



**Culbokie Community Trust – Glascairn Community Project
Updated Feasibility Study & Business Case: Culbokie Green & The Village Hub
August 2021**

Contents

Executive Summary & Recommendations	3
Section One: Project Overview & Background	5
1 Project Vision & Objectives	6
2 Culbokie Community Trust.....	7
3 Project to Date	9
4 Project Terms of Reference	9
Section Two: Project Feasibility.....	10
5 Market Assessment	11
5.1 Culbokie	11
5.2 SIMD Assessment.....	11
5.3 Rural Deprivation	12
6 Market Segmentation	13
7 Consultation & Engagement.....	14
7.1 Overview	14
7.2 Early-Stage Consultation.....	14
7.3 2014 Community Stakeholder Engagement	14
7.4 2014 Community Drop in Sessions	15
7.5 2014 Community Design Consultation	15
7.6 2017 Glascairn Project Consultation.....	15
7.7 2018 Open Space and SUDS Consultation	16
7.8 2020 Active Travel Consultation	16
7.9 2021 Consultation Through Planning	17
7.10 Further Stakeholder Support	17
8 Project Strategic Fit	17
8.1 Links to National Policies & Strategies.....	17
8.2 Links to Local Policies & Strategies	18
9 Local Tourism & The John O’Groats Trail	19
10 Community Outcomes & Benefits	19
10.1 Health and Community Engagement.....	19

10.2 Social and Economic Benefit	20
11 SWOT Analysis	20
12 Competition & Displacement Assessment	21
13 Comparable Examples	22
14 Design Consideration.....	24
14.1 Site Access.....	24
14.2 Drainage	24
14.3 Car Parking	24
14.4 Culbokie Green.....	25
14.5 Hub Building.....	26
14.6 Public Toilets	26
14.7 EV Charging	26
Section Three: Project Designs & Architect Drawings	28
Section Four: Project Business Case.....	35
15 Capital Costs	36
16 Proposed Funding Sources.....	36
16.1 Summary of Potential Funders.....	36
16.2 Scottish Communities Landfill Fund.....	37
16.3 Scottish Government Regeneration Capital Fund.....	39
16.4 Place Based Investment Fund	40
16.5 Places for Everyone – Sustrans	40
16.6 The Robertson Trust.....	41
16.7 Regional Tourism Infrastructure Funds.....	41
16.8 SSE Renewables.....	41
16.9 Developer Obligations.....	42
17 Project Delivery Timeline.....	42
18 Operational Considerations	43
18.1 Café	43
18.2 Opening Hours	43
18.3 Community Hub Space.....	44
18.4 Partnership Working	44
18.5 Management and Maintenance.....	44
18.6 EV Charging	45
19 Financial Assessment.....	45
19.1 Income Assumptions (CCT Operated) ..	Error! Bookmark not defined.

19.2	Expenditure Assumptions	Error! Bookmark not defined.
19.3	Franchise / Third Party Option.....	Error! Bookmark not defined.
19.4	Summary of Financial Viability.....	Error! Bookmark not defined.
19.5	Growth Assumptions	Error! Bookmark not defined.
19.6	VAT Considerations.....	Error! Bookmark not defined.
19.7	Five Year Projections.....	Error! Bookmark not defined.
20	Marketing & Promotion Plan	46
20.1	Overview	46
20.2	Marketing Community Projects	46
20.3	Market Segmentation	46
20.4	Promotional strategy	47
20.5	Marketing Action Plan	48
21	Project Risk Register	49
22	Exit Strategy	54
23	Recommendations.....	54
	<i>Project Appendices</i>	<i>55</i>
24	Appendix One: 2017 Consultation – Concerns.....	56
25	Appendix Two: Letters of Support	58
26	Appendix Three: Culbokie Green Cost Summary	64

Executive Summary & Recommendations



Culbokie is a village on the Black Isle, with significant recent growth – in particular as a result of housing development on the site where the Trust is proposing the new Culbokie Green and Village Hub. Wider consultation, local assessment, and information indicates that services are limited for residents of, and visitors to Culbokie. The Trust is seeking to address this, and provide improved access to community space, formal services, meeting place, and recreation.

Culbokie Community Trust identified the opportunity to purchase a 0.5ha site of land in the centre of the village. They obtained funding and engaged Urban Animation in 2014 to consult with the community, identify their needs, and develop a design and accompanying Feasibility Study and Business Plan for a new community space. The whole project became known as the Glascairn Community Project.

The detailed Business Plan was prepared as part of a wider review, requiring community consultation into the proposals submitted by the Culbokie Community Trust in the Community Right to Buy process, and providing a design for the outcomes of that consultation that met community needs.

The Business Plan looked at proposals arising from the community consultation process carried out by Urban Animation, and specifically looked at proposals which would require land purchase to realise the ambitions of the community.

In addition, a detailed feasibility study was produced to demonstrate the level of support and viability of the project. This study looked at each element (and phase) of the Glascairn Community Project, outlining the potential delivery options and benefits that would be realised for the local community, visitors, and the economy.

Throughout the intervening years the Trust has progressed certain key milestones within the Vision and are now at a critical stage for making planning and major funding applications to achieve the delivery phases of the Glascairn Community Project. In moving forward, it is noted that the Glascairn Community Project (or “the Project”) comprises primarily of two separate main elements – Culbokie Green (or “the Green”), and The Village Hub (or “the Hub”).

With the support of consultant’s time made available through the North Highland Initiative, the Trust is reviewing their earlier studies by bring these up to date and the following report is a distillation of this review.



Initial 2014 Concept Design by Urban Animation

This revised Feasibility Study and Business Case demonstrates the strength of this Community Led project, outlining the options for its operation and management, and the financial sustainability projected in the first five years. The Business Case demonstrates a strength in working with a third-party franchisee to deliver the café and highlights the Trust’s affinity in seeking to work with an organisation that operates within the third sector and supports the delivery of social and community focused outcomes.

This report also reviews comparable examples across Scotland and undertakes an assessment of any business duplication risk locally including the Tuesday afternoon church café, Findon Hall and the Culbokie Inn.

Recommendations

- (1) Having received full planning permission, it is recommended that, on receipt of planning consent, the Trust applies for capital funding for the Village Green and the creation of the first phase (café and toilets) for the Community Hub
- (2) It is recommended that the Trust considers the option for franchising out the café to a third party.
- (3) It is recommended that the Trust considers the Pricing Policy enclosed in the business plan section of this report as a basis for future rental costs for the proposed new facilities.
- (4) It is recommended that the Trust considers the option for the toilets being charged for through a coin/card operated door mechanism.
- (5) It is recommended that the Trust investigates the option for providing a rapid charger, with the capacity to generate a modest revenue stream.
- (6) The Trust should consider applying to VisitScotland for Accreditation, which would then allow them to work with the Local Traffic Authority to install a Brown Sign on the A9.

Section One: Project Overview & Background

1 Project Vision & Objectives

The Glascairn Community Project proposes the development of a multifaceted village centre space in Culbokie, on land purchased by the Trust in 2015 through the Community Right to Buy Scheme. Through this project the Trust is seeking to create a new heart to the village, providing a gathering space that will address health and wellbeing, improve and encourage community involvement, and support the development of additional services in an environmentally sustainable manner.

The project will comprise:

- A new Green providing space for outdoor activity, leisure, and recreation, with wildflower planting, community gardening opportunities, informal natural play provision, tree planting, seating, shelter and paths.
- A Community Hub enhancing community services and multi-use space provision for groups, clubs, events, community meetings, and the provision of partnership services such as health and wellbeing, and community services.
- A community café providing a meeting space, with potential for partnership operation, employment and training opportunities, and revenue generation.
- A rapid charger in the car park to serve the community and visitors

Culbokie Green

The Green will be developed on 0.5ha land in the heart of the village. It will provide a new focal point in the village, away from the traffic, where people can gather and socialise and take part in community events and activities – and it will be open, free of charge, 24/7.

The Green will be visually attractive with wildflower meadows, winding paths and seating, a community orchard, native trees, bee friendly planting, natural play spaces, an outdoor table tennis facility, a herb garden and a covered shelter with a living roof.

Community Café

The community café/community shop was identified by a number of consultees. Culbokie is very unusual in having only one food provider, the Culbokie Inn, which recently closed but has since reopened. The need for an alternative for informal meeting and gatherings is reflected in the success of the Tuesday afternoon café run by the local Church. Many consultees expressed concern that the Church café

should not be adversely affected by the Project and questioned how a café might be viable if the pub were reopened. The use should complement the church cafe (which is a distinctive once weekly offer) and other local services will not be duplicated.

Almost all settlements on the Black Isle and in neighbouring Dingwall and Seaforth are well able to support at least one café and a pub. The markets for these facilities are quite distinct, relating to the type of food served, the opening hours, the ambience etc. The lack of a commercially run café in Culbokie leaves a gap in the market in a prosperous area and creates an opportunity for the CCT to provide this service in a business-like way.

Community Meeting Space

One of the primary drivers behind the development of the community hub is to facilitate and support greater community cohesion – providing the space and opportunity for people to meet formally and informally. The initial café and community building proposed in the first phase will allow for groups, clubs and organisations to meet both during the café's operating hours, and in the evenings when the café is closed. The Trust would look to retain access to all or part of the kitchen facilities to support this.

The Trust envisage the development of a further phase comprising a second building to provide greater community space. The success of this first phase will support and further develop this subsequent project.

Public Toilet Provision

The development of the Hub will provide the opportunity to provide public toilets, serving local residents and visitors to the community. Consideration is made within this report as to how these may be monetised through a donations box, or a more formal coin / card operating access system.

Further Phase Development – Business and Community Services Space

The wider project aim looks to include the provision of a further building to house a wider variety of community space. This space will include rooms for hire, with a focus on engaging tenants that can deliver community services such as health and wellbeing, or support developing local business. Room hires, while potentially risky, is also highly profitable; which is why most community centres offer this functionality and also why many commercial landlords provide it.

Rapid Car Charger Provision

As part of the Trust's vision to improve environmental sustainability, the provision of Rapid Charger Stations has been considered as part of this Hub development. This aligns with the Highland Council's desire to improve the infrastructure supporting electronic vehicles across the Highlands and Islands.

2 Culbokie Community Trust



Culbokie Community Trust (CCT) was set up in 2014 to develop a new gathering space and community hub in the centre of the village. It will be developed on land purchased by CCT in 2015 and is known as the Glascairn Community Project. Our ambition is that the new facility will include a café, a digitally connected health room, a flexi space for community activities and some business rental space together with a covered outdoor space, plus outside seating, play areas and gardens.

Since 2014 CCT has evolved to take on many other projects. These include hosting the monthly Culbokie Community Market, helping to look after Culbokie Woods, running the Permanent Orienteering Course in Culbokie Woods, establishing and running the 'sharing shed', working towards the development of an

active travel route through the village as part of Sustrans 'Places for Everyone' scheme, exploring our local history and helping to keep the village clean and tidy.

The CCT Board comprises 8 members with a range of experience relevant to this project including finance, land management, construction, project management, social and community development, planning, fundraising, event organisation and communication.



Penny Edwards - Director

Elected 2/12/14. Penny's career has been in rural development, countryside management and forestry. Previous jobs have included Head of Strategy with the Central Scotland Countryside Trust, Chief Executive of the Sussex Wildlife Trust and Field Officer with the British Trust for Conservation volunteers. She also ran her own environmental consultancy and local hardwood timber business in Falkirk. She moved to Culbokie in 2008 and established an upholstery and woodworking business. She worked with Ferintosh Community Council to start the Culbokie Development Group in 2011 and was the first chair of CCT from June 2014 until Dec 2017. She is a Trustee of The Pebble Trust which supports sustainable lifestyles and a reduction in fossil fuel use with a focus on Highland Scotland.



Mark Douglas – Director

Elected 26/10/15. Mark is a Chartered Quantity Surveyor, having studied in Glasgow, and has worked in the construction industry for the past 30-years. He moved to Inverness in 2000 having worked in the Highlands and Islands for a number of years, whilst commuting on a weekly basis from Glasgow. Mark and his family moved to Culbokie in 2005 and his son attends Strathclyde University.



Richard Fyfe - Chair

Elected 2/12/14. Richard has lived in Culbokie since moving from Dingwall in 2001. He retired from SEPA in May 2021. He worked for SEPA in Dingwall as a Chemist before becoming a specialist in environmental regulation. He also has experience in dealing with planning and Scottish Water issues and has a keen interest in environmental issues.

He is an active member of the Culbokie Church of Scotland. Richard has a keen interest in the outdoors and his hobbies include hillwalking, cycling and kayaking as well as gardening.

Richard is an active member of the Culbokie Church of Scotland where he is the Session Clerk. You will regularly see him helping out at the soup lunch in Findon Hall.



Paul Wadge - Director

Elected 30/11/20. Paul is relatively new to Culbokie having moved here with Fiona in December 2019 from Stokenchurch in Buckinghamshire. Paul's career, spanning 43 years, was in telecoms manufacturing - initially as a programmer in the very early days of development of software to control telephone exchanges, then as a project manager and most recently as the customer service

manager responsible for project and support delivery to major operators in the UK, Europe and South Africa. Now retired, Paul is a volunteer with Black Isle Cares Meals on Wheels and a member of the FCC Volunteer Steering Group. His interests include Club Audi (Chairman & Newsletter Editor), Severn Valley Railway, photography, technology, walking and cycling.



Alison Petch - Vice-Chair

Elected 3/10/16. Alison returned full time to the family home in Culbokie when she retired in 2015. After training in planning and in social work, she spent her working life in health and social care. Initially this was as a university-based researcher. Latterly she led two third sector organisations which tried to ensure that what is learnt from research gets put into practice. She is currently Chair of the Dunhill Medical Trust and a Trustee for the Life

Changes Trust and for C-Change Scotland. Her core interest is in trying to ensure that everyone is able to access a good quality of life.



Jillian MacKenzie - Company Secretary and Treasurer

Elected 2/12/14. Elected 02/12/2014. Jillian is a Chartered Accountant originally from Sutherland but moved down to Ross-shire and then Culbokie from 2006 due to work. Jillian is from farming family and this area of work remains much of her routine in Frame Kennedy, a long-standing accountancy practice she runs with her fellow directors.

Specialising in new business start-ups and advising and assisting family businesses survive, flourish and develop in all walks of the industries prevalent in the Highlands keeps her busy fairly non-

stop. Jillian has her own portfolio of clients ranging from large multi-million-pound businesses to the local crofter and lists her specialisms as farming, tourism and general family businesses.

Between her family and the various community concerns that she volunteers for she has little free time to explore the various hobbies that she lists including foreign travel, badminton, reading and discovering yet more out of the way coffee shops with the best coffee ever!



Marilyn Richards - Minute Secretary

Elected 2/12/14. Marilyn retired to Culbokie in December 2013 having spent her whole life living in small communities. For 30 years Marilyn worked near Greenock and then in Kirkwall as a Maths teacher in a variety of promoted posts including four years working with local businesses to support disadvantaged young people into work. The last eight years of her career were spent as Assistant Director of Education in Orkney, where she

worked with all the Islands' schools and communities to implement the new curriculum. Marilyn has also held a variety of positions in Community Council, School Board, and other voluntary organisations.



Angie Morris - Director

Angie has lived in Culbokie for 19 years. Having taught in a sixth form college in Hampshire, secondary schools in South Wales and as voluntary secretary of the Henville Educational Foundation in Hamble, her background is in education and the performing arts. Since moving to the Highlands, Angie has taught Higher Drama at Eden Court Theatre and worked at Inverness College UHI in various

roles, including Senior Lecturer in Core Skills and Education, Schools Liaison Development Manager and Lecturer / Programme Leader for the HNC Acting and Performance course. Now retired, Angie has more time for volunteering as chair of Ferintosh Volunteers Steering Group and as an active member of the CCT Fundraising Team.

Wider CCT Membership

CCT has around 315 members who support their work. Within this number are around 100 active volunteers who take part in all manner of work including leading

project teams, organising and running events, undertaking practical projects and helping with day-to-day tasks. Training is promoted amongst volunteers to help develop individual and community capacity.

3 Project to Date

The Glascairn Community Project has been developed and progressed over the last seven years. The following key delivered tasks and outputs demonstrate the drive behind the project, and the capacity of the trust to deliver:

- The Trust has steered the project for the past 7 years through a successful 'community right to buy' application resulting in the acquisition of around 0.5ha land with Scottish Land Fund funding
- The Trust has secured a legal agreement with Tulloch Homes, worth around £75,000, to secure all the site servicing (as part of a larger neighbouring housing development), and a land exchange to optimise design layout.
- The Trust has negotiated the sale of 'surplus' land to Cairn Housing Association for 6 affordable housing units leading to a capital receipt, generating £73,3000 toward the costs of the proposed community buildings.
- The Trust has appointed and worked with Architects and Designers to develop the concept, and drawings for the site and proposed buildings.
- The Trust has commissioned landscaping design of the Green from landscape firm H&M
- The Trust has worked with Sustrans to integrate the Green into the place-making proposals for the Culbokie Active Travel route
- The Trust submitted a planning application to Highland Council, which was approved in August.

4 Project Terms of Reference

The Culbokie Community Trust (CCT) wishes to develop a Village Hub and central gathering place on community land that it owns. The need for a Hub has been identified through considerable consultation with the local community.

The development will provide a comprehensive and sustainable range of activities and services that meet the needs of the community by including a café, health and wellbeing services and social activities for all sections of the community.

Purpose

- That the project will deliver an environment and activities that help to meet the needs of the local community.
- That the project will help to address the current level of amenity and services that is considered inadequate by the community.
- That the project will help to improve the health and wellbeing of local residents working within the idea of a compassionate community.
- That the project will increase the quantity and quality of social interaction and support the reduction of social isolation and loneliness in the community.
- That the project will develop initiatives with the aim of offering support to those residents with additional health and social needs.
- That the project is managed in a sustainable way.
- That the project continually looks outwards towards organisations and ideas that will sustain the project for future generations living in and around the community.

Responsibilities of the Culbokie Community Trust

- To provide a partnership platform for the generation of ideas and the promotion of collaborative working.
- To provide a channel for communication and consultation with the community.
- To seek financial support to bring the capital project to fruition.
- To develop a brand identity for the community hub and to lead on the marketing and public relations of all activities and services.
- To develop and support individual/community volunteering opportunities and activities in the community hub.
- To develop and maintain a five-year business plan for the project.

Responsibilities of Project Supporters

- To offer in-kind support to the Hub.
- Active engagement in designing the activities of the project through an integrated programme.
- Active engagement in the design of the Hub and associated open space.

Section Two: Project Feasibility

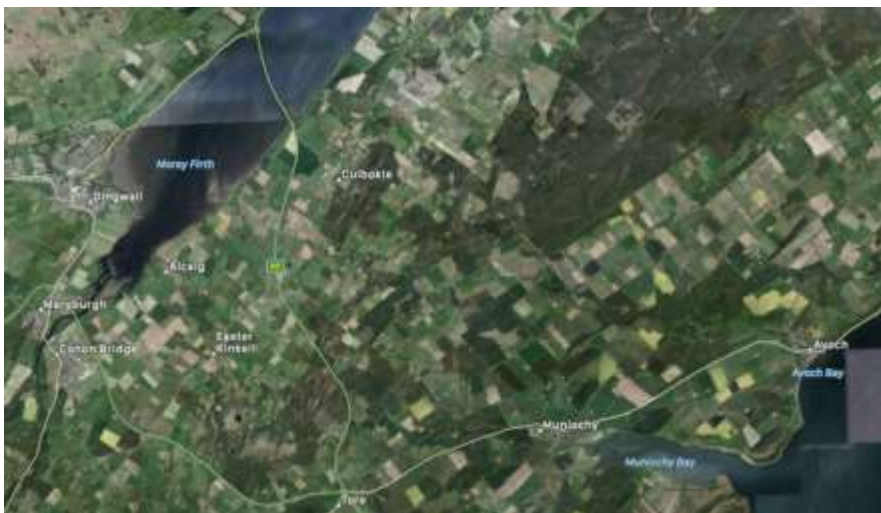


5 Market Assessment

5.1 Culbokie

Culbokie is a village of around 1,250 people. It started as a scattered farming / crofting village which expanded rapidly after the construction of the A9 north from Inverness in the early 1980s. Growth took the form of a series of new housing estates branching off from the main road.

The population soared from a few hundred to its current level and the village evolved into a 'dormitory' for Inverness and Easter Ross. As the village grew, local services didn't keep pace – for example there is no obvious focal point, GP, dentist or pharmacy and minimal business premises. Most people therefore access everyday services in the nearby towns which, owing to the poor public transport system, means that residents are very car dependent.



Culbokie is now strung out along 2km of the B9169 which is the main through-road to the north side of the Black Isle carrying moderate volumes of heavy vehicles. This road dominates the village making it unattractive for walking and cycling so that most people access existing village services (the small shop, church, school and village hall) by car adding to traffic noise and pollution. Although there is a very high level of community spirit and activism, the village desperately needs a

focal point for community services and business use and quiet paths and greenspaces away from traffic for community interactions and informal social activity.

5.2 SIMD Assessment

Social Indices of Multiple Deprivation (SIMD) are **Indices of multiple deprivation (IMD)** which are widely-used datasets within the **UK** to classify the relative **deprivation** (essentially a measure of poverty) of small areas. **Multiple** components of **deprivation** are weighted with different strengths and compiled into a single score of **deprivation** which is the indicator used to measure a range of deprivations.



For each ranking the data zone is ranked from 1 being the most deprived in Scotland to 6,976 being the least deprived. The most relevant Datazones in proximity to the project site are detailed in the table below:

Data Zone	S01010727	S01010728
	Black Isle North	Black Isle North
Population	655	535
Overall Rank	5,276	5,188
Decile	8 th Decile	8 th Decile
Income Domain Rank	6,245 9 th Decile	5,972 9 th Decile
Employment Domain Rank	6,438 10 th Decile	5,853 9 th Decile
Health Domain Rank	6,518 10 th Decile	5,829 9 th Decile
Education Domain Rank	5,533 8 th Decile	5,359 8 th Decile
Access Domain Rank	189 1 st Decile	425 1 st Decile
Crime Domain Rank	6,544 10 th Decile	4,871 7 th Decile
Housing Domain Rank	5,157 8 th Decile	6,009 9 th Decile
% Without access to high-speed Broadband	48%	20%

As the above table demonstrates, the key issue of deprivation in the local area relates to geographic access, with both datazones ranking extremely highly in this index. The provision of a new village hub would look to alleviate this.

5.3 Rural Deprivation

The Scottish Rural Policy Centre (SRUC) published a report in 2014 entitled Rural Scotland in Focus which monitors how rural Scotland is changing, focusing on: population trends, the lives of young people, the levels and experiences of poverty and disadvantage and how use of our finite rural land resource is negotiated through planning and other means. With specific reference to the Culbokie Village Hub Project, it is important to consider the aspect of rural inequalities, which, as

listed below create challenges to living that are different from communities within larger urban areas.

The continued prevalence of this research is evidenced through the creation of SRUC's working group on Rural Poverty and Health Inequalities, who continue to invest in research in the area, and have worked with the Scottish Parliament Cross Party Group on Rural Policy in recent years.

The following are key aspects of rural life that highlight differences and inequalities in rural life, all of which may increase perceptions of inequality for those living in Culbokie and the surrounding rural areas.

1. Employment Issues and Inequalities

In reviewing employment in rural areas, the SRUC report highlights a significantly larger percentage of those in part time or smaller contract jobs, often with lower hourly rates or salaries than counterparts in urban population centres. Many rural areas have become increasingly reliant on the Tourism Industry, and as a result many jobs are seasonal in demand, reducing the overall hours or contracts available over the year.

2. Fuel Poverty

Living outwith larger urban areas is likely to increase the costs of goods overall – primarily due to the cost of the supply chain network required. This can be seen in the cost of petrol and diesel with a predominant market of independent providers, unable to offer the prices of larger national outlets. This issue raises a secondary cost to local residents, with rural communities relying more on private transport, and often having to travel further for services. Ultimately, for residents of communities such as those in Culbokie, more fuel is required to travel for day-to-day work and leisure, and that fuel is supplied at a higher cost.

A second aspect of fuel poverty proposes that many rural communities will have an older stock of housing on average, thus requiring higher costs to heat. Where newer modern housing common to urban population centres have been designed to be efficient in retaining heat and using energy, the older houses found in rural communities are often significantly less efficient with older windows, colder brickwork, and poorer insulation.

Report on Minimum Income Standard for Remote Rural Scotland

The above report, reviewed most recently in 2016, follows on from work and research on the Minimum Income Standard for Scotland. Considering the previously noted inequalities in rural living, the report highlights that the cost of food and consumable goods are between 10-50% higher in rural areas, whilst clothing and household goods are between 30-50% higher than in urban areas.

6 Market Segmentation

In delivering the proposed project, the following key market segments have been identified:

Local Residents – Seniors	<ul style="list-style-type: none"> The café will be key to serving senior residents in the village, providing a space to socialise, catch up, and tackle loneliness. Key product offerings for this market will be hot drinks, soups, light lunches, and baked goods.
Local Residents – Home Workers	<ul style="list-style-type: none"> The café will provide a working space for the increased number of people home working, or working between the office, and the home. Key product offerings will be hot drinks, snacks either for sit in or take away. The provision of Wi-Fi should be considered, however guidelines on the length of time someone can sit may be required.
Local Residents – School Runs	<ul style="list-style-type: none"> The Trust recognises the potential for the café to serve parents following the morning, lunchtime and afternoon school runs. The current school roll is 86 pupils in P1 to P7 (aged 5 years to 12 years) and 25 pupils in nursery (aged 3 years to 5 years) Key product offerings for this market will be hot drinks and baked goods.
Local Residents – Young Families	<ul style="list-style-type: none"> Similar to serving the school run market, local residents with young (pre-school) aged children will

	<ul style="list-style-type: none"> use the café as a space to socialise, and an opportunity to leave the house without having to travel far. Key product offerings for this market will be hot drinks, juice, snacks, and baking. There is an opportunity to provide child friendly products and spaces in the Café.
Passing Trade – Workers, Tradesmen etc	<ul style="list-style-type: none"> Anecdotal evidence from other cafes in smaller communities in the Black Isle indicates a viable market in passing tradespeople, workers, delivery drivers etc. The Hub in Culbokie will be well positioned to serve people travelling East from the A9. Key product offerings for this market will be hot drinks, snacks, baked goods, hot rolls, soups etc – consideration of take away serve-ware will be required.
Passing Trade – Day Trips	<ul style="list-style-type: none"> Successful signage and promotion will attract customers from out with Culbokie that may be travelling past or through the village. This will include those travelling to key local day trip destinations such as Cromarty, Fortrose, Rosemarkie, Tore etc. Key product offerings for this market will be lunches, refreshments, hot drinks, baked goods etc.
Tourism – By car	<ul style="list-style-type: none"> Tourism will deliver a key, albeit seasonal, market for the café. Key product offerings will include hot drinks, lunches and snacks as well as art, souvenirs and local craft products.
Tourism – Walking & Cycling	<ul style="list-style-type: none"> As above, all tourism will deliver a key, albeit seasonal, market for the café. In considering cyclists and walkers, healthier snacks and take away products will be more prevalent.

7 Consultation & Engagement

7.1 Overview

Community and wider stakeholder consultation and engagement have been an integral part of the project development and the Project proposal has been shaped by the responses of various engagements over recent years. As demonstrated by the summary below, a small number of consistent messages emerged through this process both on community needs/ priorities and on concerns regarding development of the site and the potential impacts of the proposals.

7.2 Early-Stage Consultation

An initial survey in 2011 received 85 responses from 410 households alongside the feedback from tailored school surveys. The presented findings of this engagement listed key priorities, including the following relevant to this project:

- Health Centre
- Café
- More Off-Road Paths and Cycle Routes
- More Sports Facilities
- Teenage Activities

7.3 2014 Community Stakeholder Engagement

Interviews were held with over 30 representatives of community groups, exploring the potential of the Glascairn Community Project. The following feedback was provided.

Priorities

- Bigger Shop (overwhelming response).
- Parking – for shop/inn, local residents out of hours/those taking buses or car sharing.
- Focal point for village – inside and outside – a gathering place – somewhere for locals and visitors to stop. “A school gate equivalent for people who don’t have children”.
- Housing (social/affordable/sheltered/assisted mentioned by some).
- Business Units/Retail e.g., Hairdresser.

- Aspiration for full time GP (but most realise this is unrealistic). As an alternative some form of outreach GP clinic and space for other visiting health professionals.
- Something for teenagers (but no clarity on what would work).
- Improving path access linking to site from elsewhere in the village and re-sited bus stop.

Design of Space

- Prefer traditional buildings with local materials (e.g., sandstone or white render/black paintwork) but recognition that this may be more expensive. Mixed feelings about timber cladding and flat roofs. Would like spaces inside to be light and airy.
- Prefer 1-1.5 storey buildings that will not block views or feel like they overlook others.
- Prefer any buildings to be set back from the road to the rear of the site.
- Majority favour some form of green space – not just landscaping of a hard area. Like a village green but not in the traditional sense. Also, somewhere to put a village Christmas Tree. “We are in the country so need to keep that feel to it”.
- Some mention of sustainable materials, heating etc. “Eco-friendly but cost effective”.
- Prefer multifunctional internal and external spaces

Site Based Concerns

- Drainage a big concern for some, especially neighbouring residents.
- Parking and access are the other major concern - site won't be fully accessible on foot which could increase traffic and parking issues.
- Development must be easy to maintain - it could become an eyesore in a few years.
- Concern over potential litter problems.

Wider Concerns

- Project needs to take community with it.
- Don't want a white elephant that won't hold together financially.
- Some concerns of an overlap with church cafe and community market - both are valued community services. Will these activities stop? However, also recognition that these things only happen once a week/ once a month and that the community has wider needs.

- Needs to be careful none of the facilities proposed overall or duplicate what is available through the football club or village hall.

7.4 2014 Community Drop in Sessions

Community Drop-in Sessions were held following the above engagement in 2014 where information boards, maps, feedback and discussions were held to gain further understanding of community views and needs. The following points were noted from the 70 attendees:

Priorities

- Bigger Shop
- Increased parking
- Green space for people to gather
- Drop in medical facility for visiting professionals
- Community cafe
- Private retail/commercial units
- Sheltered/assisted housing

Issues/ Concerns

- Project needs to avoid competing with Hall, Church Cafe etc which may be affected.
- Not enough demand for business/ retail units
- Might create a white elephant that won't work financially
- Is there wide enough community support for proposals
- If there is a garden/ green space who will maintain it?
- Increased traffic congestion/ parking problems



7.5 2014 Community Design Consultation

A further open meeting was held on the evening of Thursday October 30th 2014 to consider three design options for the site and also to discuss possible operational models and priorities for different facilities which could be placed on the site e.g., cafe, shop, housing and health care services. This meeting was attended by 56 people, with the feedback indicating a design preference that combined two options. This design should include the following:

- a relatively small, informal square
- more green space and landscaping
- traditional single storey buildings
- a covered space for events, activities and shelter

7.6 2017 Glascairn Project Consultation

A consultation event took place on 11th May 2017 which had been promoted by a leaflet to every home in the CCT area. The purpose of the consultation was to

ascertain community views on an approach to CCT by Tulloch Homes to enter an agreement for mutual benefit. This would to secure the integrated development of the community-inspired Glascairn Community Project and the land zoned for housing resulting in alterations to the proposed layout of the community site and the placing of a SUDS basin within the green.

54 individuals took part in that event which included a drop-in session, a presentation and a community Q&A. Feedback sheets were provided to everyone attending leading to 28 formal responses. Further feedback was sought after the event from those who hadn't attended which elicited a further 22 responses. Key findings and relevant points are noted below:

- Total number responding – 50 people
- Those indicating support for the agreement with Tulloch Homes– 30 people representing 60% of responses
- Those indicating opposition to the agreement – 13 people representing 26% of responses. 6 of these respondents did not give a reason for their opposition.
- Those neither expressing support or opposition – 7 people representing 14% of responses

This event also allowed CCT to respond to and mitigate against concerns and issues raised. These are included in full in Appendix One.

7.7 2018 Open Space and SUDS Consultation

A consultation on the design of the open space at Glascairn was launched in September 2018 and remained open until 23rd Nov 2018. The consultation document can be viewed on the CCT web site www.culbokiect.org. The consultation was promoted through the CCT membership, in the village newsletter Noticeboard, on posters around the village, through the CCT Facebook page and via FCC minutes.

Responses were generally supportive and detailed comments were provided. Some key comments are noted below:

- Want a public disabled toilet open at all times

- Would appreciate a children's play area. It's quite far for children to walk to the other end of the village and the existing playpark is getting a bit tired and dated.
- Would like paths in pleasing colours rather than in tar and likes wildlife planting
- Wish to have concerns noted about duplicating a community meeting space (with regard to the café/ Hub building) when existing assets are struggling financially
- FCC supports concept which are in keeping with previous consultations
- Excellent and very exciting
- Loves ideas. Give village a central focus rather than a 'drive through' feel.
- Wants to see somewhere for community gatherings, activities and events, family friendly spaces as well as spaces where people can just sit or wander around and enjoy the garden
- Link to woods is a splendid idea and addresses the health and obesity agenda.
- The open space is an opportunity to create a hub of activities that can be tested cheaply and build momentum before being transferred to permanent building. Activities could be used to become more sustainable environmentally and economically.

7.8 2020 Active Travel Consultation

In 2020 and 2021 significant local consultation was undertaken in relation to the Active Travel route for Culbokie. This includes a place-making element to improve the experience of active travel through the village and integrates closely with Culbokie Green and Hub. The Hub project aligns strongly with the aims of the work, and wider views of the local residents identified in this study, with key points noted below:

- 73% of respondents support the aims to make it safer and easier for people to walk, wheel and cycle for everyday journeys
- 83% said they would like to be able to walk, wheel or cycle to the village shop and post office
- 80% of respondents support enhancement of the community spaces to increase biodiversity and create playful spaces for all ages
- 80% feel that nature and trees enhance a feeling of safety, comfort and enjoyment

7.9 2021 Consultation Through Planning

In 2021, The Trust submitted the planning application for the Culbokie Green and Hub development. In line with statutory requirements, a period of consultation was available through the Council's planning portal. The following positive feedback was provided by a Local Authority Principal Planner as part of this process:

- The application proposal shows a high degree of conformity with the approved development plan. Most of the site is allocated for community and other mixed uses and has been planned as a central 'infill' development within the wider housing area. It is at the heart of the village
- This is a Village Centre site and will create an attractive, landscaped Village Hub and meeting place. Net betterment is likely to occur.
- The greenspace indicated within the site exceeds normal quantitative standards, is publicly accessible and appears of good quality.
- The proposal will increase the quantity and quality of public greenspace within the settlement.

7.10 Further Stakeholder Support

In developing this project, there has been clear evidenced support from a wide number of groups, organisations and key stakeholders. These include the following, with the supporting letters included in Appendix Two. Each supporting group or stakeholder has provided their respective letter, or indication of support on receipt of the previously outlined terms of reference.

Age Scotland	Forestry Enterprise Scotland
Birchwood Highland	Highland Home carers
Black Isle Cares	Highland Hospice
Culbokie Church Centre	Highlife Highland
The NHS	Transition Black Isle
The Richmond Fellowship Scotland	

8 Project Strategic Fit

8.1 Links to National Policies & Strategies

Scottish Government's National Outcomes

The Scottish Government published their 15 National Outcomes which were updated in the national purpose document 'Scotland Performs' in 2011 and reviewed annually thereafter. These outcomes detail the key areas of Scottish Government policy relating to the overall performance of Scotland as a nation.

The Scottish Government targeted its focus on how government and public services could help in creating a more successful country, providing opportunities for all of Scotland to flourish, through increasing sustainable economic growth. The following five strategic objectives were outlined by the Government as drivers for Scotland's development.

- **Wealthier & Fairer** - Enable businesses and people to increase their wealth and more people share fairly in that wealth.
- **Safer & Stronger** - Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.
- **Smarter** - Expand opportunities for Scots to succeed from nurture through to lifelong learning, ensuring higher and more widely shared achievements.
- **Greener** - Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.
- **Healthier** - Help people sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

These five objectives were further expanded into 15 national outcomes, which form the basis of the Highland Council's agreement with the Scottish Government to support the Scottish Government's Purpose. CCT's vision aligns specifically with the following outcomes:

- We live in communities that are inclusive, empowered, resilient and safe.

- We value, enjoy, protect and enhance our environment.
- We have thriving and innovative businesses, with quality jobs and fair work for everyone.
- We are healthy and active.
- We tackle poverty by sharing opportunities, wealth and power more equally.

Scottish Government’s Legacy Plan 2014-2024

This plan sets out the key legacy aims and ambitions and highlights a wide range of initiatives, which will be taken forward with key partners over the next 10 years. The plan focuses on an Active Scotland, Connected Scotland, Flourishing Scotland and a Sustainable Scotland.

Improving the nation’s health is the overarching theme of the plan and the Active Scotland component of the plan includes two key initiatives. Both are aimed at increasing the availability and accessibility of physical activity and sport to individuals and communities that will in turn contribute to improving the health and fitness of people in Scotland.

These initiatives are the Active Nation and the development of Community Sport Hubs. Active Nation aimed to create a popular and high-profile movement to motivate people of all ages across Scotland to become more active.

The development of a Community Hub in Culbokie aligns with this strategy, creating a multi- activity hub for local people to socialise, participate in exercise and particularly for those who are less able to travel further afield for facilities.

Activities that CCT aim to promote include orienteering in the nearby woods, cycling skills development/rides in the local area and volunteering projects on the green and other local greenspaces. This Project will also allow greater interaction for the ageing population, tackling loneliness and isolation in the community.

Take Life On

This Scottish Government Health and Wellbeing campaign promotes healthy, active lifestyles through various online, media and event marketing. The focus is on encouraging people to find activities near them, understand the health implications of inactivity and obesity, and to ultimately reduce the resultant strain on the NHS in Scotland.

With targeted marketing and promotion of facilities in Culbokie, CCT can leverage the interest and excitement around the Project to attract more people into exercise and social interaction. This project can deliver a focus on young people, and those who perhaps are financially disadvantaged, therefore unable to access paid activities and facilities elsewhere.

Promising Approaches to Reducing Loneliness and Isolation in Later Life

Published by Age UK, this report looks at approaches to loneliness in older people and their potential impact. It starts from an understanding that loneliness can have profound implications for mental and physical health:

The effect of loneliness and isolation on mortality exceeds the impact of well-known risk factors such as obesity, and has a similar effect as smoking 15 cigarettes a day;

- Lonely individuals are at higher risk of the onset of disability.
- Loneliness puts individuals at greater risk of cognitive decline, and one study concluded that lonely people have a 64 per cent increased chance of developing clinical dementia.

The report sees value in what it calls structural enablers – community-based approaches to creating the social activities and groups which directly address loneliness – and it recognises that these in themselves are valuable in addressing loneliness and isolation.

The development of facilities at the heart of Culbokie will support the community in preventing the impact and negative effects of loneliness in the local area.

8.2 Links to Local Policies & Strategies

Highland Council Local Voices - Highland Choices 2017-2022

This recent Highland Council policy links directly to the Culbokie Community Trust’s vision in the following ways:

- Put our communities at the heart of the design and delivery of services at a local level.
- Work collaboratively to drive economic growth and ensure our infrastructure meets the needs of expanding businesses and population.

- Support children to learn and thrive by delivering a whole system approach to education and integrated children’s services.
- Protect the vulnerable in our communities, promote fairness and welcome diversity.
- Address the financial challenges with a positive vision of change focused on improved outcomes.
- Make the Highlands a stronger and more resilient region.

HIE Highlands and Islands Operating Plan 2019-2022

The Culbokie Village Hub project resonates strongly with the current Highlands and Islands Operating Plan for 2018-2019 which states, in particular the focus on **Strong, Capable and Resourceful Communities** with the policy stating:

“Compared to Scotland overall, those living in the region have higher levels of personal well-being and life satisfaction. They rate their neighbourhood highly as a place to live and report a greater sense of belonging to, and affinity with, their community. Pride is particularly high among young people from the region, with increasing numbers keen to be able to work in their home communities. Despite this, people in the region face challenges with local employment opportunities, high cost of living and access to appropriate and affordable housing.”

9 Local Tourism & The John O’Groats Trail

Highlands & Islands Enterprise recognise a growth in Tourism and it’s benefits to communities across the region. Success in initiatives such as NC500 have delivered a significant growth in visitor numbers to the North. This increase in national and international awareness is set to benefit communities elsewhere in Highlands, with Scotland now a destination of international interest.

Culbokie has limited assets to make it a target tourist destination but its spectacular views, local walks and location on the north side of the Black Isle make it an attractive stopping point for visitors, helping to reduce pressure on other Black Isle beauty spots. It is also ideally located as a resting point for touring cyclists.

¹ Visit Scotland Insight Department: Highland Factsheet 2019

Visit Scotland Growth Trends

In its 2019 report on Highland Regional Tourism¹, Visit Scotland notes the following key positive indicators:

- In 2019 the number of overnight visits was 30% higher than 2018
- Bed nights and overnight spend were also increased by 23%
- Growth in Highland tourism was significantly higher than the national average
- The most significant growth related to domestic tourism

The John O’Groats Trail

Culbokie sits on the John O’Groats Trail – a walking route running from Inverness to John O’Groats. This route is currently under further development, recognising the success of NC500 and walking routes elsewhere in the UK, and working to deliver greater economic impact through tourism in the Highlands.

Targeting significant investment, and with the intention on resourcing appropriate infrastructure and promotional improvements, it is hoped that this route will increase visitor numbers in Culbokie, providing a larger market for the Hub, in particular it’s café and future business developments.

10 Community Outcomes & Benefits

10.1 Health and Community Engagement

The development of improved social facilities will play an important role in promoting mental health and wellbeing by improving the quality of life of those experiencing mental health problems. This will support a reduction in the risk of depression and dementia.

In considering the improved community space, the project would support and develop community cohesion, the benefits of community cohesion are well documented e.g., “Health and community cohesion” are inextricably linked. Health tends to decline (with premature mortality and increased morbidity,

particularly in stress related conditions) in communities where levels of interaction are low and where people feel insecure.”²

10.2 Social and Economic Benefit

This Project will be transformational for the village of Culbokie, improving connectivity, and addressing the lack of a central point for the community. The project aspires to deliver the following outcomes:

- Greater access to services locally – benefiting those for whom travel to larger population centres is challenging.
- Improved placemaking in the village, with enhanced outdoor recreation and leisure space, encouraging healthy lifestyles for all age groups
- Reversal and avoidance of disadvantage caused by isolation, lack of transport, distant family, uprooted social networks and limited local activity
- The generation of revenue for the Trust, enhancing its sustainability, and its capacity to deliver further community improvement projects.
- The creation of part time and full-time positions within the proposed café, and in relation to the ad-hoc businesses and services that use the Hub.
- Increased social interaction with a particular focus on the senior residents and combatting loneliness.
- Improvements to the village that enhance visitor experience resulting in more tourists stopping, more often, for longer, and therefore increasing the spend within other businesses in Culbokie and throughout the Black Isle.

11 SWOT Analysis

The following SWOT Analysis summarises the Strengths, Weaknesses, Opportunities and Threats facing this project.

² Glasgow Centre for Population Health - Asset based approaches for health improvement: redressing the balance (2011)

Strengths

- Culbokie Community Trust (CCT) has a wide range of professional skills and competencies to deliver the project. In 2021 the Trust completed a skills audit and this concluded that there are adequate professional and technical skills to successfully manage the project.
- The CCT Board comprises 8 members with a range of experience relevant to this project including finance, land management, construction, project management, social and community development, planning, fundraising, event organisation and communication.
- The Trust already made a successful application to the Scottish Land Fund to purchase 0.5ha through a successful ‘community right to buy’ application.
- CCT has capital reserves of around £50,000.
- The Trust has a legal agreement with Tulloch Homes, worth around £75,000, to secure all the site servicing (as part of a larger neighbouring housing development), a land exchange with Tulloch Homes to optimise design layout and negotiations for the sale of ‘surplus’ land to Cairn Housing Association for 6 affordable housing units leading to a capital receipt (expected to be around £70,000) toward the costs of the proposed community buildings.
- In a village of approximately 1,250, CCT has around 315 members, of which around 100 are active volunteers.
- The Project has significant community support and fills a community needs requirement for the Hub, café and toilets and enhanced Culbokie Green.
- 93% of respondents said they would use a village café.
- The village is located on the John o’ Groats Walking Trail which is aspiring to attract more walkers.
- There has been a significant Developer contribution towards aspects of the infrastructure.
- The Project is aligned with a number of local policies and national strategies, strengthening the prospect of attracting a number of capital grants.

- The Project has identified major community evidence of need through surveys, drop-in sessions and questionnaires.
- The Project has 16 letters of support demonstrating the width of community and agency support.
- In addition to the Glascairn Community Project, CCT has a good track record of other achievements including running a weekly community market, setting up and running a local orienteering course, establishing a 'Sharing Shed' to provide free food and reduce waste, developing an active travel route through the village and organising a programme of fundraising events generating around £2,500 per year.

Weaknesses

- Any reliance on tourism to generate revenue is susceptible to increase and decrease seasonally and the business must be operated in a manner that reflects for this.
- There is a significant dependence on the revenue generated from community use. As a result, there is a need for sound community leadership in planning and delivering community activities and services.

Opportunities

- Changes in the health (COVID), political and economic climate have created an increase in domestic tourism, which is likely to see the visitor numbers on the John O'Groats Trail increase over the coming years.
- The increased demand for provenance in products has created a substantial market for domestic and international tourists as well as residents from surrounding areas. The café and any additional retailing or sales should focus on locally produced products and ingredients, where possible creating relationships with local suppliers.
- The development and promotion of the John o' Groats Trail is likely to increase the number of people travelling through the area and increase marketing opportunities for the promotion of the Hub and cafe as facilities on the route.
- Linking the Glascairn Project to the Active Travel project may raise the profile of the village.
- The growth of Cycle Tourism, Walking and Cycling as a hobby provides a potential market for café trade.

Threats

- Potential business and services displacement through creating new facilities. e.g., Findon Hall perceptions of displacement
- Failure to secure adequate capital funding to carry out the full development works would reduce the scale of the potential project.

12 Competition & Displacement Assessment

In delivering a community facility, the Trust need to consider the businesses and facilities in the local area. In particular there is a need to ensure that, as a community trust, no private business is unfairly impacted.

In addition, consideration of existing services will ensure the feasibility of each project element.

The following local facilities, business, and services have been identified and assessed:

Findon Hall, Culbokie

The Findon Hall village hall used for the benefit of the village of Culbokie and surrounding areas. The hall has been recently renovated through the receipt of capital funding.

The hall is available to hire, with appropriate public music licenses and insurances in place. The hall regulations dictate that no licensed events can operate on the site.

The following prices are noted on their website:

- Hall Hire: Non-profit / local group - £9 per hour
- Hall Hire: Other groups - £12 per hour + £3 for kitchen use
- Committee Room - £8 per hour
- Charity Evening Function - £60
- Weddings / Full Weekend Functions - £400

The Trust should ensure minimal cross over with regards to the type of activities operating from the new Hub. The physical constraints of the design mean that the larger group activities will require to continue using the hall. Working alongside the hall committee will allow the Trust to help ensure the widest range of available community facilities working in tandem in the best interest of the community.

The Church Café

The Trust is aware of the popular and long running community café that operates weekly on a Tuesday in the village. Noting the risk of impacting this longstanding and cherished local service, the Trust have agreed that any café provision in the hub will not operate on a Tuesday.

The Culbokie Inn

The Culbokie Inn is located directly opposite the Hub site, and provides bar and restaurant facilities, as the only food and beverage business in the village. The Inn is currently closed on a Monday and Tuesday, opening for evening trade throughout the rest of the week. As a result, it is not envisaged that there will be any issues with business displacement or competition.

13 Comparable Examples

Ochiltree Community Hub Cumnock

The new Ochiltree Community Hub building opened in October 2019. Since the project's inception in May 2013 the Trust have sought to support the local community and surrounding areas with a number of initiatives in line with their charitable aims. A full list of their charitable aims and objectives are provided in the coffee shop.



The Hub is 100% owned and run by the local community with an active board of local trustees and volunteers. Their team have dedicated many thousands of hours over the last 5 years in order to make their vision a reality.

The OCH office at 45 Main Street, Cumnock currently provides the community with a focal point and a friendly meeting place with its community Cafe @45 and other activities. This pioneering project was made possible by the East Ayrshire Council community asset transfer programme with funding gratefully received from a number of sources.

Cowie Community Hub

Located in a prominent position on Cowie Main Street the scheme will provide new community facilities in the heart of the village and will comprise a library and versatile group rooms; largely using flexible spaces to support core community functions. Additionally, working and meeting space for local businesses and a 'maker's space' for innovative crafts will be provided. These facilities will provide the community with new flexible space suited to their needs and reduce the maintenance burden and running costs for the council. Improved insulation and renewable technology will contribute towards the building's environmental credentials.

The choice of site followed a detailed appraisal of existing community facilities and local stakeholder consultation. By locating the new building on Main Street, it will contribute to the ongoing reinvigoration of the commercial centre of Cowie. Modest external improvements are proposed at the street frontage to enhance the visitor and pedestrian experience.



Internally the double height library space is the focus of the building and is top-lit via a generous roof 'lantern.' This space faces directly onto Main Street and provides a public aspect to the building, opening into the two flexible group rooms to create one large space for public events.

The street façade responds to the 'shopfront' nature of the street, whilst a window and raised parapet on the corner respond subtly to the 'stop end' nature of the site. Brick facades mediate between the variety of materials in the immediate context.

Cowie Community Hub has been procured through Hub East Central Scotland on behalf of Stirling Council, who are working to realise the aspirations of the community.

West Lothian Community Hub

A SCANDI-inspired hub has been created within a new development in West Lothian, ready to bring neighbours together in the months ahead once restrictions ease. Community-focussed developer, Dundas Estates, has now completed a dedicated £200,000 community building covering more than 900 square feet at its flagship Uphall Station Village development, a rare move for a housebuilder.

It is a flexible premise, dictated by the residents of the development, who could use the hub to run parent and toddler groups, exercise classes, or simply for milestone birthdays or events. Sales Negotiator at Uphall Station Village, Janice Gemmell, said: "Housebuilders are often criticised for not giving much thought to the daily lives of the communities that move in."



Heather Birrell, Sales Manager at Dundas Estates, said: "The community hub is an important part of the offering at Uphall Station. It is creating a welcoming, integrated community. We're very aware that during the pandemic and its restrictions its uses are limited. We're looking forward to being at a point when we can officially launch it once appropriate to do so."

Letham Community Hub

Letham4All SCIO were delighted to hear their dream of refurbishing the former Letham Recreation Centre and transforming it into a Community Health and Wellbeing Hub came a step closer to reality when Perth and Kinross Council, working with the charity, applied for £1 million to the Scottish Governments' Scottish Regeneration Capital Grant Funding and it is set to be approved.

Plans to create a Community Health and Wellbeing Hub in Letham, Perthshire have received a welcome £750,000 boost. Letham4All will use the funding to refurbish the former Letham Recreation Centre creating an accessible community space which will include multipurpose activity areas, café, soft play, a community gym and meeting rooms. Jon Kidd, chair of Letham4All, said:

"We are delighted with this award from the National Lottery Community Fund. The difference this will make to our community cannot be adequately put into words. This funding will breathe life into the community hub through total refurbishment and allow us to engage with so many more people in a meaningful and productive way to tackle the inequalities faced by our communities."

South Islay Development Company (SID)

SID had conducted a lot of community consultation in advance of our appointment which provided a great bank of ideas that they refined to ensure the best solution for the most people. They prepared the business plan in parallel with the design development, to ensure that the final proposals will provide a sustainable financial asset for the community of South Islay, attractive to both local residents and visiting tourists.

Following an initial design phase outlining a number of key options for the site layout and facilities, they arranged a community consultation event in the Ramsay Hall on the development site, to present the proposed ideas and get feedback on the various options. This was well attended with over 70 visitors during the event, and the passion and excitement for the project was clear.

They reviewed the various comments and revised the options to a few key solutions that South Islay Development then chose from to select the final site layout and building plan. The final proposal includes a new café and sports facility building, play area, campsite with a toilet/ shower block, and camping pods in the natural rocky outcrops to maximise the use of the existing landscape.

To keep the new building footprint small, a two-storey layout was proposed with a clubroom, café and associated facilities on the ground floor and changing rooms and a gym on the first floor, accessed from the north, closer to the sports pitch. Outside the new building an open hard landscaped space was created to allow for external seating, bowling green spectators, bike storage and other community gatherings.



On the ground floor the café seating area is largely glass to permit views to the multi-sports court, bowling green, play area and beautiful beach beyond, while the roof projects out to create a shelter externally and provides solar shading. Any overheating could also be reduced by opening large doors to the south and rooflights overhead to allow air flow through the space.

The aesthetic of the built form was derived from traditional and modern architecture in Port Ellen and across Islay. It also responds to the site topography and context, to maximise on views, manage the level change between floor levels, and control solar gain. A material palette of stone, timber, glass and a shallow pitched metal roof connect with the historic vernacular and more modern distillery designs on the island.

To complete the package, Armour Construction Consultants worked with SID to provide a cost plan for the proposed site and building works which (along with the

business plan and drawings) will form the application sent to funders at the next stage.

SID secured a Scottish Government RCGF grant of £746,223 and a further £300,000 from Glenmorangie.

14 Design Consideration

14.1 Site Access

It is noted that the site is currently under development by Tulloch Homes, and as such consideration has been given to providing sufficient access to construction vehicles. This infers that no issues will arise in ensuring access for the development of the project proposed by the Trust.

14.2 Drainage

Through the formal planning process, the following feedback was received from Scottish Water with regards to Supply and Drainage:

“There is currently sufficient capacity in the Assynt Water Treatment Works to service your development. However, please note that further investigations may be required to be carried out once a formal application has been submitted to us.”

“There is currently sufficient capacity for a foul only connection in the Culbokie Waste Water Treatment works to service your development. However, please note that further investigations may be required to be carried out once a formal application has been submitted to us.”

In addition, the development of appropriate SUDS systems and landscaping delivered by Tulloch as part of the wider site development has ensured adequate consideration of drainage and flood prevention.

14.3 Car Parking

Within the planning application, sufficient parking has been considered. It is noted that in including parking within the design, the decision has been made to exclude parking for large campervans, buses, coaches, and other heavier vehicles. This will

help to reduce any additional traffic risk to local residents, noting that the village is not well suited to larger vehicles.

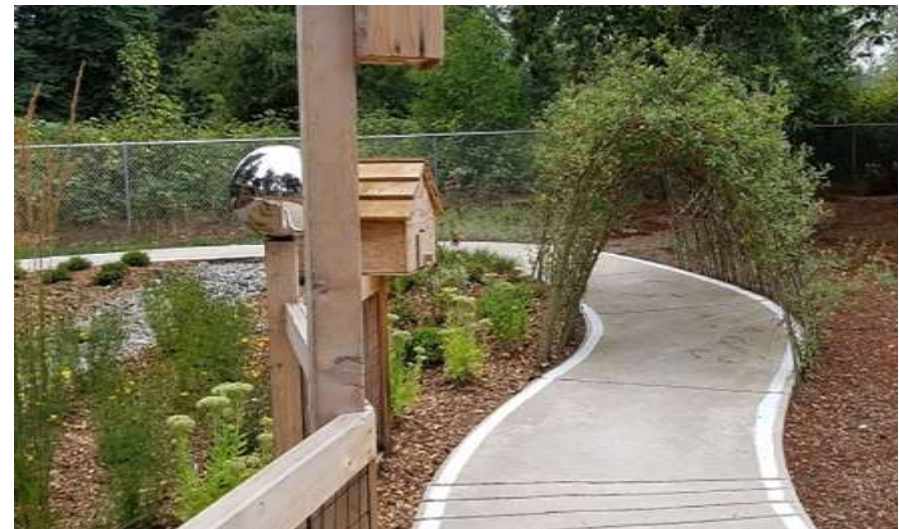
This limitation will be noted clearly on the Trusts promotional outputs – website, social media, signage etc.

14.4 Culbokie Green

The Trust’s vision for the Green is to provide a multi-functional space for outdoor activities, rest and relaxation, play, and physical activity within a biodiverse and attractive green setting.

It is proposed that the design of the space will incorporate natural materials and consider the impact on the natural and aesthetic environment. Using locally manufactured natural play and shelter products and employing local volunteers to support tree planting will help to realise this vision and reduce the overall costs.

Funding for volunteers to undertake planting of the community orchard, native trees and hedges has already been provided by the Highland Coastal Communities Fund.



14.5 Hub Building

In delivering the Hub Building, the architect has developed a building that will be appropriate to the site and surroundings, noting the following from the submitted design statement:

- The mix of hard-wearing materials; natural timber, metal cladding and corrugated roofing allow the buildings to share a common identity to the surrounding traditional agricultural buildings found in the area. The small scale of the forms allows the buildings to subtly sit within the proposed landscape and surrounding new housing.
- It is proposed that the building will use an extremely high-performance envelope to vastly reduce space heating demand.
- The single-story layout caters for all members of the community being easily accessible. The cafe building offers through access from the road through to the landscape.
- The buildings will encourage sustainable travel with secure bike storage locations, cycling training and activities linked to the buildings, village green and covered shelter.



14.6 Public Toilets

Delivering accessibly public toilets as part of the project will support both the Hub building and café, but also passing visitors, walkers, cyclists etc. There are examples throughout the Highland region where pay per use toilets, or donation boxes allow community run hubs and buildings to generate modest revenue streams.

The Trust will need to consider how to provide toilet access to Café customers. This may be through the provision of tokens on request, or an overriding key. Customers using the café, should not be charged for using the toilets.

The Trust may also wish to consider the [Highland Council Comfort Scheme](#) which provides grants to community groups operating toilets.



14.7 EV Charging

Consideration of the type of charger is vital for the Trust, in particular considering the speed at which users will expect their vehicles to be charged. Noting the provision of a café at the hub, a fair assumption would be that visitors and passers-by would expect a more efficient and faster charger. As such a Charging point with the capacity to charge quickly would be more appropriate.

There are three main types of EV charging – rapid, fast, and slow. These represent the power outputs, and therefore charging speeds, available to charge an EV. Each charger type has an associated set of connectors which are designed for low- or high-power use, and for either AC or DC charging. The Trust may wish to consider including more than one type of charger within their provision. The following summary offer a comparison of the three main charge point types:

Rapid Chargers

Rapid chargers are the fastest way to charge an EV, often found at motorway services or locations close to main routes. Rapid devices supply high power direct or alternating current – DC or AC – to recharge a car as fast as possible.

Depending on model, EVs can be recharged to 80% in as little as 20 minutes, though an average new EV would take around an hour on a standard 50 kW rapid charge point. Power from a unit represents the maximum charging speed available, though the car will reduce charging speed as the battery gets closer to full charge. As such, times are quoted for a charge to 80%, after which the charging speed tails off significantly. This maximises charging efficiency and helps protect the battery. All rapid devices have charging cables tethered to the unit, and rapid charging can only be used on vehicles with rapid-charging capability.

Fast Chargers

Fast chargers are typically rated at either 7 kW or 22 kW (single- or three-phase 32A). The vast majority of fast chargers provide AC charging, though some networks are installing 25 kW DC chargers with CCS or CHAdeMO connectors.

Charging times vary on unit speed and the vehicle, but a 7kW charger will recharge a compatible EV with a 40kWh battery in 4-6 hours, and a 22 kW charger in 1-2 hours. Fast chargers tend to be found at destinations such as car parks, supermarkets, or leisure centres, where you are likely be parked at for an hour or more. The majority of fast chargers are 7 kW and untethered, though some home and work place-based units have cables attached. Should a cable be tethered to the device, only models compatible with that connector type will be able to use it; e.g. a Type 1 tethered cable could be used by a first-generation Nissan Leaf, but not a second-generation Leaf, which has a Type 2 inlet. Untethered units are therefore more flexible and can be used by any EV with the correct cable.

Charging rates when using a fast charger will depend on the car's on-board charger, with not all models able to accept 7 kW or more.

These models can still be plugged in to the charge point, but will only draw the maximum power accepted by the on-board charger. For example, a Nissan Leaf with a 3.3 kW on-board charger will only draw a maximum of 3.3 kW, even if the fast charge point is 7 kW or 22 kW.

Slow Chargers

Most slow charging units are rated at up to 3 kW, a rounded figure that captures most slow-charging devices. In reality, slow charging is carried out between 2.3 kW and 6 kW, though the most common slow chargers are rated at 3.6 kW (16A). Charging on a three-pin plug will typically see the car draw 2.3 kW (10A), while the majority of lamp-post chargers are rated at 5.5 kW because of existing infrastructure – some are 3 kW however.

Charging times vary depending on the charging unit and EV being charged, but a full charge on a 3 kW unit will typically take 6-12 hours. Most slow charging units are untethered, meaning that a cable is required to connect the EV with the charge point.

Slow charging is a very common method of charging electric vehicles, used by many owners to charge at home overnight. However, slow units aren't necessarily restricted to home use, with workplace and public points also able to be found. Because of the longer charging times over fast units, slow public charge points are less common and tend to be older devices.

While slow charging can be carried out via a three-pin socket using a standard 3-pin socket, because of the higher current demands of EVs and the longer amount of time spent charging, it is strongly recommended that those who need to charge regularly at home or the workplace get a dedicated EV charging unit installed by an accredited installer.

Section Three: Project Designs & Architect Drawings

The following drawings were submitted as part of the planning application. Visual concept drawings were produced by LDN Architects, and the site plan was produced by Horner & MacLennan Architects.



Concept Visual – Hub Building



Concept Visual – Buildings & Courtyard



Concept Visual – Community Growing Space



Concept Visual – Cafe

Concept Visual – Arial View of Hub & Toilet Buildings





SUDs Basin - natural stone clad headwalls (if prominent) with scattered boulders around berms and base - seeded with a species rich wet meadow mix across base and lower slopes with upper slopes seeded with species rich grass seed mix (20 straws per year) - 1m amenity seeded verge to access track (12 cuts per year) - potential to plant suitable species within boulder crops (to be agreed with Scottish Water)

Natural play area with grassy mounds, mown grass paths, rocks, wooden posts (for painting), willow tunnels, stepping logs, children's mushroom stools and tables...

Hit and miss stone walls - provides a permeable degree of separation between SUDs basin and the more intimate gardens and building interface

Key entrance gateway to heart of the Village Green complex, aligned with non-crossing route as part of Active Travel Route

Compost area

Raised planters or ground level planting

Sharing shed location

Directional signage

Bin store screened by beech hedge and timber enclosure

Overflow parking - could also be used for community markets, car boot sales, informal market (with a removable set of hoops, performance)

Polytunnels friendly, high impact planting bed

Community orchard - with flowering and fruiting shrubs

Landscape Proposal Symbols

- Landscape Proposal Boundary
- SUDs Basin (natural stone clad headwalls around berms and base - seeded with a species rich wet meadow mix across base and lower slopes with upper slopes seeded with species rich grass seed mix (20 straws per year) - 1m amenity seeded verge to access track (12 cuts per year) - potential to plant suitable species within boulder crops (to be agreed with Scottish Water))
- Dry stone wall (stone built structure across gaps - retains a hillside - often used as a garden boundary)
- Timber landscaping and soil (timber landscaping and soil)
- Timber and paving (timber and paving)
- Turf (turf)
- Grass geogrid (grass geogrid)
- Soft landscape geogrid (soft landscape geogrid)
- Plastic based geogrid (plastic based geogrid)
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NOTE 1: Phase 1 to be undertaken by Tulloch Homes and to include formation of the SUDs basin, access track, main asphalt footpath, north boundary and primary and species rich grass seeding.

NOTE 2: Car parking shown as indicative of this stage.

PLANTING SCHEDULE

Species and Access Trees

Species	supply height	root	girth	form
100m Am. corymbosa (Standard)	100 - 120	500	100	std
100m Am. corymbosa (Standard)	100 - 120	500	100	std
100m Am. corymbosa (Standard)	100 - 120	500	100	std

Fruit Trees

Species	supply height	root	girth	form
100m Malus domestica (Standard)	100 - 120	500	100	std
100m Malus domestica (Standard)	100 - 120	500	100	std
100m Malus domestica (Standard)	100 - 120	500	100	std

Planting

Species	supply height	root	form
100m Malus domestica (Standard)	100 - 120	500	std

Species: Blue / SUDs Grassland
(to be verified at site visit)

Species: Amenity Grassland
(to be verified at site visit)

Species: Flowering Grass Me (SUDs) Spire



Revision: _____ Date: _____ No. _____



horner + maclean
landscape architects

Client: Culbokie Community Trust

Project: Culbokie Community Green Space

Drawing Title: Landscape Proposals

Drawing No: 1267 CT LP 01	Revision No: 04
Issue: PLANNING	Drawn By: AMC
Scale @ 1:1350	Date: 13.05.2021
Checked By: RBM	

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Section Four: Project Business Case

15 Capital Costs

Using the initial costs developed by the Quantity Surveyor in the early stages of this project, and considering comparable examples, the following indicative costs have been identified for the delivery of the plans within this report.

It is advised that a Cost Consultant undertakes a more detailed assessment at the point where the project progresses, and a preferred option is selected. The ultimate price of the project's delivery will be determined through a full tender process.

Hub Building (140m ² @ £2,500)	£350,000
Internal Fit Out (Kitchen and Social Space)	£25,000
Car Park	£70,000
EV Charging Points	£20,000
Village Green *	£70,000
Professional Fees (Architects, QS, Engineer etc) 10%	£53,500
	£588,500
VAT @ 20%	£117,700
Total Project Cost	£706,200

* The cost associated to the Culbokie Green relates to the elements of the project that have not already been funded. A full breakdown of these costs, and the inclusions within the village green can be found in Appendix Three.

16 Proposed Funding Sources

16.1 Summary of Potential Funders

The following funders have been identified as appropriate and relevant to the Project, and the summary below demonstrates how they might deliver sufficient capital funds for the project.

Each of these funds will require the Board or appointed Project Manager to prepare and submit applications at the correct time, and in the correct order. There is no guarantee that these funds will be successful.

Funder		
Viridor	Up to £25,000 for projects below £100,000	£25,000

Suez Trust	Up to £50,000 for projects below £250,000	£50,000
EB Scotland		£25,000
FCC Communities	Up to £25,000 for projects below £250,000	£40,000
Place Based Investment Fund	Awaiting Highland Council criteria £100,000 per Ward	£25,000
Sustrans - Places for Everyone	Sustrans will consider funding up to 70-% of eligible capital costs	£70,000
Robertson Trust	Will consider up to £75,000 towards Community Hubs	£75,000
Visitscotland Regional Tourism Infrastructure Funds	Applications have to be submitted by Highland Council	£100,000
SSE Renewables	Opens early Autumn 2021	£100,000
Capital receipt	Capital receipt from Cairn Housing	£73,000
CCT Fundraising		£40,000
Further Developer Obligation funding	To be further explored	
Total potential funding		£623,000.00

At this stage, it is noted that there is limited funding to deliver the full project, and as such the immediate focus will be to deliver the outdoor Culbokie Green elements of the project whilst keeping a watchful eye on any new funding, or changes to the main funders objectives.

16.2 Scottish Communities Landfill Fund

The Scottish Landfill Communities Fund (SLCF) is a tax credit scheme, linked to Scottish Landfill Tax that encourages landfill site operators to provide contributions to Approved Bodies, who can then pass the funds onto community and environmental projects. The SLCF replaced the UK scheme in Scotland on 1st April 2015.

There are a number of approved bodies that have been identified as suitable and relevant for the project. These are listed below. It should be noted that as a general rule these funders look to fund a specific aspect of the project and not a proportion of the overall cost, additionally they will not be able to fund the same aspects of the project should applications to multiple bodies be considered.

Approved Body	Notes
FCC Communities Ltd	<p>The FCC Scottish Action Fund offers funding of between £2,000 and £40,000 to projects from FCC Environment through the Scottish Landfill Communities Fund. Further information is available at http://www.wren.org.uk/apply/fcc-scottish-action-fund</p>
Viridor Landfill Credits	<p>Viridor Credits Environmental Company is an independent, not-for-profit organization which provides funding for community, heritage and biodiversity projects around the UK through the Landfill Communities Fund and Scottish Landfill Communities Fund.</p> <p>Funding up to £25,000 Further information is available at http://www.viridor-credits.co.uk/apply-for-funding/</p>
Suez Trust	<p>SUEZ Communities Trust will consider projects which focus on physical improvement at an identified site. Funding is typically awarded for the purchase of materials/equipment and the appointment of a contractor to undertake the improvement work. A request for funding for multiple sites or for salaries, running costs, project management or design fees will not be considered.</p> <p>Funding up to £50,000 Further information is available at http://www.suezcommunitiestrust.org.uk/scotland</p>
EB Scotland	<p>EBS considers various criteria when deciding whether to fund a project;</p> <p>Community Need: It is important to demonstrate wide community support and appropriate consultation.</p> <p>Value for Money: It is important to demonstrate anticipated costs are reasonable and represent good value, usually through a tender or quotation exercise.</p> <p>Viability: EBS carefully vets all applicants as to their suitability to carry out proposed projects. This not only ensures</p>

	<p>compliance, but also that the necessary skills and experience are available to projects. It is also important that other funding, planning consents and any contingencies have been considered.</p> <p>Sustainability: It is important that maintenance plans and budgets are demonstrated.</p> <p>Added Value: It should be illustrated how SLCF funds lever in other sources of funding, utilise volunteers, enhance disabled access, meet biodiversity targets, and attract local authority support as appropriate.</p> <p>Funding £25,000 https://ebscotland.co.uk</p>
--	---

Third Party Contribution

When a Landfill Operator (LO) contributes to an Environmental Body (EB), it can only claim tax relief on 89% of the contribution it makes and is left with a 11% funding shortfall. Some LOs will absorb this cost, or a portion of it, themselves. Sometimes LOs will require you to find a separate third party - a Contributing Third Party (CTP) to make the 11% payment or a portion of it.

Who Can Be a Contributing Third Party?

Almost anyone can be a Contributing Third Party, providing they do not gain a unique benefit from the project put forward for funding. Below is a list of examples of organisations that may be Contributing Third Parties:

- Private Companies
- Public Sector organisations - Local Authorities, County Councils
- Charities
- Voluntary organisations
- Private donors
- Monies from fundraising

Who is Excluded from Being a Contributing Third Party?

- Any individual or organisation directly connected to the landfill operator, or a contractor of the project
- Any individual or organisation who gains a unique benefit from the project

16.3 Scottish Government Regeneration Capital Fund

The Regeneration Capital Grant Fund, delivered in partnership with COSLA and local government, supports locally developed place-based regeneration projects that involve local communities, helping to support and create jobs and build sustainable communities. Applications to the fund are made on an annual basis through the local authority and, where justified, can potentially cover more than one financial year (subject to available budget).

Applications are not restricted in geography, size or type of project. It will be for applicant organisations to demonstrate that projects fit with the aims and objectives of the fund and can demonstrate clear regeneration outcomes. The priorities of this funding stream are listed as follows:

- projects that primarily focus on areas that suffer from high levels of deprivation and disadvantage
- projects that demonstrate clear community involvement
- projects that will deliver large scale transformational change with strong regeneration outcomes
- projects and programmes that can encourage additional investment and address market failure.

16.4 Place Based Investment Fund

As part of the Scottish Government's Capital Spending Review for the next 5 years Chapter 5 identifies Capital to support People and Places. Part of this includes investing to support and improve the quality of our urban and rural environment to make our communities attractive places to live in and to visit.

The Scottish Government will invest £18.5 million over the next three years to support the introduction of Low Emission Zones into Scotland's four major cities. As part of their Place Based Investment Programme, they will invest £275 million to support community-led regeneration and town-centre revitalization. Highland Council are currently considering the criteria for funding Highland- based initiatives.

16.5 Places for Everyone – Sustrans

Sustrans will consider up to 70% of eligible costs for the following types of infrastructure projects;

The aim of Places for Everyone is to create safe, attractive, healthier places by increasing the number of trips made by walking, cycling and wheeling for everyday journeys.

The scheme is funded by the Scottish Government through Transport Scotland and is administered by Sustrans. Places for Everyone contributes to the Scottish Government's aim for a healthier, environmentally sustainable nation with a strong economy and communities, as laid out in the National Performance Framework.

Design Principles In order to ensure all projects receiving funding make the largest possible impact, we have developed six design principles.

These are the minimum criteria for a successful Places for Everyone bid.

1. Develop ideas collaboratively and in partnership with communities.
2. Facilitate independent walking, cycling, and wheeling for everyone, including an unaccompanied 12-year-old.
3. Design places that provide enjoyment, comfort and protection.
4. Ensure access for all and equality of opportunity in public space.
5. Ensure all proposals are developed in a way that is context-specific and evidence-led.
6. Reallocate road space, and restrict motor traffic permeability to prioritise people walking, cycling and wheeling over private motor vehicles.

All designs will be assessed against how well they achieve the design principles.

16.6 The Robertson Trust

<https://www.therobertsontrust.org.uk/funding/our-funds/>

The Robertson Trust maybe worth considering towards a Hub type project.

- For registered charities with an annual income* of between £25,000 and £2 million
- Capital funding of £2,000 to £75,000 towards a community hub* where your work is based
- Towards new buildings, or the upgrade and refurbishment of existing buildings
- Apply anytime – no set closing date
- Decision within 8 to 12 weeks.

Robertson Trust defines a **community hub** as a building (or part of a building) that is multi-purpose, open or accessible to local people and that has a community-led governance structure. It provides or hosts a range of activities and services for the local community and is used by lots of different people.

16.7 Regional Tourism Infrastructure Funds

<https://www.visitscotland.org/supporting-your-business/funding/rural-tourism-infrastructure-fund>

Given the location of the Hub on the John o' Groats Trail and that café and toilet facilities are part of the project it might be that these qualify under this Visitscotland/Highland Council grant scheme.

RTIF is designed to support collaborative projects that focus on improving the visitor experience in rural parts of Scotland that are facing immediate and damaging pressures on their infrastructure, or negative impacts on communities due to significant increases in visitor numbers - especially as the industry moves in to the recovery phase of the STERG National Action Plan.

Round 4 of RTIF is now open for applications which will provide focused investment, stimulate collaboration and support the work of the Scottish Tourism Recovery Taskforce (STRT) and the Visitor Management Steering Group as part of COVID-19 recovery process. RTIF has a two-stage application process and all applicants must submit an initial Expression of Interest application:

- 1) Expression of Interest - The stage 1 Expressions of Interest assessment is based on the limited information submitted on the EOI and enables a basic eligibility check to be undertaken by VisitScotland and some feedback to be given to applicants.
- 2) Full application - applicants will have 16 weeks from the notification of approved EOIs to develop their stage 2 application which must be submitted by Friday 10 September 2021.

16.8 SSE Renewables

<https://www.sserenewables.com/communities/>

The community fund can support projects which:

- Create opportunities – increase opportunities for education and employment
- Empower communities – build resilience and protect vulnerable residents
- Build sustainable places – stimulate meaningful community regeneration

Projects in the following areas can apply:

- Dumfries and Galloway
- Highlands
- North Lincolnshire
- Perth and Kinross
- Scottish Borders
- South Lanarkshire

The fund for Highland should be reopening around September 2021.

16.9 Developer Obligations

Culbokie Community Trust have already benefitted from around £75,000 from Tulloch Homes towards infrastructure funding. However, an approach could be made to Highland Council to test if any further funding under this scheme might be available.

17 Project Delivery Timeline

The following indicative timelines has been developed outlining the timescales and key tasks for the delivery of the initial phase of this project (the Green, and Hub building). These timelines relate to whether or not the current application to the Scottish Government funding (RCGF) progresses past stage one

Timeline 1: Successful RCGF Application

- | | |
|---|------------------|
| • Result of Scottish Government Stage 1 Application | September 2021 |
| • Stage 2 Scottish Government Application | October 2021 |
| • Results of Scottish Government Application | March 2022 |
| • Further Mid-Level Funding Applications | March -July 2022 |
| • Building warrant application | Nov 2022 |
| • Procurement of Main Contractor | Feb 2023 |
| • Project Start Date | Spring 2023 |

Timeline 2: Unsuccessful RCGF Application

- Major funding secured June 2022
- Further Mid-Level Funding Applications July – Dec 2022
- Building warrant application April 2023
- Procurement of Main Contractor June 2023
- Project Start Date Autumn 2023

18 Operational Considerations

18.1 Café

The provision of a community café has been central to this development throughout its conception and development. The community engagement activities have demonstrated support for this element of the project, and previous work with Birchwood Highland has highlighted the feasibility of working with the third sector organisation to deliver the services as part of a partnership agreement.

The income and expenditure options within this business case look at two key options for the delivery of this café.

- 1) A café operated by CCT, with the Trust responsible for all aspects of staffing, resourcing and managing the day-to-day operations.
- 2) A café operated by a partner organisation or franchisee where the Trust receives an agreement monthly rental. The third party would retain the profit, but also assume all risk.

Throughout the development of this project, it has been noted that the Trust should avoid business displacement and competition with the existing Church Café which operates on a Tuesday. For this reason, it is proposed that any café facility would not trade on a Tuesday.

18.2 Opening Hours

In considering the Hub (and café), the opening hours will relate primarily to the provision of the café, with wider access available to the Trust for community use as outlined in the report.

This business case assumes the following trading hours, allowing for the provision of teas, coffees, drinks and snacks throughout the day, providing the opportunity to generate a significant part of the revenue from morning and lunch customers. The opening hours should be continually monitored to benefit from opportunities for extension – this may include earlier morning and or evening trade.

Monday	9:00am-4:00pm
Tuesday	Closed
Wednesday	9:00am-4:00pm
Thursday	9:00am-4:00pm
Friday	9:00am-4:00pm
Saturday	9:00am-4:00pm

It is assumed that the café would trade for 50 weeks per year.

18.3 Community Hub Space

The core of this project is to create a community space in the centre of the village. Whilst the village green will deliver enjoyable, multi-functional outdoor space, the Trust are keen to provide indoor meeting space to meet the social objectives of a community hub.

Effective design of the internal layout would allow for the café seating and public space to be available for wider community and event use whilst the café counter / server was closed.

18.4 Partnership Working

The initial work on this project identified a number of key potential partners, each of whom could be considered for delivering parts of the vision. These included the local authority health board, third sector café operators, Highlife Highland (local leisure trust) and other local groups.

For this initial stage, key partnership working is likely to be appropriate for the delivery of the café in the building. Using local groups and organisations is also advantageous to support the delivery of the village green and its subsequent maintenance. This will promote local activity, socialization, greening the village, whilst also reducing the overall maintenance costs.

The Trust should continue to develop their relationship with local groups and key organisations, in particular with a focus to work together in the subsequent phase of the Project.

18.5 Management and Maintenance

The ongoing management and maintenance of the facility is a key consideration in ensuring it remaining viable, both operationally and financially. This report has already identified the opportunity for local groups to support the general upkeep of the village green, which may allow savings on the full commercial price considered within the financial assessment.

In delivering a new build café and toilet hub, the overall requirement for maintenance should be modest, with post construction guarantees, and the warranties on new equipment in place. There will however still require to be day to day preventative maintenance to ensure the longevity of the facility, which may include, but not be limited to:

- Cleaning
- Fire safety checks
- Other health and safety checks
- Maintaining heating systems
- Small maintenance – light bulbs, aesthetic repairs etc.

To deliver this, a budget has been set within the financial plan. The use of volunteers – perhaps as a role within the trust - would allow better value for money from this budget. Failing that, a caretaker role should be considered.

18.6 EV Charging

As part of this project, the Trust have recognised the potential to provide charging facilities (EV Points) for electronic vehicles. In doing so, the CCT are supporting the wider shift to green energy, growing the network of charging points in the wider Highland area.

There are a number of models and considerations around the operation of an EV Point at the Hub, each with different implications on resources, customer offering, and potential revenue. These options include:

- The provision of a free to use EV Point as an added benefit to your location. The primary benefit being the cross over spend as visitors use the hub services, and wider local amenities as their vehicle charges.
- The provision of a pay to use EV Point with a mark-up on the energy costs generating additional revenue for the trust.
- The provision of an EV point provided by a third party where the Trust receives a small rental for use of the space. In this instance, the third-party organisation will generate revenue from the end user.

Given the scale of the Glascairn Community Project, this business case considers the second option above, with a modest income being generated from the charging point.

In addition to income generation, the following benefits are also recognised:

- The inclusion of a charging point will see the Hub included on a number of EV Point Infrastructure maps, apps and information sites.
- The EV point will attract visitors to the Hub with additional spend in the café and wider local businesses (shop etc).
- The EV point will help CCT to continue strengthening and developing its green credentials, supporting the local residents to consider more environmentally friendly options.

19 Financial Assessment

This section has been removed as it contains commercially sensitive information.

20 Marketing & Promotion Plan

20.1 Overview

Effective marketing is the key to the successful growth and development of any business. The marketing strategy is focused on considering the scope and scale of the potential market, the products and services the market demands, and the price point at which the product becomes viable.

20.2 Marketing Community Projects

Marketing is an essential part of good management practice. It is a process of identifying customer needs, wants and wishes, and satisfying them. Successful community facilities depend on satisfied customers to remain successful and financially stable.

Marketing involves creating appropriate goods and services and matching them to market requirements. Therefore, far from being just about selling, marketing is from the beginning an integral part of the business process. Marketing does the following:

- Assesses the needs and wants of potential customers;
- Analyses the internal organisational and external market environments;
- Segments the market appropriately; positions the product in the market;
- Implements a number of decisions, termed the 'marketing mix';
- Secures appropriate relationships with customers;
- Analyses, evaluates and adjusts.

However, marketing is as relevant to not-for-profit organisations in the private and public sectors, as it is to the commercial profit-making sector. Any providers should be motivated to supply their customers with what these customers want. In the commercial world, marketing has proved to be an effective means of staying in business and making greater profits.

For community facilities in the public and voluntary sectors, it can help to achieve a more complex set of objectives. The common link is the customer, because it is through satisfying customers that any organisational objectives are achieved. The essence of quality management is satisfying customers.

20.3 Market Segmentation

Knowledge of consumer behaviour leads to the conclusion that customers are not one set of people with the same characteristics and preferences. Instead, customers comprise numerous groups of individuals within each of whom there are similarities in needs, characteristics, motivations, etc. It is no longer appropriate to believe that an organisation is providing service for all people.

Even local authorities, with arguably the broadest remit in terms of a potential customer base, now recognise that if they indiscriminately market their services to all, it will probably result in particular types of people being over-represented among their customers and some groups, particularly the disadvantaged, being under-represented.

Remedying this requires market segmentation and target marketing. A market segment, then, is any relatively homogeneous subdivision of a market that is likely to be attracted to particular products or services. Several forms of market segmentation are available:

- **By demographics** – e.g., age groups, gender groups, ethnic groups, tourists;
- **By socio-economics** – e.g., by income, occupation, housing type, car ownership;
- **By geography** – i.e., different areas, from countries to communities, the latter often coinciding with socio-economic variables in formal classification systems such as ACORN in the UK.
- **By behaviour and benefits** – i.e., how customers respond to and what they get from the service, e.g., off-peak visitors, fitness motivated customers, visitors motivated by education/ skill improvement;

Many practical segmentation exercises involve a mix of these different methods. It is possible to conduct clear and simple segmentation by using descriptive statistics such as age, gender and socio-economic profiles of populations, to identify major market segments suitable for marketing actions.

It is unlikely that many voluntary organisations will have the resources to undertake a complex statistical analysis, particularly small and medium-sized enterprises and organisations in the voluntary sector such as Culbokie Community

Trust. We therefore recommend a simplified approach to marketing and branding outlined below.

20.4 Promotional strategy

Within the context of the promotional strategy for the project, there are a range of tools and techniques that can be deployed to ensure that information is presented in a clear, concise, consistent and appropriate manner to all existing and potential customers. The following table offers a summary of the approaches that may be used:

Promotional Tool	Approach
Public Relations	Links with local media should be built on and further developed. Community interest stories could be given to local press and radio heralding the progress of the project and its relevance to the community's needs, local groups and potential community users of the Hub and café.
Website/Facebook and Twitter	An updated website should be created to promote every aspect of the Hub, effectively becoming a marketing tool. Other online tools such as Facebook and Twitter could be used in promoting the Hub and helping build a body of interest in its facilities and services. A good online presence should work cohesively across platforms to promote the products and services available, linking with other services and venues in the village such as Findon Hall.
Advertising	It is essential to develop the awareness and profile of the Hub from outset, possibly before it even opens. An appropriate advertising budget should be created for this purpose. It will be important to identify channels through which advertising will reach the key potential customers. Good news community stories around the project can often be an inexpensive way of securing local press coverage.

Signage	<p>The Trust should consider signage to promote the Café and Hub both locally, and on the main A9 trunk road.</p> <p>Brown tourist signs are widely recognised around Scotland and provide visitors travelling by car with clear and consistent directions on how to reach tourist destinations that might be otherwise hard to find.</p> <p>The Trust should consider applying to VisitScotland for Accreditation, which would then allow them to work with the Local Traffic Authority to install a Brown Sign on the A9.</p> <p>https://www.visitscotland.org/supporting-your-business/quality-customer-experience/brown-tourist-signs</p>
Direct marketing	Attractive leaflets and posters could be produced and distributed widely and a carefully targeted campaign should commence. This will allow the Trust to engage the local community and visitor markets that will be key in ensuring that the cafe element of the project is successful.
Partnership Working	It will be beneficial for the Trust to work with other local tourist-related businesses to help promote the Hub facility through joint marketing. For example, featuring on the Association of Northern Trail's website about the John o' Groats Trail.

20.5 Marketing Action Plan

The following tables identify four key areas of marketing that should be undertaken by the Trust board, prior to, during and after the delivery of the facility:

- Communications Strategy: Establish and maintain consistency of the Hub's profile and messaging
- Brand: Establish/maintain consistency for the Hub.
- Image: Assessing services for customers
- Competitor Analysis: Monitoring of competition
- Customer Satisfaction: Developing and maintaining a first-class service.

Marketing of the Community Hub in a small rural community such as Culbokie can be promoted by some or all of the above, but often in similar small communities, word of mouth can be very effective.

Communications Strategy				
Establishing and maintaining a consistent approach to marketing and promotion.				
	Task	Timeframe	Resources	Responsibility
1	Update the website for the Hub with clear descriptions of the products and services provided.	During the redevelopment of the facility.	Volunteer time	Culbokie Community Trust
2	Develop functionality of the website to include future events, class timetables, schedules and an online booking system,	During the development of the facility	Volunteer time	Culbokie Community Trust
3	Keep site up to date with latest information, offers, services and user testimonials	Ongoing	Volunteer time	Culbokie Community Trust

4	Create Facebook Page and Twitter account for the Hub.	Once	Volunteer time	Culbokie Community Trust
5	Manage and update Facebook and Twitter accounts regularly, working in synergy with the Trust's website.	Daily	Volunteer time	Culbokie Community Trust
6	Effectively use Twitter and Facebook to monitor and respond to any positive or negative feedback.	Daily	Volunteer time	Culbokie Community Trust
7	Use MAILCHIMP to send out newsletter once each quarter to customers who have signed up for information. List of recipients should be developed through sign-up sheets, social media and website.	Quarterly	Volunteer time	Culbokie Community Trust
8	Design and print of promotional leaflets to raise awareness and promote the facility across comparable tourist attractions.	Annually	£250	Culbokie Community Trust
9	Press Releases: Whenever there is major or significant event associated with the Hub, or its users, suppliers or key stakeholders.	Periodically	Free	Culbokie Community Trust

Branding Strategy Establish/maintain consistency for marketing opportunities				
	Task	Timeframe	Resources	Responsibility
1	Development and creation of a Hub brand/ logo/ strap line	Once.	£250	Culbokie Community Trust
2	Ensure all correspondence uses new Hub logo	Ongoing	Free	Culbokie Community Trust
3	Establish CUSTOMER CARE charter with staff, volunteers and Board members and publish on website and with promotional materials	Once	Free	Culbokie Community Trust
4	Continue to develop customer care training for all staff and board members.	Ongoing	Free	Culbokie Community Trust

Image Strategy Assessing facility and needs for new and existing users				
	Task	Timeframe	Resources	Responsibility
1	Develop a proactive approach to understanding customer requirements. Maintain customer/user database and provide customers with feedback on areas of relevance to them.	Ongoing	Free	Culbokie Community Trust
2	Arrange for 'mystery shopper' visits to the Hub, rate the users'	Ongoing	Free	Culbokie Community Trust

	experiences and report back to the Trust board on customer satisfaction			
3	Seek regular customer feedback as to whether their needs are being adequately met, surveys, questionnaires, online Survey Monkey	Once	Free	Culbokie Community Trust

Competitor Analysis Assessing facility and needs for new and existing customers				
	Task	Timeframe	Resources	Responsibility
1	Compile a "competitor database" of other Community Hubs. Use Google to search for potential competitive activities. Monitor National press/specialist publications for items that may impact on competitiveness. (Note requirements of Data Protection regulations)	Ongoing	Free	Culbokie Community Trust

21 Project Risk Register

The following table outlines the risks associated with the development, delivery and subsequent operation of the Culbokie Community Hub – outlining the actions to mitigate against these, and the appropriate delegation of responsibility.

Glascairn Project Culbokie Community Trust (CTT)			Business Risk Register			Date: July 2021	
		Risk Categories:	0-8 Low Risk	9-17 Medium Risk	18-25 High Risk		
Risk Area	Risk Identified (Describes the risk to be managed)	Probability Factor (1-5, with 5 being most probable)	Impact Factor (1-5, with 5 being most severe)	Risk Ranking (probability x impact = probability)	Risk Management (how the risk will be managed)	Risk Responsibility	Risk Monitoring
1.0 Strategic Risks							
1.1	Lack of Vision and Robust Business Plan	1	5	5	CCT has both a robust Feasibility Study and a Business Plan and the process of updating and combining both will consolidate the earlier work done in moving towards delivering the Trust's vision.	Culbokie Community Trust (CTT)	The Business Plan should be reviewed and updated annually or when there are changes to the Board.
1.2	Business Continuity Management Plan	4	4	16	This should be in addition to the Business Plan. It will determine minimum levels under which the Trust continues to function.	Culbokie Community Trust	Annually or when there are changes to the Board or significant changes in revenue.
1.3	Health and Safety and Regulatory issues	4	5	20	The Board requires to be aware of their Health and Safety obligations throughout any construction or refurbishment project. Following the refurbishment, it is imperative that the board reviews and adheres to all H&S legislation.	Culbokie Community Trust (CCT)	During refurbishment and annually thereafter, or when there are any changes to the Board.
1.4	Marketing and Branding Strategy	3	4	12	The Board should consider implementing a Marketing Strategy to ensure they adopt a proactive approach to operating the Hub and promoting the redeveloped facilities and thereby generating income to cover operating costs.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board or significant revenue changes.
1.5	Convincing the funding bodies that you have a robust business case for	5	4	20	This will be critical to the success of the project. Market testing, testimonials and examples of	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.

	securing their investment				best practice from other areas should help to support this business case.		
2.0 Personnel - These will only apply in relation to the board as an employer							
2.1	Employment of staff and Employment Legislation	3	4	12	The Board will have to ensure that all matters in relation to Employment legislation are fully complied with and staff are aware of their rights and responsibilities.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
2.2	Recruiting and managing staff	4	4	16	The Board will require to continually review staff and employee's terms and conditions of employment to ensure full compliance with current legislation.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
2.3	Recruitment and Retention procedures	3	3	9	The Board will require to follow all recruitment and retention policies as required in employment legislation	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
2.4	Grievance procedures	3	4	12	The Board will require to follow all grievance policies as required in employment legislation.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
2.5	Loss of Key Staff	4	4	16	The Board should be aware of the need for succession planning in case they lose any key members of staff.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
2.6	Data Protection Policies	4	3	12	Strict adherence to Data Protection legislation and enforcement of relevant Data Protection Policies will be required.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
2.7	Staff and Board member's Training	4	4	16	The Board should adopt a proactive approach to staff training. The Board has recently completed a skills audit and is satisfied they have adequate skills to deliver the project.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
3.0 Operational Risks							
3.1	Dealing with all Planning related issues throughout the refurbishment process.	4	4	16	The Board will need to address all planning relating issues as these arise in line with delivering their vision. Where required they may require to engage the necessary professional advisors to assist as required.	Culbokie Community Trust (CCT)	In advance of and throughout the refurbishment process.
3.2	Taking on the whole vision as a single project	3	5	15	The Board should be cautious not to over-stretch themselves and recognize that financial restrictions may dictate that the project is carried out on a priority led phased basis. It is noted that	Culbokie Community Trust (CCT)	Throughout the construction phases of the project with specific attention to budget changes and

					the project is already broken down in to village green, café/toilets/3 rd building to reduce this risk		changes to delivery plan.
3.3	Attracting sufficient user numbers and groups to sustain the facility	5	4	20	The Board will need to proactively market and promote the facilities, particularly in relation to wider community uses to ensure that there are sufficient user numbers to cover the operational costs	Culbokie Community Trust (CCT)	The Board should review their operational figures preferably weekly but if not at least monthly to keep accurate tracking on their user numbers.
3.4	Retaining sufficiently motivated Directors and Board members representing a wide spectrum of the local community	3	5	15	The Board should continually monitor and review the composition of their Board to ensure new appropriate members are recruited as older members step down.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
3.5	Property Maintenance Plans	4	4	16	Once operational and assuming responsibility for buildings, the Board will have to ensure that appropriate repairs and maintenance measures are put in place for the upkeep of the buildings.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
4.0 Financial Risks							
4.1	Not securing adequate capital funding	5	4	20	With high demand on the proposed sources of capital funding, it is essential to monitor the success in funding applications and adjust the project and its priorities accordingly. The Trust must seek to engage as many grant aiding bodies to improve their investment opportunities in the proposed facilities.	Treasurer and Culbokie Community Trust (CCT)	On-going throughout the refurbishment process.
4.2	Budget Forecasting for Capital and Revenue	4	4	16	The capital and revenue budgets in this report are founded on sound business principles, and refrain from too much optimism in order that they are both realistic and sustainable.	Treasurer and Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
4.3	Financial Control and Audit Systems	4	4	16	The Trust will require to operate to strict financial and auditing controls.	Treasurer and Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.

4.4	Reduction in income	5	4	20	The CCT will require to have a weekly/monthly monitoring system against pre-determined income targets and therefore be fully aware of any income issues.	Treasurer and Culbokie Community Trust (CCT)	Weekly or monthly
5.0 Political/External Risks							
5.1	Relationships with new user groups	3	3	9	The Trust should continue to build their relationship with all potential user groups, encouraging their support for future uses of the Hub	Culbokie Community Trust (CCT)	Throughout the project and annually thereafter.
5.2	Relationship with Highland Council and key funding agencies	4	4	16	This is a critical relationship both from a key service provider's perspective (The Trust) and to ensure good stewardship of potential public funds.	Culbokie Community Trust (CCT)	Ongoing review of relationship by the Board
5.3	Relationships with local elected members	3	3	9	The Trust should continue to focus on a strong relationship with local elected members, ensuring their support for the project during and after refurbishment.	Culbokie Community Trust (CCT)	Annually or when there are changes to the Board.
5.4	Relationship with wider community	3	3	9	The Trust should continue to develop their relationship with the wider community, encouraging support for the project and offering opportunities for new users.	Culbokie Community Trust (CCT)	Focus throughout refurbishment and then reviewed annually or when there are changes to the Board.
6.0 Marketing and Branding							
6.1	Media Relations	3	3	9	Part of the marketing section of this plan highlights the need for good media relationships. The Trust Board should seek to engage social media outlets, local newspapers, community newsletters, radio stations etc. to promote the new facilities and their benefits to the local community.	Culbokie Community Trust (CCT)	Significant focus on completion of the project, then annually reviewed thereafter.
6.2	Branding and Public Profile	4	4	16	The Board should actively work on creating a high visibility profile through the life of the project, drumming up local community support and establishing the Hub's important position in the wider Black Isle community.	Culbokie Community Trust (CCT)	Throughout the project and annually reviewed thereafter.

22 Exit Strategy

The Culbokie Community Trust has, throughout the development of this project, taken a phased approach to the delivery of the village centre. This report focuses on the initial major stages, namely Culbokie Green, and the café / toilet building. It also acknowledges the subsequent phase in which a wider use community building is added to the site.

Should funding limit the viability of delivering the elements of this project as outlined in the report, greater phasing could be considered.

The detailed plans held by the group for Culbokie Green allows for key elements to be delivered independently, and this “bite size pieces” approach would allow CCT to deliver the outdoor space and amenities as and when small funds and fundraising is sufficient.

With regards to the café and toilet building, failure to secure adequate funding should be tackled in one of the following ways:

- 1) Work with a temporary / mobile caterer to provide refreshments at the village green. This will further demonstrate demand and increase the evidence behind any future re application to funders.
- 2) Reduce the specification and / or size of the building, and therefore reduce the overall capital cost. NB: The current design is modest in size and as such there may be limited scope for this option.
- 3) Await changes to the funding landscape – The Trust could put this element of the project in hiatus, awaiting significant changes to existing funder requirements / focuses, or the opportunity of new funds and funders in subsequent years.

Whilst determining that this project would be financially viable and operational feasible, it is not recommended that the Trust look to borrow any significant amount of the capital costs required.

23 Recommendations

In moving this project forward, this report concludes the following recommendations:

- (1) Having received full planning permission, it is recommended that, on receipt of planning consent, the Trust applies for capital funding for the Village Green and the creation of the first phase (café and toilets) for the Community Hub
- (2) It is recommended that the Trust considers the option for franchising out the café to a third party.
- (3) It is recommended that the Trust considers the Pricing Policy enclosed in the business plan section of this report as a basis for future rental costs for the proposed new facilities.
- (4) It is recommended that the Trust considers the option for the toilets being charged for through a coin/card operated door mechanism.
- (5) It is recommended that the Trust investigates the option for providing a rapid charger, with the capacity to generate a modest revenue stream.
- (6) The Trust should consider applying to VisitScotland for Accreditation, which would then allow them to work with the Local Traffic Authority to install a Brown Sign on the A9.

Project Appendices

24 Appendix One: 2017 Consultation – Concerns

Issue	Number	%	CCT Comment
Don't agree with location of SUDS	3	6	The proposed location is at the lowest part of the site which is most practical from an engineering point of view. By putting it here it will be available for use by both CCT and Tulloch. Its location at the corner of Glascairn road will also help retain site lines from the junction and it will contribute a larger public open space in the village centre. CCT does not believe that the location of the SUDS will compromise the aims of the community development.
Concerned about safety of animals and children if there is a pond	8	16	CCT accepts that there is enough concern about the safety of a pond to children and animals to conclude that the high amenity SUDS should not include a pond.
SUDS needs sustainable long term management and must look attractive	8	16	This is a valid concern and CCT will take legal and technical advice on design and long term management of the SUDS. It must form a visually attractive part of the site and future management arrangements must take account of management quality, cost of management and public liability.
There isn't enough parking at the business units	1	2	The final design for the CCT development will be subject to Highland Council Roads and Transportation Guidelines for New Developments. This will ensure that sufficient parking is provided.
Tulloch Homes are doing too well out of the proposed agreement	3	6	CCT will be taking legal advice before entering into an agreement and the proposal will be vetted by a surveyor as part of the Heads of Terms. This will help us ensure the agreement is fair to all parties. The agreement will need to be approved by the Scottish Government and the Scottish Land Fund who will be seeking to protect their investments in the community project to date.
Issues relating solely to the design of the Community site: <ul style="list-style-type: none"> Noise issues including community housing affected by traffic noise and business units. Larger covered area needed 	3	6	The layouts provided by Tulloch are 'trial layouts' to show that CCT's plans are feasible following the land exchange but they are not a final design. CCT will draw up its own plan within the constraints of any infrastructure elements of the agreement. The issues identified are all valid and will be fully considered during the design process and CCT will be taking professional advice on this.

<ul style="list-style-type: none"> Proximity of parking to buildings Layout of open space must encourage people to walk through it 			
CCT should not be entering an agreement with Tulloch Homes which is about money for CCT and more houses for Tulloch	4	8	CCT has always known that development of the community land without a housing development partner would be at risk due to the high cost of the infrastructure. An agreement with a developer provides the best possible opportunity to unlock the site for the benefit of the whole community – and there is only the one deal on the table for us to consider. We will appoint legal and valuation advisers as necessary to help ensure the agreement is fair.
Issues relating solely to housing site: <ul style="list-style-type: none"> Too many houses / too dense Driveways exiting onto Glascairn Road Traffic on Glascairn Road Tulloch should build smaller houses 	8 4 7 2	16 8 14 4	The proposed housing design, parking and transportation issues will be scrutinised through the normal planning process and the Councils Roads and Transport Department. Consultees will include Ferintosh Community Council and near neighbours. This process will ensure that local views are heard and that the new housing meets all regulations. CCT is not competent to comment on the technical detail of the design. It does however support the development of smaller two and three bedroom bungalows which meet a key need for downsizing by older people identified in our recent Housing Needs Analysis undertaken by the Highland Small Communities Housing Trust.
Public transport in the village is poor and this will affect people living in the new houses and particularly those in the affordable and community housing	5	10	We agree with this but the site has already been approved for housing leaving no scope to address this within the context of this development. CCT will work constructively with other bodies in the village to seek ways to improve the situation.
The path to Glascairn Wood identified in the drawings will emerge on privately owned land that is part of core path network. This is unacceptable to the land-owners	2	2	CCT would like to encourage access on foot from the Community Hub into Glascairn Wood (for the purposes of healthy leisure and recreation) by a short route cutting through the new housing and so avoiding the Glascairn Road. The proposed route will not lead to any additional walkers crossing the private land / core path network in question since the old route via the Glascairn Road passes the same way. It could however remove some foot traffic from the private land in front of two other houses (also on the core path network). In our view the proposed route offers clear benefits for both walkers and 2 homeowners. However, we understand that this is a historic dispute. We will therefore seek guidance from Highland Council. The alternative route would use the new pavement along the Glascairn Road before joining the existing route along a private road on the core path network in front of three existing houses.

Access to the site should be off the main road	1	2	The Local Plan and outline planning consents require the access to be taken off the Glascairn Road. As noted in the Q&A session, if the current adopted road was no longer used as an access road, THC would no longer adopt, and ownership would revert (riparian rules) to previous landowners (1,2 or many). This complication is unacceptable to Tulloch Homes as it could delay the development by years.
Bus layby needed	1	2	The outline planning consent for the housing site requires a contribution from the developer towards the installation of a bus shelter and real time bus timetable information. The Highland Council Roads and Transport Department will determine requirements for a layby.
Sheltered/ assisted housing needed	1	2	We agree that this should be fully investigated. We have reserved land on the community owned site for small houses which could be suitable for those in the community needing high levels of care.
Church café must be acknowledged	1	2	We agree. The Tuesday afternoon Church Café is an important focal point for the village. . The café at Glascairn will not be open on Tuesdays and customers will be directed to the church café on Tuesday afternoons.
Need to prioritise infrastructure before buildings	1	2	Agreed. The outline planning consent requires infrastructure to be in place prior to any other development or prior to the occupation of the buildings.
Concern about unviable business units being empty	1	2	There is always some risk to any business development. CCT will mitigate this risk by developing a realistic business plan based on rents achievable by local businesses. This means that the building will only be procured if finance is available to meet the business plan requirements.
Should have left Tulloch Homes to do the whole thing	1	2	We do not believe that any commercial housing developer could deliver the same plan as CCT. This is because CCT is a community development company and a charity. It has been supported by the Scottish Government, Highlands and Islands Enterprise, Highland Council, the BIG Lottery Fund and the Development Trusts Association for Scotland and is eligible for support by many other Trusts and Foundations. Development by a commercial developer would have been subject to normal commercial market pressures and development for community use comparable to our plans would be virtually impossible.
Independent monitoring is needed to ensure build quality and reduce future burdens	1	2	Agreed. CCT will take advice from selected professionals.
Other community members do not support the CCT plan	1	2	We do not agree. The previous and current evidence shows that the vast majority support the plan.
Traffic calming is needed at the entrance of the village to deal with extra traffic	1	2	CCT supports slow traffic speeds in the village and will work with other groups in the village to achieve this. However, the new housing has already been approved in principle so unless this is required by Highland Council Roads and Transportation Department it is outside the scope of this development.



CULBOKIE CHURCH CENTRE

20 March 2018

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Culbokie
IV7 8JQ

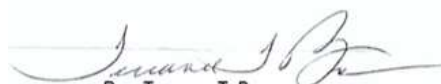
RE: Letter of Support for the Culbokie Community Hub

Dear Bruce:

Having read the Terms of Reference, it is obvious that this is an enterprise that our church can easily support. Especially given our vision to reach into and be part of the community. This will be a place where we can have the face-to-face conversations that allow us reach into people's lives and be there at their point of need, and then refer them to nearby agencies if we can't directly help. Additionally, we can be a source of community-oriented volunteers to help the various service-provider/assistance organizations that will use the hub. Although we're still thinking through the various ways we see our work at the hub unfolding, we're more than willing to be part of the discussions and efforts that will enable the hub to benefit the residents in, and around, Culbokie.

We applaud the work the trust is doing. And we look forward to see our role develop as the hub becomes a reality. Our initial point person for this will be Mr. Richard Fyfe, who can be reached by email at richard.fyfe48@yahoo.com or by phone at 01349877040. You can also contact me as well at TBurns@churchofscotland.org.uk or 01349877452.

Sincerely Yours,



Rev. Terrance T. Burns
Minister
Parishes of Resolis & Urquhart, and Cromarty

27th March 2018

Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatus
Culbokie
IV7 8JQ

Dear Bruce

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with Culbokie Community Trust's (CCT's) Community Hub project and for sending us the Terms of Reference for joining you as a project supporter.

I have carefully assessed the Terms of Reference and am delighted to be able to confirm Age Scotland's support for the project. The Culbokie Community Hub will provide a range of amenities, services and activities for the local community, including older people, to improve health and well being and to tackle loneliness and isolation. We wish you every success with this important initiative and will be delighted to work with you by providing support from Age Scotland's Community Development team, engagement with our Policy and Communications team, and access to an extensive range of information resources for older people and their families and carers, produced by our Information and Advice team.

On behalf of Age Scotland please accept my best wishes to you and the members of the Culbokie Community Trust as you develop the Community Hub. We look forward to working with you as the project progresses.

Yours sincerely



Brian Sloan
Chief Executive



Causewayside House
160 Causewayside
Edinburgh EH9 1PR
Phone: 0333 323 2400
Fax: 0333 323 2459
Email: info@agescotland.org.uk
Web: www.agescotland.org.uk

Age Scotland, part of the Age Network, is an independent charity dedicated to improving the later lives of everyone on the ageing journey, within a charitable company limited by guarantee and registered in Scotland. Registration Number: 153343. Charity Number: SC010100. Registered Office: Causewayside House, 160 Causewayside, Edinburgh, EH9 1PR.



2nd March 2018

Mr Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatua
Culbokie
IV7 8JQ

Dear Bruce,

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with Culbokie Community Trust's Community Hub Project and for sending us the Terms of Reference for joining you as a Project Supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm now that Highland Hospice will become a Project Supporter.

Highland Hospice has identified the concept of Compassionate Communities as an overarching need in order to sustain the quality of palliative and end of life care which people experience in the Highlands. To this end we will be investing in a number of community development initiatives over the coming years. These include; our Helping Hands Volunteer Service; support for community based employment hubs to support social care ; training to help the people of the Highlands to be more confident in looking after loved ones, neighbours and colleagues dealing with terminal illness and bereavement. However, the success of these initiatives will depend on the capability and willingness of communities to work with us.

We therefore applaud your vision and determination to develop the Culbokie Community Hub which has the potential to make a significant impact on sustaining health and wellbeing for local people in the area.

Highland Hospice would wish to work with you to support the development of the hub. Resources that we can offer include:

- Training
- Development time to support initiatives that will improve experiences of palliative and end of life care
- The use of our brand to support funding applications (where appropriate)

Please support your Highland Hospice

Ness House, 1 Bishops Road, Inverness IV3 5SB
T: 01463 243132 E: generalenquiries@highlandhospice.org.uk

www.highlandhospice.org

Highland Hospice is a registered Scottish charity, No. SC011027
Highland Hospice is a company limited by guarantee. Registered in Scotland No. 32684
Registered office: Mackintosh and MacCallum, 25 Queensgate, Inverness IV1 1YH



We accept that we have responsibilities to help develop the activities and services in the community hub building that will also help us in the delivery of the objectives of our organisation and we look forward to working with you to make this a reality.

Going forward, Andrew Leaver, Head of Fundraising will be leading on our Community Engagement Programme and he will be the Hospice key contact. Andrew's can be contacted on email at A.Leaver@highlandhospice.org.uk or by telephone on 01463 227908.

Yours sincerely,

Kenny Steele
Chief Executive

cc Andrew Leaver, Head of Fundraising

Please support your Highland Hospice

Ness House, 1 Bishops Road, Inverness IV3 5SB
T: 01463 243132 E: generalenquiries@highlandhospice.org.uk

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Registered office: Mackintosh and MacCallum, 25 Queensgate, Inverness IV1 1YH





Highland Home Carers
3 Stadium Road
Inverness
IV1 1FF

14th March 2018

Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatua
Culbokie
IV7 8JQ

Dear Bruce,

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with CCT's community hub project and for sending us the Terms of Reference for joining you as a project supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm now that Highland Home Carers will become a Project Supporter.

We accept that we have responsibilities to help develop the activities and services in the community hub building that will also help us in the delivery of the objectives of our organisation. With that in mind, we have identified below the range of activities, services and in-kind support that we will be exploring with you as the project progresses.

Range of activities, services and in-kind support:

- Team Meetings once a fortnight
- Training Delivery as and when required
- If possible the use of a room once a week for staff supervisions
- If there was a café in the hub our carers would use it as a meeting place with the individuals, they care/ support

Highland Home Carers support Blackisle Carers to deliver care to the aging population of Culbokie. Having a hub, the Care Worker could gain access to would be fantastic, as currently they have to travel 14-mile round trip to attend any training at our head office in Inverness. Supervisions and staff meetings are taking place in staff houses.

Yours sincerely

Esther Harding
Operations Director

Head Office
3 Stadium Road, Inverness IV1 1FF
T: 01463 241196 | F: 01463 238695

Invergordon
Morrich House, 20 Davidson Drive,
Invergordon IV18 0SA | T: 01349 853 588

enquiries@highlandhomecarers.co.uk | highlandhomecarers.co.uk

Member of the Employee Ownership Association | Member of Scottish Care | Registered in Scotland SC203954



Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatua
Culbokie
IV7 8JQ

Please Ask for: James Martin
Direct Dial: 01463 663800

Date: 4th April 2018
E-mail: james.martin@highlifehighland.com

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

High Life Highland (HLH) welcomes the invitation to be involved in the Culbokie Community Trust community hub project, and for the opportunity to review the group's Terms of Reference.

I am pleased to confirm that HLH will be pleased to support the work being undertaken by you and your fellow community Trustees.

HLH is a registered charity in Scotland that is publicly funded, and therefore unable to bring any direct financial contribution/support to your project. However I would envisage that HLH can support the project 'in-kind' by committing to attending development/steering group meetings and offering input and/or experience from across our nine areas of work (adult education, archives, arts, libraries, leisure, libraries, outdoor activities, sport and youth development). Furthermore, I can inform you that The Highland Council's Music Tuition service was transferred to HLH on 1st April 2018.

I will be HLH's primary liaison link with CCT but will call upon colleagues from other services where their involvement may be appropriate at points throughout the project.

On behalf of HLH, I therefore look forward to working with you and the trust to identify the activities and services that will be delivered by the hub, as well as jointly highlighting where opportunities may dovetail with HLH's charitable objectives ultimately supporting our respective outcomes in the Culbokie community as well as those in the surrounding areas through the project.

I look forward to hearing from you in due course regarding the 'next steps'.

Yours sincerely

James W Martin
Head of Performance

Ian Murray, Chief Executive, High Life Highland Registered office 12-13 Andross Street, Inverness IV3 5NS Telephone 01463 663800 Email info@highlifehighland.com

High Life Highland is a company limited by guarantee registered in Scotland No. SC407011 and is a registered Scottish charity No. SC042553.

**Inner Moray Firth Operational Unit
(South & Mid Division)**

Mid Ross District
Maywood
Ross Memorial Hospital
Ferry Road
Dingwall
IV15 9QS



PRIVATE & CONFIDENTIAL

Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatua
Culbokie
IV7 8JQ

Date 8 March 2018
Your Ref
Our Ref CA/CNG
Enquiries to Christopher Arnold
Direct Line 01349 860481
Email Christopher.arnold1@nhs.net

Dear Bruce

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with CCT's community hub project and for sending us the Terms of Reference for joining you as a project supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm now that NHS Highland will become a Project Supporter.

We accept that we have responsibilities to help develop the activities and services in the community hub building that will also help us in the delivery of the objectives of our organisation.

With that in mind, we have identified below the range of activities, services and in-kind support that we will be exploring with you as the project progresses.

Range of activities, services and in-kind support:

- Exploration of in reach services to the community
- Opportunities for collaborative working with the local community team
- Development of local initiatives supported by the Mid Ross Community Partnership (chaired by the NHS)

Yours sincerely

Christopher Arnold
Mid Ross District Manager



Chair: David Alston
Chief Executive: Elaine Mead
NHS Highland, Assynt House, Beechwood Park, INVERNESS IV2 3BW
Highland NHS Board is the common name of Highland Health Board

2nd April 2018

Bruce Morrison
Trustee
Culbokie Community Trust

Dear Bruce,

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with CCT's community hub project and for sending us the Terms of Reference for joining you as a project supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm that Birchwood Highland will become a Project Supporter.

We accept that we have responsibilities to help develop the activities and services in the community hub building that will also help us in the delivery of the objectives of our organisation. With that in mind, we have identified below the range of activities, services and in-kind support that we will be exploring with you as the project progresses.

Range of activities, services and in-kind support:

- We can confirm our ongoing commitment to actively work with Culbokie Community Trust to develop the café in the hub, which we will then run as a social enterprise activity.
- We have committed in kind support in the form of time from three senior managers of Birchwood Highland in terms of assisting in the planning and design of the café and how it will operate, preparing costings for bid applications and for future budgets, attendance at Community Trust Board meetings and at the stakeholder group and at any other meetings required specifically to plan the café development.
- We will also offer support in actively promoting through our social media channels and our website the development of the Community hub project and in promoting the café and in helping to identify activities and groups that may be run from the hub premises, principally with the aim of getting more people to the café and associated meeting spaces.

Yours sincerely,

Emily Stokes
Chief Executive

A Company Limited by Guarantee Registered in Scotland 105400 | Registered Charity No: SC003198
Chairman: John Palmer | Chief Executive: Emily Stokes | Ambassadors: Nicola McAlley and Steve Robertson | www.birchwoodhighland.org.uk



Head Office
59 Tomnahurich Street
Inverness
IV3 5DT
Tel: 01463 236507
Emily.stokes@birchwoodhighland.org.uk



Local action for a sustainable and healthy planet

Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatus
Culbokie
IV7 8JQ

22 March 2018

Dear Bruce,

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be Involved with CCT's community hub project and for sending us the Terms of Reference for joining you as a project supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm now that Transition Black Isle will become a Project Supporter.

We accept that we have responsibilities to help develop the activities and services in the community hub building that will also help us in the delivery of the objectives of our organisation. We note, however, that we have limited resources; in particular we have no employees, and consequently the extent of our involvement will depend on the enthusiasm and energy of individual volunteers. With that in mind, we have identified below the range of activities, services and in-kind support that we will be exploring with you as the project progresses.

Local, low-carbon food for the café

We strongly support the idea that fruit and vegetables for the café could be grown on-site, potentially involving the clients of some of the other Project Supporters in addition to TBI volunteers. Our expertise in this area includes running Community Gardens in Culbokie and Muir of Ord, and a programme of workshops offering training in all aspects of growing and processing food. We would welcome the opportunity to develop a funding application for a growing project on the CCT site.

Building specification and design

We have some expertise in incorporating sustainability in the design and construction of buildings, and we would be interested in collaborating with CCT in this area.

Sustainable transport

The Black Isle is a popular area for cycling and walking. TBI ran a very successful three-year project, "A Million Miles" promoting sustainable travel in the area, and we would be pleased to offer our experience in this area to promote cycling and walking links around the Hub.

Yours sincerely,

J Gibson

Julie Gibson, Convenor Transition Black Isle

Registered Scottish Charity SC042309 Company limited by guarantee, registered in Scotland 398650

Registered office: Glachbeg, Allanglach Wood, North Kessock, Inverness, IV1 3XD

www.transitionblackisle.org



The Richmond Fellowship
Scotland

Highland Area Office
1st Floor
Metropolitan House
31-33 High Street
Inverness
IV1 1HT
t: 01463 239933
f: 01463 719395
e: north@trfs.org.uk
www.trfs.org.uk

Bruce Morrison
Trustee
Culbokie Community Trust
16 Balnatus
Culbokie
IV7 8JQ
31/3/18

Dear Bruce,

Letter of Support in Respect to Culbokie Community Hub

Thanks for sending me a copy of the Terms of Reference for the above project. Am pleased to confirm that The Richmond Fellowship Scotland are willing to add our name to those supporting the development of this facility.

We are a charity and provider of social care services for vulnerable adults and are slowing developing our services north of Inverness. As such the proposed Culbokie Hub is a facility we would expect to make use of to aid the development of our services in the Black Isle.

We foresee it as a possible location for meetings of our staff team in the area and as a likely site in which we can meet and spend with some of those we are working with. Many of those we work with find social activities and interactions difficult and the availability of a local facility that they can become familiar with and potentially involved with will be of great benefit to them.

Your sincerely,

Neil Maclean
Area Manager

Headquarters and registered office: 3 Buchanan Gate, Buchanan Gate Business Park, Cumbernauld Road, Stepps, North Lanarkshire G33 6FB t: 0845 013 6300 f: 0845 013 6399 e: info@trfs.org.uk www.trfs.org.uk
The Richmond Fellowship Scotland Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 Company No 245091(S) Charity No SC021921



Inverness, Ross & Skye Forest District

Tower Road
Smithton
Inverness

Tel 01463 791575

Fax 01463 793872

20/3/18

invernessrosskye@forestry.gsi.gov.uk

Bruce Morrison

Trustee

Culbokie Community Trust

16 Balnatua

Culbokie

IV7 8JQ

Dear Bruce,

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with CCT's community hub project and for sending us the Terms of Reference for joining you as a project supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm now that

Forest Enterprise Scotland will become a Project Supporter.

Range of activities, services, and in-kind support:

- Help through our ranger service with regard to health and well-being activities
- To keep developing the community link with Culbokie and the local national forest
- To encourage more proactive use of the forest such as local community orienteering project.

Yours sincerely,

Brian J Duff

Recreation Forester

Bruce Morrison

Culbokie Community Trust

16 Balnatua

Culbokie

IV7 8JQ

Dear Bruce,

LETTER OF SUPPORT FOR CULBOKIE COMMUNITY HUB PROJECT

Thank you for the opportunity to be involved with CCT's community hub project and for sending us the Terms of Reference for joining you as a project supporter.

We have carefully assessed the Terms of Reference and are delighted to be able to confirm now that

Black Isle Cares will become a Project Supporter.

We accept that we have responsibilities to help develop the activities and services in the community

hub building that will also help us in the delivery of the objectives of our organisation. With that in

mind, we have identified below the range of activities, services and in-kind support that we will be

exploring with you as the project progresses.

Range of activities, services, and in-kind support:

Reporting back to Black Isle Cares Trust board activities of the project

Ensuring the aims and objectives of the project are understood by BICs stakeholders

Participating in p.r./media activities that the project wishes to establish

Promoting the project through BIC's website when appropriate

Clearly what you are attempting to do with the Culbokie Community Hub is of immense interest to

us in Black Isle Cares insofar as it will impact positively on what we ourselves are seeking to do with adults with health or social care needs in the Black Isle.

Please don't hesitate to let me know if I can be of further help, Bruce

With every good wish

Brian Devlin, Chair of Black Isle Cares

26 Appendix Three: Culbokie Green Cost Summary

Contractor Programme

Item	Notes	Total
Extra loop path - 2m wide	149m2 including area in front of shelter & 5% measurement contingency. Quotes requested. Ideally, we'd pay Tulloch to do this when installing village green. Quote from Ground 'n Gardens of £57.09 per metre (now including VAT).	£8,475
Path in CCT part of the VG leg	20.21m x 2m including 5% measurement contingency	£2,307
Pollinator bed with shrubs and soft fruit (110m2)	Ground 'n gardens quote is £4500 including forming bed of 110m2. Size checked with H&M. Other quotes requested. Ideally, we'd pay Tulloch to form bed when installing village green. Now included VAT.	£4,500
Signage design and production (2)	Quote from Craobh includes 2 main signs and 2 finger posts. £250 added for sponsor sign. Not VAT registered.	£3,950
Dry stone walls qty 6, total length 16.1m labour	Quote from Iain Waldie - AWL contracts. Figures include VAT	£4,820
Dry stone walls qty 6, total length 16.1m materials	Quote from Iain Waldie - AWL contracts. Figures include VAT	£2,730
Timber benches (in VG main area)	Craobh quote	£1,920
Timber benches (in VG leg)	Craobh quote	£960
Litter and dog waste bin	Internet costed at £500 plus estimate for installation. 2 x litter + 2 x dog waste. Litter bins should have some protection from wind blowing contents. Litter bin - square hardwood, covered, 36 litres (www.kingfisherdirect.co.uk/park-litter-bins) £288 including VAT Dog waste bin with post	£1,092

	(www.kingfisherdirect.co.uk/street-furniture/dog-waste-bins) £258 inc. VAT.	
Play Area - Create log play area	Budget for logs and labour	£2,500
Play Area - boulders	Costed by Mark from Munro (Alness).	£3,000
Solar lighting installed - qty 20	Unit price of 80cm flat mount vandal proof solar bollard is £246.66+VAT.	£5,919
Solar Lighting Installation (plinths)	Updated estimate.	£1,200
Shelter	Quote from Sam Harrison inclusive of VAT.	£24,600
Cycle hoops by bus stop - qty 3	Mark's estimate	£500
Table tennis table and installation	based on Richard's research	£2,400
Table tennis table hard standing	6m x 4m price is based on quote from Ground 'n Gardens for loop path of £57.09 per metre.	£1,370
Net Total		£72,244
5% contingency		£3,612
Total Cost		£75,856
Less Tulloch Homes Contribution		£9,845
Remaining Cost		£66,011

Volunteer Programme – HCCF Funded

Item	Notes	Total
Training	Tree planting and willow (for tunnels)	£1,000
PR	Minimal PR, leaflets	£100
Consumables	Tea and coffee, spares	£100

Compost / fertilizer for tree planting	Scotbark organic peat free compost - 2 huge bags - original estimate £160.00	£-
Travel expenses	No expenses paid	£-
Native trees and guards (30)	£12 per tree. Bare root with stake, guard-ties and mulch mat	£450
Fruit trees (23)	£26 per tree including stake, guard and tie	£600
Hedge plants (357) for 59.5m of hedging (exc. leg)	Alba trees wholesale quote is 0.57p per tree plus VAT. Delivery is £80 + VAT. No protection or mulch. Original estimate was £340.19	£447
Hedge plants (441) for 73.5m of hedging in leg	Alba trees wholesale quote is 0.57p per tree plus VAT. Delivery is £80 + VAT. No protection or mulch. Original estimate was £397.64	£552
Willow sets	Cut our own	£50
Tools	People bring own tools	£150
Shipping container transport	No storage on site	£500
Sharing shed relocation	Dismantling and move to Culbokie Green including re-felting of roof	£500
Total Costs (Funded)		£4,450