fence 10% of net profit from all activities or £500 whichever the greater. This will not be paid directly to the Council but will instead be placed in a ring-fenced car park infrastructure fund operated by Haddo Country Park Forum Ltd which will be used as and when any major maintenance to the car park surface is required.
- 2.11. The Haddo Country Park Forum Ltd is a Company Limited by Guarantee and is eligible to apply for a lease of an Asset via an Asset Transfer Request under the Community Empowerment (Scotland) Act 2015. Sound governance arrangements are in place and the organisation has a good track

record both in terms of its core activities and its partnership activities with Aberdeenshire Council.

- 2.12. The Forum is well supported by members and other community groups within the area. They have strong foundations within the community and plan to further develop both the Country Park and the activities delivered therein. Capacity wise this organisation has as good a chance of longevity as can be predicted.
- 2.13. Officers consider this to be a well organised community group with the capacity to manage and develop this facility and agree that a transfer would further enhance the operational capabilities of the Forum.
- 2.14. A copy of the Asset Transfer Request, including supporting documentation, can be found at Appendix I of this report.
- 2.15. On the 7 February 2019 the Asset Transfer Request was considered by The Formartine Asset Transfer Group, a multi-disciplinary group of Council officers chaired by the Garioch Area Manager. This group considered the business plan to be a sound basis for the management of the asset and agreed to recommend approval of the Request with a variation of the terms requested by the applicant for the following reasons:
- 2.16. The Forum has indicated that they would wish the following terms to be included in the lease:
  - a) Aberdeenshire Council will continue to maintain Haddo Country Park to at least the standard achieved in 2017 and 2018.
  - b) Aberdeenshire Council will continue to maintain the car park at their own cost including replacement of.
- 2.17. Officers cannot recommend that Aberdeenshire Council commit itself to future unknown costs of maintaining a Country Park and Car Park especially whilst also entering into an agreement which will limit the Council's ability to generate income from an asset currently in its ownership.
- 2.18. In order to find a positive and pragmatic way forward the Area Manager (Garioch), Estates Team Leader (Formartine and Garioch) and the Roads and Landscapes Manager (Formartine and Garioch) met with representatives of The Forum on the 28 March 2019 to discuss a compromise position.
- 2.19. The following compromise agreement has therefore been reached, that as part of the lease agreement:
  - 2.19.1. Aberdeenshire Council will carry out white line maintenance, surface dressing as required and winter treatments as per the winter maintenance plan already in place for Haddo. The Forum will be responsible for any patching works within the car park.

- 2.19.2. Upon the end of the serviceable life of the car park surface, Aberdeenshire Council will be responsible for its replacement. This will be subsidised by means of a fund that The Forum will contribute into on an annual basis. The contribution to this restricted fund, which The Forum will hold and administer, will be 10% of net profit from all activities or £500 whichever the greater.
- 2.20. It is therefore recommended that the Council enter a 30-year lease as requested but at a nominal sum of £1 per annum and on the conditions outlined in paragraph 2.19. In order to mitigate against constraining both parties for the full 30-year period it is also recommended that the lease include periodic mutual break options at 10-year intervals subject to a minimum of 12 months prior written notice.
- 2.21. During the financial years 2017/18 and 2018/19 there were no costs associated with the maintenance of the car park, which the exception of a very small amount of shrub pruning.
- 2.22. During the same period £200,000 was spent on the Country Park, £100,000 per annum on maintenance; a further £70,000 has been set aside for capital works; £60,000 on road repairs and £10,000 for a replacement bridge. At the time of writing the capital works are only partially complete.
- 2.23. Section 13 of the business plan states that “there were 114 events/activities [...] those events saw in excess of 15,000 visitors coming to Haddo which is approximately 7% of all visitors per annum”. This equates to approximately 214,000 annual visitors. Based on this the estimated total cars parked in the operating period is a pragmatic estimate, and the number of transactions erring on the side of caution.
- 2.24. The Car Park Ticket Machine Project: Expenditure and Income Projections (Appendix I) show initial set up costs of the project to be £17,108, with an annual surplus of £23,935. These initial set up costs are one off costs in the first year, although reserves will be required over the lifespan of the machines in order to plan for their future replacement. It is considered reasonable that the income generated from this project will be enough to contribute to the restricted infrastructure fund referred to in paragraph 2.19, whilst also generating surplus income to meet the wider ambitions of the Forum.
- 2.25. This transfer would support several priorities as outlined in the Aberdeenshire Council Plan 2017 – 2022. These include:
- Support a strong, sustainable, diverse and successful economy
  - Encourage active lifestyles and promote well-being with a focus on obesity and mental health
  - Have the right people, in the right place, doing the right thing, at the right time
  - Protect our special environment, including tackling climate change by reducing greenhouse gas emissions



- 2.26. On the 31 January 2014, Aberdeenshire Council's Infrastructure Services Committee (ISC) considered a report entitled "Review of Car Parking in Aberdeenshire". The committee agreed, amongst other things *"to remove, on a trial basis, the compulsory Pay and Display charges within the Country Parks and operate a voluntary donation system. Through the use of clear signage, it will be highlighted to users of the Country Parks that they are being asked for a donation which will be used for the general upkeep of that Country Park."*
- 2.27. No evidence can be found to demonstrate that Officers subsequently reported back to ISC to inform Members of the outcomes of the trial period. Although this proposal reintroduces the compulsory Pay and Display charges at this site, it does align with the spirit of the decision of ISC to generate income for the benefit of the Country Park. This approach is mirrored across other local visitor attractions not in Aberdeenshire Council ownership for example Balmoral Estate (Crathie coach park); Cairngorms Outdoor Access Trust (Dinnet car park) and Glen Muick car park all of which have parking charges in place.
- 2.28. Taking all the above matters into consideration the Formartine Asset Transfer Group consider it appropriate to transfer the site on the basis outlined in recommendation 1.4 of this report.
- 2.29. Although Officers recommend that this Request is agreed, because the terms and conditions are significantly different from those applied for, the applicant could seek to lodge an appeal. However, given the positive discussions with The Forum in the intervening period and the consensus reached regarding the terms of the lease agreement Officers consider this risk to be extremely low.
- 2.30. The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and comments have been incorporated into the report where appropriate and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

### **3. Scheme of Governance**

- 3.1. Formartine Area Committee can consider, and take a decision on, this item in terms of Section B 10.2.6 of the List of Committee Powers in Part 2a of the Scheme of Governance namely the power to "determine the granting of the transfer of an asset to a community or voluntary group and the terms and conditions of that transfer."
- 3.2. Where the Area Committee does not agree with Officers' recommendations or existing Council policy, the Scheme of Governance provides that the decision must be referred to the appropriate Policy Committee for determination.

### **4. Implications and Risk**

- 4.1. An equality impact assessment is not required because the recommended decision does not have a differential impact on any of the protected characteristics.
- 4.2. There are no staffing implications arising from this report.
- 4.3. Should Aberdeenshire Council approve this Asset Transfer Request, because the terms and conditions are significantly different from those applied for, the applicant could seek to lodge an appeal. Should any future appeal be successful the asset may be disposed of in accordance with the terms requested by the applicant. This would result in Aberdeenshire Council retaining responsibility for the repair and maintenance of the car park, whilst also losing the ability to generate income from the asset. Officers consider this risk to be extremely low.
- 4.4. No additional significant Corporate or Strategic risks have been identified.
- 4.5. Due to the location of this asset a Town Centre Impact Assessment is not appropriate in this case.

**RITCHIE JOHNSON**  
**DIRECTOR BUSINESS SERVICES**

Report Prepared By: Margaret-Jane Cardno, Area Manager (Garioch)  
Date: 15 April 2019



## From mountain to sea

### Asset Transfer Request

This is an asset transfer request made under Part 5 of the Community Empowerment (Scotland) Act 2015. **Please read the applicant notes before completing this form.**

#### Section 1: Information about the community transfer body (CTB) making the request

- 1.1 Name and address of the CTB making the request. This should be the registered address, if you have one.

Name: Haddo Country Park Forum Ltd

Postal address: Estate Office, Mains of Haddo, Tarves, Ellon

Postcode: AB41 7LD

- 1.2 Contact details. Please provide the name and contact address to which correspondence in relation to this asset transfer request should be sent.

Contact name: Mark Andrew

Position in CTB: Director / Secretary

Postal address: Estate Office, Mains of Haddo, Tarves, Ellon

Postcode: AB41 7LD

Email:

Telephone:

**X** We agree that correspondence in relation to this asset transfer request may be sent by email to the email address given above. *(Please tick to indicate agreement) You can ask the relevant authority to stop sending correspondence by email, or change the email address, by telling them at any time, as long as 5 working days' notice is given.*

- 1.3 Please mark an "X" in the relevant box to confirm the type of CTB and its official number, if it has one.



## From mountain to sea

	Company, and its company number is .....	SC324915
	Scottish Charitable Incorporated Organisation (SCIO), and its charity number is .....	
	Community Benefit Society (BenCom), and its registered number is .....	
	Unincorporated organisation (no number)	

**Please attach a copy of the CTB's constitution, Articles of Association or registered rules.**

- 1.4 Has the organisation been individually designated as a community transfer body by the Scottish Ministers?

No ☒

Yes ☐

Please give the title and date of the designation order:

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- 1.5 Does the organisation fall within a class of bodies which has been designated as community transfer bodies by the Scottish Ministers?

No ☐

Yes ☒

If yes what class of bodies does it fall within?

Company Limited by Guarantee for which the Articles of Association are appropriate for this purpose.
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## From mountain to sea

### Section 2: Information about the asset requested

- 2.1 Please identify the asset - land or building(s) - which this asset transfer request relates.

*You should provide a street address or grid reference and any name by which the land or building is known. If you have identified the land on the relevant authority's register of land, please enter the details listed there.*

*It may be helpful to provide one or more maps or drawings to show the boundaries of the land requested. If you are requesting part of a piece of land, you must attach a map and full description of the boundaries of the area to which your request relates. If you are requesting part of a building, please make clear what area you require. a drawing may be helpful.*

Name of Asset: Car Park at Haddo Country Park

Address of Asset: Haddo House, Methlick, Ellon

Postcode of Asset: AB41 7EQ

- 2.2 Please provide the UPRN (Unique Property Reference Number), if known.

*This should be given in the relevant authority's register of land*

UPRN:





## From mountain to sea

### Section 3: Type of request, payment and conditions

3.1 Please mark what type of request is being made (mark one only):

- ☐ for ownership ([under section 79\(2\)\(a\)](#)) - go to section 3A
- ☒ for lease ([under section 79\(2\)\(b\)\(i\)](#)) – go to section 3B
- ☐ for other rights ([section 79\(2\)\(b\)\(ii\)](#)) - go to section 3C

#### 3A – Request for ownership

What price are you prepared to pay for the asset requested?

Proposed price: £

Please give information setting out any other terms and conditions you wish to apply to the request. (continue on a separate sheet if necessary)



## From mountain to sea

### 3B – Request for lease

What is the length of lease you are requesting?

30 years

How much rent are you prepared to pay? Please make clear whether this is per year or per month.

Proposed rent: 10% of net profit from all activities or £500 whichever the greater paid annually in arrears

Please give information setting out any other terms and conditions you wish to be included in the lease, or to apply to the request in any other way.

The purpose of the lease is to enable Haddo Country Park Forum Ltd to make a charge for the use of the car park by all visitors and use the income produced to employ a Visitor Services Officer for Haddo Country Park, undertake a program of events that enhances the visitor experience of Haddo Country Park and support the improvement of Haddo Country Park as a special place.

Aberdeenshire Council will continue to maintain the car park at their own cost including replacement of.

Aberdeenshire Council will continue to maintain Haddo Country Park to at least the standard achieved in 2017 and 2018



## From mountain to sea

### 3C – Request for other rights

What are the rights you are requesting?

All income from events held in Haddo Country Park is passed to Haddo Country Park Forum Ltd.

Do you propose to make any payment for these rights?

**Yes** ☒

**No** ☐

If yes, how much are you prepared to pay? Please make clear what period this would cover, for example per week, per month, per day?

Proposed payment: As detailed in 3b we propose an annual rent for car park and events at 10% net profits from both all sources of income and total expenditure (less rent) or £500.00 whichever the greater paid annually in arrears

£ 500.00            per year

Please attach a note setting out any other terms and conditions you wish to apply to the request.

As above.

The purpose of the lease is to enable Haddo Country Park Forum Ltd to make a charge for the use of the car park by all visitors and use the income produced to employ a Visitor Services Officer for Haddo Country Park, undertake a program of events that enhances the visitor experience of Haddo Country Park and support the improvement of Haddo Country Park as a special place.

Aberdeenshire Council will continue to maintain the car park at their own cost including replacement of.

Aberdeenshire Council will continue to maintain Haddo Country Park to at least the standard achieved in 2017 and 2018





## From mountain to sea

- 3.2 Please set out the reasons for making the request and how the land or building will be used.

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

Haddo Country Park has enjoyed the services of a Visitor Services Officer (VSO) and during the summer months (up to and including 2017) an Assistant Visitor Services Officer (AVSO) thanks to the HLF 'Haddo Country Park Regeneration Project' which concluded on 31<sup>st</sup> March 2018 but, due to an underspend, was able to continue the employment of a VSO until 31<sup>st</sup> July 2018. Employment of a VSO has continued with the Haddo Country Park Forum Ltd (Forum Ltd.) being the employer since 1<sup>st</sup> August 2018.

The addition of a VSO to Haddo Country Park is of great benefit to users of the Park, to all visitors to Haddo and to the profile of Haddo as a major visitor destination in the North East of Scotland. By being available to answer visitors queries or to give advice on which of the many parts of Haddo House and Haddo Country Park visitors might prefer to see the VSO is a rare asset that is not found in other Country Parks. The VSO is able to secure, promote and if necessary run events within the Country Park that are of general or specific interest to existing and new visitors to Haddo. These include many bushcraft events, art exhibitions in the Pheasantry and wider Country Park, Photography events that are popular with amateur and professional photographers, children's events including junior bushcraft and a 'blessing of unicorns' involving a number of very prettily made up ponies and their riders from far and wide, disabled riding events, short and long distance runs, Haddo Easter event (principally run by the Rotary Clubs of Ellon and Oldmeldrum but supported and promoted by the VSO) and, along with Aberdeenshire Council and The National Trust for Scotland a variety of events over a full day or longer in recognition of 'The Year of History, Heritage and Archeology' in 2017 and in 2018 'The Year of Young People'.

The VSO also manages the Haddo Country Park social media and website. We have more than 5,000 followers on Facebook. The VSO has started a Haddo Country Park Volunteers group on social media. There are a number of volunteering opportunities from tending the sensory garden close to the entrance to the Park and the garden at Carpenters Cottage (which have been worked on by disability groups from Ellon in the



## From mountain to sea

past) to assisting with events such as 'The Enchanted Forest' around Halloween open to all which are both popular and enjoyable.

It is clear that visitors to Haddo Country Park want to retain the presence of a VSO. The Haddo Country Park Forum (The Forum), the group of Haddo landowners, Park users, Local Community Councils and Local Councillors that ran the Haddo Country Park Regeneration Project and continue to oversee and promote Haddo Country Park, have expressed a very strong desire for the VSO to continue to operate at Haddo for the betterment of the country Park itself and the visitor experience at Haddo.

Towards the end of the HLF Project a study was commissioned by The Forum to advise on the future for the Country Park after the HLF project. Blue Sail, a destination consultancy, were appointed and, in summary, concluded that all of the advantages gained from the HLF project would be lost unless a VSO were retained and that the best, indeed, only real source of direct funding to support the position was to charge for the Car Park and ring fence the income to ensure that it remained at Haddo.

The Forum are in favour of the Forum Ltd being the vehicle that leases and charges for use of the car park and uses that income to meet the cost of employing the VSO and supporting the role with funding for running events and promoting Haddo. All of the Directors of the Forum Ltd are members of The Forum. For the long term sustainability and optimum future for Haddo Country Park this is considered to be the best way to proceed.

A recent survey of park users has shown that visitors will largely be supportive of a car park charge provided that charge is reasonable and that all of the income is spent at Haddo. Regular visitors (such as repeat dogwalkers) have indicated acceptance provided an annual or season ticket can be obtained at a reasonable price. The Forum Ltd aims to do just this and that the income from car parking and events held at Haddo Country Park (save the charges for the Easter event that are paid to the Rotary Clubs that run the event) will be sufficient to ensure employment of a well-supported VSO can continue.





## From mountain to sea

### Benefits of the proposal

- 3.3 Please set out the benefits to the community that you consider will arise if the request is agreed to. This should include: - economic, regeneration, public health, social wellbeing, environmental benefits; or how this will reduce inequalities.

*This section should explain how the project will benefit your community, and others. Please refer to the applicant notes on how the relevant authority will consider the benefits of a request.*

The continuing presence of the VSO in the Country Park assists the economic activity both at the enterprises operating at Haddo (Haddo House, Shop and Tearoom (NTS), Mrs Smith's at Haddo (Coffee and cakes throughout the year), those in the wider area that benefit from Haddo being a visitor destination (Pitmedden Gardens (NTS) Coffee Apothecary and The Craft (bar) at Pitmedden, Tarves Heritage Centre, The Merle Tuck (Community Café) and Aberdeen Arms in Tarves, Formartine's and The Ythan View Methlick) as well as local shops and visitor accommodation providers.

Walking, running or cycling in the countryside is known to be good for all of us. The VSO promotes activity at Haddo which is good for the health and social wellbeing of visitors. The VSO is trained in assisting people with dementia and has access to two wheelchairs that can be lent out to visitors in order that those who would not normally be able to access part or any of Haddo Country Park can do so.

The Country Park is not just important to visitors but also the wildlife that lives in it. The VSO manages visitors in order to maintain and enhance the ecological value of Haddo Country Park by talking to visitors, running classes in wildlife awareness, keeping the issue live on social media and putting up signs at the appropriate time of year.

By running events that are socially inclusive such as running a free bus from Manorfield, Aberdeen the VSO has widened the attraction of Haddo Country Park to a wider section of society in Aberdeen and Aberdeenshire than what would be expected from a rural Country Park. Given sufficient income the Forum Ltd. would be keen to repeat this project (which was only possible previously with HLF support)

The HLF project saw significant capital and revenue expenditure at Haddo Country Park which has enabled the facilities to continue to provide a great visitor experience



## From mountain to sea

for everyone that comes to Haddo. We have achieved an 80% very satisfied and 14% satisfied rating in the 2018 visitor survey. This will change dramatically if we do not have the income to support the position of a VSO at and will negatively affect the high profile of Haddo as a visitor destination, the visitor experience and the future for the biodiversity of Haddo. The reduction in visitor numbers will reduce the income and viability of enterprises at Haddo and as visitor numbers and events decline there will be a reduction in the overall health benefit from that which is currently being achieved at Haddo and there will be little or no community engagement with social groups that would not normally benefit from visiting Haddo.

### Restrictions on use of the land

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

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

None. The car park will remain in use as a car park.

### Risk Analysis

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

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

See business plan attached



## From mountain to sea

### Capacity to deliver

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

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

The Directors are detailed within the Business Plan.

They have mostly been involved with the Haddo Country Park Forum since before the HLF bid was submitted and know the Park and visitors needs and expectations well.

There is a good range of business skills within the group of Directors. The Company has been run by them as individuals since 2013 when the former secretary, Keith Newton, resigned. Activity within the Company has increased greatly since employment of the VSO commenced in August 2018.

The Company has managed to continue to provide that essential employment to the benefit of visitors to Haddo Country Park since then. It now requires a long term sustainable source of funding which is fair and reasonable to users of Haddo Country Park.





## From mountain to sea

### Section 4: Level and nature of support

4.1 Please provide details of the level and nature of support for the request, from your community and, if relevant, from others.

*This could include information on the proportion of your community who are involved with the request, how you have engaged with your community beyond the members of your organisation, their response and how the community have contributed to the design of the project. You should also show how you have engaged with any other communities that may be affected by your proposals.*

In our annual Visitor Survey carried out in 2018 we included a question about charging for the car park in order to fund employment of staff and activities supporting visitors and the ecology of the Country Park. The majority of responses were supportive provided the level of charge was reasonable. We have taken this into account in reaching the level of fees charged. The availability of a season ticket is especially important to local people many of whom have to budget for all expenditure. We have set this charge at a very reasonable level and would, if necessary, accept payment over a period of time (up to 3 months).

All members of the Haddo Country Park Forum (who represent users and owners) are in complete support of this proposal.



## From mountain to sea

### Section 5: Funding

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

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

The Cash Flow within the business plan is based on the Company borrowing money from a commercial lender on overdraft terms at a reasonable rate of interest.

The Company has however made applications to local funders to provide grant finance to cover the borrowings that will otherwise occur.

The funds applied to are;

Tesco (Ellon) blue token support. Tesco included a box for tokens in the period before the New Year. We believe we came second and expect to receive £2,000.00

Aberdeenshire Council Area Committee Budget Grant for £5,000 in 2018-19 and £5000 in 2019-2020 - We have been unsuccessful for 2018-19.

Udny Community Fund for £4,000 – Waiting to hear

Methlick Community Council who agreed to pledge £2,000.00 at their January meeting

Ellon Rotary Club for any assistance that they can provide

Gordon Leisure Projects Trust for £2,000 – Who have since declined

There is a significant level of volunteering within the Country Park. This is detailed in the Business Plan.



**From mountain to sea**

## **Section 6: Business Plan including a 3-year financial forecast**

6.1 Please give details of your Business Plan

*You should include a statement of your goals, reasons they are attainable, plans for reaching them and a forecast of future revenues and expenses.*

Please see attached Business Plan and Appendices





## From mountain to sea

### Signatures

Two authorised signatories (e.g. manager, board members, charity trustees or committee members) of the community transfer body must sign the form. They must provide their full names and home addresses for the purposes of prevention and detection of fraud.

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

**We, the undersigned on behalf of the community transfer body as noted at section 1, make an asset transfer request as specified in this form.**

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

Name ROBERT WALTER WALLIS

Address

Date 11<sup>th</sup> JANUARY 2019

Position DIRECTOR

Signature

Name MARK HENRY TRESHAM ANDREW

Address

Date 11<sup>th</sup> JANUARY 2019

Position DIRECTOR / ADMIN SECRETARY

Signature



## From mountain to sea

### Checklist of accompanying documents

To check that nothing is missed, please list any documents which you are submitting to accompany this form.

#### **Section 1 – you must attach your organisation’s constitution, Articles of Association or registered rules**

Title of document attached:

Memorandum and Articles of Association

#### **Section 2 – any maps, drawings or description of the land requested**

Documents attached:

#### **Section 3 – note of any terms and conditions that are to apply to the request**

Documents attached:

#### **Section 4 – about your proposals, their benefits, any restrictions on the asset or potential negative consequences, and your organisation’s capacity to deliver.**

Documents attached:

#### **Section 5 – evidence of community support**

Documents attached:



## From mountain to sea

### Section 6 – funding

Documents attached:

### Section 7 – business plan including a 3-year financial forecast

Documents attached:

Completed applications should be sent to your **local Area Manager** and marked 'Asset Transfer'. **Contact addresses are listed below:**

<p><b>BANFF &amp; BUCHAN</b></p> <p>Area Manager Town House 34 Low Street Banff AB45 1AY</p> <p>Tel. no: 01467 537131 Email: <a href="mailto:banffandbuchanamo@aberdeenshire.gov.uk">banffandbuchanamo@aberdeenshire.gov.uk</a></p>	<p><b>BUCHAN</b> Chris White Area Manager Buchan House St Peter Street Peterhead AB42 1QF</p> <p>Tel. no: 01467 537634 Email: <a href="mailto:buchanareaoffice@aberdeenshire.gov.uk">buchanareaoffice@aberdeenshire.gov.uk</a></p>
<p><b>FORMARTINE</b> Elaine Brown Area Manger Formartine Area Office 29 Bridge Street Ellon AB41 9AA</p> <p>Tel. no: 01467 538439 Email: <a href="mailto:formartineareaoffice@aberdeenshire.gov.uk">formartineareaoffice@aberdeenshire.gov.uk</a></p>	<p><b>GARIOCH</b> Margaret-Jane Cardno Area Manager Gordon House Blackhall Road Inverurie AB51 3WA</p> <p>Tel. no: 01467 539371 Email: <a href="mailto:garioch@aberdeenshire.gov.uk">garioch@aberdeenshire.gov.uk</a></p>
<p><b>KINCARDINE &amp; MEARNES</b> William Munro Area Manager Viewmount Arduithie Road Stonehaven AB39 2DQ</p> <p>Tel. no: 01467 534684 Email: <a href="mailto:kincardine&amp;mearnsareaoffice@aberdeenshire.gov.uk">kincardine&amp;mearnsareaoffice@aberdeenshire.gov.uk</a></p>	<p><b>MARR</b> Janelle Clark Area Manager Alford Area Office School Road Alford AB33 8TY</p> <p>Tel. no: 01467 536421 Email: <a href="mailto:marrareaoffice@aberdeenshire.gov.uk">marrareaoffice@aberdeenshire.gov.uk</a></p>

# Haddo Country Park Forum Ltd Business Plan

## 2019 – 2024

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Prepared November 2018

## Table of Contents

1. Executive Summary.....	3
2. Background of Visitor Services Officer (VSO) Role .....	3
3. Benefits of the VSO Role .....	3
4. Asset and Lease.....	3
5. Management of the Project and Community Engagement .....	4
6. Policies, Systems and Procedures.....	4
7. Financial Policy and Agreements .....	5
8. Risks .....	5
9. Project Plan .....	6
10. Management Plan .....	6
11. Project Costs and Financial Appraisal.....	6
12. Marketing and Communications Strategy .....	7
13. Monitoring and Evaluation .....	7
14. Board of Directors.....	7
15. Director Biographies.....	8
Appendices .....	9

## **1. Executive Summary**

This business plan has been created to support the requirement and sustainability of a visitor services officer at Haddo Country Park.

In this document and appendices The Haddo Country Park Forum Ltd (Forum Ltd.) will outline the intention to lease the car park at Haddo Country Park for a period of 30 years, and demonstrate consideration of potential benefits and pitfalls. Additionally, the Forum Ltd. will be responsible for the provision of a varied and interesting events schedule, the income from which will be used to provide further events and activities as well as improvement projects in the park and increased volunteer opportunities.

The Forum Ltd. and wider Haddo Forum Group will continue to monitor and manage the asset as an extension of the current arrangement, which has been in place for several years. Between these two groups there is wide community engagement which ranges from Scout leaders to Community Council members, and all parties with a vested interest in the Park. There is wide community support for the asset transfer, with all local Councillors indicating their approval.

The Forum Ltd. has established key indicators by which performance can be monitored and acted upon, where appropriate. These indicators are from the current year (2018), and as such offer a practical starting point on which to improve.

## **2. Background of Visitor Services Officer (VSO) Role**

Haddo Country Park has enjoyed the services of a VSO, and during the summer months (up to and including 2017), an Assistant Visitor Services Officer (AVSO) thanks to the HLF 'Haddo Country Park Regeneration Project' which concluded on 31st March 2018 but, due to an underspend, was able to continue the employment of a VSO until 31st July 2018. Employment of a VSO has continued with the Forum Ltd. being the employer since 1st August 2018.

## **3. Benefits of the VSO Role**

The addition of a VSO to Haddo Country Park is of great benefit to users of the Park, to all visitors to Haddo and to the profile of Haddo as a major visitor destination in the North East of Scotland. By being available to answer visitors' queries or to give advice on which of the many parts of Haddo House and Haddo Country Park visitors might prefer to see, the VSO is a rare asset that is not found in other country parks. The VSO is able to secure, promote and if necessary run events within the Park that are of general or specific interest to existing and new visitors to Haddo. These include many bushcraft events, storytelling, craft events, walk and talks, subject specific talks, art exhibitions in the Pheasantry and wider Park, photography events that are popular with amateur and professional photographers, children's events including junior bushcraft and a 'blessing of unicorns' involving a number of very prettily made up ponies and their riders from far and wide, disabled riding events, short and long distance runs, Haddo Easter event (principally run by the Rotary Clubs of Ellon and Oldmeldrum but supported and promoted by the VSO) and, along with Aberdeenshire Council and the National Trust for Scotland, a variety of events over a full day or longer in recognition of 'The Year of History, Heritage and Archaeology' in 2017 and in 2018 'The Year of Young People'.

## **4. Asset and Lease**

The asset in question is the car park at Haddo as well as the income from all Park activities. There is currently no charge to park at Haddo or to use any of the Park facilities, the latter of which we wholly support, we believe the Park should be a free facility for all. However, payment for the car park (and overflow by extension, when required) would allow the Forum Ltd. to continue employment of a VSO,



the benefits of which have already been covered. The Forum Ltd. requests a 30 year lease with the possibility of extension thereafter.

The Forum Ltd. intends to charge for most parking at Haddo thus funding the above position. There will be the option of a seasonal car parking pass for regular visitors, and busses used for school outings will remain free to park at no cost, although a donation would be welcomed. These monies will be further supplemented by income from events organised by the VSO, and from charges made to external event organisers wishing to use the Park as a venue.

The Forum Ltd. would hope to have the parking meters in place by early spring 2019. Please see additional spreadsheet (Appendix A) for costs relating to parking meters and income of same.

## **5. Management of the Project and Community Engagement**

The Forum Ltd. is principally responsible for the management of the project and subsequent VSO. Line management of the VSO falls to one of the Directors of the Forum Ltd., who is also the Forum Secretary. The Forum Directors are also part of a larger group which is made up of all interested parties at Haddo and the wider community: Aberdeenshire Council, local Councillors, Scout Leaders, Community Council Members, Mrs Smith's Tearoom (business owner), the National Trust for Scotland and local Rotary members. The meeting is open to anyone from the local community with an interest in Haddo, and diverse membership is encouraged. The group meets every six weeks.

In addition to the community groups directly involved in the management of the Park, the VSO has established innumerable contacts within the local community and actively encourages engagement via social media and in person. Outreach is a large part of the VSO role; the VSO monitors all local websites and social media pages to assure the offering at the Park is representative of community needs, and appropriate to the site. This network continues to grow, and ever more local wildlife groups are now requesting to work with the Park to educate and inform the public.

It has previously been possible to provide transport for people from socially disadvantaged areas, which is something the members of the Forum Ltd. and VSO would be keen to replicate. The Park is such a fantastic facility and one which should be available to as wide an audience as possible; if funds are available it would be our intention to schedule busses from socially disadvantaged areas during the peak season with the offer of an activity (where possible) during their visit. This may be something as simple as a walk and talk, or a wildfowl awareness talk with the provision of birdseed to demonstrate appropriate wildlife feeding.

## **6. Policies, Systems and Procedures**

The VSO is primarily responsible for implementation of the Health and Safety policy at events. Risk assessments are completed for events to ensure identified risks are mitigated and that all volunteers and participants are risk aware. The VSO is also responsible for the completion of accident reports; the position also requires a current first aid qualification. The Forum Ltd. has an insurance policy in place which covers activities, and requests external activity providers to have public liabilities insurance of adequate coverage.

Diversity and inclusive practice is a primary objective of the VSO. Making Haddo a place that everyone can enjoy, regardless of ability, is given constant consideration. There have been many volunteers with learning difficulties working in the Park over recent years, and we continue to identify such opportunities. The proposed development of the sensory garden is being highlighted as an area of specific interest to people who have sensory deficits, as well as being an area of well-being and tranquillity.

Booking of events, and the Park in general, is performed primarily via the VSO. Larger events (Easter and Halloween) are booked using an external ticket agent, but all enquiries are received and dealt with through the VSO.

## 7. Financial Policy and Agreements

The Forum Ltd. agrees to pay Aberdeenshire Council 10% of profits from car parking charges and events, payable on an annual basis. In return for this Aberdeenshire Council should agree to maintain the car park (and by extension the overflow car park) as well as maintaining the Park (and structures therein) to at least the standard achieved in 2017/18.

The Company is subject to the same financial and legislative conditions that attach to any company operating in Scotland. The accounts are audited each year by J M Taylor Accountants Ltd. of Ellon and the Directors confirm their observance of requirements from National Government and Companies House. A set of accounts will be provided for Aberdeenshire Council on an annual basis which will include a confirmation statement from the Accountants confirming the amount of annual profit.

## 8. Risks

Given the proposed project is not a huge shift from the current arrangement the Forum Ltd. does not feel there are significant risks. The biggest risk would be if the income from the car park and events is less than the costs required to cover the salary of the VSO. Please see additional spreadsheet of projected costs and income (Appendix B).

Risk	Impact	Steps to Mitigate
<b>Financial</b>		
Lower than projected income/ Costs higher than predicted	Lack of money for events and general running costs.	Events would have to be zero outlay, which is something we have already achieved. Increase efforts to encourage parking meter use. Seek out additional funding sources, target local businesses for sponsorship. Reduce hours of SVSO in years 2 and 3 to save expenditure.
<b>Staff Illness</b>		
Prolonged absence of VSO.	Events schedule would suffer.	The Forum Ltd. need to keep good communication with the VSO to assure there is a good understanding of what is needed for events.
	Two salaries would be required if cover could be found.	Flexibility within the budget should assure a position could be covered for minimum of three months.
<b>Governance</b>		
Multiple partners with conflicting requirements and operating methods.	A less than cohesive offering at Haddo.	Increased communication, particularly by those on the ground at Haddo.
	Unexpected costs or expectations.	The Forum Ltd. and Aberdeenshire Council must try to pin down all details prior to transfer. All costs associated with the transfer must be agreed upon up front. All maintenance requirements should be discussed and agreed, and details



Risk	Impact	Steps to Mitigate
		like lights for Halloween (access to maintenance shed), access to tools, locked gardens should be agreed. Agree whether the relationship with the Council changes in terms of reporting issues or asking for assistance, as occasionally happens.
<b>Operational</b>		
Loss of current VSO.	Events schedule is at risk and vast knowledge lost.	A detailed procedure including contacts needs to be in place. A password file should be developed which is shared with the Forum Secretary.
<b>Compliance (Law &amp; Regulation)</b>		
Insurance of third party providers being inadequate.	Legal implications should there be an incident or accident.	Require all third party providers to provide PL insurance and certificates which should be kept on file along with risk assessment.

## 9. Project Plan

The VSO is already in place and has a rolling event calendar, which is added to as opportunities arise – this will continue for the foreseeable future.

The Forum Ltd. is currently seeking best value for money on parking meters and would hope to have the meters and additional signage in position by spring 2019.

## 10. Management Plan

Ongoing management of the project will continue to be administered by the Forum Ltd. and wider Haddo Forum Group.

Members of the Forum Ltd. include experienced professionals and community leaders, all of whom have vast experience of managing projects and complex properties. There is an admin team at their disposal that can provide payroll processing and accounts support/invoice processing and payment.

Our main management goal is to continue to increase visitor numbers at Haddo via events and general upkeep/improvement of park facilities. We would also like to increase the involvement of local people via volunteer opportunities. Education is another important factor as children, in particular, can learn about nature and wildlife in a safe and pleasant environment.

The VSO will continue to manage the day to day administration of the project, and the Forum Ltd. will be responsible for the installation, maintenance and provision of staff/volunteers to encourage visitors to use parking meters.

## 11. Project Costs and Financial Appraisal

Please see Appendix B and C.

## **12. Marketing and Communications Strategy**

Communication, promotion and marketing are key to delivering the goals of the project. Continued development of the social media audience via regular posts, competitions, engagement and communication of important wildlife concerns will keep the audience interested and growth stable.

Social media has become an incredibly valuable marketing tool in relation to selling events, and will continue to do so. The current VSO is a member of most heavily followed pages across the NE of Scotland and uses them to share events and activities or important information. This has been very successful in selling tickets to a remote audience, and has brought many first time visitors to the park.

We encourage guest blogs on the website, and this is something we can become more active in promoting as there are many amateur and professional wildlife enthusiasts who would be happy to have another platform.

Press coverage at Haddo has increased greatly in the past 18 months and this is a relationship we will continue to nurture. Many journalists now follow the Haddo Facebook page and regularly contact the VSO to ask if they can write a story. The VSO also sends releases out to a broad range of press contacts whenever anything of note happens in the park.

## **13. Monitoring and Evaluation**

In 2018 there were 114 events/activities the VSO was either directly responsible for organising or facilitating. Those events saw in excess of 15,000 people coming to Haddo, which is approximately 7% of all visitors per annum. It is also noted that many first time visitors come because of an organised event or activity, and they all enthusiastically say they will keep coming back now they have been introduced.

The annual visitor survey was introduced at the commencement of the Heritage Lottery Fund project, and has proved invaluable in 'taking the temperature' of visitor satisfaction. We continue to receive very good feedback, and have taken action where issues have been highlighted: for example, introducing more benches so people with mobility issues can still enjoy the Park. All parties are keen to continue with surveys as an evaluation tool.

Haddo has been the proud recipient of several awards over the last few years. The Park received the Green Flag, which is awarded to green spaces of outstanding natural beauty; Haddo was given two Raring2Go awards: Best Family Attraction and runner up in the Readers' Award, which is overall, favourite family attraction in the north east of Scotland. Haddo has also been awarded with the Trip Advisor Preferred Tourist Attraction certificate for two years running. We endeavour to retain these awards and gain more where possible.

The car counting equipment in the main car park and Craigie Wood allows us to ascertain the amount of vehicles using Haddo, and has been very useful in determining not only annual visitors, but popularity of specific events. It is hoped that we can continue to monitor numbers via this facility.

Using all of the above methods the Forum Ltd. will continue to monitor added value to the Park. Income from parking and events will also serve as an evaluation tool, with the expectation that income will increase year on year.

## **14. Board of Directors**

Mark Andrew – Factor at Haddo Estate  
Anne Forster – retired Head Teacher  
Bob Wallis – Scout Leader  
Cllr.I.Davidson – Local Councillor

Iain Hawkins – NE Regional General Manager, National Trust for Scotland  
Cllr. P Johnston – Local Councillor  
Andrew Webster – Tarves Community Council

## 15. Director Biographies

**Mark Andrew** is the factor of Haddo Estate and Clerk of the Ythan District Fishery Board. He has carried out both roles for more than 25 years and is involved in a number of local initiatives and Trusts. The Country Park is important to the Estate for attracting people to Haddo and the wider area and for being a much enjoyed place to visit for both employees and residents of Haddo Estate and their families. The Estate wants to participate in the future of Haddo Country Park so that it can always be a special place for wildlife and people.

**Anne Forster** is a retired Head Teacher/Education Officer with wide connections in the community. She is a member of Rotary whom she represents at the Meldrum Schools Cluster. She leads on Interact and RotaKids and is therefore regularly in schools. Her 30 year involvement with Haddo includes visiting with classes for outdoor education, the annual Rotary Egg Hunt, being a long time Director on the Forum and thus seeing the regeneration of Haddo. As a result she is ever present to advice on educational events and connections with local schools within the context of Haddo.

**Robert (Bob) Wallis** represents 1st Methlick Scout Group and any other youth organisation that uses the camping area in the Country Park. Now retired from 35 years in the on-shore oil industry, he has some time to give. Bob is committed to looking after the camping rights of young people in the park and to the ongoing use and growth of the park.

**Isobel Davidson** is a local Councillor for Ellon and District and Chair of the Formartine Area Committee representing the local community as an Aberdeenshire Councillor. She brings specific skills in environmental and protected species management to the board. Isobel lives close to Haddo so values it as a local visitor attraction and park where the community can enjoy wildlife in a safe and peaceful area. As a personal commitment, she volunteers at events at Haddo and supports activities in the park.

**Iain Hawkins** is an employee and representative of the National Trust for Scotland, employed as a regional General Manager with accountability for 16 properties across the NE of Scotland. He is responsible for 520 paid and voluntary employees and conservation management of some of Scotland's finest built and natural heritage. The company will benefit from 25 years of experience within the culture, visitor experience and business management sector. Iain is committed to protecting Haddo's history, culture, traditions and ensuring exceptional quality standards of visitor experience, now and for future generations.

**Paul Johnston** is a local Councillor representing Tarves and Pitmedden which covers part of the Country Park. Paul has lived in the area for more than 20 years and has experience of retailing and running an independent wine and beer bar and of setting up and operating Community Development Trusts. He and his family are keen users of Haddo Country Park and he is committed to ensuring the future of the Country Park for visitors in the future.

**Andrew Webster** represents Tarves Community Council at the Forum. He works for an oil company and has lived in the area for more than 15 years and is a frequent user of Haddo Country Park and wants to assist in shaping the future for Haddo Country Park.

CAR PARK TICKET MACHINE PROJECT

Expenditure and Income Projections

INCOME

Vehicle Numbers and Payment Compliance		Items	Balance
Total parked vehicles in ticketing operations period		34,200	
Payment compliance %		65%	
Total paying vehicles in operations period		22,230	
Ticketing Band 1 (<2 hours dwell time)			
Percentage of paying vehicles in Band 1		65%	
Total paying vehicles paying in Band 1		21,000	
Parking charge (per vehicle)		£ 2	
Total Income from Band 1 Parking		£ 27,300	£ 27,300
Ticketing Band 2 (>2 hours dwell time)			
Percentage of paying vehicles in Band 2		35%	
Total paying vehicles paying in Band 2		13,000	
Parking charge (per vehicle)		£ 3.5	
Total Income from Band 2 Parking		£ 15,925	£ 15,925
Ticketing Band 3 (Commercial Coaches)			
Total paying vehicles paying in Band 3		50	
Parking charge (per vehicle)		£ 30	
Total Income from Band 3 Parking		£ 1,500	£ 1,500
Ticketing Band 4 (Annual Car Passes)			
Total paying vehicles paying in Band 4		50	
Pass charge (per vehicle)		£ 30	
Total Income from Band 4 Parking		£ 1,500	£ 1,500
Ticketing Band 5 (Horse Box Fee)			
Total paying vehicles paying in Band 5		150	
Pass charge (per vehicle)		£ 5	
Total Income from Band 5 Parking		£ 750	£ 750
Ticketing Band 6 (Annual Horse Box Passes)			
Total paying vehicles paying in Band 6		30	
Pass charge (per vehicle)		£ 50	
Total Income from Band 6 Parking		£ 1,500	£ 1,500
Total Income			£ 48,475

EXPENDITURE

Machines Required	Items	Balance
	2	
Consultation & Planning	£ 500	
Total Cost	£ 500 -£ 500	500
Capital & Set-up Costs		
Cost of machine and delivery	£ 5,254	
Electricity supply and connection	£ 950	
Tariff sign (located by machine)	£ 350	
'Have you paid & displayed?' sign x 6	£ 1,000	
Total Cost Per Machine	£ 7,554	
Total Setup and Equipment Costs	-£ 15,108	
Annual Operational Costs		
Maintenance & repairs per machine	£ 320	
Electricity per year	£ 1,250	
Tickets per machine	£ 130	
Total for all Machines	£ 1,700 -£ 3,400	
*Staffing / salary calculations		
Weeks in operation	28	
Staffing days / week	4	
Hours / day	4	
Salary £ / hour (incl. all costs)	£ 9	
TOTAL	£ 4,032 -£ 4,032	
Total Annual Operating Costs	-£ 23,040	

**\* NOTE:**  
It is important that a salary is allocated to the role of car park monitoring and emptying the machines.  
Analysis has shown that removing staff (yellow jacket) presence in a busy car park by 50% will reduce payment compliance by a similar amount.

Total Income	£ 48,475
Total Annual Operating Costs	-£ 23,040
ANNUAL SURPLUS / DEFICIT	£ 25,435

**HADDO COUNTRY PARK FORUM LTD.**

## Expenditure and Income Projections

	Items	Balance
<b><u>EXPENDITURE</u></b>		
<b>* Staffing costs / salary calculations</b>		
VSO salary per annum	£ 24,570	
NI and pension contributions per annum	£ 3,120	
Payroll processing	£ 338	
Public liability and employment liability	£ 800	
Training	£ 120	
<b>Total</b>	<b>£ 28,948</b>	<b>-£ 28,948</b>
<b>Costs for car park machinery and maintenance</b>		
Consultation and planning	£ 500	
Capital and setup costs (all machines)	£ 15,108	
Annual operational costs	£ 3,400	
Staffing of parking inspector	£ 4,032	
<b>Total</b>	<b>£ 23,040</b>	<b>-£ 23,040</b>
<b>Costs related to financing and accounting</b>		
Interest on loan	£ 288	
Annual bank fees	£ 720	
Audit fees	£ 1,800	
Preparation of accounts	£ 337	
<b>Total</b>	<b>£ 3,145</b>	<b>-£3,145</b>
<b>Miscellaneous costs (estimates)</b>		
Printing, copying, general office supplies and repairs	£ 1,500	
Events budget	£ 5,000	
Website/IT support	£ 200	
Mailchimp fees - newsletter	£ 360	
Smart Survey fees - visitor survey	£ 60	
Rental costs	£ 900	
<b>Total</b>	<b>£ 8,020</b>	<b>-£ 8,020</b>
<b>TOTAL ANNUAL OPERATING COSTS</b>		<b><u>-£ 63,153</u></b>
<b><u>INCOME</u></b>		
<b>Projected income from car parking charges</b>		
Band 1 parking	£ 27,300	
Band 2 parking	£ 15,925	
Band 3 parking	£ 1,500	
Band 4 parking	£ 1,500	
Band 5 parking	£ 750	
Band 6 parking	£ 1,500	
<b>Total income from parking fees</b>	<b>£ 48,475</b>	<b>£ 48,475</b>
<b>Miscellaneous income (estimates)</b>		
Events	£ 8,000	
Park rental	£ 1,000	
Rental from a hot drink outlet	£ 1,200	
Haddo merchandise	£ 400	
Funding application income	£ 4,000	
Donations from businesses and visitors	£ 1,000	
Haddo trail map	£ 200	
<b>Total income from miscellaneous</b>	<b>£ 15,800</b>	<b>£ 15,800</b>
<b>TOTAL ANNUAL INCOME (not profits)</b>		<b><u>£ 64,275</u></b>
<b><u>ANNUAL SURPLUS / DEFICIT - Year 1</u></b>		<b><u>£ 1,123</u></b>

**\* NOTE:**

These costs are for 2019 and indicate an increase in employer pension contributions. The figure does not include future salary

APPENDIX 1C

Haddo Country Park Forum Ltd. - Cash Flow for Years 2019 - 2021

	Jan-2019	Feb-2019	Mar-2019	Apr-2019	May-2019	Jun-2019	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Nov-2019	Dec-2019	TOTALS	Jan-Mar 2020	Apr-Jun 2020	Jul-Sep 2020	Oct-Dec 2020	TOTALS	Jan - Mar 2021	Apr - Jun 2021	Jul-Sep 2021	Oct - Dec 2021	TOTALS
<b>Opening Balance</b>	<b>4,350</b>	<b>2,855</b>	<b>3,460</b>	<b>3,565</b>	<b>(14,586)</b>	<b>(16,181)</b>	<b>(13,090)</b>	<b>(8,481)</b>	<b>(3,842)</b>	<b>406</b>	<b>4,682</b>	<b>2,039</b>		<b>803</b>	<b>(2,398)</b>	<b>(4,489)</b>	<b>8,127</b>		<b>3,313</b>	<b>124</b>	<b>(2,305)</b>	<b>9,227</b>	
<b>Outgoing</b>																							
Overdraft interest					(89)	(99)	(80)	(51)	(22)				(341)	(22)	(67)	(30)		(119)	(10)	(44)	(23)		(77)
Payroll	(1,700)	(1,400)	(1,400)	(2,200)	(2,648)	(2,648)	(2,648)	(2,648)	(2,648)	(2,648)	(2,648)	(2,648)	(27,880)	(7,944)	(9,674)	(13,134)	(10,074)	(40,826)	(7,944)	(10,035)	(14,225)	(10,035)	(42,239)
Staff Training				(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(90)	(40)	(80)	(80)	(40)	(240)	(40)	(80)	(80)	(40)	(240)
Financial Processing				(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(675)	(300)	(300)	(300)	(300)	(1,200)	(300)	(300)	(300)	(300)	(1,200)
Consultation and Planning			(250)	(250)									(500)					-					-
Set-up Costs - Parking				(15,108)									(15,108)					-					-
Operating Costs				(283)	(283)	(283)	(283)	(283)	(283)	(283)	(283)	(283)	(2,547)	(850)	(850)	(850)	(850)	(3,400)	(850)	(850)	(850)	(850)	(3,400)
Insurance (PL and EL)				(800)									(800)		(800)			(800)		(800)			(800)
Bank Fees	(20)	(20)	(500)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(720)	(60)	(60)	(60)	(60)	(240)	(60)	(60)	(60)	(60)	(240)
Audit Fees										(1,800)			(1,800)				(1,800)	(1,800)				(1,800)	(1,800)
Office Costs and Printing		(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(1,375)	(500)	(500)	(500)	(500)	(2,000)	(500)	(500)	(500)	(500)	(2,000)
Events Budget				(175)	(175)	(175)	(175)	(175)	(175)	(1,583)	(1,583)	(175)	(4,391)	(800)	(850)	(850)	(4,500)	(7,000)	(800)	(850)	(850)	(4,500)	(7,000)
Website/IT support					(100)				(100)				(200)		(100)	(100)		(200)		(100)	(100)		(200)
Mailchimp Fees	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(360)	(90)	(90)	(90)	(90)	(360)	(90)	(90)	(90)	(90)	(360)
Smart Survey Fees				(30)						(30)			(60)		(30)	(30)	(30)	(60)		(30)	(30)	(30)	(60)
Rental costs				(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(900)	(300)	(300)	(300)	(300)	(1,200)	(300)	(300)	(300)	(300)	(1,200)
Payment to A'shire Council														(500)				(500)		(500)			(500)
<b>Income</b>													<b>(57,747)</b>					<b>(59,945)</b>					<b>(61,316)</b>
Loans																							
Car Park Income					1,800	6,000	7,500	7,500	7,500	6,000	1,800	1,800	39,900	6,700	9,600	22,500	9,675	48,475	6,700	9,600	22,500	9,675	48,475
Events	100	175	175	175	175	250	250	250	250	4,700	150	150	6,800	900	900	5,300	900	8,000	900	900	5,300	900	8,000
Park rental	150		150	600									900	300	600	600	175	1,075	300	600	800	175	1,075
Rental - hot drink outlet				175		300	300	300		175			1,250	100	200	800	200	1,300	100	200	800	200	1,300
Haddo merchandise											200	200	400				500	500				500	500
Funding application income		2,000	2,000										4,000				2,000	2,000				2,000	2,000
Donations				75	75	75	75	75	75	75	75	75	750	175	250	250	250	925	175	250	250	250	925
Haddo trail map	5	5	10	30	10	30	30	30	10	30	5	5	200	30	60	60	30	180	30	60	60	30	180
<b>Monthly Balance</b>	<b>2,855</b>	<b>3,460</b>	<b>3,565</b>	<b>(14,586)</b>	<b>(16,181)</b>	<b>(13,090)</b>	<b>(8,481)</b>	<b>(3,842)</b>	<b>406</b>	<b>4,682</b>	<b>2,039</b>	<b>803</b>	<b>54,200</b>	<b>(2,398)</b>	<b>(4,489)</b>	<b>8,127</b>	<b>3,313</b>	<b>62,455</b>	<b>124</b>	<b>(2,305)</b>	<b>9,227</b>	<b>4,452</b>	<b>62,455</b>

Interest @ 7.5%

(89) (99) (80) (51) (22)

Notes

Jan - Mar 2019 VSO agreed to working a 3 day week

Jun - Oct 2020 includes for employment of Seasonal VSO on 28hr week (£1,730 pcm incl).

Jun - Oct 2021 includes for employment of Seasonal VSO on 37.5 hr week (£2,330 pcm incl)

From 2021 onwards the Company will be self sustaining

