

What's the story here? Immediately after a public exhibition of these proposals in the Town Hall in October 2009, this Business Plan was submitted to Midlothian Council urgently to save a beautiful, central and potentially productive old Board School for continued community use. Lives of many Penicuik folk were bound up in this magnificent old stone school. It had been active for community education and as an alternative venue while the Town Hall was refurbished, right up to the very end. It contained plenty of useful lettable space. Like all Board Schools it was designed to give lots of light and air so all the schoolchildren had all the light they needed coming over their shoulders. The Trust planned an attractive community hub with café and gardens for mothers, fathers, children, older people next to the Post Office. Astonishingly the Council's sudden response was to order demolition without announcement. We desperately presented our case to the Chief Executive but to no avail. The Councillors of all parties saw this as "dangerous" and an "eyesore", two words which could just as well be applied to Penicuik House and Rosslyn Chapel and sometimes were! The Councillors (all parties) were adamant for demolition. Penicuik hopes were dashed and the site was to remain empty and disfigured for five more years, the lovely stone ground to dust. One day a researcher may come forward to probe just what went on behind the scenes at Jackson Street. For its death throes see <http://www.makers.org.uk/place/penicuikheritage> .

Business Plan for Community Use of Jackson Street School

Summary

This is a proposal, prepared by a steering group initiated by Penicuik Community Development Trust (Scottish Charity SC037990), to lease and then buy the property 52 John Street (commonly known as Jackson Street School) from Midlothian Council. The proposal has been discussed with Penicuik & District Community Council and has their support in principle. They have agreed to nominate members for the steering group to oversee the project's development. The property would be restored and then operated as a multi-use social enterprise to include a Museum and Paper Making Heritage Centre, a Tourist Information Centre, a Community Café, premises for start-up businesses, workshop studios and vocational training facilities.

After a period during which the site is occupied on an annual lease while surveys are undertaken and grant income for purchase and refurbishment are secured, the recurrent costs would be met by mixed commercial and community use. Over a longer term, further grant income would be obtained for landscaping and to extend the scope and location of the Paper Making Heritage Centre to waterside sites in the Esk Valley.

A papermaking heritage centre of national standing – there is none in Scotland – would be an attraction that would bring people to Penicuik from a wide region of southern Scotland and beyond. Our aim is to increase footfall in the Town Centre and add to the sustainability of shopping and businesses in the Town.

The redevelopment of Jackson Street School is only one component of a comprehensive Plan for Penicuik aiming to restore Penicuik as the cultural, social and economic focus for western Midlothian and the north western Borders.

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1 Building Description

The former Penicuik Parish School was built in 1843 using a combination of parish funds and a public subscription. It was enlarged in 1873, when it was brought into the national education system as the Penicuik Board School. It is a solid buff sandstone structure, an excellent example of early Victorian vernacular building in Penicuik.

The site is strategically placed for community regeneration: it is in Penicuik Town Centre, on the main road carrying tourists en route to Edinburgh; it is excellently served by public transport links to Edinburgh and the Borders, as well as all parts of Penicuik; it is within strolling distance of the Esk Valley walkways and mill sites but also within the Town's traditional shopping centre – the increased footfall it brings will immediately benefit local shops and services.

The site occupies about 2100 m² and, when last occupied, the building included 727m² of usable space and 260 m³ for circulation space and services.

On the ground floor, there are 30 'rooms' of which 8 are suitable for general use. These include 2 offices (~17m² each), a large classroom (58m²), a gymnasium with partitioned off stores (129m²) and a café & kitchen (101m²).

On the first floor, there are 13 'rooms' of which 10 are suitable for general use. They include two offices (17m² each) and 6 large classrooms (ranging in size from 44 m² to 89 m²).

There is a large tarmac covered yard in front and a smaller one to the rear, together occupying about 1450 m².

There is no lift and the building has unsuitable sanitation arrangements for modern use as a community and business centre – a toilet annex was added to the rear when a school with only outside facilities was no longer appropriate. This will need to be replaced.

2 Use of the Building

2.1 Summary

The large number and the large size range of rooms makes the building ideal for multiple use, mixing not-for-profit community and heritage facilities with independent rooms for hire. The large ground floor halls, the classroom and ancillary rooms will provide galleries and displays for the Museum and Heritage Centre, a Community Café, the Tourist Information Centre and storage. Self-contained classrooms on the first floor

provide facilities for a variety of revenue-generating and community facilities, including start-up businesses, studio-workshops and skill-training centres.

The large front yard, currently enclosed by ugly galvanised railings, will be landscaped as a garden square, creating a feature continuous with the John Street Pedestrian Precinct, at one end of an axis of high-amenity public open-space, stretching down to the High Street. The garden square would also be a place for open air events. The rear yard has space for disabled and other parking, and service access. It is also large enough to include some sheltered housing if appropriate.

2.2 Museum and Paper Making Heritage – the Vision

Over the past four years PCDT has researched many aspects of the Penicuik's heritage and built up a large body of display material for a Penicuik Museum. In parallel, Penicuik Historical Society maintains an Archive of Penicuk documents and artefacts and recently prepared a major exhibition to celebrate 300 years since the beginning of paper-making in Scotland.

PCDT weekly exhibitions have ranged from the Penicuik High School pupil who became the designer of Concorde, to the town's 18th century African plant hunter collecting for the Empress Josephine, from the worlds first Football Pools started over the bakers in John Street, to the first major civil engineering water supply project in Britain – the Crawley Aqueduct; from the story of Penicuik's Nobel Prize winner to an archive of documents from the Penicuik Cooperative Society. The list goes on

However, only a century ago, Penicuik was not only the largest and most important papermaking centre in Scotland but also seen as a dominant player on the world stage. Penicuik Historical Society won Lottery grant money to create their paper-making exhibition.. It was a great success and brought in nearly a thousand visitors during less than one week of display. Many visitors noted that a permanent museum was needed. There is no other Papermaking Heritage Centre in Scotland, so creating such an attraction in Penicuik could become something of national standing.

Over time, the Heritage Centre would spread from indoor displays in Jackson Street School to working equipment by the Esk. Although parts remain of only one paper mill – Bank Mill – of the six originally in Penicuik, there are several usable mill lades left. The heritage centre could later extend down into the Esk Valley, eventually with working water wheels, partially financed by electricity generation.

The aim is to create an attraction bringing in day visitors from across southern Scotland and beyond, as well as educational groups concerned with Scotland's industrial history. There is enough material already in existence to open a small scale centre. Thereafter, grants and public benefactors will be sought to buy high-profile artefacts for display.

Alex Cowan & Sons' pug locomotive, grandly emblazoned with its name "Penicuik" and built for work in the mills, has been located in an industrial warehouse in Northumberland. This and the working rag beating engine used as a demonstration model for the former papermaking courses at the Jewel and Esk College are examples of hands-on artefacts that should be sought to make the Heritage Centre a real attraction.

We are also in contact with a small paper mill in Montreal called Papeterie Saint- Armand; it started in 1989 and now runs profitably using heritage equipment and production methods. We are told that the demand for specialist art paper outstrips current production.

To make Penicuik a centre attracting tourists and visitors from across the country and beyond needs imagination and vision, but it must start with small and very practical steps. The Plan for Penicuik and, in particular, the creation of a Museum and Paper Making Heritage Centre focussing initially on Jackson Street School, starts out on that journey.

2.3 Other commercial and community lets

There is a shortage of small premises in Penicuik suitable for start-up businesses. The size-range available in upstairs rooms, from two 17m² offices to three of the smaller 43m² classrooms, provide self-contained venues ideally suited to meet this need.

The larger upstairs classrooms have wonderful natural light and so lend themselves perfectly for use as art studio workshops. We are in discussion with the charitable trust Workshops and Art Studio Provision in Scotland WASPS (see 3.2) about the criteria for their participation as a partner to the development. There

are no facilities of this kind in Midlothian but management of the Penicuik Arts Festival has put us in contact with many potential users in the area.

Other class rooms would be available for vocational skills training.

A Community Café would be run on a cost-neutral basis, providing a service to local people and visitors to the Tourist Information Centre and Heritage centre; its viability is already demonstrated by its former occupancy by Jean's Café.

The Tourist Information Centre – the building is in the heart of the Town and directly on a through route. The Tourist Centre could operate with external staff paying rent or by a tourism body paying wages to our staff to man it.

2.4 Interim Use

While surveys are being done and grant finance sought for the purchase, the steering group would use the building on an annual lease, renewable thereafter on an incremental basis up to an agreed maximum period.

During this time, there would be emergency repairs to prevent further deterioration of the building. This period would be used to establish community user-groups, identify short-term business users and those providing vocational training. Such interim use would provide finance to meet running costs. The Community Café would be re-started.

3 Building Acquisition

3.1 Cost of acquisition

We estimate the cost of purchasing 52 John Street and refurbishing it to create a building available for use would be about £1M.

When first put on the market three years ago, the asking price was £500k. No sale was made at this price and property prices have since fallen. The property is now unoccupied and therefore subject to deterioration.

A further minimum sum of £250k has been estimated for basic refurbishment to bring the building up to modern standards for sewerage, electrical supply, heating and data services. Multiple levels mean that the ground floor has been made compliant with disability legislation only through awkward corridor ramps.

Proper costings can only come after the completion of an engineering survey and the drawing up of architectural plans. Nevertheless, a sum of £0.7M – £1M is likely to be needed to make the building fit for use.

Once a longer term plan is drawn up, this figure will be incorporated within a larger sum associated with any extension or redesign proposed by the architect, equipment to establish the heritage centre and external landscaping. Such components may be separately or sequentially funded.

3.2 Financing the acquisition

The purchase and refurbishment costs would need to be staged over several years, with capital expenditure derived from grant income. There would be no significant payment in the first year.

Given that 52 John Street was constructed using funds from a public subscription, its disposal would need to recognise its essentially 'common good' status and, while we are conscious of Midlothian Council's need to meet its financial shortfall, we would anticipate that the Council would be sympathetic to **staged purchase**, especially by a community-based charitable organisation for purposes that would enhance the viability of businesses and community facilities in Penicuik.

The preferred option is to make the purchase and refurbishment with **grant income**. Although we are in contact with a **bank specialising in social enterprise customers**, meeting a significant part of the costs through a loan would create a long-term drain on the energy and resources of the management group, diverting them from the primary task of creating an imaginative and nationally significant attraction for Penicuik.

All of the **grant awarding bodies** we have investigated that currently gives sums of the kind required here have a two-stage application process: a first competitive stage involves submitting an outline proposal; the second detailed stage follows after typically a year. Some initial funds may be released more quickly if the first stage application is successful, to help prepare a detailed plan for stage two. For some types of grant, a second stage proposal that remains consistent with the initial application is normally successful.

A further source of financing is partnership. We are beginning negotiations with a potential partner, the not-for-profit body **Workshops and Art Studio Provision in Scotland** (WASPS) dedicated to renovating buildings for studio workshops. They currently operate on 17 sites throughout southern Scotland, including four in Edinburgh, but none in Midlothian.

The group is currently making an application to the **Scottish Community Projects Fund**, operating through the Royal Institution of Architects in Scotland, for a small grant covering professional fees for architectural services to draw up the development plan.

We have also been offered architectural and other support for the project by **Melville Housing Association**.

4 Organisation and governance

4.1 Where we began

The project was initiated by Penicuik Community Development Trust (PCDT). Before its June 2009 Annual General Meeting, there was widespread advertisement of a proposal to restore Jackson Street School as a community facility. The 70 or so of its 170 members who attended the AGM gave the Management Committee a unanimous mandate to pursue this issue.

PCDT is a registered charity (SC037990) that has demonstrated benefit the public under the headings of “education”, “community development and citizenship”, and “The arts, heritage, culture and science”. It has run the Open House community café in Penicuik Town Hall every Saturday for four years, creating a vehicle for displaying exhibitions about Penicuik’s heritage and other matters of general interest, as well as providing a show case for other community organisations. With support from Midlothian Council, the Trust has made a regional impact with its widely acclaimed film programme, restoring public cinema to Midlothian after a 30 year gap. Three years ago, it helped to start the Penicuik Arts Festival once again putting a Midlothian event on the national stage. It is currently initiating the Penicuik Food Project, aiming to create an organic produce centre in a former walled garden within the Estates of Penicuik House.

For the year ending March 31st 2009, PCDT accounts show assets of £10,958, with receipts of £16,387 and expenditure of £16,983. The Trust is a social enterprise and therefore aims to make all its activities succeed without recurrent grant support. Hitherto, all of its projects – it is an ISBN book publisher and has produced an acclaimed set of Penicuik postcards, it runs a Cinema and the Arts Festival – all have been on average self-financing but it has been the combination of public support and volunteer enthusiasm in running the Community Café that has allowed PCDT to pay Midlothian Council a full-rate letting fee for the Café’s use of Penicuik Town Hall while still covering all its administrative costs and accruing a capital surplus as pump priming for new projects. PCDT has paid Midlothian Council a full rate rent for Saturday Open House.

These assets have been aided by prudent and transparent financial management.

However, a vision with the magnitude of the Plan for Penicuik and, in particular the future purchase and operation of Jackson Street School, needs the united efforts of all groups and individuals in Penicuik. In addition to the research that produced the first draft of the Plan for Penicuik, PCDT has been actively engaged in consultation with other groups and individuals in order to form a widely representative and technically expert project steering committee.

The steering committee will move towards the creation of a charitable company with liability limited by guarantee to take the project into the future. The ethos of PCDT – a self-sustaining social enterprise serving the community on a not-for-profit, and all-inclusive and non-discriminatory basis – will be maintained throughout.

4.2 Project steering committee

The project was initiated by a survey and research work within PCDT but its management has already evolved to an *ad hoc* group involving individuals from PCDT, the Community Council and other interested organisations and individuals. This interim group includes both those with wide-ranging community experience and those able to contribute professional skills. Roger Kelly is one of PCDT's co-founders and currently its chairman; he is a chartered town planner with an interest in conservation, a lecturer and long-standing government adviser. Eric Marchant is an architect and chartered engineer who now runs Edinburgh Fire Consultancy, advising on safety and engineering aspects for many building refurbishment projects throughout southern Scotland; he was a co-founder of the Penicuik Civic Society.

We have started discussions with Phil Watson, who chaired the Historical Society's Papermaking Tercentenary group, as well as Helen Williams, whom they employed to manage the Penicuik exhibition; Helen was formerly an exhibition organiser for the National Library of Scotland. John Scott, the company secretary of the Melville Housing Association, the largest provider of social housing in the Lothians, and Shona Macmillan of the Saltire Society, are interested in participating. A representative of Penicuik Youth Forum has agreed to participate in PCDT management committee meetings.

The steering group needed to carry the project forward requires professional capability but must have enthusiastic support across a widespread and inclusive spectrum of Penicuik people. Consultations leading to the establishment of a formal steering committee are scheduled for completion by mid November.

4.3 Work breakdown structure and timing

The project has a first phase running up to the beginning of a formal lease. The lease would run annually from April 1st 2010. There would be interim occupation and income-generation in the first year, partial use during refurbishment in the next and full use in year three.

By the end of three years, the building should be operating in a steady state in which expenditure is met by income, and grant income will have been secured to purchase, refurbish and re-equip the building. The lease would then be terminated.

Actions in the first phase:

- (i) The project management structure will be established
- (ii) The building will be recommissioned and emergency repairs undertaken.
- (iii) Plans will be drawn up to meet the requirements of the six user-groups we envisage as long-term occupiers of the building: start-up businesses; art studios and workshops; vocational training facilities, a tourist information centre; a community café, and the museum and heritage centre.
- (iv) Grant income for purchase and refurbishment will be applied for.
- (v) Financial management processes will be established
- (vi) The group will widen and make effective use of support from Penicuik people

A table describing the Work Breakdown Structure and timing in detail is given in Appendix I for actions (i), (ii), (iv) and (v), with an example of how the action (iii) is structured for one user-group.

5 Operating budget and cash flow

This section deals with the predicted recurrent expenditure and income over the transitional period up to a steady-state in year 3. Although there are inevitably some uncertainties, most of which should be clarified once an engineering survey of the building is completed, the predicted business case does provide firm grounds for believing that the proposed uses of the building can be self-sustaining. Income estimated for commercial lets corresponds to a 75% occupancy at rates currently charged by Midlothian Council at Hardengreen. At this stage, casual community lets are treated as cost-neutral and not included.

A social enterprise should operate without calling upon recurrent grant. Our analysis shows that this is achievable.

Projected Operating Budget

Expenditure	Year 1	Year 2	Steady State
Heat and Light	£15,000	£15,000	£15,000
Cleaning	£996	£1,000	£1,000
2 Janitorial Staff	£27,624	£29,926	£29,926
Insurance	£3,996	£4,000	£4,000
Telephone	£4,992	£5,000	£5,000
Water	£1,500	£1,500	£1,500
Administration	£1,200	£1,200	£1,200
Charges	£492	£500	£500
Miscellaneous	£492	£500	£500
Depreciation	£3,000	£3,000	£3,000
Repairs	£9,996	£10,000	£10,000
Rates/Rent	£1,500	£1,500	£1,500
Total Expenditure	£70,788	£73,126	£73,126

Income			
Business Lets	£11,451	£9,375	£12,500
Artists Studio			
Workshops	£11,451	£9,375	£12,500
Community café (net)	£22,913	£18,750	£25,000
Training lets	£14,663	£12,000	£16,000
Sales	£4,576	£3,750	£5,000
Tourist office	£9,163	£7,500	£10,000
Future Job Fund	£26,000	£0	£0
Donations	£3,000	£3,000	£3,000
Total Income	£103,217	£63,750	£84,000

Total Income less Expenditure	£32,429	£9,376	£10,874
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Note

The building upgrade work is in the plan for year 2. Realistically, there will be an impact on trading while building works are being carried out. As the planning process matures, it will be possible to forecast the impact with more confidence.

We shall build in a process for fund-raising in the community throughout years one and two to provide a greater contingencies fund.

6 Single Outcome Agreements

Our proposed development of the former Jackson Street School will provide Midlothian Council with powerful evidence of achievement and of its commitment to the aspirations expressed in the Single Outcome Agreement.

Theme 1

Supporting Healthy, Caring and Diverse Communities where Local Needs are met

“1. We will promote social inclusion in Midlothian”

By re-opening the Jackson Street School Community Café that closed in 2006, we shall again be able to provide a safe and inclusive place for individuals to meet and avoid isolation. The former café had a large clientele from the elderly, non-working or otherwise disadvantaged members of Penicuik’s community.

“2. We will raise the profile of Midlothian”

Establishing Scotland’s only Paper-Making Heritage Centre in Penicuik, formerly a globally renowned centre of the world’s paper making industry, will significantly raise Penicuik’s profile and, by extension, that of Midlothian.

“3 We will improve people’s health and well-being.”

The Community Café will provide a healthy food alternative and, in conjunction with the PCDT Penicuik Food Project will promote healthy lifestyle choices in relation to food

Theme 2

Maximising Business Opportunities

“1. We will continue to improve Midlothian’s growing economy.”

The Jackson Street School Project will be employing at least two Janitorial FTEs, probably 1 FTE in the Tourism function, and possibly a couple more in the Café once the business model is fully understood. It is projected to generate a spend of some £80k per annum.

“2. We will make Midlothian a more attractive place for doing business.”

Jackson St project will improve business opportunities in Midlothian by providing managed business accommodation aimed at small business start ups.

Theme 4

Conserving and Improving Midlothian’s Environment

“1. We will increase satisfaction with the quality of town centres.”

The project will increase the attractiveness of the Town Centre, by bringing a significant building back into use and adding a garden square with attractive landscaping as new public open space.

“2. We will safeguard and improve the historic environment”

By restoring a landmark part of Penicuik’s architectural heritage and bringing a derelict building back into use, we will improve the built heritage of the Town.

Appendix: Work Breakdown Structure

Phase One	132 days	30-Oct-09	30-Apr-10	milestone
Project Management	27 days	30-Oct-09	04-Dec-09	
Form Steering Group	11 days	30-Oct-09	12-Nov-09	
Planning	27 days	30-Oct-09	04-Dec-09	
Activity Plan	22 days	30-Oct-09	27-Nov-09	
Prepare Draft Activity Plan	1 day	30-Oct-09	30-Oct-09	
Draft Activity Plan Review	15 days	02-Nov-09	20-Nov-09	6
Update Draft Activity Plan	1 day	23-Nov-09	23-Nov-09	7
Activity Plan Sign Off	1 day	27-Nov-09	27-Nov-09	8
Communications Plan	22 days	30-Oct-09	27-Nov-09	
Prepare Draft Communication Plan	1 day	30-Oct-09	30-Oct-09	
Draft Communication Plan Review	15 days	02-Nov-09	20-Nov-09	11
Update Draft Communications Plan	1 day	23-Nov-09	23-Nov-09	12
Communication Plan Sign Off	1 day	27-Nov-09	27-Nov-09	13
Quality Plan	22 days	30-Oct-09	27-Nov-09	
Draft Quality Plan	1 day	30-Oct-09	30-Oct-09	
Review Quality Communications Plan	15 days	02-Nov-09	20-Nov-09	16
Update Plan	1 day	23-Nov-09	23-Nov-09	17
Quality Plan Sign Off	1 day	27-Nov-09	27-Nov-09	18
Risk And Issue Procedures	22 days	30-Oct-09	27-Nov-09	
Draft Risk and Issue procedures	1 day	30-Oct-09	30-Oct-09	
Review Risk and Issue Procedures	15 days	02-Nov-09	20-Nov-09	21
Update Risk and Issue Procedures	1 day	23-Nov-09	23-Nov-09	22
Risk and Issue Procedures Sign Off	1 day	27-Nov-09	27-Nov-09	23
Change Management Procedures	22 days	30-Oct-09	27-Nov-09	
Draft Change Management procedures	1 day	30-Oct-09	30-Oct-09	
Review Change Management Procedures	15 days	02-Nov-09	20-Nov-09	26
Update Change Management Procedures	1 day	23-Nov-09	23-Nov-09	27
Change Management Procedures Sign Off	1 day	27-Nov-09	27-Nov-09	28
Business Case	27 days	30-Oct-09	04-Dec-09	
Draft Business Case	16 days	30-Oct-09	19-Nov-09	
Review Business Case	7 days	20-Nov-09	30-Nov-09	31
Update Business Case	1 day	01-Dec-09	01-Dec-09	32
Business Case Sign Off	2 days	03-Dec-09	04-Dec-09	33

Building Recommissioning	130 days	02-Nov-09	30-Apr-10	milestone
Engineering Survey	51 days	02-Nov-09	11-Jan-10	
Funding	35 days	02-Nov-09	18-Dec-09	
Identify Source of Funding	5 days	02-Nov-09	06-Nov-09	
Apply For Funding	5 days	09-Nov-09	13-Nov-09	38
Secure Funding	1 day	18-Dec-09	18-Dec-09	39
Identify Consultant	1 day	21-Dec-09	21-Dec-09	40
Conduct Survey	1 day	04-Jan-10	04-Jan-10	41
Evaluate Survey	5 days	05-Jan-10	11-Jan-10	42
Go No Go Decision Point	0 days	11-Jan-10	11-Jan-10	43
Repairs	130 days	02-Nov-09	30-Apr-10	
Funding	80 days	02-Nov-09	19-Feb-10	
Indebtify Source of Funding	5 days	02-Nov-09	06-Nov-09	
Apply for Funding	1 day	12-Jan-10	12-Jan-10	44
Secure Funding	1 day	19-Feb-10	19-Feb-10	48
Make Repairs	79 days	12-Jan-10	30-Apr-10	
Identify Contractor	30 days	12-Jan-10	22-Feb-10	43
Carry out Repairs	17 days	01-Apr-10	23-Apr-10	51
Obtain completion cert etc	5 days	26-Apr-10	30-Apr-10	52

*Small Business Accommodation	115 days	23-Nov-09	30-Apr-10	milestone
Funding	65 days	30-Nov-09	26-Feb-10	
Conduct Market Research	10 days	30-Nov-09	11-Dec-09	
Investigate Source of Funding	1 day	30-Nov-09	30-Nov-09	
Apply For Funding	1 day	12-Jan-10	12-Jan-10	57,68
Secure funding	1 day	26-Feb-10	26-Feb-10	58
Business Model	18 days	23-Nov-09	16-Dec-09	
Draft Business Model	1 day	23-Nov-09	23-Nov-09	
Review Business Model	15 days	24-Nov-09	14-Dec-09	61
Update Business Model	1 day	15-Dec-09	15-Dec-09	62
Business Model Sign Off	1 day	16-Dec-09	16-Dec-09	63
Business Suite Design	36 days	23-Nov-09	11-Jan-10	
Draft Business Suite Design	20 days	23-Nov-09	18-Dec-09	
Review Business Suite Design	15 days	21-Dec-09	08-Jan-10	66
Update Business Suite Design	1 day	11-Jan-10	11-Jan-10	67
Business Suite Design Sign Off	0 days	11-Jan-10	11-Jan-10	68
Business Suite Fit-out	79 days	12-Jan-10	30-Apr-10	
Identify Contractor	30 days	12-Jan-10	22-Feb-10	
Carry out Repairs	17 days	01-Apr-10	23-Apr-10	71
Obtain completion cert etc	5 days	26-Apr-10	30-Apr-10	72

* There are equivalent planning structures for the accommodation to be provided for other user groups.

Financial & General Management	131 days	31-Oct-09	30-Apr-10	milestone
Identify Accountants	5 days	04-Dec-09	10-Dec-09	
Identify Lawyers	5 days	04-Dec-09	10-Dec-09	
Business Processes	18 days	23-Nov-09	16-Dec-09	
Business Suite Processes	18 days	23-Nov-09	16-Dec-09	
Draft Business Processes	1 day	23-Nov-09	23-Nov-09	
Review Business Processes	15 days	24-Nov-09	14-Dec-09	159
Update Business Processes	1 day	15-Dec-09	15-Dec-09	160
Business Process Sign Off	1 day	16-Dec-09	16-Dec-09	161
Artist Studio Suite Processes	18 days	23-Nov-09	16-Dec-09	
Draft Business Processes	1 day	23-Nov-09	23-Nov-09	
Review Business Processes	15 days	24-Nov-09	14-Dec-09	164
Update Business Processes	1 day	15-Dec-09	15-Dec-09	165
Business Processes Sign Off	1 day	16-Dec-09	16-Dec-09	166
Training Suite Processes	18 days	23-Nov-09	16-Dec-09	
Draft Business Processes	1 day	23-Nov-09	23-Nov-09	
Review Business Processes	15 days	24-Nov-09	14-Dec-09	169
Update Business Processes	1 day	15-Dec-09	15-Dec-09	170
Business Processes Sign Off	1 day	16-Dec-09	16-Dec-09	171
Tourism Suite Processes	18 days	23-Nov-09	16-Dec-09	
Draft Business Processes	1 day	23-Nov-09	23-Nov-09	
Review Business Processes	15 days	24-Nov-09	14-Dec-09	174
Update Business Processes	1 day	15-Dec-09	15-Dec-09	175
Business Processes Sign Off	1 day	16-Dec-09	16-Dec-09	176
Community Cafe Processes	18 days	23-Nov-09	16-Dec-09	
Draft Business Processes	1 day	23-Nov-09	23-Nov-09	
Review Business Processes	15 days	24-Nov-09	14-Dec-09	179
Update Business Processes	1 day	15-Dec-09	15-Dec-09	180
Business Processes Sign Off	1 day	16-Dec-09	16-Dec-09	181
Accounting System	11 days	30-Nov-09	14-Dec-09	
Identify Accounting System	10 days	30-Nov-09	11-Dec-09	
Implement Accounting System	1 day	14-Dec-09	14-Dec-09	184
Online Booking System	26 days	23-Nov-09	28-Dec-09	
Design Online Booking System	7 days	23-Nov-09	01-Dec-09	
Build Online Booking System	10 days	02-Dec-09	15-Dec-09	187
Test Online Booking System	7 days	16-Dec-09	24-Dec-09	188
Deploy Online Booking System	1 day	28-Dec-09	28-Dec-09	189
Building Lease Arrangements	30 days	12-Jan-10	22-Feb-10	43