

Agenda Item	7
Report No	BIER/23/26

The Highland Council

Committee: Black Isle and Easter Ross

Date: 10 August 2026

Report Title: Community Asset Transfer Request – Invergordon Town Hall

Report By: Assistant Chief Executive - Place

1 Purpose/Executive Summary

- 1.1 The Community Empowerment (Scotland) Act introduces a right for community bodies to request to own, lease or use public sector assets through a process known as Community Asset Transfer. Once a formal request is submitted, local authorities have six months to assess the application against a range of potential community benefits and determine whether to grant the request.
- 1.2 Where Council assets are valued between £10,000 to and £100,000, decision on the transfer of any asset rests with the Area Committee; this report asks Members to consider and agree the Community Asset Transfer (CAT) request received from the Invergordon Development Trust (IDT) for a 99-year lease of the Invergordon Town Hall, 63-65 High Street, Invergordon, IV18 0DE.

2 Recommendations

- 2.1 Members are asked to **agree** the Community Asset Transfer request for Invergordon Town Hall, with the Hall being leased to the Invergordon Development Trust for the period of 99 years at the nominal cost of £1.

3 Implications

- 3.1 **Resource** – IDT is requesting a long-term lease (99 yrs) at £1 per annum for an asset with an estimated value of £60,000. The CAT Asset Management Board, including representatives from Legal, Finance, Property and Community Support and Engagement, has considered and scrutinised the CAT request and supporting evidence. The request is recommended to proceed as the wider community benefits would outweigh the benefit from the Council retaining the Asset.

Invergordon Town Hall is the only heritable Common Good property so far identified in Invergordon. The income earned in respect of the current lease arrangement falls far short of the funds required to be expended upon the property to bring it up to an adequate state of repair. All efforts to increase usage or source funding over a number of years have proved unsuccessful.

The current lease arrangement generates an annual rental income of £3,500. While this provides a modest financial return, the wider social, economic and community benefits that could be achieved through a community asset transfer are significantly greater.

- 3.2 **Legal** - Community Asset Transfer (CAT) is a legislative process set out in the Community Empowerment Act. Public bodies have the right to refuse a CAT application on the grounds that greater community benefit will arise from current or alternative use; however, community bodies have the right of review, first to the public body and then by appeal to Scottish Ministers.

The disposal of Common Good assets, whether by sale or lease, is subject to public consultation in accordance with Section 104 of the Community Empowerment (Scotland) Act 2015. In compliance with this requirement, and in response to a previous Community Asset Transfer request, public consultations were undertaken in both 2019 and 2021. The outcome of these consultations informed the decision of the [Easter Ross Committee on 18 November 2021](#) to approve the disposal of the asset. This approval was subsequently supported by the granting of Sheriff Court consent. The outcome of this Common Good process remains valid and relevant to the consideration of this CAT application.

- 3.3 **Risk** - Although any CAT assessment considers sustainability, there are risks that any group could fail in the future or choose to dispose of the transferred asset. The Community Empowerment Act provides a clause which stipulates how dissolution must be dealt with to ensure any transferred asset remains in community hands, for the benefit of the community, in the event of an organisation ceasing to exist.

In this case, the disposal is proposed by way of a 99-year lease rather than an outright sale. Consequently, ownership of the asset will remain with the Council, and the property will continue to be recorded on the Common Good Asset Register. Should IDT be unable to deliver the project or the venture prove unsustainable, the asset will revert to the Council and remain as a Common Good asset. Furthermore, a condition of the lease will be that any significant development will need to be agreed with Highland Council beforehand, including to ensure that funding is in place.

- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are not considered to be any implications associated with this transfer.

- 3.5 **Gaelic** - There are not considered to be any implications associated with this transfer.

4 Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 Integrated Impact Assessment - Summary

- 4.3.1 An Integrated Impact Assessment screening has been undertaken on the asset transfer request of Invergordon Town Hall. The conclusions have been subject to the relevant Manager Review and Approval.
- 4.3.2 The Screening process has concluded that there are positive impacts identified in relation to socio economic and climate change. Members are asked to consider the summary in **Appendix 1** to support the decision-making process.

4.3.3 Impact Assessment Area

Impact Assessment Area	Conclusion of Screening/Full Assessment
Equality	No impact
Socio-economic	Positive
Human Rights	No impact
Children's Rights and Wellbeing	Positive
Island and Mainland Rural	No impact
Climate Change	Positive
Data Rights	No impact

5 Background

5.1 Invergordon Town Hall

Invergordon Town Hall, which is located at 63-65 High Street, Invergordon, IV18 0ET (UPRN: 130113876) was built in 1871 and forms part of Invergordon Common Good Fund. The Town Hall requires significant refurbishment. Efforts over a number of years to increase usage and source funding for improvements have proved unsuccessful. Income currently received is not sufficient to meet the repairs required or to upgrade and improve the building, meaning viability of its continued use is at risk.

- 5.2 In 2018 it was considered that, such was the state of the building, the viability of its continued use was at risk. On 24 January 2019 the Council commenced the first consultation under section 104 Community Empowerment (Scotland) Act 2015 in respect of a proposal to sell/long term lease the Town Hall. The public consultation closed on 22 March 2019. The proposal met with strong opposition and resulted in the formation of the Invergordon Development Trust (IDT) which expressed a hope to take over the Town Hall. As a result, the Ross and Cromarty Area Committee decided on 1 May 2019 that the proposal should not go ahead.

- 5.3 IDT obtained funding to help them carry out additional community consultation and to develop a draft business plan for the Town Hall. However, further strengthening of the business plan was required. Progress on the asset transfer was stalled at that time as a result of the COVID-19 pandemic.
- 5.4 Further business cases were explored in the intervening years to no avail, which led to Easter Ross Area Committee on 17 February 2021 agreeing that the only way to preserve the building would be to, again, offer it to the open market for sale or long-term lease. Therefore, the Committee agreed to commence a fresh consultation in respect of this proposal.
- 5.5 With regard to the Town Hall's status as a Common Good asset, the Council has complied with the requirements of Part 8 of the Community Empowerment (Scotland) Act 2015 in relation to its disposal. Two public consultation exercises were undertaken, and the Council subsequently obtained the necessary court consent to proceed. The outcome of that consultation process remains valid and relevant to the consideration of this CAT application.
- 5.6 Invergordon Development Trust (IDT)
IDT was set up in April 2019 and has 9 trustees, 6 of whom live in the catchment area of Invergordon and Saltburn and with the remaining 3 co-opted on. In June 2019 IDT became a SCIO (SCO49418) and the current membership is over 90 people.

IDT's charitable purposes are the advancement of health, citizenship, community development, the arts, culture and public participation in sport and to provide recreational facilities and activities for all age groups.

Although a relatively young group with no experience of large-scale capital projects, IDT has been instrumental in organising a number of community events and activities and were the lead organisation on the development of the Invergordon Community Action Plan.

6 The Proposal

6.1 Summary of CAT Request

IDT has requested the asset transfer of Invergordon Town Hall on the basis of a 99-year lease to restore it as a vibrant, multifunctional civic hub for community, culture, and enterprise. Members had expressed support for a lease rather than sale to retain the asset within the Common Good register.

The purpose of this project is to transform a landmark public building - currently underused and deteriorating - into a flexible, community-owned space that can support multiple activities and tenants under one roof. Members are referred to **Appendix 2** to view the CAT request assessment and **Appendix 3** for the feasibility study business case and further supporting information.

6.2 Evidence of Community Support

Extensive community and stakeholder consultation has been carried out to inform the CAT request, including 2 Common Good consultations IDT led community consultation commenced in 2019 and continued through to June 2026, when the IDT Board hosted an open session to present its proposals for the building and gather community feedback.

Methods of engagement were varied and included a community survey which sought views on the future use of Invergordon Town Hall. An example of this survey can be seen on **page 22 of Appendix 3**. The survey results returned overwhelming support - 96.8% - for IDT to acquire the building and for it then to be turned into a multi-use community owned facility.

Following the initial survey additional consultation activity was carried out by IDT's board to explore in greater detail what the possible configuration of the building could be based on the findings of community engagement.

The CAT request was accompanied by several letters of support from stakeholders and community representatives, including:-

- Invergordon Community Council and Saltburn and Westwood Community Council;
- Local businesses; and
- MSPs and MP

Following the notice period for public representation, IDT showed strong engagement with the local community with queries arising with regards to the potential conflict worked out constructively.

6.3 Proposed Use of the Building

IDT set out a vision for a renovated, refurbished and restored Town Hall that would provide the community with a vibrant, multifunctional civic hub for community activities, culture and enterprise. Members are referred to **Appendix 5** which sets out an illustrative vision of how the Town Hall could be transformed under the CAT request.

6.4 Phased development

IDT propose to close the Town Hall temporarily to enable the renovation works to be carried out. They plan to work with Blueprint Architecture and Design to achieve a renovation which focusses on simplicity, flexibility and phased delivery. The indicative cost for renovation is £2m which estimates £878,712 for renovation plus additional allowances for roof repairs, heating system upgrades and accessibility improvements. A condition of the lease will be that any significant development will need to be agreed with Highland Council beforehand to ensure that funding is in place.

6.5 Once reopened, IDT intend for the Town Hall to be operated by a social enterprise securing continued public benefit. The social enterprise will be dedicated to revitalising Invergordon's civic life and reinvesting any surplus into community wellbeing. IDT will take a lead in establishing the social enterprise entity to manage the building's day-to-day operations while remaining to be the accountable leaseholder and custodian for the building.

6 Funding and Finance

An indicative cost of £2million to refurbish and repurpose the Town Hall has been presented by IDT. **Appendix 4** outlines the potential funding sources IDT will explore to support the project. **Page 16** within **Appendix 3** provides further financial information, including indicative running costs.

6.7 IDT capacity to deliver

IDT's capacity to deliver has been enhanced through a successful bid to the Community Regeneration Fund for a Development Officer whose role includes progressing the project through the development and delivery stages. Subject to approval of the CAT request, the officer's responsibilities will include coordinating the capital project, working closely with professional advisers and delivery partners, leading fundraising activities, managing communications and stakeholder engagement, and preparing operational systems, policies, and financial models in advance of the building's reopening.

7 **CAT Board Assessment**

7.1 The full assessment is presented within **Appendix 2** of this report. The proposal has been evaluated as follows:-

Criteria	Assessed as:
Benefit to the community	Very Strong
Capacity to deliver	Strong/Moderate
Level of community support	Very Strong
Sustainability	Strong/Moderate
Resourcing	Strong/Moderate

7.2 The CAT request is for £1 equating to a 100% discount of the annual market rent is valued at £5k. The current lease arrangement with High Life Highland generates an annual rental income of £3,500. While this provides a modest financial return, the wider social, economic and community benefits that could be achieved through a community asset transfer are significantly greater.

Under the existing arrangement, use of the asset is limited by the current programme of activities and availability, restricting the number of residents, groups and organisations that can benefit from the facility. The proposed asset transfer would enable the development of a community hub with substantially increased opening hours, a broader range of activities and greater accessibility for local people.

The proposal would create a vibrant, multi-purpose community space that supports community development, social inclusion, learning, health and wellbeing, volunteering and local enterprise opportunities. Increased access to the facility would allow a wider range of events, services and community-led initiatives to take place throughout the year, generating benefits that extend far beyond the value of the current rental income.

- 7.3 In summary, this is a strong application from an established local community group which has the skills to deliver on the commitments outlined in the proposal. This project aims to benefit the local and wider community through the creation of jobs and training, provision of a warm, welcoming and inclusive space for the community to meet and take part in activities and opportunities which support improved health and wellbeing outcomes.

8 Recommendation

- 8.1 It is recommended that the Community Asset Transfer request be approved, with Invergordon Town Hall being leased to Invergordon Development Trust for the period of 99 years at the nominal cost of £1.
- 8.2 Terms of the transfer would include:-
- IDT will cover all reasonably incurred property and legal costs associated with the asset transfer process – both the Council's and its own;
 - Community access for use of the facility must be maintained in line with the Community Empowerment Act;
 - Any future works or alterations will require landlords' consent, ensuring finance is in place;
 - Any transfer will be subject to existing burdens/conditions in the Council's title to the property (e.g., third party access rights, etc.); and
 - The Council will only transfer property for which it has title to do so.

Any other terms to be agreed by the Assistant Chief Executive - Place in consultation with the Chair Housing and Property Committee.

Designation Assistant Chief Executive - Place

Date: 20 July 2026

Author: Fiona Richardson, Community Development Manager

Background Papers: None

Appendices: Appendix 1 – Integrated Impact Assessment
Appendix 2 – Community Asset Transfer Assessment
Appendix 3 – Feasibility and Business Plan, Impact Hub
Appendix 4 – List of potential funding routes
Appendix 5 – Proposal Report

Impact Assessment Summary

An Integrated Impact Assessment screening has been undertaken on the Community Asset Transfer Request for Invergordon Town Hall. The conclusions have been subject to the relevant Manager Review and Approval.

Poverty & Socio Economic

The proposal has potential positive impact for many as it focusses on transforming the Town Hall into a civic hub which will be accessible, inclusive and have flexible space to deliver community activities and opportunities for all.

Invergordon experiences concentrations of deprivation. Invergordon has data zones which rank among the most deprived in Scotland. The proposal includes the creation of a social enterprise to oversee the day-to-day operation of the facility once it has been refurbished and restored. This social enterprise will enable employment and training opportunities for people. The development phase of the proposal provides opportunity for local trades and businesses to gain work, and the proposal highlights the priority to strengthen local procurement chains. An improved community venue will attract visitors, including tourists, which will in turn bring more footfall onto the high street.

Children's Rights

The proposal sets out a vision for a new civic hub for community, culture and enterprise. This enhances available space for children and young people to take part in activities and events in their own community.

Climate Change

The proposal has benefited by a funded feasibility stage which has provided detailed information on the requirements for the renovation. The proposal therefore sets out to provide environmental benefits by:-

- Reusing and retrofitting an existing building;
- Embedding energy efficiency, renewable design and sustainable materials;
- Supporting low carbon food systems and shorter supply chains through the café tenancy;
- Acting as a hub for climate literacy, hosting events and modelling sustainable practice;
- Encouraging active travel and reducing car dependency by its central walkable location; and
- The board members benefit from being actively involved in the *Climate Action Towns* work and this project provides opportunity for legacy of this work.

Community Asset Transfer Assessment

Asset: Invergordon Town Hall

Applicant: Invergordon Development Trust

Date assessed: 30 March 2026

Assessed by: Fiona Richardson

THE HIGHLAND COUNCIL
Community Asset Transfer Approach
Assessment Framework

Purpose

The purpose of the assessment is to ensure that the decision making process will produce the best decision for the community, not necessarily Highland Council nor the requesting Community Asset Transfer Body.

Evidence

Primarily the assessment will be based on the information received within the application form and any business plan however additional representations from external parties will also be included along with internal service knowledge.

Cognisance will be taken regarding the nature of the request e.g. whether it is for lease, use or ownership. The level of assurance required will differ depending upon the nature of the request with higher level of compliance/support required for organisations wishing transfer of an asset as opposed to a leasing arrangement.

Structure of Assessment

The assessment will be structured under 5 key headings.

- Benefit to the community (outcomes)
- Capacity to deliver
- Level of community support
- Sustainability
- Resourcing

Consideration will also be given to the terms and conditions requested by the Community Asset Transfer Body and what equivalent terms may be appropriate.

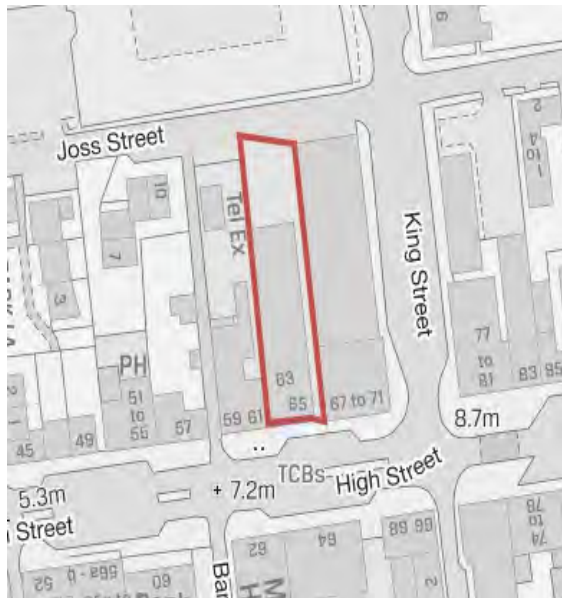
Each of the 5 assessment areas will be assessed separately, considering evidence of best value and be given an overall rating from very strong to poor. A summary of the evidence required to achieve each rating is outlined below:

Evidence	Overview
Very strong	Governance and financial arrangements are strong and sustainable. Best value characteristics are evidenced and contained throughout the approach. Related projected benefits are very robust and demonstrate value for money.
Strong	Governance and financial arrangements are sound and sustainable. Best value characteristics are in evidence in the proposal. Related projected benefits are demonstrated well and represent value for money.
Moderate	Governance and financial arrangements are in place and acceptable. Best value characteristics have been considered as part of the proposal. Related projected benefits are acceptable and could lead to value for money.
Weak	Governance and financial arrangements are weak. Best value characteristics are not well demonstrated in the proposal. Related projected benefits are not based on robust information and demonstrates questionable value for money.
Poor	Governance and financial arrangements are poor. There is little evidence of Best Value characteristics in the proposal. Related projected benefits are ill defined and/or unrealistic and do not demonstrate value for money.

Summary of the proposal

Invergordon Town Hall

Invergordon Town Hall was built in 1871 and is located at 63-65 High Street, Invergordon, IV18 0DE as shown outlined in red on the plan below and in the photograph.



The Town Hall has required significant refurbishment for some time. Efforts over a number of years to increase usage and source funding for improvements has proved unsuccessful. Income received is not enough to meet the repairs required and as there is not enough capital funding to upgrade and improve the building.

IDT has requested the asset transfer of Invergordon Town Hall on the basis of a 99-year lease to restore it as a vibrant, multifunctional civic hub for community, culture, and enterprise. The purpose of this project is to transform a landmark public building—currently underused and deteriorating—into a flexible, community-owned space that can support multiple activities and tenants under one roof.

ASSESSMENT AREA:	BENEFIT TO THE COMMUNITY		
<i>Criteria</i>	<i>Evidence from Community Asset Transfer Body</i>	<i>Additional Evidence/Information</i>	<i>Assessment of Compliance</i>
Economic benefits	The proposal sets out the following economic benefits: - Establishment of a community enterprise, reinvesting money locally - Creation of local jobs both in the redevelopment and operational stages of the facility. - Supported employment and training opportunities. - Increased community wealth through strengthening local supply chains - Increased footfall through café, events and lettable spaces. - Providing affordable, flexible space for events, enterprise and culture Phase 2 of the proposal involves establishing a social enterprise to operate the cafe element of the facility. This model will see any surplus reinvested into the facility with potential to provide wider benefit to other initiatives in the town. Findings from the community engagement activity evidences support from the wider community for more choice for eateries in the town.	See application and supporting business plan	Strong

Regeneration benefits	The proposal brings regeneration benefits through fully restoring a prominent civic landmark, supporting increased footfall and activity in the town, reversing a visible decline on the High Street. The central location of the venue will support active travel by providing a multi-purpose venue within walkable distance to residential areas. IDT has worked with Blue Print Architecture & Design to develop an indicative plan of what the Town Hall could look like – this focusses on simplicity, flexibility and phased delivery. Invergordon has significant potential to benefit further from cruise tourism. However, many passengers currently disembark and travel directly to destinations elsewhere. A restore Town Hall, offering a range of cultural, hospitality and catering opportunities, could encourage more visitors to remain in the town, increasing local spending and supporting businesses in the centre.	2019 Business Plan and 2025 Design	Strong
------------------------------	--	---	---------------

Health benefits	The proposal sets out to provide a warm, accessible civic space to tackle isolation, supporting mental health and offering venues for a range of preventative activities supporting health and wellbeing. Nutritious, affordable food will be available in the first-floor café.		Strong
Social wellbeing benefits	IDT believe the proposal will support improved community pride, purpose and connection through creating a place for relationship building that underpin a healthy and resilient community. The restored Town Hall will provide a non-stigmatising, universally accessible space at the centre of civic life. The application states the restored Town Hall will be space in which community life can unfold with more joy, meaning and mutual support. The planned social enterprise for the day to day management of the facility provides training opportunities which will develop skills and confidence		Strong

Environmental Benefits	The project has benefited by a funded feasibility stage which has provided detailed information on the requirements for the renovation. The proposal therefore sets out to provide environmental benefits by: - Reusing and retrofitting an existing building - Embedding energy efficiency, renewable design and sustainable materials - Supporting low carbon food systems and shorter supply chains through the café tenancy - Acting as a hub for climate literacy, hosting events and modelling sustainable practice - Encouraging active travel and reducing car dependency by its central walkable location The board members benefit from being actively involved in the Climate Action Towns work and this projects provides opportunity for legacy of this work.	Details in the 2019 Business Plan and 2025 Design Climate Action Towns Report 2024	Strong
------------------------	--	---	--------

Tackling inequality	The proposal states: • Design for universal access, while actively benefitting those most often excluded • Offer training and employment opportunities for people marginalised from traditional job pathways • Keep food, events, and space affordable and welcoming • Reflect the diversity of Invergordon's population and foster cultural inclusion • Embed community voice and power-sharing through cooperative, charitable, or social-enterprise governance • Address place-based inequality by reinvesting in the heart of a town too often bypassed		Strong
Promotion of equality	IDT has demonstrated active community engagement, including targeted activity during the development of their community action plan. Their application notes that they do not treat equality as a box to tick but as a condition to be transformed through care, structure and imagination.	Engagement evidence in the 2019 business plan and more recently the Invergordon CAP	Strong

Any other benefits detailed			
Benefit to the Community Assessment Summary:		<i>Rating – Strong</i>	

ASSESSMENT AREA:	CAPACTIY TO DELIVER		
Criteria	<i>Evidence from Community Asset Transfer Body</i>	<i>Additional Evidence/Information</i>	<i>Assessment of Compliance</i>
Experience of organisation	Although the development trust is a relatively new organisation, they currently show strong charitable governance – they are set up as a SCIO with their charitable purposes being to <i>save and restore the Invergordon Town Hall as a community asset</i>. Established in 2019 they have had experience of delivering cultural activities, markets, Climate Action Town and facilitating an umbrella group bringing together other community groups and service provider to identify priorities for the town. They have also led on the development of the community action plan which involved community engagement and working with stakeholders.		Strong/Moderate

	The potential risk will be they have not delivered a project of this scale. In preparation of the CAT request, IDT secure funding via HTSI to enable them to commission designs and carry out structural surveys. This evidences there skills and competence at securing funding. Since the application was submitted IDT secured further funds via CRF to employ a Development Officer to take forward the project. This creates extra capacity and resource to support the delivery of the project. The Development Officer's role is to: • Coordinate the capital project, working closely with professional partners; • Develop and incorporate the new social enterprise; • Lead on fundraising, communications, and stakeholder engagement; • Prepare operating systems, policies, and financial modelling in advance of reopening		
--	--	--	--

Access to appropriate advice and support	From the early stages of this project the Trust has been proactive in seeking advice and support. Enabled by a successful funding application to HTSI Climate Action Fund, the Trust was able to work alongside Blueprint Architecture and Design and a specialist stone mason – Macleod and Jerram. They have also sought advice and guidance from DTAS and SCDC. In addition they have had regular communication with HC through the CDM team. In 2019, IDT secured funding to commission Impact Hub to carry out a feasibility study and prepare a business plan. The application also sets out examples of facilities from other parts of the country which demonstrates their ability to look outward and learn from other practice.		Strong
Have sought advice and support during application phase	See above		Strong

Appropriate skills within the organisation	To manage the day to day running of the building, IDT plan to establish a dedicated social enterprise – most likely to be a CIC. This entity will: - Operate the building and coordinate tenants, events and programming - Ensure all activities generates social and community benefit - Manage leases and bookings for the ground floor civic hub and first floor café - Reinvest any surplus into the building's maintenance and community outcomes The social enterprise will be governed by its own board but remain closely aligned with IDT through shared strategic aims and overlapping trustees and directors. IDT will remain the accountable owner and custodian for the town hall. The role of IDT will be to focus on governance, oversight and stewardship. IDT is supported by a growing network of professional advisors and delivery partners. Update – there is an advert out to employ a Development Officer. Part of the job spec focusses on coordinated the capital programme.	Scoring reflects the governance/operational structure which will require a separate social enterprise to be established. This potentially creates an additional stretch on resource/capacity.	Moderate/Strong
---	---	--	------------------------

Access and level of volunteer support	85 respondents to the community survey stated they would be willing to become more involved in community groups and activities to help improve the area – this indicates potential for participation and volunteering.	Scoring reflects the known challenges of volunteer recruitment and retention	Moderate/Strong
Capacity to Deliver Assessment Summary:		<i>Rating – Strong / moderate</i>	

ASSESSMENT AREA:	LEVEL OF COMMUNITY SUPPORT		
Criteria	<i>Evidence from Community Asset Transfer Body</i>	<i>Additional Evidence/Information</i>	<i>Assessment of Compliance</i>
Community involvement in developing the request	IDT built on existing community consultation and engagement that was carried out by Invergordon Museum to support their previous asset transfer request. In addition this this, IDT carried out a community consultation and feasibility work in 2019 which included: • A town-wide community survey completed by 339 residents (approximately 8% of the town's population); • A public community event held at the Town Hall to present findings and gather feedback; • Detailed analysis of potential uses, governance models, and community priorities	Evidence of multiple engagement and involvement opportunities Application also sets out plans for how they will continue to engage with the community as the project develops.	Very Strong

	Key findings of this included: • Over 96% of respondents supported the Town Hall being retained in community ownership; • Strong demand for a multi-use civic building combining cultural events, meetings, food, and social activity; • Clear opposition to the sale of the building on the open market. Following IDT's initial work, Invergordon Museum undertook further community engagement as part of its own Community Asset Transfer bid for the Town Hall. This included additional surveys and the gathering of formal letters of support from a wide range of local organisations and stakeholders, including schools, community councils, faith groups, cultural organisations, businesses, and elected representatives. Although led by a different organisation, this work demonstrated continued and consistent community support for the same core outcomes: • Retention of the Town Hall in public or community ownership; • Restoration of the building as a shared civic, cultural, and learning space; • Recognition of the Town Hall as a central element of Invergordon's identity and town-centre life.		
--	--	--	--

	The survey data and letters of support gathered by Invergordon Museum were submitted to Highland Council as part of their previous application for the Town hall and act as further evidence of long-standing, cross-organisational community backing. Recent Community Survey Evidence (2024) More recently, IDT carried out the Invergordon, Saltburn and Westwood Community Survey (2024), completed by 317 residents across the local area. While not focused solely on the Town Hall, the findings strongly reinforce the case for its proposed reuse: • Only 48% of respondents felt there were suitable local places to meet socially, indicating a clear shortage of accessible indoor community space; • There was strong appetite for cultural and civic activity, with: - o 271 respondents expressing interest in live music, theatre, or similar events; - o 211 respondents wanting local cinema provision; - o 195 respondents interested in live music events; • Respondents highlighted a lack of evening venues not centred on alcohol, and limited family-friendly, intergenerational spaces;		
--	---	--	--

	85 respondents stated they would be willing to become more involved in community groups or activities to help improve the area, indicating strong potential for participation and volunteering; - The survey explicitly references local interest in the asset transfer of the Town Hall as part of wider community-led activity. These findings demonstrate that the needs identified in earlier Town Hall-specific consultations remain current and, in some respects, have become more acute. Climate Action Towns engagement activity also highlights the development of the town hall into a community-controlled assets as a priority.		
Community support for the request	The application is supported by multiple letters of support including the museum, off the wall, community councils, MSP, MPs, Invergordon Distillery. IDT held an open session on 8 June to further engage with the community on plans and proposals encouraging feedback on these.		Strong
Level of Community Support Assessment Summary:		<i>Rating – Very Strong</i>	

ASSESSMENT AREA:	SUSTAINABILITY		
<i>Criteria</i>	<i>Evidence from Community Asset Transfer Body</i>	<i>Additional Evidence/Information</i>	<i>Assessment of Compliance</i>
Financial – ability to support/fund the asset in the future	Based on early feasibility work and benchmark data, IDT estimates: • Primary renovation and conversion works: approx. £878,712 (BCIS benchmark £2,679/m²) • Façade conservation works (Category B listed frontage): approx. £68,000, subject to detailed survey • Additional allowances for roof and fabric repairs, low-carbon heating, accessibility (including lift), fit-out, professional fees, contingency, and inflation. The total indicative project cost is estimated at circa £2 million, to be refined through detailed surveys, appointment of a Quantity Surveyor, and phased design development. Funding Strategy The project will be funded through a phased, blended approach, aligning funding sources to the maturity of the project and managing risk in a volatile construction environment.	Scoring reflects the scale of the funding required to realise the full scope of the project. IDT however have done background work on potential funding streams.	Moderate/Strong

	• Early stages will focus on development, design, surveys, and capacity-building, funded through heritage, community, and place-based development grants. • Capital works will be supported through a package of heritage, regeneration, energy-efficiency, and trust funding, delivered in phases as funding is secured. • IDT does not propose to rely on unsecured borrowing or speculative income to fund capital works. • Operational sustainability will be supported through a mix of earned income (café, events, hires, workspace), programme funding, volunteering, and in-kind support. A detailed overview of potential funding routes and eligibility has been provided by IDT. IDT provides a credible and phased funding strategy: • Transfer value sought: £1, reflecting Common Good status, building condition and required investment.		
--	--	--	--

	• Indicative capital costs: Approx. £2 million, including renovation, façade conservation and accessibility upgrades. • Early-stage funding: To be sought from heritage, community, capacity-building and feasibility funding streams. • Capital funding: To be built through a mix of heritage, regeneration, cultural, climate and place-based funds—no reliance on unsecured borrowing. • Operational income: Café lease or trading surplus, events, hires, workspace rental, and grants where appropriate. Although any CAT assessment considers sustainability, there are risks that any group could fail in the future or choose to dispose of the transferred asset. The Community Empowerment Act provides a clause which stipulates how dissolution must be dealt with to ensure any transferred asset remains in community hands, for the benefit of the community, in the event of an organisation ceasing to exist.		
--	---	--	--

	In this case, the disposal is proposed by way of a 99-year lease rather than an outright sale. Consequently, ownership of the asset will remain with the Council, and the property will continue to be recorded on the Common Good Asset Register. Should IDT be unable to deliver the project or the venture prove unsustainable, the asset will revert to the Council and remain as a Common Good asset. Furthermore, a condition of the lease will be that any significant development will need to be agreed with Highland Council beforehand, including to ensure that funding is in place.		
Governance – sustainability of the organisation	The group is relatively new (established 2019) but has shown in a short time that they have vision, skills, connections to realise the project.		Moderate/Strong
Sustainability Assessment Summary:		<i>Rating – Moderate/Strong</i>	

ASSESSMENT AREA:		RESOURCING	
Criteria	Evidence from Community Asset Transfer Body	Additional Evidence/Information	Assessment of Compliance
Value of asset	£60k purchase price / £5k annual lease value		yes
Legal title and relevant information	Site area of 772.29m². Title deed: Disposition of Robert Bruce Aeneas Macleod of Cadboll in favour of Clerk to the Commissioners of Police for the Burgh registered 18 January 1871. Land for the erection of the Town Hall was gifted for the “public good of the Burgh of Invergordon”. Leased out. Inalienable. Common Good Consultation carried out in 2019 and 2021. The Common Good Officer has assessed this current CAT request application against the consultation and has confirmed the consultation remains valid and relevant to the consideration of this application.		yes

Current use of the asset and potential impact	The venue is currently managed by HLH. There is a limited programme being delivered out of the building with no bookings beyond September. The current lease arrangement generates an annual rental income of £3,500. While this provides a modest financial return, the wider social, economic and community benefits that could be achieved through a community asset transfer are significantly greater.		yes
Requested purchase/discount value	£1 annual rent for 99-year lease period.		yes
Ability of organisation to pay	£1 – group is able to pay this		yes
Resourcing Assessment Summary:		<i>Rating – Compliant</i>	

Business plan for community purchase of Invergordon Town Hall on behalf of Invergordon Development Trust

Researched and written by Impact Hub Inverness

December 2019



Table of Contents

EXECUTIVE SUMMARY	2
1. BACKGROUND	4
1.1. THE PROJECT	4
1.2. INVERGORDON TOWN HALL	4
1.3. ABOUT IDT	5
1.4. INVERGORDON AND THE LOCAL AREA	6
2. COMMUNITY AND STAKEHOLDER CONSULTATION	7
2.1. COMMUNITY SURVEY.....	7
2.2. COMMUNITY EVENT.....	9
3. MARKET RESEARCH AND ASSESSMENT OF NEED	9
3.1. MULTI-USE HALL AND COMMUNITY SPACE.....	10
3.1.1. <i>Community groups</i>	10
3.1.2. <i>Wedding venue</i>	11
3.1.3. <i>School use</i>	11
3.1.4 <i>Films</i>	12
3.1.4 <i>Pop-up retail space</i>	13
3.1.5 <i>Office space</i>	13
4. TOURISM POTENTIAL IN INVERGORDON	14
5. SOCIAL, ECONOMIC AND ENVIRONMENTAL BENEFITS OF THE PROJECT.....	15
6. RISK ANALYSIS	16
7. FUNDING AND FINANCE	16
8. CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS	18
APPENDICES.....	21
APPENDIX ONE – STAKEHOLDERS CONSULTED	21
APPENDIX TWO - SURVEY AND RESULTS	22

Executive summary

- This business plan was commissioned by Invergordon Development Trust (IDT), which is considering lodging an asset transfer request to the Invergordon Common Good Fund/Highland Council to acquire Invergordon Town Hall and redevelop it as a community building.
- A feasibility study, involving significant community and stakeholder consultation, has already been completed and this business plan builds on the findings of that study to set out the business case.
- The former Invergordon Town Hall and Playhouse Cinema is a category B listed building in a prominent location in the centre of the town and occupies a total site area of 772.29m². It was built in 1871 and forms part of the Invergordon Common Good Fund.
- Until recently the building has been occupied by High Life Highland. It is also used by a small number of community groups, which has brought in a limited income to the Common Good Fund, but which, according to a report to the Ross and Cromarty Area Committee in May 2019, 'is not sufficient to cover the running costs of the building incurred by High Life Highland - nor the energy costs which are covered by the Council'.
- IDT was set up in April 2019 and has 9 trustees, 6 of whom live in the catchment area of Invergordon and Saltburn Community Council and with the remaining 3 co-opted on. It became a SCIO in June 2019 (SCO49418) and has a current membership of over 90 people. Although a relatively young group with no experience of large-scale capital projects, IDT has been instrumental in organising a number of community events which have been well received and built credibility. These include events at the hall, a community picnic, and 5 community markets.
- Invergordon has a population of 4,310 (source, 2011 Census). The population has a younger age profile on the whole when compared to Highland. Other key demographic statistics to note are that nearly 28% of the households in Invergordon settlement zone had no car in the 2011 Census, a figure which is considerably higher than the Highland average (21%); economic activity is slightly below the Highland average and levels of retirement are slightly higher than the Highland average. In addition, one of the datazones in Invergordon is one of the ten most deprived datazones in the Highland area.
- Consultation with stakeholders and the community was carried out between 24 September and 11 October 2019. A survey, compiled after site meetings with the IDT board of trustees to gather their own aspirations and based on what the layout of the town hall would lend itself to, covered questions relating to the provision of a multi-use hall, café, meeting rooms and office space. The methods used were a survey (online and hard copies) and phone/email interviews with a number of stakeholders. A total of 339 completed surveys were received and these provide a solid base of data from which to judge the views of the community, representing around 8% of the total population.
- A public meeting was held in November to present initial findings, and this was attended by around 60 people. Importantly, the event served to generate interest from a private local business as possible anchor tenant and which is central to the business case.
- While there are venues in Invergordon which can accommodate community groups, there are currently none that can host large groups and events, and for which a refurbished town hall would be ideally suited and meet a gap in current provision.
- The survey and market research also showed the community would welcome a number of new activities which the hall could accommodate, including films (the hall was once a cinema) and a venue for small-scale weddings, where suitable venues locally are very limited.
- The IDT board had originally had aspirations for a high quality, bistro-style café on the first floor of the building that would help boost tourism in the town. The significant cruise liner business run by the Port of Cromarty Firth (PoCF) attracted 166,000 passengers in 2019 and numbers are expected to rise. In addition, there are 69,000 crew. Stakeholder and some community

feedback via the survey suggests Invergordon, which is promoted by cruise lines as a 'gateway to the Highlands', has yet to fully realise the potential of this important tourism asset. There were suggestions in both the community consultation and an initial briefing meeting with the IDT board that a refurbished town hall could help improve the tourism offering by housing a bistro-style café and holding Highland-themed events on the days cruise liners dock.

- The same market research also showed that attracting the right café operator may prove difficult. Cruise line passengers tend not to spend much money on onshore food and drink and any café operator would need to be confident of a strong, year-round market from local people and neighbouring areas. While there are indications that securing a commercial café operator may prove challenging the IDT board is still exploring this option and, at the time of writing this plan, there has been some interest from a private catering company.
- The options appraisal and indicative financial forecasts show the business case rests on securing an anchor tenant to provide IDT with a base level monthly income. A private, local business has indicated a strong interest in renting a small area on the ground floor and two rooms behind the stage in the main hall for a monthly rent of £500. This, combined with a steady increase in hall usage and lets, would give the following potential yearly profits: Yr 1: £4,220, Yr 2: £3,221, Yr 3: £2,220 and presents a cautious but viable business case. Without the certainty of an anchor tenant, figures indicate the hall is likely to operate at a loss.
- At the same time IDT recognises that relying on this one expression of interest, with the risk that it may fall away, means it will need to explore other potential tenancy options. This is something it is already doing.
- The refurbishment of this historic building is an ambitious project with post purchase development costs estimated as £1,068,527.18. These cost will rise as this figure does not include professional fees, utility connection fees or fixtures and fittings. Securing this level of funding is likely to prove a significant challenge and funders will need to be assured of the business case. In addition, raising this level of finance for the project is beyond the current capacity and skills of the IDT board of trustees. Securing the services of an experienced fundraiser will be needed and a fundraising strategy developed.
- IDT will need to build board resilience by looking at the current capabilities and experience of trustees to identify skills gaps and how any such gaps might be filled.
- It has also secured funding for a project officer which would help relieve pressure on the voluntary board. Before any recruitment process starts IDT will need to think through carefully the skills and experience a project of this scale needs in any project officer.
- They will require the services of an experienced fundraiser to research suitable funders and make funding applications. Once a decision has been made by the board on whether it wishes to proceed with the project it will need to trigger the asset transfer process. An understanding of this process, including timescales, is important.
- The project as a whole has the potential to be transformative for the centre of Invergordon by providing a much-needed, multi-use community space. In addition, when combined with some wider, strategic planning, the town hall could also have a role to play in enhancing facilities for tourists and visitors which would help bring important economic benefits to the town. However, the transformative nature of the project needs to be balanced with the reality that it is also an ambitious project requiring significant levels of funding and a strengthened IDT board.

1. Background

1.1. The project

This business plan was commissioned by Invergordon Development Trust (IDT) which is considering lodging an asset transfer request to the Invergordon Common Good Fund/Highland Council to acquire Invergordon Town Hall and redeveloping it as a community building. A feasibility study, involving significant community and stakeholder consultation, has already been completed and this business plan builds on the findings of that study to set out the business case.

The feasibility study had four aims:

- Gather evidence to demonstrate whether there is community support for the project.
- In conjunction with the design team lead by CH Architecture and Oberlanders (whose work is subject to a separate contract), assess what level of demand for the preferred design option for the proposed uses of the building there might be.
- An assessment of the project's feasibility, including financial sustainability.
- Set out the business model.

A site visit and briefing meeting by the study team with IDT trustees identified a number of limitations with the current building which is located on two floors (more detail is provided in the separate architect's report) including:

- Limited accessibility
- Main hall – seating is limited to 92
- Limited catering facilities
- Poor toilets – these occupy the primary frontage of the building and create a poor first impression
- First floor – a number of rooms but occupying different levels
- Poor condition of back of house area

Following an initial consultation meeting with the community, the trustees expressed a number of aspirations for the building with the priorities being:

- a) The provision of a quality bistro for local people and, notably, the large numbers of tourists – 166,00 in 2019 - from cruise liners docking at the Port of Cromarty Firth
- b) Restoring the main hall area and bringing it back to life as a multi-use community facility
- c) Meeting room/s
- d) Office space which could be accessed independently from the main hall

These aspirations were used as the basis for the community consultation. The architectural report put forward 5 options for consideration by the IDT board, all focusing around the provision of the aspirations listed above but with different configurations within the building itself.

1.2. Invergordon Town Hall

The former Invergordon Town Hall and Playhouse Cinema is a category B listed building in a prominent location in the centre of the town and occupies a total site area of 772.29m². It was built in 1871 and forms part of the Invergordon Common Good Fund. See the maps in section 1.4 below.

The Highland Council had taken the decision in November 2018 to dispose of the town hall, by way of sale or long lease. Any surplus proceeds from any sale or lease of the town hall will be credited to Invergordon Common Good Fund. The council carried out an eight-week community consultation earlier in 2019 to gather views on this proposal. It received a total of 11 responses, all of which were opposed to the idea. During that time IDT was formed and the decision was taken by the Ross &

Cromarty area committee to allow the group to develop a plan and, while that plan is being progressed, the proposal to dispose of the town hall would not go ahead.

The hall is listed as 'inalienable' on the council's Common Good Asset Register and permission to sell the property will be needed from the Sheriff Court. A valuation carried out by the District Valuer in September 2019 on behalf of The Highland Council and Invergordon Development Trust gave a market value 'of the 'owner's' (The Highland Council) heritable interest subject to notional lease' of £1.

Until recently the building had been occupied by High Life Highland, who have now vacated the building. It is also used by a small number of community groups which has brought in a limited income to the Common Good Fund but which, according to a report to the Ross and Cromarty Area Committee in May 2019, 'is not sufficient to cover the running costs of the building incurred by High Life Highland - nor the energy costs which are covered by the Council'. Key figures to note are:

- Annual gas, electricity and water costs for the period 1 September 2018 – 31 August 2019 were £10,122.
- Rental income for High Life Highland from letting the hall for the same period was just over £8,000.
- Rental income of £3,500 per annum paid to the council for High Life Highland using the hall.

Bookings from community groups are low. There is a community café which is run once a week by the Isobel Rhind Centre. Groups running film showings book the main hall, on average, twice a month.

In addition, the hall is in a poor condition and efforts by The Highland Council to secure grant funding to refurbish the building have been unsuccessful.

1.3. About IDT

IDT was set up in April 2019 and has 9 trustees, all of whom live in the catchment area of Invergordon and Saltburn Community Council. It became a SCIO in June 2019 (SCO49418) and has a current membership of over 90 people. Its charitable purposes are the advancement of health, citizenship, community development, the arts, culture and public participation in sport and to provide recreational facilities and activities for all age groups.

As a relatively newly formed group, they have no experience of capital projects and they recognise the skills mix of the board would need to be enhanced should the project prove viable. IDT has, however, made real efforts to initiate a number of new and well-received community activities held at the town hall including:

- a) A community picnic held at the town hall and attended by more than 200 people
- b) A comedy night at the hall that sold out
- c) Launch of its Facebook page which has more than 1,000 followers, many of whom actively engage in discussion on its posts.

It should also be noted that IDT has secured funding via a trust set up by a local business to pay for a project officer to oversee any refurbishment of the town hall.

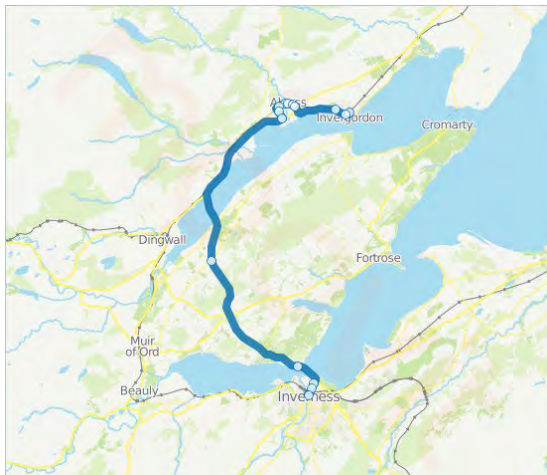
Future events planned at the hall include a Christmas evening.

Two trustees also attend the Cruise Stakeholder Group run by the Port of Cromarty Firth.

1.4. Invergordon and the local area

Invergordon is located 23 miles north of Inverness, the administrative centre of the Highlands. The map below shows its location on the east coast of the region. It is only a few miles from the next nearest town, Alness, and between them most services are covered. The main arterial route in Scotland, the A9, links Inverness to Invergordon, and beyond to the north. The town itself is well served with a sports centre and a county hospital, and while there are a number of shops, there have been some recent closures.

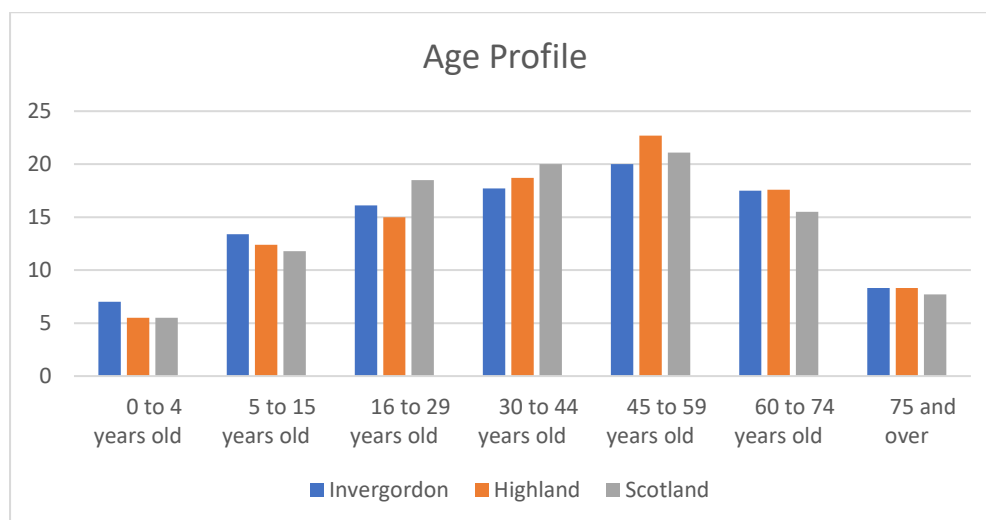
Maps 1-2 Invergordon in relation to Inverness, and Invergordon Town Centre



Invergordon has an industrial past, having had an aluminium smelter until its closure in 1981. It is also the site of a grain whisky distillery, and it is well known for its part in oil rig repair. The nearby Nigg fabrication yard used to be the site of oil rig construction, which was recently bought out and it is now trying to re-establish itself as a fabrication yard for oil rigs and wind turbines. The deep port in the town, that meant it was ideal as a naval base and for oil rig construction, has also enabled it to benefit from the increase in cruise line traffic globally, and Invergordon is now the main port used for cruise ships visiting the Highlands.

Invergordon has a population of 4,310 (source, 2011 Census). The population has a younger age profile on the whole when compared to Highland, as shown in the chart below. This has implications for IDT in terms of the likely demand for different types of activity in the future, with activities for children being of particular significance.

Table 1 Age Profile for Invergordon, Highland and Scotland, 2011



Nearly 28% of the households in Invergordon settlement zone had no car in the 2011 Census, a figure which is considerably higher than the Highland average (21%) and more in line with the Scottish average (30.5%). Household ownership of more than one car was much lower than Highland more generally, and also slightly lower than the Scottish average (24.5% for Invergordon, 33.1% for Highland and 27.2% for Scotland). This means that people will be more reliant on public transport to access services outwith the town, and also that services and activities provided locally will be of greater significance.

There were slightly lower levels of economic activity in Invergordon compared to Highland, with 33.4% and 28.5% respectively stating they were economically inactive. Levels of retirement were marginally higher (17.2% compared to 16% for Highland), and also higher levels for those looking after the home or family (5.6% Invergordon, and 3.8% for Highland), and those who were economically inactive due to being long term sick or disabled (Invergordon 5.2% and Highland 3.9%). This is consistent with one of the datazones in Invergordon being in the ten most deprived datazones in the Highland area. Households in Invergordon may, therefore, have slightly lower disposable incomes than in other parts of the region.

2. Community and Stakeholder Consultation

Consultation with stakeholders and the community was carried out between 24 September and 11 October 2019. The survey covered questions relating to the provision of a multi-use hall, café, meeting rooms and office space. The methods used were:

- A community survey available online via SurveyMonkey with hard copies at 3 locations in Invergordon. It was promoted via IDT's Facebook page and media coverage in North Star News. The survey and full results are given in Appendix 2.
- Phone/email interviews with local groups (for a full list of stakeholders see Appendix 1).

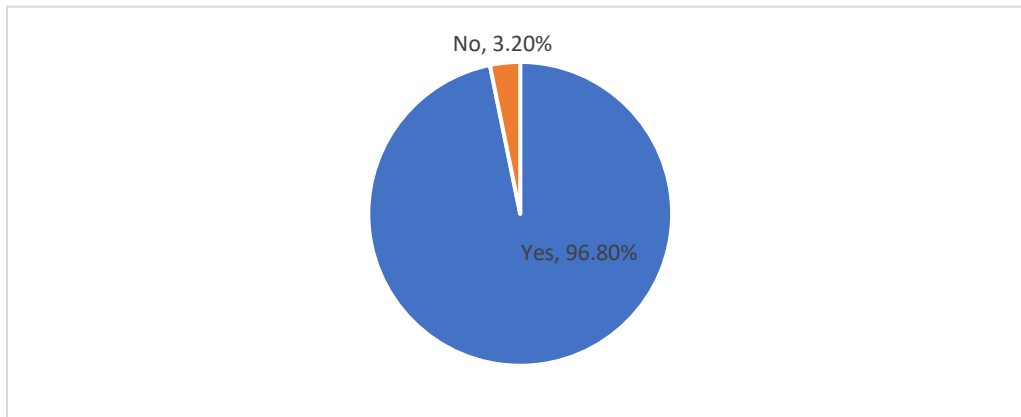
2.1. Community Survey

- Between the online survey and paper copies in the town, a total of 452 surveys were submitted with a 75% completion rate. This gave a total of 339 completed surveys and provides a solid base of data from which to judge the views of the community, representing around 8% of the total population.

The figures quoted for the results of the survey below refer to all responses given, so the base figure varies from 453 to 339 (due to some people not answering all questions). In addition, a number of

stakeholders were also contacted to gather views and assess levels of support. A full list is provided as an appendix in the feasibility study.

The chart below shows there was overwhelming support for the proposal for IDT to acquire the Town Hall and make it into a multi-use community owned building, with 96.8 % saying they were in agreement. The 3.2% of respondents not in favour were asked why, and the main concern was whether a multi-use hall would be the best use of the building.



Following the community survey there was additional consultation with IDT's board to explore in greater detail what the possible configuration of the building in the light of the survey findings.

A decision was taken to appraise the following development option:

Ground Floor: Community use:

- Multi-use hall measuring 100 sq. m which could accommodate 122 people either seated (using retractable seating) or standing plus a demountable stage.
- Foyer area
- Community kitchen
- Pop-up retail units at the main entrance at the front of the building.

First floor: Commercial bistro-style café:

A completely commercial operation for an upmarket, bistro-style café and run by an independent operator with IDT receiving monthly income from the lease. While this option was an aspiration of the IDT board and received good support in the community consultation (76% of respondents supported the idea) further research by the study team showed this area to be potentially problematic for a number of reasons:

- While the stakeholder interviews suggest a high quality café could be attractive to tourists – especially cruise line passengers – and also cruise staff, evidence from other quality cafes in the area (The Falls of Shin and The Court House Café located in the Carnegie Court House, Dornoch) – suggests relatively low spending levels from cruise line passengers with many tending to simply use the cafes as a toilet stop and to get a take-away coffee. Food on board is part of the cruise package passengers had paid for so this may be a factor in reducing onshore food spend.
- The seasonal nature of the tourism market.
- The importance to having a core, year-round market made up of local people and also visitors from elsewhere. Research indicates this sector is of greater value than the cruise line market.

- The proposed layout of the café in the town hall – because of the configuration of the building itself – creates a disconnect between the café seating and servery areas.
- Finding and then retaining a commercial operator may prove difficult. Two other development trusts in Highland who have adopted this business model for community owned buildings have encountered a number of significant challenges.

While there are some indications that securing a commercial operator may prove challenging the IDT board is still exploring this option and, at the time of writing this plan, there has been some interest from a private catering company.

2.2. Community event

Following the consultation phase a community event was then held at Invergordon Town Hall on 16 November 2019 to display the architect's drawings for the proposed use of the building and to share the full survey findings. The event was attended by around 60 people, of all age groups. There was a lot of discussion and engagement with members of the study team present.

It is not unusual for community events to serve as the context for drawing out additional ideas for how the building could be used and there were two expressions of interest from possible tenants.

- It had been originally envisaged by the IDT board that part of the building could be rented as office space and it was an area covered in the community survey. At the event, and backed by subsequent interviews with the study team, there was a strong expression of interest from a private local business to rent part of the space.

The business owners have indicated they would be seeking rent levels of around £500 pcm and would include as part of any lease agreement some kind of caretaking (but not cleaning) role of the building.

There are existing models of community-owned buildings which combine space for community groups and private business. The Barn in Arday, owned by Kyle of Sutherland Development Trust and the soon-to-be developed former police station in Dornoch and owned by Dornoch Area CIC are good examples.

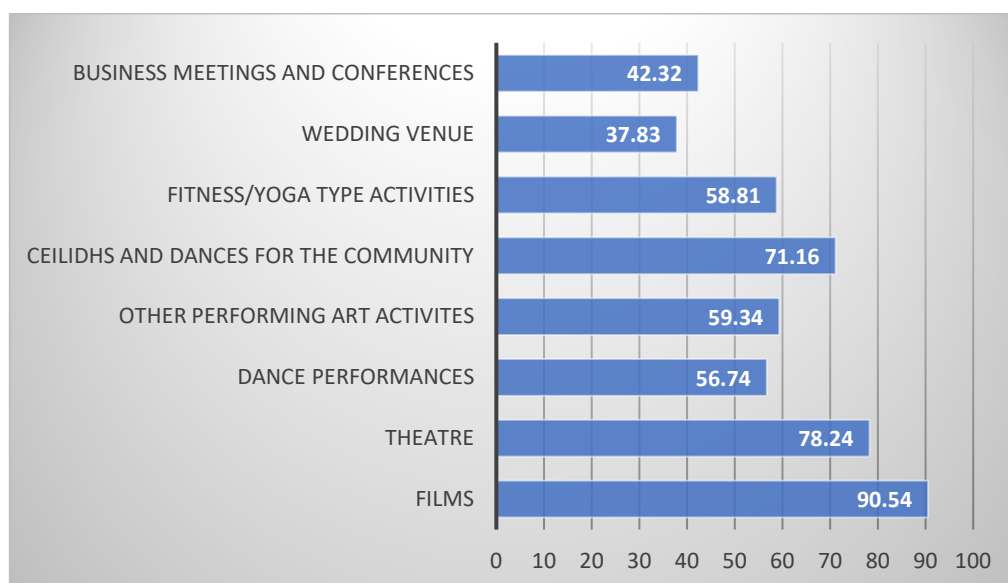
- Invergordon Museum expressed tentative interest in possibly using the first floor of a refurbished town hall as an alternative location for its exhibits. The museum is currently located further up the High Street and, in the last two years, has seen a drop-in visitor numbers. The more central location of the Town Hall was one reason put forward for co-location.

However, the museum owns its current building and to move to premises for which it would have to pay rent may make the option unattractive.

3. Market research and assessment of need

The community survey showed good support for a range of uses for the hall as set out in Table 3 below:

Table 3: If the following activities were available in the hall which would you use?



This question also attracted a large number of comments for how else the hall could be used. These included: craft markets for cruise liner passengers during the main tourist season, parent and toddler sessions, traditional music performances, socialising opportunities for older people, book clubs, party venue. A full list of comments is provided as an appendix to the feasibility study.

- 77.8% of respondents thought Invergordon would benefit from office space to rent which would be located in what is currently the back of house areas. However, when people were asked if they would be interested in renting office space just 5.7% responded 'yes'.
- The survey also asked people if they were interested in renting a meeting room how often might they use it with 90.4% responding 'occasionally'.

3.1. Multi-use hall and community space

3.1.1. Community groups

The community survey and consultation with stakeholders suggests Invergordon would benefit from a flexible, multi-use community space which could accommodate large numbers of people, be open all year and provide a wide range of activities and events. Existing meeting space in the town is limited to:

1. The Meeting Room at The Anderson Centre. This can accommodate up to 40 people and is currently used for small-scale community events such as tabletop sales, bingo and parties.
2. The Royal British Legion, Invergordon branch which is used by community whist and bridge groups.
3. Invergordon Leisure Centre run by High Life Highland. It offers a number of fitness activities and classes. It also has a swimming pool.

A number of Invergordon groups currently use facilities in the neighbouring town of Alness for meetings including:

- The Perrins Centre run by Alness Community Association. Accommodation features a meeting room and two small halls and with different hire rates for local and commercial uses.
- West End Community Centre which was refurbished in 2007 and is based in a residential area of Alness.

- The Averon Centre is run by High Life Highland and offers a fitness suite, early learning and childcare facilities, children's activities and an after-school club.

Attracting groups who currently use Alness venues back to Invergordon, to regularly use a refurbished town hall, and then seeing other groups start-up such as fitness or arts and crafts groups, forms a key component of financial sustainability. The affordability of hall hire costs will also be important. Many community halls elsewhere in Highland adopt a two-tier charging structure where hire rates for local groups are lower than for those outside the area or business groups.

There is evidence from elsewhere that modernised, affordable, locally-based facilities owned and run by the community can and do attract regular users, which provides an important baseline revenue stream. The Muir of Ord Hub and Cannich Village Hall are examples of buildings which were in a poor state of repair but have now been refurbished to a high standard and now serve as important community facilities. An important difference to note, however, is the size of both of these buildings which are significantly smaller than Invergordon Town Hall.

3.1.2. Wedding venue

The community survey showed 37.8% of respondents (160 people) would consider using a refurbished town hall as a venue for weddings. Additional research carried out for this report indicates a refurbished hall, located in an historic building, which is visually attractive and in the centre of Invergordon, could have potential as a venue for wedding receptions. Events company Highland Castle Entertainment, which is based in Invergordon, reports a growing demand for small-scale wedding venues that can accommodate less than 100 people. Current provision of this kind is limited to the golf and bowling clubs in Alness.

Seaboard Memorial Hall, although a larger venue seating around 200 people, has around 2 weddings a year. Weddings are charged as follows:

- £395 for Saturday weddings plus £695 for marquee hire (this is an internal marquee erected in the hall)
- £595 for Friday weddings (as the community café has to close) plus marquee hire

If a commercial operator could be found to run the café, IDT will need to come to an agreement with the café operator on whether the café stays open or closes for weddings. There would also need to be negotiation on whether there is an expectation that the café operator would be the caterer for weddings and if this would be included as part of the café lease. In this scenario there would need to be a profit share for any weddings held at the hall. This is the model adopted by the West Harris Trust and its community venue, Talla na Mara and where the café is run by an independent operator. The Trust also runs a profit share as a % of all café income.

3.1.3. School use

Two local schools were contacted during the course of the consultation, Invergordon Academy and Park Primary. Both support the concept of community ownership of the town hall, have both used the hall in the past for performances and events and expressed real interest in using a modernised town hall. Feedback from both schools included:

- Affordability is important. Park Primary has previously been given a discount through the Highland Council when rates were set by High Life Highland.
- Capacity has been an issue. The existing hall can accommodate up to 100 people. A refurbished hall will take up to 122 people. Should school performances attract more than this, Park Primary has, in the past, got around this by holding two performances.
- Opportunities identified include working with Eden Court outreach to show films/travelling shows. Eden Court is in regular contact with Park Primary about coming to do performances but the school hall is limited for space and doesn't have a proper stage. The school would

like to be able to take the children to different films/performances but the cost of transport is prohibitive. A refurbished town hall could have a role to play in meeting this need.

- Invergordon Leisure Centre offers a range of after school activities for children interested in sport. For those who aren't, there could be scope for offering alternative activities such as arts, crafts and Lego.

3.1.4 Films

The hall has been used as a cinema in the past and is still used to show films once or twice a month. There was a lot of support from the consultation to continue doing this - 90.54% of respondents (383 people) said they would support this activity - and to expand on this aspect of the local offering. There are a number of ways that this could be pursued and delivered, which would involve different levels of cost, and enable different types of cinema offering.

A) DVD showing:

The cheapest option is to have a quality DVD projector and sound system, and to show films from DVD but not the latest releases. While the cost of this is lower (around £5,000 if a new DVD projector is needed, and extra for any sound equipment if the existing equipment isn't up to standard), the audience and income potential may be more limited given that new releases can't be shown. A good retractable screen would also be needed, both for this option and the new release option set below.

B) New Releases:

If IDT wished to use the hall to show films 4-5 weeks of being released, for which there may be a bigger market given the distance and associated costs involved with going to Inverness, more expensive equipment would be needed. The projector required for this option would be more in the range of £20,000-25,000. Again, sound equipment may be needed (though this would be needed for other activities anyway), and also a screen. All told, the equipment could cost in the region of £50,000, for which there may be grants available.

There are two options for the distribution side of showing new releases. The first of these would be to 'piggy-back' on Eden Court's distribution. This is the approach that is being explored by the Cromarty Cinema that is currently under development, through a partnership agreement between the two organisations. The Cromarty cinema will effectively be considered as the 'third screen' of Eden Court, giving them access to the latest films once they have been shown in Inverness. With a seating capacity of less than Invergordon, at 35 seats, it is still felt to be a viable proposition.

The second option for showing new releases only really applies to dedicated community-based cinemas (eg Ellon, Aboyne, Peterhead and Campbelltown Picturehouse) who work with Indy Cinema. Indy Cinema does the programming and promotion of new releases and takes a % share of box-office takings.

Regional Screen Scotland (<https://www.regionalscreenscotland.org/faq/>) can provide help and advice on setting up local screen facilities and possibly some funding, for instance for a pilot scheme. There is currently a Cinema Equipment Fund, although this is due to end in early 2020, unless the scheme is extended.

C) Licensing:

Films, including DVDs, can't be shown to an audience without a range of different licenses. If the town hall were to be used as a venue on a very regular basis for screening films it might require a cinema licence. However, as a not-for-profit group, IDT may be granted an exemption for this by The Highland Council. A community venue in Edinburgh, for example, shows 6 films a year and has been granted an exemption by the city council.

In all cases, films shown on an occasional basis require a film licence - screening a film without one is illegal - and the average cost of this is £100 per film. Regional Screen Scotland also provides advice and guidance on licenses.

3.1.4 Pop-up retail space

While not included in the community survey, the concept of a pop-up retail space emerged from consultation with stakeholders and further discussions with the IDT board. Two specific kinds of retail opportunity were identified:

- High-end gifts, not available elsewhere locally, that would appeal to cruise line passengers. Since the feasibility study was completed the IDT board has taken the decision to approach local distilleries to assess whether there would be interest in renting space during the main visitor season.
- A deli/artisan food or independent clothing or shoes retailer for local people and visitors alike and, again, providing something different to the existing retail offering in Invergordon.

Pop-up shops have tended to be opportunistic by nature but things are changing with organisations such as We Are Pop Up helping small businesses navigate all the options. It is also a growing sector – there are now more than 10,000 pop-ups in Britain.

3.1.5 Office space

The community survey included an option for the back of house area being converted into office space with its own access. While 77% of respondents stated they believed Invergordon would benefit from office space to rent, when asked if they would actually use this space only 5.7% responded 'yes'.

However, as outlined earlier in this plan, the community event generated one serious expression of interest from a well-established private business, Highland Castle Entertainment. They anticipate need for additional space for their own business over the next couple of years, know the town hall well and already work with IDT providing sound and light for a number of community events.

Community-owned buildings that rent space to private business is not a new model. The Barn in Ardgay, run by Kyle of Sutherland Development Trust, is a good example. The Trust owns the building and uses it for its own offices. But it also rents a number of rooms to private business including a hairdresser and architect.

3.1.6 Summary of other ideas for possible uses of the building:

The community consultation drew out a large number of other suggestions for how the building, specifically the main hall, could be used. A full list is provided as an appendix but in summary these included:

Men's shed	Singing groups
Jumble sales	Business conferences
Lunch club and activities for older people	Indoor bowls
Zumba classes	Plastic-free shop
Toddler groups	Theatre performances
Exhibition space for local artwork	Indoor markets
Youth club	Church-related activities
Bingo	Soft play area

4. Tourism potential in Invergordon

Feedback from some stakeholder interviews suggests a refurbished town hall in an historic, listed building in the centre of Invergordon might have a role to play in improving the visitor offering. Suggestions put forward included hosting ceilidhs and other Highland-themed events specifically for cruise line passengers.

The context behind this suggestion is the significant cruise liner business run by the Port of Cromarty Firth (PoCF). Both the number of ships and passengers have seen year-on-year growth for the past 3 years and with further growth forecast of 5% per annum:

Table 5 – Cruise ship traffic and passenger numbers

Year	Ships	Pax
2017	93	151,142
2018	95	163,000
2019	104	166,000

Added to these figures are crew numbers which in 2019 were 69,000. The cruise liner season runs from March/April – September/October. CFPA is looking to see if the season could be extended although the bigger cruise liners will continue to only visit during the summer months.

Most cruise liner passengers want authentic travel experiences where they meet local people and learn about/experience local culture. There is a trend towards smaller groups and cruise lines always want to offer shore excursion experiences people cannot buy themselves.

Around 50% of cruise passengers book a shore excursion with the ship. Most of these are half day tours meaning they have half a day to visit Invergordon/Inverness. The remaining 50% travel independently and book their own entertainment.

PoCF has done some recent research to assess the impact on Invergordon businesses of the cruise liner industry. It asked most of the shops on the High Street this year whether they benefit from the cruise passengers and the majority said 'yes'. This included the vets and the hairdressers, dentists, bookkeepers, gift shops and cafes. In addition, there have been 5 new shops opened in Invergordon in the past two years four of which – two galleries and two gift shops – are specifically targeting cruise passengers.

Stakeholder and some community feedback via the survey suggests Invergordon, which is promoted by cruise lines as a 'gateway to the Highlands', has yet to fully realise the potential of this important tourism asset. Feedback from cruise passengers, for example, shows that while there is an appreciation of the friendliness and welcome of local people, there is little else to encourage them to stay in Invergordon and there is real scope to enhance and develop local attractions.

The cruise industry can present real business opportunities and there are examples of other communities along the Moray Firth seaboard which are benefiting from these by taking a strategic approach.

Dornoch Area Community Interest Company, for example, has spearheaded VistDornoch, as part of the Dornoch Masterplan 2013-2023. The group has received significant funding to create the Dornoch brand and has set itself a specific target of developing the cruise tourism market. Visitor numbers to Dornoch have risen markedly with 20,366 visitors recorded in 2015 rising to 31,082 in 2018.

The stakeholder feedback also suggested that IDT could play a pivotal role in bringing together other community groups and local businesses – and with support from public bodies such as Highlands and Islands Enterprise – to look at a tourism development strategy for the town.

5. Social, economic and environmental benefits of the project

This project helps support one of the key outcomes set out in Scotland's National Performance Framework namely helping to build a community that is inclusive, empowered, resilient and safe:



In addition, it will deliver a number of economic, social and environmental benefits for the community including:

- Ownership of buildings is a cornerstone of The Community Empowerment (Scotland) Act 2015
- The provision of a co-working space by leasing a small part of the building to a private operator is a good fit with national and regional strategies.
- The community-led redevelopment of the Town Hall building has potential to help with the regeneration of Invergordon town centre which reflects current national policy objectives.
- Enhanced well-being and community cohesiveness owing to increased opportunities for social activities and events.
- The provision of a local facility providing entertainment opportunities decreases the need for travel further afield.

6. Risk analysis

Table 6:

Risk	Impact on IDT	Mitigation
Challenge in securing funding for the project.	Community and board start to disengage with the project and motivation drops.	Secure services of experienced fund raiser and ongoing community engagement to keep the project profile high. Development of a fund-raising strategy.
Loss of anchor tenant.	Business case weakens and viability of community-ownership of the building is unsustainable.	Continued engagement with the potential anchor tenant and seeking new tenancy opportunities.
Failure to secure sufficient hall lets.	Income levels fall away.	Community engagement – the project officer role will be crucial to this.
Failure to attract a suitably qualified project officer.	Volunteer burn-out	Proactively seek a suitably qualified project office with proven experience in community asset acquisition
Lack of suitable skills on the IDT board given the scale of the project.	The board with struggle to provide proper oversight and leadership of the project.	A formal review of the current skills set of the IDT board to identify gaps.

7. Funding and finance

The business case rests on two critical factors:

- Securing a long-term anchor tenant which gives IDT a base level regular monthly income.
- Attracting groups who currently use other facilities, mainly in Alness, back to Invergordon and encouraging new groups and activities to start.

It is clear that without the regular monthly income from an anchor tenant operating out of the town hall, the project is not financially viable. The expression of interest from a local business gives some measure of credibility to the business case and may give assurance to potential funding bodies. However, relying on this one expression of interest and with the risk that it may fall away means IDT will need to explore other potential tenancy options.

7.1 Project costs:

An outline cost plan provided by WSD indicate overall project costs of £1,068,527.18 to refurbish and repurpose the building. These post-purchase costs will rise as this figure does not include professional fees, utility connection fees or fixtures and fittings. Securing this level of funding is likely to prove a significant challenge and funders will need to be assured of the business case. In addition, raising this level of finance for the project is beyond the current capacity and skills of the IDT board of trustees. Securing the services of an experienced fundraiser will be needed and a fundraising strategy developed. A list of potential funding sources is supplied as a separate document which accompanies this business plan.

It should also be noted that IDT has successfully secured funding, via a trust set up by a local business, to pay for a project officer to manage the project. This will help significantly in reducing the risk of volunteer burn-out.

Table 7: Profit and Loss with anchor tenant

Profit and Loss - Year end 31st December				
INCOME	note	Year 1	Year 2	Year3
Ground floor/back stage area anchor tenant rental income	19	6,000	6,000	6,000
Pop-up shop rental	2	720	720	720
Wedding venue hire	3	1,500	1,500	1,500
Cinema showings and associated sales	4	2,025	2363	2,700
Fund raising dances etc (excluding alcohol sales)	5	5000	5,000	5,000
Market income	6	2,500	3,000	3,500
Other rental income	7	9,000	10,500	12,000
Donations	8	250	250	250
Alcohol sales for all licensed events	9	5,000	5,000	5,000
TOTAL INCOME		31,995	34,333	36,670
EXPENDITURE				
Staffing	10		2500	5000
Heat, light and water	11	10,000	10,500	11,000
Rates	12	0	0	0
Cleaning		2000	2200	2400
Window cleaning		500	500	500
Cinema/DVD licenses	13	600	700	800
Insurance		750	750	750
Maintenance contracts	14			
1 provision of sanitary bins		600	600	600
2 refuse collection		620	620	620
3 fire alarm system		300	300	300
Repairs and maintenance		1000	1000	1000
Phone, wifi, and stationery etc		2000	2000	2000
Cost of fundraising events (exc. Alcohol)		5000	5000	5000
Cost of stock for cinema sales	15	225	262	300
Professional fees	16	1600	1600	1600
Licenses	17	80	80	80
Cost of alcohol for licensed events and weddings	18	2,500	2,500	2,500

TOTAL EXPENDITURE		27775	31112	34450
NET PROFIT (LOSS)		4,220	3,221	2,220

Table 8: Financial assumptions

1	Monthly lease of £1,200
2	Based on £10/day for 24 days in each of July, August and December
3	Based on 2 weddings per year at £750 each
4	Based on 6 a year in year 1 and increasing, with audience of 75, at £3.50 ticket price plus additional spend of £2 by half the audience
5	Based on existing income
6	Based on existing income with planned increase - £500/market
7	Based on existing rental income with increase due to opening of refurbished hall which is likely to boost hall hires and using similar cases from other community halls
8	Based on existing level plus donation box in toilets
9	Based on existing income per event, with 3 events plus 2 weddings per year
10	Based on voluntary basis year 1, part time caretaker in year 2 and part time caretaker/bookings secretary in year 3, with some additional ad hoc services as required
11	Based on existing usage for heat and light and charitable exemption for water rates. Energy costs might be reduced by new system, changing supplier, and better management of usage.
12	Rateable value below small business rates level
13	Based on 6/7/8 a year @ £100 each
14	Based on 100% mark-up for sales
15	Accounts
16	£10 per occasional license, 6 licensed events and 2 weddings a year
17	Based on existing events/costs
18	Standard costs are based on costs for similar community owned buildings
19	Based on rental of £500/month for front office and back stage storage area

8. Conclusions, recommendations and next steps

In less than a year since it was formed, IDT has been instrumental in helping create some important community cohesiveness, as evidenced by the number of successful events it has staged at the hall and the five community markets it has organised. In doing so, it has begun to build both a profile within the Invergordon community and a good support base for its work.

The refurbishment of Invergordon Town Hall – an old and historic building - is an ambitious project which would be a major step-change for IDT. The community consultation showed significant support for community-ownership and backed up with plenty of good ideas on how the hall could be

used to meet community needs by offering a community space that could offer a range of activities and events.

As part of any process in progressing the project, IDT will need to build board resilience by looking at the current capabilities and experience of trustees to identify skills gaps and how any such gaps might be filled.

IDT has also secured funding for a project officer which would help relieve pressure on the voluntary board. Before any recruitment process starts IDT will need to think through carefully the skills and experience a project of this scale needs in any project officer.

The business case rests on securing an anchor tenant. While there is one strong expression of interest from a local business relying on this alone carries the risk that it may fall away. IDT recognises that it needs to explore other potential tenancy options. This is something it is already doing.

Having an anchor tenant occupying a relatively small amount of space on the ground floor still leaves the question of what or who occupies the first floor of the building. It may be the case – and Impact Hub Inverness is itself an example – that once a building is seen to be busy and occupied this can act as an attractor for other tenants. It may therefore be that, with a fully occupied ground floor with a mix of mainly community activities and with a private business as tenant, future needs will emerge for how the first floor in the town hall could be use.

And although the feasibility study indicated securing a suitable commercial café operator in the early stages of the project may be challenging, once the building is up and running this may no longer be the case. At the time of this business plan being compiled there has been some interest in the building from a private catering company. However IDT will need to be conscious of potential issues of displacement.

The Glad Café in Glasgow is a not-for-profit music venue with a licensed café in the Shawlands area of Glasgow may serve as a useful model any potential café in the town hall (it was suggested as such in comments received during the community consultation), www.thegladcafe.co.uk.

The Glad Café in Glasgow – an award-winning music and performance venue which showcases both up and coming musicians and international acts. The café, which has also won awards, provides daytime and evening meals.



What this study has also shown is the unrealised potential for tourism development in Invergordon. There is real scope for implementing a strategic approach for improving the visitor offering for the many thousands of cruise line passengers who dock at Invergordon each year. In this, there is opportunity for IDT to play a catalytic role should it choose to do so.

Next steps for the IDT board to consider include:

- Assessment of the skills on the current IDT board to identify gaps and build greater board resilience.
- Visits to other community-owned buildings in town-centre locations to learn from their experiences
- Ongoing community engagement to keep the profile of the project high and generate interest from potential hall users
- Secure the services of an experienced fundraiser whose role will be to find potential funders for the project and complete funding applications. A fund-raising strategy will also be needed. Catherine Moodie is a highly experienced fund raiser for community projects and it would be worth getting in touch with her at Catherine.isleofmuck@googlemail.com
- The Scottish Land Fund may support post purchase development costs, but IDT will need to be in possession of the Asset Transfer from The Highland Council before making a Stage 2 application. Triggering the AT process will need to happen as soon as possible once IDT has agreed how to proceed with the project and an understanding of the AT process and likely duration is important. The last cut-off date for SLF Stage 2 applications is 12 June 2020.
- Continue with IDT's programme of successful community activities – especially the events and street markets.

Appendices

Appendix One – Stakeholders Consulted

The following stakeholders were contacted and asked for their views on IDT's proposals. In all cases several attempts at contact were made, but if after three attempts there was no response a response was not pursued any further.

Highland Council

Invergordon Community Council

Invergordon Tourism Alliance

Cromarty Firth Port Authority

Local Schools - Invergordon Academy, Park Primary, and South Lodge Primary

Community Spirit Invergordon

NHS East Ross Partnership

RNLI Invergordon Lifeboat

Regional Screen Scotland

Highland Castle Entertainment

Appendix Two - Survey and Results

Invergordon Town Hall

A community survey on behalf of Invergordon Development Trust

Impact Hub Inverness has been commissioned by Invergordon Development Trust to produce a feasibility study and business plan to assess the suitability of Invergordon Town Hall for conversion to a community-owned building. An important part of this study is consulting with the local community to find out what level of support there might be for this project and the proposed uses of the building. We are carrying out this short survey to gather the views of local people on the proposal for community ownership, and also on the possible uses of the building should it go ahead. Paper copies of the survey are available at Invergordon Sports Centre, To Dye For and Tan Star Gifts. Completed paper surveys can be returned to each of these places. Alternatively, the survey can be done online. Please go to <https://www.surveymonkey.co.uk/r/QKLT59>. All surveys must be completed by **Friday 11th October 2019**. Thank you for taking part.

Section 1: Community purchase

1. Do you agree with IDT's proposal to buy Invergordon Town Hall and convert it to a multi-use community-owned building? Please tick one.

Yes

☐

No

☐

If no, please tell us why.

--

Section 2: The Building

Invergordon Town Hall is a large building on two floors:

- Ground floor including main hall (formerly the cinema), front entrance, toilets, kitchen and back of house area in poor condition and currently unusable
- First floor with a number of rooms at different levels

The questions in this section are all about the new, potential uses for a refurbished town hall.

2. The main hall could lend itself to a multi-use space with the stage being kept and with modern retractable seating which can be stored away when the hall is needed for a different use.

Do you think Invergordon would benefit from a multi-use community hall?

Yes

☐

No

☐

3. If the following activities were available in the hall which would you use? Tick all that apply.

Activities	Would use
------------	-----------

Films	
Theater	
Dance performances	
Other performing activities	
Ceilidhs and dances for the community	
Fitness/yoga type activities	
Wedding venue	
Business meetings and conferences	

4. Do you have any other suggestions for how the main hall could be used?

5. The front of the hall could be reconfigured for use as a café. Do you think Invergordon would benefit from a café for local people and tourists to use?

Please tick.

Yes

No

If no, please tell us why.

6. The back of house area (behind the stage) could be refurbished into office space with its own separate access. Do you think that Invergordon would benefit from office space to rent with highspeed broadband, flexible opening hours and shared facilities such as meeting room/ printer/photocopier/phone system?

Yes

No

7. Would you be interested in renting office space as described above? If yes, please also answer questions 8 and 9.

Yes

No

8. How often do you think you would use this office space. Please tick

Daily	
Weekly	
Monthly	

Evenings/weekends	
Hot-desking – on an occasional basis	
Rarely	

9. What kind of facilities and services would you need to have in an office? Please tick.

Access to shared resources e.g.: photocopier/printer, answerphone service	
Super-fast broadband	
Other (please specify)	

10. Do you have any other suggestions for how the back of stage area could be used? Please specify.

--

The first floor currently has a number of rooms, all on different levels, and is accessed by a staircase. To ensure accessibility for everyone there is scope for installing a lift and then opening up part of the space to create a balcony area looking out over the main hall.

Part of the remaining space could be converted into a meeting or small function room for community groups and which could accommodate up to 20 people.

11. If you're interested in renting a meeting room how often you would use this? If you're part of a community group which might be interested in using this room, please give the name of your group.

Weekly	
Monthly	
Occasionally	
Name of group	

12. Do you have any other suggestions for how the building could be used and activities you'd like to see take place?

--

Section 3: About you:

13. Are you: (please tick one)

Male

☐

Female

☐

14. Please tell us which age bracket you fall into (please tick one)

Under 16	☐
16-24	☐
25-44	☐
45-64	☐
65 and over	☐

15. Where do you live? (please tick one):

Invergordon	☐
Within 10 minutes' drive of Invergordon	☐
Further away but still in Highland	☐

16. How long have you lived there? Please tick one

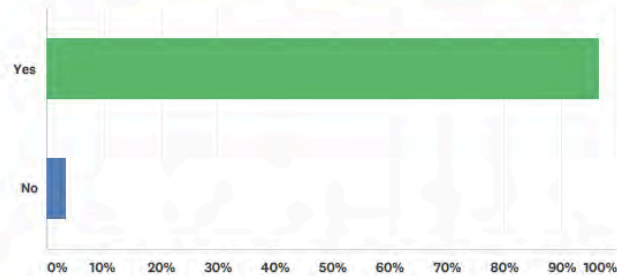
Up to 1 year	☐
1-5 years	☐
Over 5 years	☐

Thank you for taking the time to complete this survey. Once we have finished our work there will be a public event for people to come learn about the main findings of the feasibility study and comment on the proposals.

If you would like any more information or to talk to someone about this survey, please email inverness@impacthub.net or call 01463 715533

Q1 Do you agree with IDT's proposal to buy Invergordon Town Hall and convert it to a multi-use community-owned building? Please tick one.

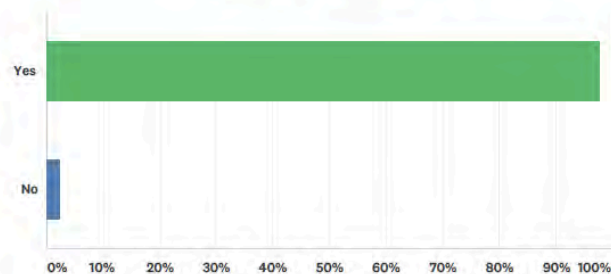
Answered: 452 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	96.68%	437
No	3.32%	15
TOTAL		452

Q2 The main hall could lend itself to a multi-use space with the stage being kept and with modern retractable seating which can be stored away when the hall is needed for a different use. Do you think Invergordon would benefit from a multi-use community hall?

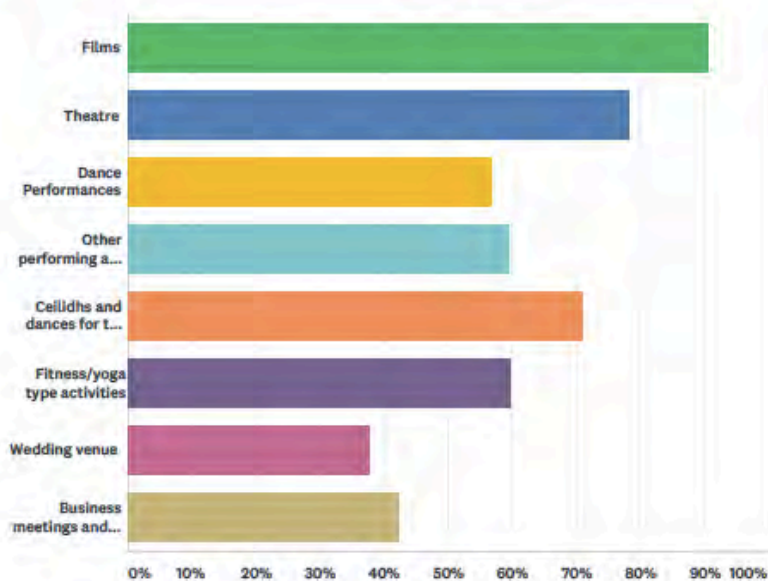
Answered: 423 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	97.64%	413
No	2.36%	10
TOTAL		423

Q3 If the following activities were available in the hall which would you use? Tick all that apply.

Answered: 423 Skipped: 29



ANSWER CHOICES	RESPONSES	
Films	90.54%	383
Theatre	78.25%	331
Dance Performances	56.74%	240
Other performing arts activities	59.34%	251
Ceilidhs and dances for the community	71.16%	301
Fitness/yoga type activities	59.81%	253
Wedding venue	37.83%	160
Business meetings and conferences	42.32%	179
Total Respondents: 423		

Q4 Do you have any other suggestions for how the main hall could be used?

I think that a single specific use done well would be the best way forward for the building as a whole
Childrens parties Youth Club Toddle groups
Good place to have a catch up
Indoor market
Indoor market, bingo
Indoor market
Meeting rooms for local businesses, children's birthdays and events
The use of retractable seating would greatly enhance the range of use for the community
Traditional music sessions
Rhinds centre
Camera club meetings, exhibitions, areas for fundraising for other local clubs as well
Birthday parties
Space for groups to meet e.g. book club, parenting club, local history, local artists showcasing art, produce etc.
Craft shows, spring /Christmas fairs, mum and toddler group
Indoor market, any classes, play groups, nurseries, dance classes
Craft classes. Evening classes (languages, IT etc.)
Music lessons, youth clubs, raves
Draw stations and activities to remove and give our children more to do in holidays and evenings
Bingo
Indoor market. Entertainment for cruise passengers
as a focal point for the town
As a younger person great venue for parties
Children's themed birthday party s
Rented out for private functions
indoor sport activities children play area/youth club senior activities community competition- beetle drive / bingo
Kids activities, soft play type area or cafe
Cafe with kids area
Local beaver/ cub / scout organisations
Birthday parties
More live bands
Sales by community groups. Public meetings.
Could be integrated with they youth club
This hall can and should be used for what its made for. Cinema events. Kids Parties Weddings

Corporate events Community meetings Historical events and attractions for the tourists Fundraising events Young community groups Cafe - To employ people such as key housing Coffee House Charity Events Bingo nights Kids Disco Events Youth Cafe - MODERN!!! NOT THE SAME OLD INVERGORDON Comedy Nights Bands and DJ nights (This venue has the potential to do everything and more than the Iron Works)
Shop & Cafe
Any suitable use - theatre, cinema, dance, party, meeting, polling station - just anything that it is reasonably possible to use it for.
Ask the local events company to assist in running it as a venue for all sorts of functions. With there experienced guys the can run all the events and possibly keep the sound and lighting all working. (Highland Castle Entertainment)
Business Hub for potential and current entrepreneurs to share ideas and help each other grow their businesses.
Creche or a child minding service.
Table Tennis
Something for the children, drama, dancing, singing, theatre. Maybe something for parents and children to do together
Fayres, indoor markets
Rented out for kids parties or for seasonal discos or get togethers so people can provide there own buffet. Christmas party nights. Easter hunt day for kids. Place to hold charity events,fun days or fetes
Kids parties
Tennis/ table tennis
Would there be a possibility for funeral teas with in house catering? It is a central location with ample parking available.
Craft fairs, Christmas pageants, community suppers, DEFINITELY a cinema, art shows and contests
Indoor tennis/badminton courts
Pop up shops
Maybe an after school club would be good
Children's parties and play sessions, Polling station, leaving the school to carry on as normal.
Local artist displays

Private party venue
Art & craft exhibitions
Community Council meetings and town issue meetings
Christmas fayres, indoor car boot sales,dog shows
Available for hire for children's party's
Craft fairs
Post office
Is it used now?
Show local artwork
Zumba classes
Mother and toddler groups
Indoor bowls
Quiz nights
Post office is needed urgently in the town
Dance's competition for dance school
Post office or toddler clubs/ soft play area
Partys
Children's activities
Crèche, playgroups, after school groups, bingo.
Conferences
Kids groups.
Private bookings
Bingo hall. Weekly market with fresh produce some were nice to go for a cuppa and chat
Coffee morning's
Fundraising events
Play activities for children, music events, quiz nights, comedy shows, cooking events
craft sales, paintings exhibitions photographic exhibitions.
None that I can think of at the moment
Meetings
Hire out to people from invergordon for parties and events
A youth cafe, maybe similar to what alness have, keeping the youth off the streets and out off trouble.
Indoor craft fairs, car boot sales, bingo, slimming clubs, farmers markets
Rented to businesses for training conferences
Baby and or youth groups as there is nothing much round here for kids to do
Crèche.tra dances for elderly.
Moving the street market indoors in the winter months for local people to use
Children's play zone
play groups
Youth clubs
School performances
Travelling theatre groups and workshops
Stalls selling local produce monthly or annualy
Indoor markets

Market Hall, crafting venue, Post Office
Community groups
Local exhibitions. Trade fairs.
Hired out for private functions, parties etc
Meeting place for older members of the community, give them a chance to socialise, bingo, etc
Health and well being, a center for those that feel isolated, i.e. elderly mentally vulnerable and youth groups. Activities could be tailored towards helping these people.
Youth club, afternoon club for elderly, venue for evening classes.
Workshops
Anything that's good for the town.
Parties
Coffee mornings for lonely elderly folk
In door markets
Children's sessions, like baby massage, book bug, etc
Pop-up shop/cafe, auctions, MPs' and councillors' surgeries, local and visiting art/history etc exhibitions, school prize-givings, regular charity and local groups' showcase days/weeks, exhibiting planning proposals by council, Port, Global, building companies etc.
Indoor market
Children's parties
Rent it out to members of the community looking to host private music events
Food fayres, indoor markets.. Especially during tourist season.
For different groups
Community resource for the elderly. Lunch club, social events where social care, health and voluntary organisations could meet with older adults to promote health and offer support and advice. Including befriending services.
Pop up shop when in tourist season, events such as the summer markets especially when the ones this year were often rained on.
Rehearsal rooms, parties, corporate retreats, memorial services.
Children's partys
Indoor market in poor weather.
I think it should Replicate the capstone, maybe a play group, coffee mornings etc. You could have cab or money advice sessions, things that will enhance the community
Community based to bring people together
A Mum's and Toddlers Group. After School Club. Renting Out as a Training Room for Businesses. Having a Food Bank in Place. Churches could rent space for Outreach.
Soft play would be great
indoor sales. bingo.
The option to convert from a film auditorium to a multi use open space is area is very useful opens up the options of the venue.
Great ideas already
Things like bingo, coffe mornings, craft days and work shops. After school clubs, pensioners club
Functions, workshops, job fairs and community meetings

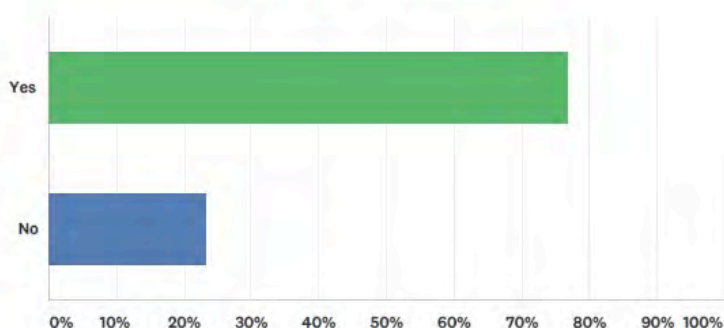
Could have a link with the schools for performance space for them. I know as a High Life Highland music tutor, it could be a handy space for musicians to use in the future.
Youth group
Local groups - mum & toddlers, senior citizens lunches
Music tuition if it is to be cut from school learning
Activities for teenagers get them off the streets at night
Linked to Eden court as a charitable venue. Dance classes i.e Ballroom and Latin. Local cinema, Nightclub with silent disco for adults and juniors
Indoor market during the winter months, befriending groups, over 60s club, whist drives, bingo nights, open mic nights, Christmas parties for senior citizens. Etc
Toddler/ messy play groups. Mother and baby boot camp classes. After school/ holiday homework, book and chess club. Toddler/ buggy friendly cafe
Birthday party's
Birthday party's
Birthday party venue
Antique valuation type thing, get in contact with antique dealers willing to value and buy.
Playgroup/Parent & Toddler type sessions
Out of School sessions
Indoor winter market
Private parties and club meetings, beavers, brownies, bingo etc
Groups/activities for people with learning difficulties/autism. Sensory room
Exhibitions / Community group meetings e.g. scouts/guides, workshops, etc But somewhere to see films/concerts would be the priority. Somewhere people can go for alternative entertainment to the mainstream offerings of Inverness. Arthouse films, visiting singer-songwriters, small scale touring theatre or dance shows.
More affordable after school activities . Cinema much cheaper than currently to hire .
Monthly kids discos, meditation groups, gin tasting evenings. Hire for parties. Parent and toddler groups. Youth club.
Post office
Kids parties or play sessions
Art exhibitions
Local groups ie brownies ,Cubs
Parties
Music concerts
Bingo
Children's play area/groups/parties. Private hire.
Music venue with studio
Tourist information. Its not only cruise ship tourists who visit. Dornoch has a lovely wee tourist info point and perhaps Highland Council would fund or part fund it.
Youth group
Plastic free shop
Small art/craft studios upstairs
Music lessons. Charity/voluntary organisation promotion

Coffee mornings Sing in the city type choirs Crafting classes silk painting. Mosaic quilting. However each activity will require dedicated individuals to organise and run which might be the problem
Indoor community markets Community cafe Chamber of commerce business networking events Training base for local organisations /community groups
Music concerts Lunch club for elderly
Tourist attraction akin to Timespan in Helmsdale.
Local community groups/weight loss groups/indoor markets over the winter/possible use of place for local youths
Art/Performing Arts Classes for young people in town; community activities; local craft fairs; music venue
children's parties, community markets, craft fairs,
Classes or events that would attract the young ones and keep them off the streets and out of trouble
Hobbie classes ie. photography clubs, art clubs etc.
Regular (monthly) artisan market (including over winter...not just for tourists). Cruise day concert venue (eg. High Life Highland Instrumental pupils)
Fundraising venue Craft market Christmas activitys
Kids activities
Parent & baby groups, craft markets for cruise liners, hiring out for private functions.
indoor market, old folk get togethers like monthly lunches
If retractable seating installed, use as a gig venue for bands /Singers, perhaps for upcoming musicians, something to attract a younger audience to the hall and engage that sector of the community. Conduct more comedy performances, perhaps attract household names to perform warm up gigs, just like Strathpeffer pavilion Host traveling dramatic groups to perform in the hall, sized down version of Eden Court.
To showcase the history behind invergordon by showing films and doing hands on activities during tourist season. Reading club, crafts club.
Regarding q5 along with tearoom/cafe some local arts & craft sellers, local schools/clubs having priority
A club for the young ones like brownies etc
If the community were allowed to host events for children during school holidays that would be great
Church related activities Youth events
Youth cafe/club
Evening classes, art and crafts, rehearsal space

Something similar to what the Capstone centre in Alness have done, cafe that is reasonably priced & a small play area for young children to play would be great for the front of the building
Hired put to local community groups. Isobel Rhind Centre currently hire the hall on thurs & Fri for a community cafe/charity shop training people with learning difficulties/disabilities improving their skills & building confidence. Introduce lunch clubs for elderly & disabled
Youth Club??
Toddler groups ,
Youth groups , Senior citizens club, museums. Invergordon Naval town has a long history.
Definitely interested in cinema. Presentations, concerts, fayres
Church activities. Classes. Talks

Q5 The front of the hall could be reconfigured for use as a café. Do you think Invergordon would benefit from a café for local people and tourists to use?

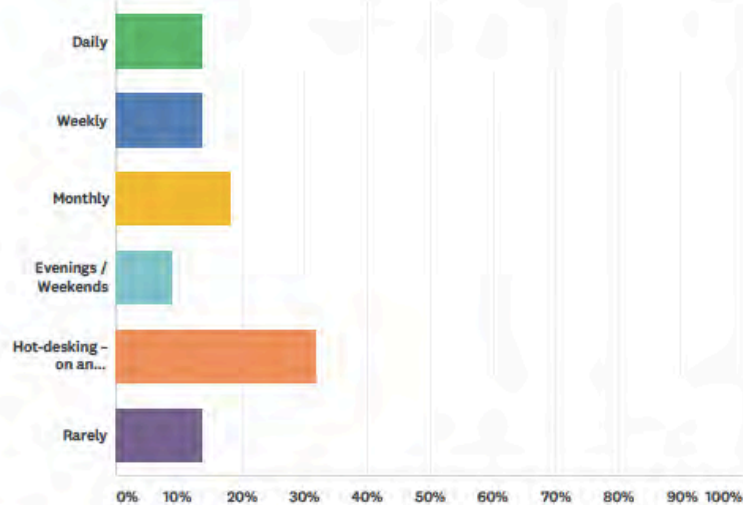
Answered: 423 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	76.83%	325
No	23.17%	98
TOTAL		423

Q8 How often do you think you would use this office space?

Answered: 22 Skipped: 430



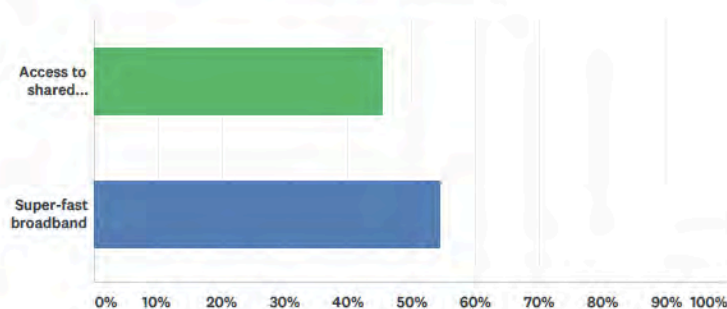
ANSWER CHOICES	RESPONSES	
Daily	13.64%	3
Weekly	13.64%	3
Monthly	18.18%	4
Evenings / Weekends	9.09%	2
Hot-desking – on an occasional basis	31.82%	7
Rarely	13.64%	3
TOTAL		22

If yes, please also answer questions 8 and 9

Answered: 423 Skipped: 29

Q9 What kind of facilities and services would you need to have in an office?

Answered: 22 Skipped: 430



ANSWER CHOICES	RESPONSES	
Access to shared resources e.g.: photocopier/printer, answerphone service	45.45%	10
Super-fast broadband	54.55%	12
TOTAL		22

Q10 Do you have any other suggestions for how the back of stage area could be used? Please specify.

I think that the space should be used to support any primary function of the building
Could be used to rent out tow omen who do make-up / nails etc.
Meeting rooms for local clubs?
Meeting room for community groups.
Local ladies groups meetings, bridge, whist, cards
Space to show things on a projector - a camera club for example would use the internet for showing demo video examples and a projector to teach how to use photoshop, for example
Themed nights
Week in get togethers: old, disabled and young. Brining people together.
I would not rent space
Traditional music
Meeting rooms for organisations to use on a part time basis
An office for idt themself and at the same time a changing room for people using the stage and another office to rent out for income
invergordons version of escape room
Not sure of the area of the space
Would have to see it to envision
Have conference/hospitality style rooms
Yes, this can be used for smaller classes, Yoga etc. All it needs is a divide and then it can still be used for productions etc. Its all about multi-use rooms. Every venue in the world is doing it that way now.
No, just whatever is reasonable, that allows regular use but does not prevent others using it.
Childcare facilities. WeightWatchers, Youth Groups.
Used for smaller workshops and events. That would also allow it to still be used for productions.
Unsure, would need to see it first.
Have classes on for children, drama club, song writing, dance groups, ect. Where children can perform plays, make their own props, costumes, ect.
If there is going to be a theatre/cinema type theme maybe some kitchen space for people to make coffee/popcorn etc for artists and guests
Could be used as smaller rooms for events that people can rent for parties etc
Kids soft play area/ kids clubs/ creche
Health visiting other medical type consultation room.
Can't think of anything
Why offices? Why not artist studios and little affordable shop spaces for local artists and crafts people? I would consider renting space like this.
?storage
Storage
As business facility for meetings etc

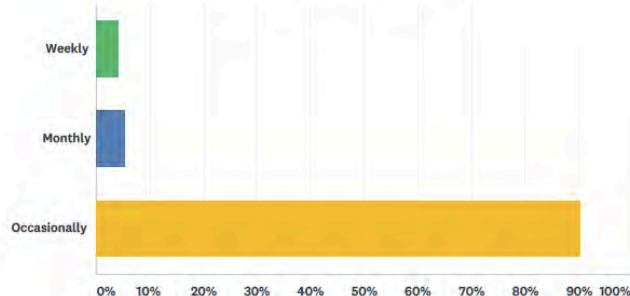
If moving the stage further back into this area, would increase the floor space area in the main hall - so that a badminton court sized area could be achieved, then I would prefer this rather than rented office space.
Kids clubs
Option to transfer the museum to the town hall and use the museum hall for community use
Community related
Post office / bank
Without knowing the size of this area difficult to make a suggestion
A shopping centre
Make back of stage meeting room and upstairs for young children/ youth club/ pool room/ games room something to keep children occupied and entertained
Nursery, something for young kids
For a community fridge / food bank. For support groups like breastfeeding CAB For workshops and learning Community computers
art gallery
It centre for the community where people could learn computer skills. Could maybe get some of the academy's kids to teach some of the older residents of the town.
Evening meeting space for local groups/classes
Food preparation for the older community members
Children's play area, Party room
Band practice
Sounds a good idea and would allow investment into building
small pop up shops low rent for local s xmas shop
Keep the cinema out on shows about historical invergordon for tourists
Crèche/play area
Not at present.
If staging plays, theatre performances, groups involved with these may need storage areas for costumes, scenery, props. Even a men shed that could help fend off feelings of isolation.
As a back of stage? Not familiar with what it entails.
This area could be hired out and be where the meetings and confrences are held.
If there is high speed internet access available, allow this to be used by older people who dont have access in their own homes and also to enable education of internet use to said older members of the community
Internet cafe
Post office
Affordable crèche for parents struggling with childcare
If the stage space is being used for theatrical use, they will need a backstage area for stage management purposes and for dressing rooms
Useful space when putting on productions
Training facility

post office
A kids club
Classes such as pottery/art
Foodbank
Maybe a holiday/weekend club for the kids - activities.
Office rental space sounds good or small rehearsal room.
Rent out to small businesses , publicise to other organisations as meeting rooms, lots of Highland council staff hot desk and share offices and need room bookings
Community meetings, interviews away from work places, e.g long term sick leave from work and a mutual ground
what's been suggested sounds ideal
I fell there is already sufficient office space available to rent in the local area. Perhaps an archive of town hall history and local history, with possible internet access, making use of the captive tourist trade. Or A quiet reading room..
Meeting spaces,
It would need to be something different from what the library already offers. If the stage is to be used for shows you will need a backstage area, dressing room, crew room and storage. I am a sound engineer which is why I say this advice, but I have not seen the size of the unused space. If it is large space I can not see how an office would benefit from day time sound checks and daily activities for the community I could only foresee noise complaints from the office or expensive sound proofing required.
Mother and baby mental health group sessions or any other mental health discussion groups. Volunteer led therapy or support groups
Children activity days
Post office,community bank,
creating local dance groups like inverness FX dance groups for youngsters. also weekly films would be great sponsored by local businesses
Music practice space/ recording studio/ community radio / workshop space.
Adult learning centre for those who cannot afford or attend college
Post office?
Converted to a post office
Don't know how big this area is or what it looks like. Could it be the backstage area for changing/storage
Proper dressing rooms ,stage equipment
More acitivities for kids, youth club , and toddler groups, etc
As a creative hub. Where specific studio areas or footage are rented out to local artisans. This could become a draw in its own right. And the artists/ crafters could be running classes in the centre. This could be a real draw for tourists on a wet day in the highlands they could make their own souvenir screen print or silk scarf or mosaic to take home ... a kind of She Shed without the gender exclusivity
Main space should be aimed at inspirational.attraction, back space should be complimentary.
I think if possible it should be restored for local schools to use, also allows the potential for local drama groups to use yhhe venue on a regular basis. I think we should try and remember what the place was once used for and try and keep whatever historical connection we can

both options in question 9 plus flexible/partitionable meeting room(s) that could adapt from small to large meeting space rented hourly/daily etc
Private rooms for social work meetings etc supervision area for parents with social work involvement
Night classes
More autism friendly groups in the area would be nice .
Councillors surgeries
Storage, changing rooms, rehearsal rooms
Dressing rooms, if keeping he stage area for potential shows.
Storage area for all props for outdoor market, tables ,chairs , equipment for groups.
Not sure spacewise, hire for small groups eg toddlers, craft classes, kids parties
not really. Community workshops? Small groups?

Q11 If you're interested in renting a meeting room how often you would use this? If you're part of a community group which might be interested in using this room, please give the name of your group.

Answered: 354 Skipped: 98



ANSWER CHOICES	RESPONSES	
Weekly	4.24%	15
Monthly	5.37%	19
Occasionally	90.40%	320
TOTAL		354

Q12

you have any other suggestions for how the building could be used and activities you'd like to see take place?

Do

I personally would like to see the building have a very solid function that would put Invergordon on the map as the spa pavilion does in the case of Strathpeffer
It would be nice to have activities for the youth of Invergordon as the town is lacking things for them. Also maybe afternoon teas etc. for the O.A.Ps
As young children to maybe use instead of hanging about down the street
Mobile bank space
Rent it on an ad hoc for small businesses e.g. beauticians and nails etc.
Birthday parties
Craft Shows
Cookery demos
Art classes

The more accessible the building the wider the appeal for prospective occupants. it would mean that there would be opportunities open to a wider range of people
Fashion shows, indoor market, bingo
Fitness classes. Local bands / acoustic sessions
Make sure you preserve local heritage whatever is decided. Many of us are proud of Invergordon, its history and dedicated community
Fashion shows. bingo. evening classes.
Crafts, woodwork, knitting clubs
I don't go out much
Bank
I would like to see space upstairs at the front for a shop for a permanent monthly income and something that draws people into the town hall on a regular basis also good on cruise liner days . The main hall can also be used for meeting s , to have a specified meeting room is a waste as there plenty options elsewhere in the town for that. Thankyou
Local clubs etc. eg. Senior citizens
No
Birthday parties, dance and music classes
Parent and Toddler group
Dancing groups
No
I have listed these above. There are so many uses but if it's handed to the older generation id hope that they will push to use it to its full potential and not run it like an un used community hall.
Ceilidhs for visitors, perhaps lectures on local topics, indoor market (farmer's market type), regular, frequent use.
Would like to see Live music events in there with an alcohol licence to serve patrons. Bingo nights. Local History events (Talks, presentations)
Ideally use it as what it was intended for.... the community main meeting point.
Yearly pantomime with acting classes and workshops for children and adults.
Support groups, creche/childminding service. Craft groups, citizens advice bureau. A post office.
Band performances for the community to attend, baby groups, something that can be used as a social hub for events
I think there is a real need for children's activities, Saturday clubs, affordable cinema night's etc
Children and teenagers being the life blood of a community is there possibilities for activities for them within the building?
Music studios and practise rooms, tea room, museum space
Art/craft classes
Keep fit in any form
Youth clubs
Not at the moment, success in one area often generates other ideas though
All covered in previous questions
Table tennis Badminton Bridge / games clubs

I would like to see this hall used by the community for birthday parties and social occasions. I think an area should be made available for a bar area to cater for such events, such as wedding dances.
Hired by schools for small nominal fees for nativity/nursery graduations etc
Youth, Childrens groups, similar to Capstone Centre in Alness
Post office / bank
Post office
Local drama production
We need more shops and post office in Invergordon
Yess more stuff for disability kids to do or have group on like do in caithness..mb hold soft play area for kids that not 8n school yet like have in caithness!!
Something to keep the teens off the high street and entertained and also young parents with young children to have a safe meeting space plus let their children play, ie soft play like little monkeys in alness or playzone in Inverness.
Or support groups for post natal depression parents or general support with children
Post Office
Something more for the kids
Possible art and craft classes
Can't think at this moment
Evening classes for adult learning.
Cookery demonstrations
Groups for boys and girls,dance classes,gymnastics for 3 to 10 year olds.
Kids activities summer club etc
Activities and craft days for all ages
Exercise classes, cooking club, bake off, craft events, show casing local Christmas gifts/Christmas fayre, local school events, fundraisers
Although I wouldn't use it as a wedding venue, doesn't mean I don't think it's a good use
Drop-in centre. Lunch club. Concerts eg of former Invergordon Arts Society type.
Small businesses
Dancing lessons, bingo, quiz nights. Group meeting for family's dealing or having gone through losing family members with Dementia,Cancer and any other terminal illness
Birthday partys or Bingo etc
Tourist info outlet with info to encourage visitors to return again perhaps guided walks leaving from the building
I m sure there is lots of uses ahead in the future for the town hall, Invergordon would definetly benefit from a hub centre for lots of uses and reasons but mostly to bring the community together.
Party's I have book the hall before for a kids party
Cinema
Shows ie (mr maker) (peppa pig) was at Eden court?
Make into a shelter for homeless and the bottom a soup kitchen.
In winter drop in soup kitchen
Small soft play area?
Any local club or function ,including centralised baby clinic and drop in medical facilities as doctors surgery is not easily for everyone to reach.

Men shed. Craft workshops. Book swap, semi regular.
A large kitchen area could be added, again to be hired out, this could be a business or cooking classes etc
Christmas parties, pantos, indoor car boot sales
Craft fayre drop in clinics (cab)
If a small community like Cromarty can have a new small community cinema built. Surely a town like Invergordon could support a cinema in a building all ready built for that purpose
Drop in support groups for young people living with depression and anxiety
After school activities for kids
See my answer to use of main hall.
Race night
Night classes, local history classes, crafting, music classes
Foodbank
Access for all age groups where voluntary organisations can support the community
We have meeting rooms in Invergordon. Maybe an old folks club, where they can get out and meet like-minded people to combat loneliness.
Use rooms for councillor, msp surgeries, welfare advice, cab etc. Joss street hall did youth work could it be used for youth support food banks etc. Invergordon needs a proper community centre like all other towns
Night classes arts and crafts brownies/guides/scouts tea dances for the elderly
no but am sure it would evolve as it was used
Something for the youth of the town would be great. Get them off the streets.
A family hub would be nice...a place for private functions would be great, like parties special occasions
Training events/evening classes such as felting, pottery, basics in IT
Hire for parties
It has potential to attract community activities again that have disappeared for the area. Which would need marketing and time to build on
Community shop, swap shop, gardening club, general drop in centre, cab
More activities for kids of all ages. Maybe games nights to encourage community positivity
It would be great if it could still be rented out for parties for kids and maybe a venue for adult get togethers.
Book club something for the older generations Something to bring young and old strangers together Join a save the planet scheme to help improve recycling and raise awareness of how to recycle different types of plastics etc for a better informed community Collaborate with the local rugby club Youth club for teenagers

Yoga, singing groups
Children's activities any type
Old fashion jumble sales
Youth clubs
it would be good for weddings like the inverness town hall. i think keeping the structure of the historical use of a picture house would allow lots of people to use it along with a tie back to a local town hall.
The Glad Cafe in Glasgow's southside is a good model for what you might try to do with Invergordon town hall. It is primarily a cafe/bar with adjacent space for small scale performance, primarily music. It is very well attended. Music (varied styles) is the big draw to this space. Different bands play every night of the week. The gig space is used for music lessons and community groups during the day. They also have an adjacent charity shop, the profits from which fund free music tuition for children in the local area which take place in the venue. There isn't much more to it than that but it is very popular. Your cafe/bar would need to be open day and night to generate the buzz of the Glad Cafe. Sometimes I go there for a drink and to soak up the atmosphere and sometimes I go there to work on my laptop (as the coffee doesn't cost the earth) and sometimes I go to see a gig or watch a film. It is a fluid space, always open, not too expensive and the option of live music every night for £5-10 a ticket (no-one turned away for lack of funds). We have our pick of music venues in Glasgow but I'd rather go to small intimate gigs in this buzzy little community space than anywhere else. An annual festival (arts/book/film or something more niche) with the townhall as the hub is always a good way to draw people to a place. I also think that calling it an Arts Centre or giving it a unique name (I.e. not just the town hall) would make it a more desirable addition to the town that would reinforce sense of regeneration. PS. Although I live in Glasgow I visit Invergordon often as it is my partner's hometown. Would like to see it thrive once more.
Bingo/quizes
Would be nice to have a monthly family event, whether it's a film or family disco,there isn't much local for people to do as a family. I'd like to see a play area if the cafe goes ahead similar to the capstone in alness withe toys for wee one while parents get a cuppa. youth group would be great. Also a coffee morning where toddlers and oaps could mix, craft afternoons where experienced knitters could teach those wanting to learn.
Things for the kids during holidays, youth club, kids matane films, anything in the afternoons really.
Used by local authority, port authority, and others for public consultations, annual meetings, art exhibitions,flower shows, keep fit clubs, community trust offices
Birthday party, town meetings
Used for kids / toddler groups, soft play area
Used by the local children for rock challenge/ school show rehearsals and performances
Community drives such as those held in other towns - such as lunch club for the elderly, mum and toddler groups etc
Meeting place for some elderly people to have tea and a blether.
as a hub for the community were seasonal activities could be held. Christmas craft fair, Easter fun etc
For the local kids,

Kids soft play area
This building occupies a large footprint right in the centre of the town it would be great to see it used for more integration of the community. Old and young. Local and incomer. Tourist and locals. Somehow giving the opportunity for more than surface chat and cursory information. My belief is that through using very accessible arts as a medium for this integration people will keep coming back They can have a coffee anywhere but if they are sitting down at an activity with people at either side they have the chance to communicate and maintain friendships Invergordon has a lot of lonely people who could benefit from what used to be called an arts officer. I propose that some dedicated organisational skill set be written in to this plan to maintain activities and turnover forget a cafe provide activities at a cost and free coffee to increase the social aspect We made lots of mistakes when trying to run the Saltburn centre and would happy to share information Tthe biggest one was trying to organise everything on a voluntary basis. And burning ourselves out
Community events
More for the elderly to stop isolation
Complimentary to the main purpose
indoor/winter market similar to what has been happening over the summer or a visitor facility to keep cruise passengers in the town
Rent to performing arts classes eg TFX; Performers UK to have local provision for young people in town; start local drama group/choir; community theatre
youth groups eg Guides, Brownies etc
Anything that would be suitable for young ones or a baby and toddler group/soft play
Photography clubs. Something for the teenagers of the local area as they're isn't much just now
Workshops eg demonstration of various crafts
Baby/toddler groups
Activities suited to all ages ...craft, drama, music, discussion / debating, arts, continued learning eg languages, cookery, etc.
Hold workshops carried out by professionals, business courses, drama courses ect. Perhaps form a partnership with Inverness uhi and other bodies
A mans cave, a woman's cave, mother and toddler sessions, slimming world, knitting or reading groups, history through the ages project or a future project to showcase the town.
Youth club (there really isn't enough in the town for the young folk) play/toddler group. If there is cooking facilities how about a lunch club for the elderly (soup/sandwich tea/coffee cake) type of thing.
What about a senior citizen club or weekly meals in a cafe for them, a play group for babies youth club for 5 to 12 years
Mother and toddler groups. Training sessions.
It has so much potential to provide an area for the whole community to engage with one another at different levels.
Moving the farmers market indoors during winter.
Dance classes for youths.

As i don't drive & my partner works shifts something for my almost 10 year old daughter to do or a safe place to go would be great

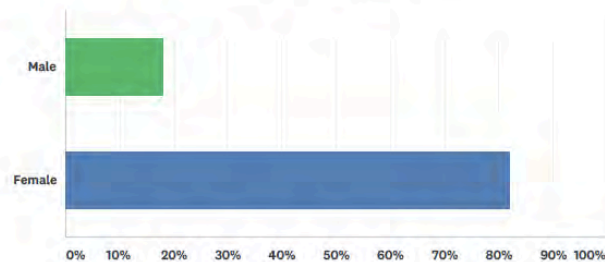
Indoor markets on a regular basis throughout Autumn and Winter months .

Cinema, fayres eg crafts, easter xmas etc,
family Fun days

engagement with other groups with an interest in the community

Q13 Are you: (please tick one)

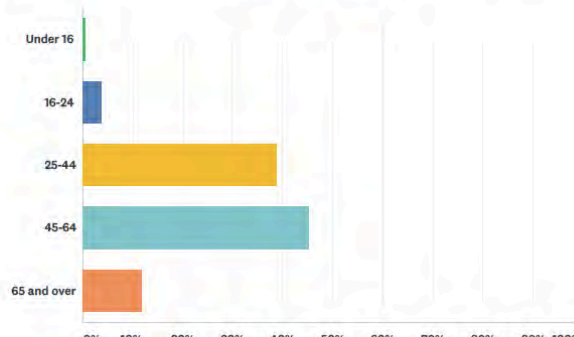
Answered: 354 Skipped: 98



ANSWER CHOICES	RESPONSES	
Male	18.08%	64
Female	81.92%	290
TOTAL		354

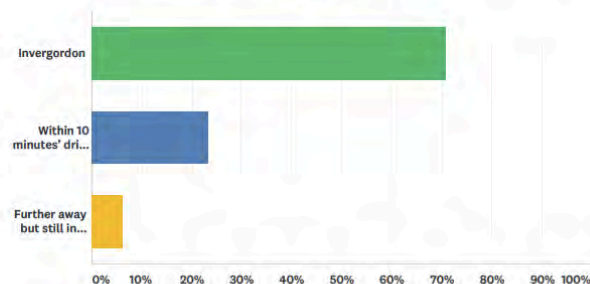
Q14 Please tell us which age bracket you fall into (please tick one)

Answered: 354 Skipped: 98

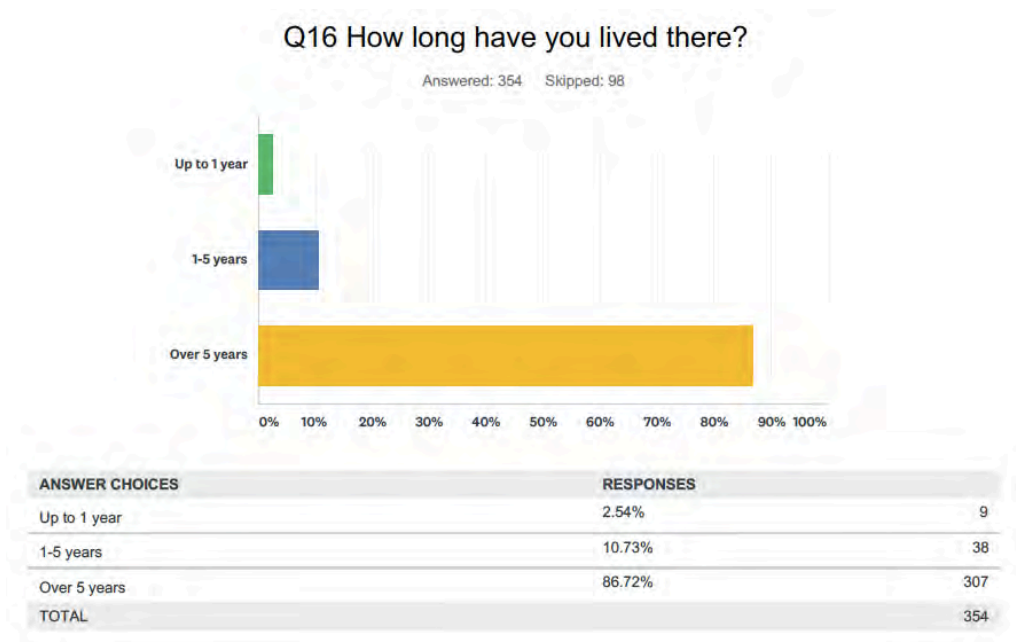


Q15 Where do you live? (please tick one)

Answered: 354 Skipped: 98



ANSWER CHOICES	RESPONSES	
Invergordon	70.62%	250
Within 10 minutes' drive of Invergordon	23.16%	82
Further away but still in Highland	6.21%	22
TOTAL		354



Invergordon Town Hall Potential Funding Routes

1. National Lottery & Major Public/Heritage Funders

National Lottery Community Fund – Awards for All Scotland

Link: <https://www.tnlcommunityfund.org.uk/funding/funding-programmes/national-lottery-awards-for-all-scotland>

- **Typical support:** £300–£10,000, small, quick-turnaround grants.
 - **Eligibility:** IDT is a registered charity; project improves a place that matters to the community and brings people together.
 - **Likely use:** Small-scale works, equipment, early-stage events and programming, consultation, pilot uses of spaces, volunteer costs and some running costs.
-

National Lottery Community Fund – Community Action

Link: <https://www.tnlcommunityfund.org.uk/funding/funding-programmes/community-action>

- **Typical support:** Larger revenue / programme funding; scale depends on programme design.
 - **Eligibility:** Community-led activity, strong focus on tackling inequality and improving lives.
 - **Likely use:** Coordinated programme of community events and activities in the Town Hall; staffing for engagement, inclusion and volunteer coordination.
-

National Lottery Heritage Fund – Grants for Heritage (£10,000–£250,000)

Link: <https://www.heritagefund.org.uk>

- **Typical support:** £10k–£250k capital and activity funding for heritage projects.
 - **Eligibility:** Town Hall is a Category B listed building and civic heritage asset; project will widen participation in heritage and improve the building's condition.
 - **Likely use:** Capital works, interpretation and heritage activity, skills development, inclusion work, community engagement, organisational strengthening.
-

National Lottery Heritage Fund – Large Grants (£250,000–£5 million)

Link: as above

- **Typical support:** £250k–£5m with match-funding requirements.
 - **Eligibility:** As above, for larger projects with strong strategic case and robust partnership.
 - **Likely use:** A major package towards overall capital redevelopment if the project is framed as a significant heritage-led regeneration scheme.
-

Historic Environment Scotland – Historic Environment Grants Programme

Link: <https://www.historicenvironment.scot/grants-and-funding/our-grants/historic-environment-grants-programme/>

- **Typical support:**
 - **Express:** £1,000–£25,000
 - **Small:** £25,001–£100,000
 - **Large:** £100,001–£500,000
 - **Eligibility:** Listed historic building; IDT will have long lease / ownership; works led by appropriately qualified conservation professionals.
 - **Likely use:** Façade, roof, and core conservation works; conservation-led design and specialist professional fees.
-

Historic Environment Scotland – Heritage Place Programme

Link: <https://www.historicenvironment.scot/grants-and-funding/our-grants/heritage-place-programme/>

- **Typical support:** Area-based schemes; development grants then delivery grants typically in the £750k–£1.5m range.
 - **Eligibility:** Town Hall as part of a defined heritage area / town centre regeneration strategy; strong local authority alignment and community demand.
 - **Likely use:** If Invergordon is framed as a heritage-led regeneration area, Town Hall works and associated skills / engagement activity could form a key project within a wider scheme.
-

Architectural Heritage Fund – Transforming Heritage – Project Development Grants

Link: <https://ahf.org.uk> (Transforming Places / Transforming Heritage programmes)

- **Typical support:** Up to c. £40,000 (average around £15,000) for project development, viability studies, business planning, design, etc.
 - **Eligibility:** Community-led project to bring a historic building into sustainable use; clear social impact and early-stage capital project development needs.
 - **Likely use:** Project management, business planning, audience development, governance/legal work and pre-tender design/QS work.
-

HIE – Community Right to Buy Fund

Link: <https://www.hie.co.uk/support/browse-all-support-services/community-and-asset-development/community-right-to-buy-fund/>

- **Typical support:** Up to £5,000 towards professional fees to register a community interest in land/buildings (CRtB) and related costs.
 - **Eligibility:** Community body in HIE area taking on an asset.
 - **Likely use:** This is more relevant earlier in process; can still be cited to show that IDT is operating within recognised community-ownership routes and may have already drawn on, or be eligible for, this kind of support.
-

Crown Estate Scotland – Community Capacity Grants (via Foundation Scotland)

Link: <https://www.foundationscotland.org.uk/apply-for-funding/funding-available/crown-estate-scotland>

- **Typical support:** Part of Crown Estate's Sustainable Communities Fund – small / medium grants to build community capacity and support local regeneration and environmental projects.
 - **Eligibility:** Community-led projects in coastal / Crown Estate-linked areas that support local economic resilience, place-making and environment.
 - **Likely use:** Early-stage capacity building, feasibility work, or specific elements that link Town Hall activity to coastal economy, local skills and environmental action.
-

Scotland's Heat Network Fund

Link: <https://www.gov.scot/publications/heat-network-fund-application-guidance/pages/overview/>

- **Typical support:** Capital grants to help deliver zero-emission heat networks.
 - **Eligibility:** More relevant if the Town Hall were part of a wider local heat network; could be considered if Invergordon pursues district heating with the Hall as a key anchor load.
 - **Likely use:** Only if a heat-network solution becomes viable; otherwise this is background context rather than a core fund for the project.
-

2. Energy & Net-Zero / Building Retrofit

Local Energy Scotland – CARES Development Fund

Link: <https://localenergy.scot/funding/cares-development-fund/>

- **Typical support:** Up to 80% of eligible costs, to a usual maximum of £80,000, for decarbonising community buildings.
 - **Eligibility:** Community building used by local people; heating requirement met (or existing qualifying system); IDT as charity/social enterprise; clear plan for low-carbon technologies and community engagement.
 - **Likely use:** Heat pump, solar PV, energy storage, insulation, secondary glazing, LED lighting, and associated professional fees for energy design.
-

Zero Waste Scotland – Support & Programmes

Link: Indirect

via <https://funding.scot/funds/a0RP1000007pZFpMAM/www.zerowastescotland.org.uk>

- **Typical support:** Various grant and advisory programmes around resource efficiency, circular economy and low-carbon initiatives for SMEs and communities.
 - **Eligibility:** Likely via specific schemes rather than one general fund.
 - **Likely use:** Specialist advice and possible grant support for circular-economy elements (waste reduction, reuse, sustainable fit-out, etc.) within the Town Hall project.
-

3. Social Investment, Community Enterprise & Business Support

Foundation Scotland – Social Investment Fund

Link: <https://www.foundationscotland.org.uk/apply-for-funding/funding-available/social-investment-fund>

- **Typical support:** Blended loan and grant investments of **£10,000–£250,000** to charities and social enterprises in Scotland; up to 25% can be grant.
 - **Eligibility:** Incorporated charity / social enterprise with trading plan and ability to service repayable finance; investment for working capital, capital expenditure, business growth or asset acquisition.
 - **Likely use:** Later-stage support for fit-out, working capital and social-enterprise elements of the Town Hall (café/restaurant, events operation) once revenue model is clear.
-

Foundation Scotland – Scottish Building Society Fund

Link: <https://www.foundationscotland.org.uk/apply-for-funding/funding-available/scottish-building-society>

- **Typical support:** Small grants to support local community projects across Scotland.
 - **Eligibility:** Community-led, charitable projects; Town Hall as a clearly defined community asset.
 - **Likely use:** Discrete elements such as community events, small equipment, inclusive programming or volunteer costs linked to the Hall.
-

Firstport – Community Enterprise Fund

Link: <https://www.firstport.org.uk/funding/community-enterprise-fund/>

- **Typical support:** Start-up and early-stage growth funding (often loan/grant mix) for community enterprises.
 - **Eligibility:** New/existing social enterprise with trading model and social impact; Town Hall café/venue operations could qualify.
 - **Likely use:** Seed funding for the dedicated operating vehicle (CIC/charitable company) – e.g. kitchen equipment, initial staff posts, marketing and business development.
-

Culture & Business Scotland – Culture & Business Fund

Link: <https://cultureandbusiness.scot/cbs-fund/>

- **Typical support:** Match-funding to incentivise business sponsorship of cultural projects.
 - **Eligibility:** Cultural / heritage projects able to secure business sponsorship; Town Hall cultural programming and creative use of the auditorium.
 - **Likely use:** Doubling business sponsorship for specific arts/culture projects in the Hall, building local business engagement.
-

Arts & Culture Impact Fund (Figurative)

Link: <https://figurative.org.uk/fund/arts-culture-impact-fund/>

- **Typical support:** Social investment to arts and culture organisations to scale impact and financial resilience.
 - **Eligibility:** Once Town Hall operators have a clear cultural business plan, this could become relevant.
 - **Likely use:** Later-stage repayable investment to grow the cultural programme and associated earned income.
-

Pilotlight – Capacity-building Support

Link: <https://www.pilotlight.org.uk/join/charity/how-to-apply-for-support>

- **Typical support:** Pro bono strategic support and mentoring from business volunteers.
 - **Eligibility:** UK charities seeking to strengthen strategy, governance and impact.
 - **Likely use:** Strengthening the board, business planning, revenue model and impact framework for the Town Hall social enterprise.
-

SSE Renewables – Sustainable Development Fund

Link: <https://www.sserenewables.com/communities/sustainable-development-fund/>

- **Typical support:** Larger grants for strategic projects in areas hosting SSE's renewable energy assets.
 - **Eligibility:** Community and heritage projects that deliver sustainable regeneration and local economic benefit.
 - **Likely use:** Major capital contribution towards renovation, particularly where a strong climate / sustainable places narrative is evidenced.
-

Ross Liddell – Community Bursary

Link: <https://www.ross-liddell.com/community-bursary/>

- **Typical support:** Small grants (often a few thousand pounds) to support community organisations with practical costs (e.g. insurance, professional fees).
- **Eligibility:** Community-based organisations in Scotland.
- **Likely use:** Insurance, accountancy or other core running costs during early stages of Town Hall operation.

SafeDeposits Scotland – Community Fund

Link: <https://www.safedepositsscotland.com/help-centre/article-categories/safedeposits-scotland-community-fund>

- **Typical support:** Small project grants to Scottish charities and community groups.
 - **Eligibility:** Community benefit focus, particularly around housing/tenancy but also broader community initiatives.
 - **Likely use:** Discrete projects within the Hall linked to housing advice, tenant support, or more general community activities.
-

DWF Foundation

Link: <https://dwfgroup.com/en/about-us/dwf-foundation>

- **Typical support:** Small grants to charities focusing on employability, education, health and environment.
 - **Eligibility:** Registered charities with relevant objectives.
 - **Likely use:** Skills and employability programmes linked to the café/venue, youth volunteering, or environmental education.
-

Grocers' Charity (Grocers' Hall)

Link: <https://grocershall.co.uk/the-charity/apply-for-a-grant>

- **Typical support:** Grants to UK charities in selected priority areas (education, heritage, etc.).
 - **Eligibility:** Strong charitable governance and clear social impact.
 - **Likely use:** Heritage-education projects, youth work, or food-related community programmes in the Town Hall.
-

Weir Charitable Trust

Link: <https://weircharitabletrust.com>

- **Typical support:** Grants for sport, recreation, health, animal welfare and culture.
 - **Eligibility:** Scottish charities; Town Hall project intersects culture, health and community recreation.
 - **Likely use:** Programme costs for arts, health and social-connection activities in the building.
-

Matthew Good Foundation – Amplify Fund / Grants for Good

Link: <https://www.matthewgoodfoundation.org/amplify-fund-grants-for-good/>

- **Typical support:** Small to medium grants for strong-impact community projects.
 - **Eligibility:** UK-based non-profits with clear change stories.
 - **Likely use:** Early-stage programme costs, pilot projects or engagement work that can be clearly communicated.
-

4. Trusts & Foundations: Heritage, Culture, Community & Capital

*(Many of these are small–medium Scottish/UK charitable trusts. These may be able to contribute towards **potential match-funding sources** tailored to heritage, community development and capital works.)*

Gordon & Ena Baxter Foundation

Link: <https://www.baxterfamilycharity.org/applications>

- **Support:** £100–£25,000+, primarily capital and project costs.
 - **Fit:** Highland-based charity with interests in arts, heritage, conservation, community.
 - **Use:** Capital works, heritage interpretation, kitchen fit-out, etc. (not core running costs).
-

Screwfix Foundation

Link: <https://www.screwfix.com/landingpage/screwfix-foundation>

- **Support:** Up to £5,000 for building repairs and improvements for people in need.
 - **Fit:** Physical improvements to a building used by disadvantaged groups.
 - **Use:** Specific repair items (access improvements, toilets, lighting, etc.).
-

Pilgrim Trust – Historic Buildings & Structures

Link: <https://www.thepilgrimtrust.org.uk>

- **Support:** Typically £1,000–£30,000; sometimes higher.
 - **Fit:** Repair and conservation of historic buildings at risk and their reuse.
 - **Use:** Conservation surveys, specialist repairs, or early project development.
-

Radcliffe Trust – Heritage & Crafts

Link: <https://theradcliffetrust.org>

- **Support:** Project grants focusing on heritage skills, craft training and conservation.
 - **Fit:** Conservation work that involves or supports training craftspeople.
 - **Use:** Elements of façade or interior conservation linked to traditional skills.
-

Turtleton Charitable Trust

Link: (via previous document)

- **Support:** £5,000–£25,000.
 - **Fit:** Advancement of the arts, culture and heritage; prefers visual arts and heritage.
 - **Use:** Visual-arts interventions, exhibitions, heritage interpretation within Town Hall.
-

The Graham Trust

- **Support:** Typically £500–£20,000.
 - **Fit:** Advancement of arts, heritage, culture or science.
 - **Use:** Cultural programming, interpretation, small capital elements.
-

Schroder Charity Trust

Link: <https://schrodercharitytrust.org>

- **Support:** Up to ~£5,000; one-year grants.
 - **Fit:** Arts, culture and heritage with community focus; both core and project costs.
 - **Use:** Contribution to running costs or specific projects (e.g. volunteer programme, outreach).
-

Barcapel Foundation

Link: <https://barcapelfoundation.org/application-process-2/>

- **Support:** Typical grants £10,000–£25,000 (occasionally higher).
 - **Fit:** Heritage and community projects in Scotland.
 - **Use:** Contributions to capital or key project costs showing strong social benefit.
-

Swire Charitable Trust

Link: <https://www.swirecharitabletrust.org.uk>

- **Support:** No formal min/max; supports heritage projects that deliver social and economic benefits to deprived communities.
 - **Fit:** Regeneration through restoration; clear heritage legitimacy plus deprivation.
 - **Use:** Capital and/or core costs tied to Town Hall's role in local regeneration.
-

Cruden Foundation

Link: <https://crudenfoundation.org>

- **Support:** Grants to charities in areas of Cruden's operations (including community and education).
 - **Fit:** Community benefit and education in Scotland.
 - **Use:** Specific community or educational elements of the Town Hall project.
-

Dalrymple Donaldson Fund

Link: <https://funding.scot/funds/a0Rb0000005k4BSEAY/dalrymple-donaldson-fund>

- **Support:** Small–medium grants to Scottish charities.
 - **Fit:** Community development and heritage; open to Highland.
 - **Use:** Specific capital or programme costs once core funding is in place.
-

Delamere Dairy Foundation

Link: <https://delameredairyfoundation.org.uk>

- **Support:** Grants for rural communities, health and sustainability.
- **Fit:** Rural Scottish town with health, food and community outcomes.
- **Use:** Café / healthy food programmes, rural community wellbeing activities.

Dulverton Trust

Link: <https://www.dulverton.org>

- **Support:** Medium grants to charities in fields including youth, general welfare and conservation.
 - **Fit:** Broad community and heritage outcomes.
 - **Use:** Programme costs or contributions to capital with strong outcomes.
-

Emerton Christie Trust

Link: <https://www.emertonchristie.org>

- **Support:** Grants for charitable purposes in Scotland and beyond.
 - **Fit:** Community and heritage; detail to be checked at application stage.
 - **Use:** Flexible support for either project or programme costs.
-

Idlewild Trust

Link: <https://www.idlewildtrust.org.uk/apply-grant>

- **Support:** Grants to arts organisations and for conservation of important works of art and heritage.
 - **Fit:** Cultural programming and/or conservation of significant features of Town Hall.
 - **Use:** Cultural programme or specific conservation tasks.
-

Inspiring Scotland – Ideas for Change (call for campaign ideas)

Link: <https://inspiringscotland.org.uk/fund/ideas-for-change-a-call-for-campaign-ideas/>

- **Support:** Support and small funding for campaigns seeking systemic change.
 - **Fit:** Town Hall as a base for campaigning on community-led regeneration / just transition could be framed here.
 - **Use:** Advocacy and campaign work connected to the role of community spaces and food in regeneration.
-

Various Scottish & UK Charitable Trusts via Funding.scot

(Highland-eligible, community/heritage-friendly trusts – all with similar broad charitable purposes.)

- **AEH Salvesen's 1985 Charitable Trust**
- **Hobart Charitable Trust**
- **Bryson Corbett Charitable Trust**
- **Lady Eda Jardine Charitable Trust**
- **Miss Mary Dunlop Murdoch Andrew Charitable Trust**
- **Mrs A A Clutterbuck's Charitable Trust**
- **Peter Samuel Charitable Trust**
- **Pump House Trust**
- **Robert Barr's Charitable Trust**
- **Ronald Miller Foundation**
- **Sabina Sutherland Charitable Trust**

General notes (for all above):

- **Typical support:** Generally small to medium one-off grants (often £1,000–£10,000, sometimes higher).
 - **Eligibility:** Scottish/UK charities; activities spanning arts and culture, community development, environment, heritage, community facilities and social inclusion (as indicated individually on Funding.scot).
 - **Likely use:**
 - o Match-funding for specific packages of repair works (e.g. windows, accessibility features, equipment).
 - o Support for inclusive programming, volunteer expenses, or small-scale capital items.
 - o These smaller trusts are particularly important in rounding out match-funding once larger funders (NLHF, HES, SSE etc.) are engaged.
-

Invergordon Town Hall Proposal Report



Background

Invergordon town hall was built in 1871 by William Cumming Joass, a local architect from Inverness. Built with ashlar stone in the Italianate style it was to be used as a community events venue.

The building features interesting architectural elements such as large Venetian windows and a carving of Neptune sculpted by D. and A. Davidson. At roof level there are three urn sculptures as well as modillioned cornice.

Alterations and additions were made to the building in 1934 by Alexander Ross and Son, and the building was listed Category B in 1983.

The town hall was used for concert performances until 1934 when it was leased to the Invergordon Picture house company and became a cinema as well as a bingo hall in the late 1960s. In 1975 the building's ownership was passed to the Ross and Cromarty District Council until 1996 when it was passed to the Highland council who still own it today. In this time period it closed as a cinema in 1984 and was converted for use as in arts center in 1988.

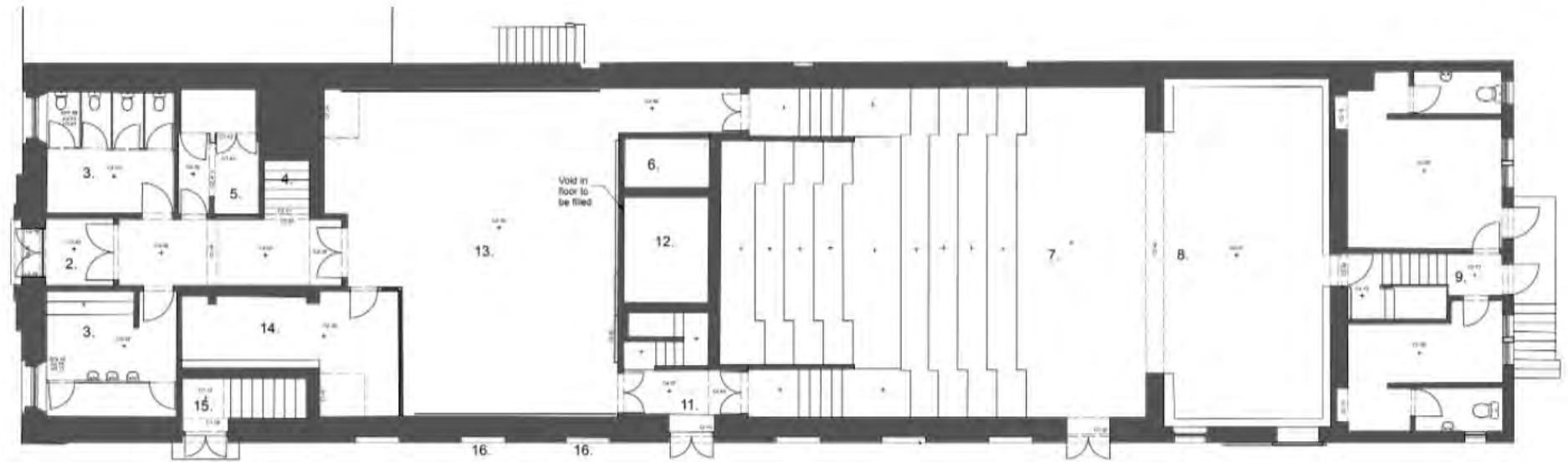
Today the building remains closed to the public with it last being used in 2024 according to the Invergordon Theatre and cinema Facebook page.



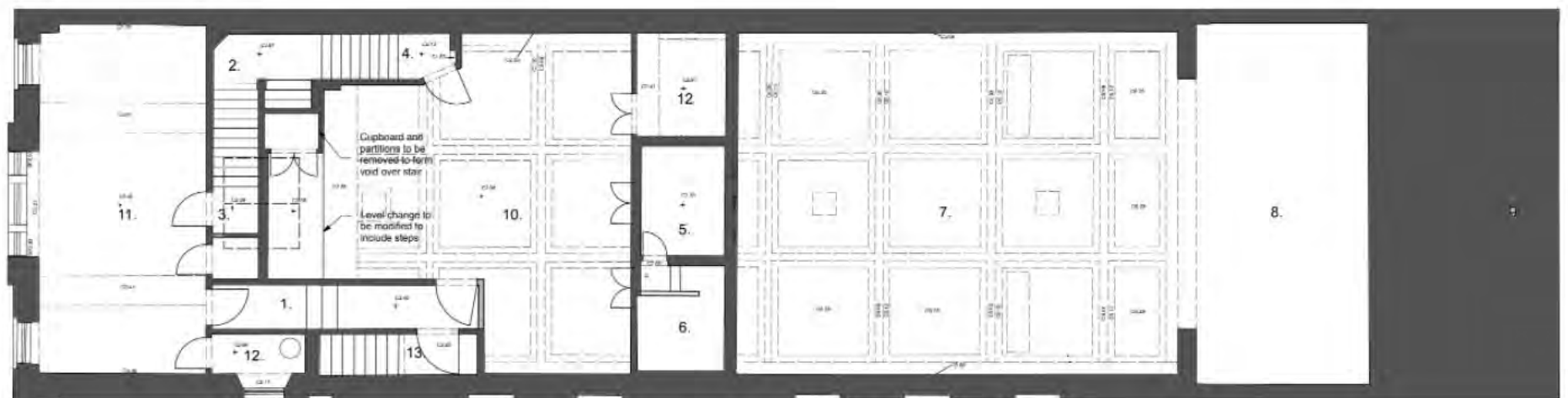
Proposal

The proposal aims to open up the Town Hall to allow for more functions and a more welcoming building, through a number of changes:

- Opening up the rooms in the front of the building will create a more inviting entrance
- The addition of a shop and exhibition space will provide an attraction throughout the year and the potential for community use
- The addition of a bar with seating space, providing for different events which may make use of the hall. Such as parties, sta productions, markets and other events
- The hall space will updated to have bleacher seating, whic give the space more flexibility
- Upstairs the rooms will be slightly altered to provide space for a café looking over the high street
- A lift will be added to allow for disabled access to the first floor
- The toilet facilities will be moved and updated



Ground Floor Plan - Existing Layout



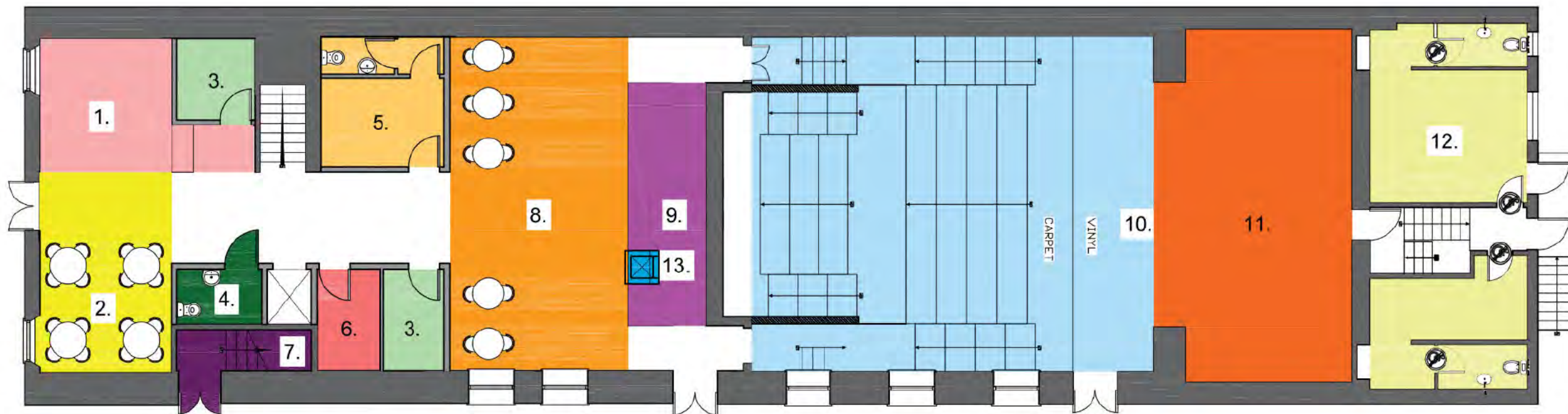
First Floor Plan - Existing Layout

Proposed Floor Plans:

Option 1

Key

- 1. Gift Shop
- 2. Cafe / Exhibition space
- 3. Store room
- 4. Accessible WC
- 5. Staff area
- 6. Office
- 7. Existing fire stair
- 8. Seating area
- 9. Bar
- 10. Existing Auditorium
- 11. Existing Stage
- 12. Existing back of house
- 13. Dumbwaiter



Ground Floor Plan- Proposed Layout

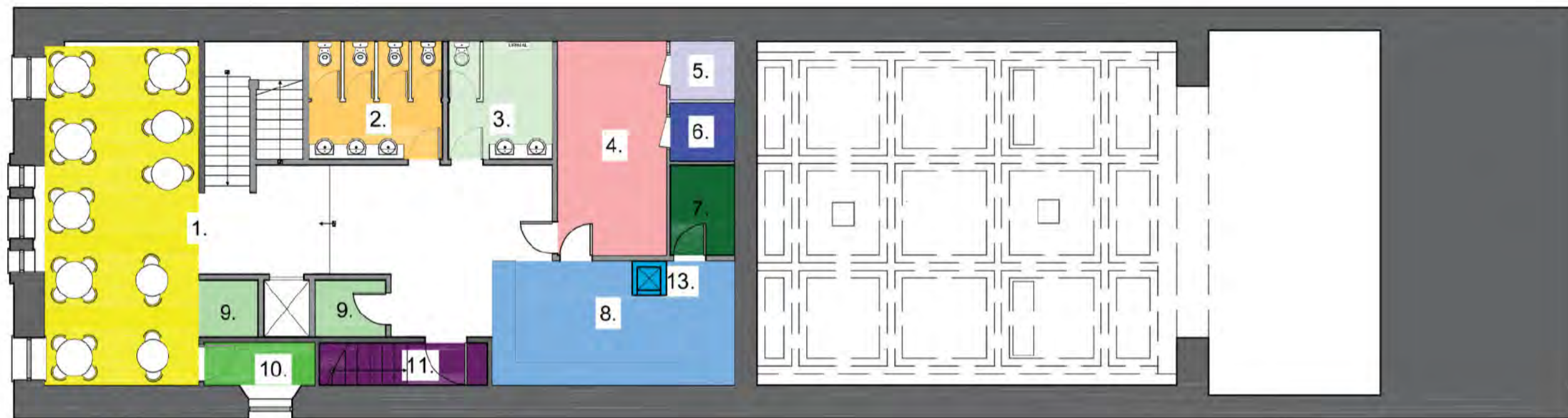


Proposed Floor Plans:

Option 1

Key

- 1. Cafe
- 2. Female WC
- 3. Male WC
- 4. Kitchen
- 5. Dry store
- 6. Fridge/ Freezer
- 7. Projector/ store room
- 8. Servery
- 9. Store room
- 10. Plant room
- 11. Existing fire stair



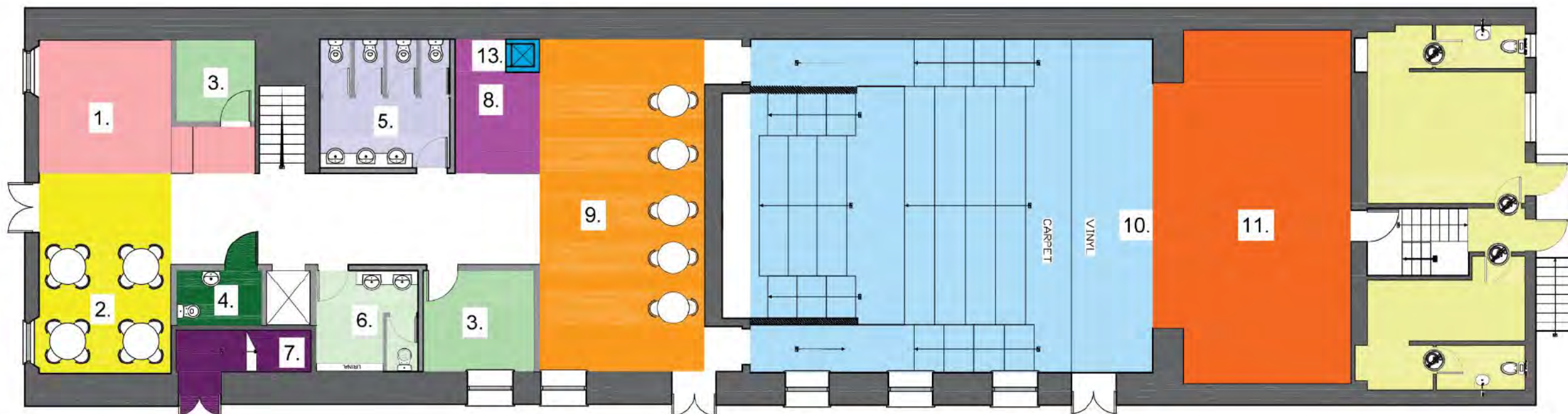
First Floor Plan- Proposed Layout



Proposed Floor Plans: Option 2

Key

- 1. Gift Shop
- 2. Cafe / Exhibition space
- 3. Store room
- 4. Accessible WC
- 5. Female WC
- 6. Male WC
- 7. Existing fire stair
- 8. Bar
- 9. Seating area
- 10. Existing Auditorium
- 11. Existing Stage
- 12. Existing back of house
- 13. Dumbwaiter



Ground Floor Plan- Proposed Layout



Proposed Floor Plans:

Option 2

- Key**
- 1. Cafe
 - 2. Servery
 - 3. Kitchen
 - 4. Fridge freezer
 - 5. Dry store
 - 6. Projector room/ store
 - 7. Office
 - 8. Staff area
 - 9. Store room
 - 10. Plant room
 - 11. Existing fire stair



First Floor Plan- Proposed Layout



3D Visuals

Downstairs Café / Gift Shop



3D Visuals

Downstairs Café /
Gift Shop



3D Visuals

Bar/ Lounge



3D Visuals

Bar/ Lounge



3D Visuals

Community Cafe



3D Visuals

Community Cafe

