



Community Benefit Guidance

**Guidance for Community and Voluntary
Groups for Renewable Energy Projects**

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Introduction

This guidance will suggest steps and processes to be taken into consideration when working towards obtaining community benefit funding as part of large scale wind or other renewable energy development in Aberdeenshire. The information will be of assistance in understanding what community benefit is, the process of obtaining and managing community benefit funds from a commercial renewable energy development. Community benefit is a voluntary contribution, donated by the developer of a large scale commercial renewable energy development and is referred to as the compensatory package for the community where the development will have a long term impact on the environment. The Scottish Government guidance promotes a national rate for onshore renewable energy developments as being equivalent to at least £5,000 per installed Megawatt (MW) per year. This is intended to be index linked for the operational lifetime of the development, together with consideration by developers of the scope for community investment.

Background

The Scottish Government has set targets to increase renewable energy production in order to reduce carbon dioxide emissions by over 40% before 2020. To date a large number of renewable energy developments in Aberdeenshire have made community benefit contributions through community ownership or financial remuneration. Although Aberdeenshire Council has no involvement or control over the community benefit payments, it actively encourages communities to negotiate with developers to secure a benefit package that will encourage more sustainable and resilient communities.

Community benefit is a voluntary compensation package to the community that is directly impacted by the development. For developments over 20MW, developers are required by law to show evidence of community consultation before a planning application is made. These requirements are laid out in The Planning etc. (Scotland) Act 2006. For smaller developments however, there are no pre-planning guidelines regarding community engagement.

In Scotland, Development Management Procedure (Scotland) 2011 and other associated regulations prescribe classes of development where consultation with local community is mandatory. For planning applications, community councils have the opportunity of becoming a statutory consultee.

As community benefit is a voluntarily contribution there is a responsibility for the elected members, should they have any involvement in the community benefit

process, to safeguard the impartiality of the planning process and must forgo involvement in making recommendations in any planning application.

What is community benefit?

“A voluntary contribution by a large scale renewable energy developer to the community to compensate for the negative impact of the development on that community”.

Community benefit is referred to as the contribution which is voluntarily donated by a developer for the benefit of the community that is most impacted by a renewable energy development.

Community benefit it is a goodwill gesture and Aberdeenshire Council is unable to use enforcement as a tool if a developer is unwilling to contribute towards a remuneration package for the community.

The following sections are to be used as a guide to good practice when pursuing community benefit and will seek to define: who the host community are, the geographical boundaries, engaging the community and determining community need with the local residents and the developer. It includes the need for a community action plan and how to approach the legal and financial obligations that are associated with community benefit and the best approach to gain the most benefit on behalf of the affected community.

Host Community

Generally the host community is referred to as being the community that is negatively affected within a 10 mile radius from the outer bounds of the development. This could incorporate one or more community councils and a range of other community organisations.

The boundaries of eligible areas may include the wider community; this can happen when the visual impact is prominent and affects multiple community council areas. Other considerations may include the agreed compensation to the community, if the compensations is disproportionately high compared to the size of the community, it can be agreed that a percentage would be made available to other communities locally.

Some of the issues to take into account in agreeing an appropriate geographical boundary for community benefit may include the extent to which communities are affected by:

- Physical proximity to the development
- Construction traffic
- Visual impact (including power lines)
- Noise
- Alterations to landscape character

In some circumstances it may be appropriate for communities to consider broadening the eligible geographic area, where, for example: the main visual impact of a development could affect a Community Council area (or areas) further from the site, or large development yields a significant annual sum that is disproportionate to the small population of the immediate area.

First Steps.

“It is advisable for the community to be prepared when approaching the developer and be aware of community needs and what the community would like to achieve”

Negotiations between the developer and the community should begin as early into the planning stages as possible and this is a good opportunity to encourage the developer to discuss their development, the impact it will have on the community and community benefit.

It is good practice for a developer to engage with the community in the early stages but the community can also approach a developer in the local area and can request that they hold a series of community engagement events to discuss the potential of community benefit. The community will need to organise community events to discuss how community benefit will enhance their local area and what steps they are going to take to maximise its benefit. The meeting with the developer regarding general information on the development should be arranged separately from a meeting regarding community benefit.

At the consultation, request that the developer discuss the method of community benefit they are offering and why. Discuss the community needs and any legacy projects that the community might engage in.

If the community are aware of a potential development, it might be an option to approach the local community council to discuss the next course of action and discuss the community needs and options. The Community Council are

generally aware of planning applications and may wish to set up a sub-group to investigate further. It is advisable for the community to be prepared when approaching the developer and be aware of community needs and what the community would like to achieve.

If ownership is being considered there are a number of models that the community can follow including but not limited to: community owned turbine, joint venture partnership, ownership of a share of a renewable energy project, co-operative, or other. For more information, see Appendix 1.

Community Action Plans.

Developing or updating a community action plan is a vital part of the community benefit process. Having a robust action plan provides the vision for the long term sustainability of the community and helps to identify resources needed to achieve the vision. The community should gather local action plans that have been developed by other organisations such as the local authority, community or voluntary sector as these can provide good sources of information to start the research. It is important when developing the plan to have an open and transparent process that leads to a comprehensive action plan that is supported by all the community.

“The action plan should include a community needs analysis and focus on areas of development that will have long term community benefits and lasting results”

The community can suggest that the developer assist with the compilation of an action plan, as it is in their interest also that the community is focused and has a clear vision for the future. The community can assess its own capacity, volunteer resources and knowledge and if necessary can seek assistance from local support groups such as their local rural partnership or community council.

The action plan should include a community needs analysis and focus on areas of development that will have long term community benefit and lasting results. It is not uncommon for the community to tackle short term projects in the first few years but it is advisable that longer, more sustainable projects are included such as tackling fuel poverty, energy efficiency, sustainability of the community and income generating projects. When developing community projects, it is good practice to find out who the community needs to consult with, especially if there are access, asset transfer or permissions needed. There must be a duty of care by the community not to fund projects that would be seen as

displacement, negatively impacting existing projects, businesses, or for personal benefit.

Community benefit is not just about what financial compensation is received but about what can be achieved with the compensation. The action plan should be an evolving document that allows for review and adaptation to reflect the changing nature of the community and should be re-visited regularly. The rural partnerships can support you in the process of creating a community action plan.

Some good examples of Community Action Plans:

Udny Parish Community Action Plan

<http://bit.ly/18CVrRj>

Kildrummy, Lumsden and Towie Community Action Plan

<http://bit.ly/1f7dNLw>

Whitehills Community Action Plan

<http://bit.ly/1gZPiKH>

Fetterangus Community Action Plan

<http://bit.ly/1bxuBKR>

How to include community climate change action into your community action plan.

<http://bit.ly/18Z8Ypb>

Community Benefit Consultation

General enthusiasm will need to be measured in the community regarding the need for community benefit. Community benefit funding is a valuable resource to any community and it is important that all community stakeholders; i.e.: including but not limited to those who will be affected by the development are involved in the consultation and decision making process. There can be a series of consultation events, with and without the developer present, to promote information and discussion regarding the options being presented to the community.

Some of the issues that can be addressed at the consultation include:

- What are the community needs, short, medium and long term; it is of benefit to have a long term vision for the community.
- The responsibility and complex nature of community benefit.
- Have open dialogue regarding the community benefit, whether in the form of direct financial benefit or indirect in kind benefit.
- The importance of having open discussions with the developer about financial figures and the income that the community should expect, this can be in confidence to start.
- Resources available in the community to process and administer large sums of money
- Exit strategy or continuation plans on completion of the long term renewable energy project.
- Present and future volunteer capacity.

Another important step is to determine the model of remuneration that the community would like to adopt.

Organisational Structure and Governance.

“It is important that a structure is chosen that defines the framework, around which the group is organised, as this will be the operating manual that tells members how the organisation is put together and how it works”

Once the action plan is complete, it is now time to decide whether to use an existing new community organisation who will administer the community benefit funds and the processes that will be in place for decision making. If a local group already exists or has been approached by a developer, such as a community council or a group of community councils, this may be a good time for initial discussions but do not feel that as a community there cannot be a separate identity for community benefit.

In Aberdeenshire most of the community benefit funds are administered through existing groups. There is the option to have a separate administration body that enters in to negotiations and takes on the day to day operations of the community benefit, administers the grants, encourages uptake of the fund and a separate panel for evaluating grant applications.

When using a new or existing community organisation, note that it must be open to interested groups. It is important to include as many individuals in the

community as possible and it is good practice to approach and engage as many groups as possible.

Once you have chosen the correct type of organisational fit for your group it is then good practice to draw up a constitution and agree the aims and purposes of the organisation. You can seek advice from other community groups and the rural partnerships and look at sample constitutions that are similar to the structure you have chosen. It is vital that the constitution you have should reflect what the community is trying to achieve and allows the group to operate legally. Getting your memorandum and constitution checked by a legal consultant can be helpful at this stage.

For more information regarding Types of Community Organisation, see Appendix 2.

Legal and Financial Responsibilities.

“When the community benefit group has been set up and is in place, it essential that the group has the legal powers to receive and administer the funds”

When the community benefit group has been set up and is in place, it is essential that the group has the legal powers to receive and administer the funds. This information will be clearly outlined in the constitution.

Next steps are to compile a memorandum of understanding (MoU) between the group and the developer. The memorandum of understanding is not a legally binding document, it is used to gauge the intention of the transacting parties before a deal is officially signed between them. It is good to draft this document concisely and include a clear mention of another agreement that will be drawn up at a later stage.

It is important that the MoU looks at the scale and the activities of the development plan and outlines any constitutional or significant changes in the circumstances of both parties. Some other areas to consider are:

- What is the financial re-imburement to the community?
- Who will hold and administer the funds?
- When and how the monies will be paid?
- Consequences of un-spent funds?

- Consequences of the development being sold to a third party, will the developer make arrangements to continue to support the community if this happens?
- Consequence of constitutional changes within the group?.
- End of project lifetime consequence?
- Publicity for the fund?
- Developer's requirements in relation to the benefit?

If the developer presents the community with a pre-drafted MoU, it is encouraged to discuss the document and amend if necessary to reflect the community needs. Once an agreement is made, it is then good practice to ensure any offer is legally binding and the local community will have control over the funds and a formal community benefit agreement should be finalised. If the project or the financial model changes, there will be a need to revisit and redraft the agreement and have it checked legally.

The MoU will form the basis for the final agreement and all the conditions attached to them. Most importantly, it will make the agreement legally binding.

The legal entity set up must be able to:

- Safeguard and manage an income fund. This income may include not only community benefit contributions from the developer but also any additional funds attracted and possibly other funds borrowed to underwrite projects.
- Distribute funds through a local grant scheme.
- Be legally able to enter into a contract or legal agreement.
- Protect the interests of all stakeholders.

It is recommended that communities entering into an agreement obtain specific legal advice and guidance and creating a legal entity can be done in parallel with early negotiations with developers.

Negotiation Process.

The negotiation process should go ahead once local needs and outcomes have been identified are in the local community plan. The Scottish Government guidance encourages a minimum contribution of at least £5000 per installed

MW index linked for the lifetime of the project, but it is important to remember that the point of having negotiations is to receive the best type of community benefit for the community and not just the ultimate amount of money. The developer may be able to help achieve some of the action points in the plan and assist with other community needs.

Through having a transparent and comprehensive consultation process and development plan, the community can negotiate representatively, instilling confidence back in the community and to the developer. Prior to the negotiations, the community will need to be well rehearsed in the community plan, the needs and what the community is seeking to achieve, it would be useful to have ideas and projects ready to present.

Community benefit arranged between the developer and the community can take the form of one or more combination of options including:

- Annual sum that is relative to the size of the development and for the lifespan of the active development.
- Community investment option.
- Community equity options
- Benefit in-kind development in the local community/area. Be aware of ongoing costs for any in-kind benefits
- Investment in opportunities, ie: employment/apprenticeship opportunities.

This is a negotiation process and there is no obligation to accept an offer if it does not fit the community. Be prepared to discuss options and present suggestions, as you know your community probably better than the developer and therefore have the best idea of what would benefit the community. Are there areas that the community would not be willing to negotiate without being too restrictive and is there an in-kind benefit option that could enhance the community. It is advised that the community benefit negotiation process is agreed before planning permission is granted.

If you need support throughout the negotiation process please contact your local rural partnership for advice and guidance.

Establishing the community benefit agreement.

“It is important that the community body that will administer the community benefit has a legal entity that is appropriate to be able to administer and distribute the community benefit”

It is important that the agreement allows for evaluation and feedback and this is incorporated in the final document.

It is important that the community body that will administer the community benefit is a legal entity that is able to administer and distribute the community benefit. Any discussions between the developer and the community body are encouraged to be documented correctly taking the form of minuted agreements. The developer should commit to a binding agreement with the local community. It is important to have a legal framework to protect community benefit funds and safeguard the interests of all stakeholders through the process.

The main topics to consider in a minuted agreement should be:

- The scale, frequency and duration of the community benefit.
- How the funds will be administered.
- How the funds will be distributed.
- Agreement of any purpose or guidelines of what the benefit agreement can or cannot be used to fund.
- Scope of fund to accumulate funds for longer term investment.
- Audit requirement of the developer and use of publicity of funded projects for public relations and media promotions.
- Flexibility of geographical boundaries.
- The fee paid for the administration of the fund should be agreed separate from the community benefit fund before a contract is signed.

It is the responsibility of the community bodies and the developers to agree an acceptable level of community benefit. The Scottish Government Guidance recommends a minimum of £5,000 per installed MW for annual payments or its value in benefit, index linked for the lifetime of the development.

There is an option to discuss performance related payments calculated using operation megawatt hours, for renewable energy developments and for wind farm developments, the discussion might include the impact of higher and lower returns in active windy and non-windy years.

Successfully Managing the Fund.

It is important that the management of the fund is clearly established and the structure of the administration and the assessment panel is robust and transparent. Having an agreed action plan in place is likely to make the terms and conditions for distribution of the fund much easier.

The responsibility is with the group administering the fund to see that the information regarding access to the fund is made known to the community and the procedure is straightforward and easily understandable. Applications to the fund must reflect community needs associated with the community action plan.

Points to consider before launching a community benefit fund include:

For what purpose should the funds be used?

- Who is eligible to benefit from the funds?
- How and when will the funds be distributed?
- How much will be allocated and in what timescale?
- Appeal process.

In addition, clear administrative arrangements will need to be in place and must ensure that clear guidelines are in place including how they will be enforced in the case of a project not meeting the overall criteria. The application process must be considered, i.e. application form or other method. This must be done from the outset regarding:

- The application process, including how applications will be appraised and monitored, how frequently the panel will meet and the length of time it takes to receive a decision.
- How projects will be monitored to ensure they deliver what they have been approved to do.
- How payments processes will be managed and liability of mis-use of the funds.

Evaluation and future sustainability.

“It is good practice to evaluate the projects and funding against the development plan to assess sustainability of the focus and the community”

It is good practice to evaluate the projects and funding against the development plan to assess sustainability of the focus and the community. Are the projects being funded in line with the development plan and the funding is going towards the long term projects as well as the short term projects. Evaluating the overall community needs may lead to a decision to tackle energy issues within the community through home heating schemes, insulation support, advice and support. Funding can be used as match funding to alleviate fuel poverty in an area.

Community benefit will last about 25 years and it is a vital part of the process to consider ongoing evaluation and measure the effectiveness against the community action plan. Review of the action plan through community engagement should be done after three to five years to measure the impact of the fund and to discuss the future vision of the community.

Evaluation can be ongoing as well as every 3-5 years to accurately record the impact of the fund. Managing indicators and monitoring is essential, indicators will help the community to assess more than just the outputs but also the impact that the funding has had among the recipients. The information from the reviews will help to assess if the funding is indeed making a difference.

Appendix 1:

Types of community ownership

- **Wholly community owned**

Wholly owned projects have the benefit that all of the profit generated can be invested back into the community and the community retains full control over the development and its future. There are significant benefits to this type of ownership but there are also significant risks as the community are responsible for any liabilities associated with the project.

- **Joint venture partnership**

Joint venture partnerships can be used when a community is unable to raise enough money to either wholly or partly invest in a development.

- **Ownership of a share of the turbine project.**

The option of the community owning a share or percentage in the overall number of turbines in operation. This option works well where the community is unable to afford the large scale or joint ownership.

- **Co-Operative Ownership**

Cooperative ownership requires a group of individuals to come together, and to pool their own individual money in order to purchase all, or part of a renewable energy development. Members become shareholders, each with an equal voting right, and any profit from the development is divided between them, on a basis pro-rata to the number of shares they bought.

The Boyndie model demonstrates co-operative ownership of a wind farm. More information and the Boyndie model can be accessed through the following link <http://www.energy4all.co.uk/community.asp?ID=COM1&catID=2>

Appendix 2:

Types of Community Organisations.

It is important that the type of organisation is chosen that defines the framework around which the group is organised. This will be the operating manual that tells members how the organisation is put together and how it works. More specifically, structure describes how members are accepted, how leadership is

chosen, and how decisions are made. The structure should be identified early in the process as this will give members and interested parties clear guidelines on how to proceed, to understand the common purpose and being aware that best fit may change as the organisation grows. Support and advice on the best type of structure can be given by the rural partnerships or a variety of other organisations locally.

Community Councils

Initially, the forum for considering the opportunity for Community Benefit from a large scale renewable energy development is likely to be the local Community Council which is a legal entity in its own right. Community Councils are created by statute to represent their local communities and further their interests. Although in the long term this could be the legal vehicle for a community benefit scheme there are a number barriers to the choice of the Community Council itself as the recipient and administrator of the benefit funds.

Community Councils have a wide remit in relation to a wide range of matters relating to their local area including their consultee role in the planning process. It is important that Community Councils should ensure clear distinction and separation between their responsibilities with regard to the planning process and their role in negotiating Community Benefit from renewable energy development.

<http://www.aberdeenshire.gov.uk/communitycouncils/>

Company Limited by Guarantee

A company limited by guarantee is a private limited company where the liability of members is limited. This type of company is primarily used for non profit organisations which do not have shareholders but instead have members who act as guarantors. Guarantors give an undertaking to contribute a nominal amount (e.g. £1) in the event of the winding up of the company while they are members or within one year of ceasing to be a member. By not distributing profits to members, such a company is eligible for charitable status.

A company limited by guarantee is a useful route for non-profit organisations that require corporate status. Profits are not distributed to its members but are retained to be used for the purposes of the guarantee company. Of course, this does not mean that the guarantee company cannot make a profit, as indeed it is paramount that it can and does so. Where an organisation is likely to enter into contracts, it will need the benefit of limited liability to protect its Board of Trustees / Directors and its members, who may be involved on a voluntary

basis. The following are an example of the types of contract where having limited liability is likely to be useful:-

- Employment contracts
- Purchasing land, buildings or property
- Contracting with service or product providers
- Contracts with fund raisers

A company limited by guarantee provides a clear legal identity. It gives the company the ability to own property in its own name and a democratic structure which requires its participants to adhere to the strict laws and regulations which govern limited companies generally.

A company limited by guarantee does not have shares. The members of the company do not own the company but are its decision makers. This means that the profits of the company cannot be distributed to members through dividends and that they do not have any claim on the assets of the company.

The members of the company may appoint Directors often called 'Trustees', who are given responsibility for creating and implementing policies for the company. The Directors also enjoy limited liability as long as they are not involved in wrongful trading which can include acting negligently, or fraudulently, or permitting the guarantee company to continue trading when insolvent.

<http://www.companieshouse.gov.uk/about/gbhtml/gp1.shtml#ch1>

Community Interest Company

A Community Interest Company (CIC) is a new type of company introduced by the UK Government in 2005 and designed for social enterprises that want to use their profits and assets for the public good. CICs are intended to be easy to set up, with all the flexibility and certainty of the company form, but with some special features to ensure they are working for the benefit of the community. Registration of a company as a CIC has to be approved by the Government Regulator who also has a continuing monitoring and enforcement role. CIC's are not expected to deliver essential public services in core sectors such as hospitals and schools. However, a CIC can be set up to meet the needs of local communities which can complement Government services in areas such as childcare provision, social housing, leisure, and community transport. The CIC is a flexible form that can allow an enterprise to grow and expand its activities. CICs are an appropriate vehicle for regeneration schemes.

<https://www.gov.uk/government/publications/community-interest-companies-how-to-form-a-cic>

Local Development Trusts

A Trust is a legal entity, capable of doing business in its own right through its Trustees. A "Trust" has a "Creator", "Trustees" and "Beneficiaries", and is created for a "Purpose", all in a "Trust Deed". Some points to note:

- A Trust does not have a membership but does have beneficiaries.
- Trustees are those who are entrusted to look after money, or other
- Trustees will change over time. New Trustees will come on board while others will resign or die. All changes to Trustees should be documented and the documents retained with the principal Trust Deed.

Care must be taken to consider the interests of any groups in the Community to ensure that as far as it is practical and possible, they are sufficiently represented and have a voice in relation to the Trust's affairs.

- The Beneficiaries are the Local Community.
- The Purpose of the trust are set out in the Trust's objectives expressed in distinct but fairly wide terms which allow the Trustees to operate, use, and distribute Trust Funds without fear of being challenge that they are operating in breach of trust.
- The Trust Deed - The drafting of the terms of a Trust Deed is a specialised task which should be carried out by an experienced Solicitor.

It is important to ensure that the terms are appropriate, as once the Trust Deed is agreed and signed, the Trust is created and has a life of its own. Its existence and its purpose is governed entirely by the terms of the Trust Deed. The Trustees may change from time to time, but the Purpose and the Beneficiaries may not without application to the Court to sanction any such change.

<http://www.dtascot.org.uk/content/what-is-a-development-trust>

Scottish Charitable Incorporated Organisation (SCIO)

Since April 2011, existing unincorporated charities have been able to apply to change their legal form to the new legal entity of a Scottish Charitable Incorporated Organisation (SCIO).

The SCIO is a corporate body which is a legal entity having, on the whole, the same status as a natural person. This means it has many of the same rights, protections, privileges, responsibilities and liabilities that an individual would have under the law. As a legal entity, the SCIO may enter into the same type of transactions as a natural person, such as entering into contracts, employing staff, incurring debts, owning property, suing and being sued.

As the transactions of the SCIO are undertaken by it directly, rather than by its charity trustees on its behalf, the charity trustees are in general protected from incurring personal liability. However, as with any other type of corporate body, this protection is not absolute; in some circumstances, charity trustees individually may be held responsible for the actions of the SCIO. Such circumstances are rare but may occur when the charity trustees have been reckless, negligent, have acted illegally or have acted outwith their powers in their management and control of the SCIO. The governing document of a SCIO is a constitution which must contain a number of basic elements in relation to its governance and other key matters. There is a duty to keep registers of members and charity trustees up to date, make these publicly available in certain circumstances and a meeting of members must be held at least every 15 months.

The SCIO must also:

- have its principal office in Scotland
- have at least two members; these may include some or all of the charity trustees subject to the terms of
- the constitution
- use and apply its property in furtherance of its charitable purposes and in accordance with its constitution.

The SCIO also differs from other charities on the Register in that its existence is dependent upon its charitable status (that is, upon being entered in the Register). In the case of Scottish charities which are not SCIOs, charitable status is awarded to an existing organisation such as a company, trust or unincorporated association. This means that these organisations may continue to exist even if charitable status is withdrawn, although in the majority of cases they would no longer be entitled to refer to themselves as charities. The SCIO, on the other hand, becomes a legal entity only when it is entered in the Register and ceases to exist if it is removed from the Register. The SCIO cannot choose to convert to another legal form, cannot amalgamate with a body which is not a SCIO and cannot seek removal from the Register other than by dissolving itself. This is an important point to consider before applying to OSCR to incorporate a SCIO.

<http://www.oscr.org.uk/about-scottish-charities/scio/>

Contacts

For a list of community councils in your area please refer to the Aberdeenshire Council Website <http://www.aberdeenshire.gov.uk/communitycouncils/>

Rural Partnership Contacts in your area.
<http://www.ruralpartnerships.co.uk>

BANFFSHIRE PARTNERSHIP LIMITED The Old School, Boyndie, Banff AB45 2JT T: 01261 843598 E: bpl.contact@tiscali.co.uk	BUCHAN DEVELOPMENT PARTNERSHIP Area Office, Nethermuir Road, Maud, Peterhead AB42 4ND T: 01771 613584 E: bdp@scotmail.net
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www.banffshirepartners.co.uk	www.buchanddevelopmentpartnership.org.uk
FORMARTINE PARTNERSHIP 29 Bridge Street, Ellon AB41 9AA T: 01358 720584 E: rodgunson@formartinepartnership.org.uk www.formartinepartnership.org.uk	GARIOCH PARTNERSHIP c/o Wyness Hall, Jackson Street, Inverurie AB51 3QB T: 01467 628801 E: anne@gariochpartnership.org.uk www.gariochpartnership.org.uk
KINCARDINESHIRE DEVELOPMENT PARTNERSHIP 3rd Floor, 42 – 46 Barclay Street, Stonehaven, AB39 2RX T: 01569 763 246 E: officesupport@kincardineshiredp.org www.kincardineshiredp.org	MARR AREA PARTNERSHIP Coul Home Farm, Aboyne, AB34 5JU T: 013398 87577 E: enquiry@marrareapartnership.org.uk www.marrareapartnership.org.uk

Other contacts:

Elaine Cleary, Community Economic Development Officer, Aberdeenshire Council.

T: 01467 628281 E: elaine.cleary@aberdeenshire.gov.uk W: www.aberdeenshire.gov.uk

Aberdeenshire Voluntary Action.

T: 01330 825027 E: admin@avashire.org.uk W: <http://www.avashire.org.uk>

Scottish Government CARES, Jennifer Ramsay Energy Saving Trust

T: 0808 808 8822 E: jennifer.ramsay@est.org.uk W: www.localenergyscotland.org