

# **Strathpeffer Residents' Association Business Plan**

**March 2018**

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# 1 Executive Summary

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## **Who we are?**

Strathpeffer Residents' Association was formed on 27 March 2012 and became a Scottish Charitable Incorporated Organisation (SCIO) on 25th January 2016. There are currently 7 members on the board and we have a membership of over 90 people.

## **What we want to do.**

Strathpeffer Residents' Association's first priority is to ask Highland Council to consider transferring the Community Park land identified in this report into the ownership by way of a Community Asset Transfer.

Thereafter the proposed project is to develop a 1.84 hectare Community Park on semi-derelict open space in the spa town of Strathpeffer, 14 miles North West of Inverness. The grid reference at the centre of the site is NH478577. The proposed park will be owned and managed by the community.

The park will provide a new focus for the village, including active and passive recreation; activities for health and well-being; training and skills development; community food production; enhanced wildlife and environmental improvements. In addition, the project would be a boost to the local economy by enhancing the image of Strathpeffer and potentially providing jobs and skills. The project has evolved from public demand and is overwhelmingly supported by the local community.

## **How we intend to do it.**

Following the completion of a comprehensive feasibility study and informal discussions with officers of The Highland Council, the Residents' Association now requires to prepare a business case for the proposed transfer of ownership of the land to the Association.

The undernoted business case, based on the Highland Council's requirements, outlines a sustainable solution for the future development and management of the park area, demonstrating to the Council and potential funders, the group's ability to deliver, manage and operate this community asset.

## **Recommendations**

1. Following an independent valuation and taking consideration of the business case outlined within this report, it is recommended that the Strathpeffer Residents' Association pursue the transfer of the area of land from The Highland Council for a negotiated price. It is noted that, elsewhere, Community Asset Transfers have been completed by Highland Council for £1.
2. Strathpeffer Residents' Association requires to agree to the phasing of the project, and the respective component parts based on the capital funding available.
3. Subject to Strathpeffer Residents' Association securing ownership of the land, a planning application should be submitted for the initial phases of this project.
4. Strathpeffer Residents' Association embarks on a fundraising strategy taking consideration of the capital funders noted within this report.

## 2 Our Organisation

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### 2.1 Strathpeffer Residents Association

The Strathpeffer Residents' Association was set up in 2012 following local concerns over the need to develop un-used land for the benefit of the local community.

Strathpeffer Residents' Association is a Scottish Charitable Incorporated Organisation SC046287. The committee of Strathpeffer Residents' Association is made up of a chairperson, vice chair, secretary and treasurer, all with substantial relevant experience. There are 7 trustees in total, including the above office bearers.

The objectives of the Association are to support and develop the provision of recreational facilities, or facilitate the organisation of recreational activities, with the object of improving the conditions of life for residents and visitors to Strathpeffer. Currently the Association is working to deliver these objectives through the community park project.

### 2.2 Partnerships and People

*[Committee Members names, qualifications, skill and experience redacted for the purposes of data protection. Highland Council, July 2017]*

### 2.3 Quality Control

Looking forward towards the delivery of this project and beyond, the committee recognised the need for continuous professional development, and the requirement to ensure that they had the skills set required to undertake the roles and responsibilities of planning, delivering and operating the new Community Park.

In order to support this, the group undertook a committee skills audit in January 2018. This audit listed the following general committee skills, and potential future skill requirements, and asked each member to rate their own competence and that of the competence they perceived of the group as a whole.

#### General Skills

- Chairing and facilitating meetings
- Planning and communicating agendas
- Minute taking
- Strategic thinking and planning
- Written communication

#### Future / Project Specific Skills

- Legal matters
- Lobbying
- Architecture, design, and planning
- Quantity surveying and Civils
- Capital project management

- Digital and social media use
- Community engagement
- Conflict resolution and complaints management
- Managing, recruiting and retaining volunteers
- Financial management and reporting
- Funding and fundraising
- Succession planning
- Construction management
- Procurement and tendering
- Land management and maintenance
- Employing, managing and retaining staff
- Working with young people and vulnerable adults
- Performance management
- Crisis management

This skills audit report provides the results of all three consultations undertaken by Alan Jones Associates. The report provides broad assessments of the strengths and weaknesses indicated by group members.

In considering the current proposed project in Strathpeffer, it is recommended that for the following skills gaps, external expertise, consultancy or advice is obtained or contracted at the appropriate time and for the appropriate period.

- Capital project management
- Construction management
- Architecture, design and planning
- Quantity surveying and civil engineering

The following identified skills gaps are likely to be a permanent requirement of the group and therefore they should look to undertake training or identify new members accordingly:

- Legal matters
- Land management and maintenance
- Management, recruitment and retention of staff and volunteers

With regard to the self-assessment audit of the committee at present the following recommendations should be considered:

- Identify and recruit additional committee members with a focus on increasing the skill set and diversity within the group.
- Review and update all policies and codes of conduct relating to the group's operation, with particular reference to Health and Safety, Codes of Conduct and Child / Vulnerable Adult protection.
- Ensure greater awareness of financial management, monitoring and planning as part of the group's regular agenda. In particular, the group should be more confident that adequate fundraising and revenue generation is being undertaken to ensure sufficient resources and group sustainability.
- Consider the creation of job-role documents for committee members to ensure that all members are aware of their own, and other's responsibilities, and that there is sufficient delegation of tasks, along with associated expectations and timescales.

### 3 Introduction to the Project

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#### 3.1 Project Overview and Objectives

The Strathpeffer Residents' Association is looking to undertake a community asset transfer of a 1.84 hectare area of land adjacent to the school pitches in order that it can be developed for the benefit the local community.

The grid reference of the site is NH478577. The proposed park would be owned and managed by the community, providing a new focus for the village, including active and passive recreation, activities for health and well-being, enhanced wildlife and environmental improvement. In addition, the project would be a boost to the local economy by enhancing the image of Strathpeffer. The project has evolved from public demand and is overwhelmingly supported by the local community.

The development of appropriate landscaping, pathways, and ancillary seating will bring all elements together to create a community facility suitable for all ages.

The completed park project would comprise the following, identified as key priorities following community consultation:

- Sustainable Urban Drainage System (SUDS) Pond/Wetland area
- Toddler and Junior Play Provision (zip wire, slides, etc.)
- Bike Dirt Track / Pump Track
- Footpaths
- Semi-Natural Woodland and Enhanced Biodiversity
- Shed/Building
- Floodlit and fenced Multi Use Games Area (MUGA)
- Community Garden
- Park furniture

The following is noted:

- Construction of access will be from Ulladale Crescent. This will become the permanent access to the site, and there would be a construction compound on the site of where the MUGA in phase two is envisaged.
- The services to the site, electricity and water supply, would need to be taken to where the community building and MUGA are zoned.

This report acknowledges the following key objectives of the project:

- To take ownership of the relevant land from Highland Council through a Community Asset Transfer.
- To develop appropriate recreational space in line with the vision outlined in the feasibility study, reflecting community needs and aspirations.
- To ensure the facility maximises on all social, environmental and economic benefits to the local community.
- To determine the operational business case allowing for financial sustainability, including small income generating activities.

#### 3.2 Proposed Impacts and Benefits

The Association considers that the park would unify the community and fulfil numerous Scottish Government and Highland Council objectives. The park would provide a focus to unify the community,



breaking down barriers of age, gender, religious belief, ethnic origin, physical ability, mental capacity and of social status. It would be fully in line with Scottish Government Policy for community empowerment, for health and well-being, for active natural play and for wildlife enhancement and sustainability. The project is fully in line with Local Plan policy and Highland Council policy on the environment, community building, natural play and biodiversity. Pre-application consultation with The Highland Council's Planning and Infrastructure Service has been supportive. In addition, the project is in line with the Play Strategy for Scotland. The Community Park will help to ensure that we have a strong, resilient and supportive community, where people take responsibility for their own actions and how they affect others.

It is noted that there are no similar facilities in the local area, giving the project the potential to reduce the carbon footprint associated with travel to and from other Highland locations. Additionally, as further explored within this report, the project aligns with a number of regional and national strategies.

### **Social Benefits**

The park concept has already inspired some community cohesion, with 90 members now involved, bringing all ages and sectors of the community together in a shared vision. When complete, the Park project will continue this through community management and the social interaction opportunities across all ages. Accessibility to local resources without extensive travel is a perennial problem of rural settlements, especially in the Highlands and especially for younger people. The Park will provide a local, high quality, diverse facility for all ages within walking distance of the whole community, reducing road-miles and improving community cohesion and confidence.

### **Economic Benefits**

The project will raise the profile of Strathpeffer, improving a landscaped area that is currently perceived as neglected open space. This will have the potential to increase visitor numbers, and consequently have an economic impact benefit to the village.

In addition over £1m of construction work will provide spin off benefits to the local economy. Once complete the project will support one new part time employee and will provide a nucleus for local interest groups.

### **Environmental Benefits**

Whilst there is currently ample 'open space' in and around Strathpeffer, its value to the community is limited. This project would significantly alter that situation and provide a high-quality, diverse and local resource available to the whole community. In addition there will be pro-active management of existing habitat and creation of new habitats to compensate for any loss of existing habitat through the proposed development.

## **3.3 Proposals for Management**

The community park is best served by a community asset transfer rather than a lease. The benefits for asset transfer include:

- Direct control of the land, and we will be able to develop it according to the needs of the community
- This is a long term project where plans take time to develop
- It is in line with the government's emphasis on supporting communities to take more control and influence over their own future through **ownership** of assets
- Many grant funding opportunities identified require ownership and not lease
- It has a positive effect on our balance sheet which we can use as security
- It will give the Association credibility with funders and other stakeholders

## 4 Project Delivery

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### 4.1 Project Phasing

Due to the overall scale of the project, Strathpeffer Residents' Association recognises that there will be significant challenge in securing funding to deliver the overall vision. With this in mind, we are suggesting a phased approach to the development of the community park.

#### Phase One

This will comprise the provision of the following aspects from the overall vision, with all associated infrastructure and services.

- Footpaths
- SUDS Pond and drainage
- Play Provision
- Bike Dirt Track
- Shed / Storage

#### Phase Two

Subject to the successful completion of phase one, the following components will be considered for phase two:

- Floodlit and fenced Multi Use Games Area (MUGA)
- Community Garden

Details of the approximate costs are detailed in section 10 this report.

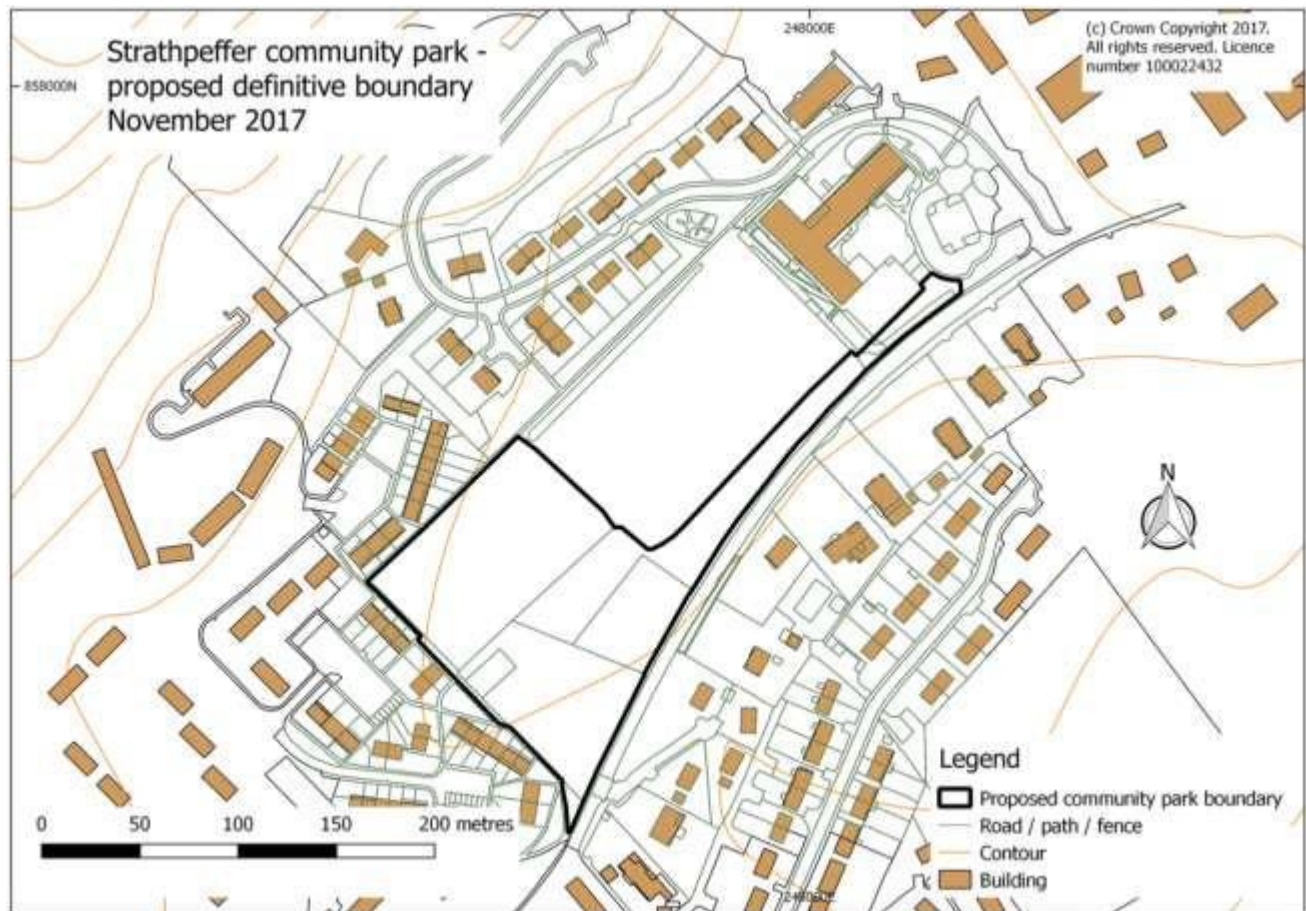
## 4.2 Project Work plan

Year One													
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	
<b>Site Acquisition and Planning</b>													
Application to Highland Council for Community Asset Transfer													
Prepare and Submit Stage 1 & 2 Application to Scottish Land Fund													
<b>Phase One Funding and Delivery</b>													
Prepare and Submit full planning application for Phase One works													
Prepare and Submit Capital Funding Applications													
Generate / Raise all 3rd Party Contributions required for Scottish Communities Landfill Fund													
Subject to securing adequate capital funding - SRA requires to follow standard procurement and tendering procedures and award of contracts													
Year Two													
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	
Subject to securing adequate capital funding - SRA requires to follow standard procurement and tendering procedures and award of contracts													
Award of Contract													
Phase One Construction and Delivery													
<b>Phase Two Funding and Delivery</b>													
Prepare and Submit Capital Funding Applications													
Generate / Raise all 3rd Party Contributions required for Scottish Communities Landfill Fund													
Year Three													
	Apr-20	May-20	Jun-20	Jul-20	Jul-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
Subject to securing adequate capital funding - SRA requires to follow standards procurement and tendering procedures and award of contracts													
Award of Contract													
Phase Two Construction and Delivery													

## 5 Site and Design Considerations

### 5.1 Site Overview

The site itself consists of 1.84 ha of existing public open space lying within a shallow basin adjacent to the Primary school's playing field. The land is part un-managed sloping hillside, currently scrub covered with a scattering of mature trees, and part levelled but poorly drained rough grass. A long 'panhandle' extends north east toward the school, running parallel to the A834. This narrow strip serves as a drainage swale to the site and adjacent playing field, the playing fields themselves being outwith the planned site. There is a small existing "not fit for purpose" play area at the west side of the site, maintained by Highland Council. Paths run along the west and northern edge of the site, but within the site access is restricted by scrub, wet ground and slopes.







(l) Aerial view of proposed site, (r) naturalised area leading to managed open space



(l) semi mature natural woodland, (r) naturalised areas, rough and semi rough areas



(l) existing play provision, (r) suggested site for bike dirt track

The 2015 Feasibility Study has investigated key aspects of the site, namely:

- Site condition
- Geomorphology
- Topography
- Drainage / Hydrology
- Flood Risk
- Flora and Fauna
- Soil and Ground Conditions

These assessments did not identify any project critical concerns. It was noted that any development would require a SUDS drainage system with action being taken to avoid the acceleration of any run off to the existing watercourse. This is particularly relevant in regard to areas of flood risk downstream from Strathpeffer.

## 5.2 Master Plan Vision

The Strathpeffer Residents' Association has approved the master plan illustrated below. This plan shows the potential scope for the effective use of the site, including future consideration of sport and leisure facilities, community garden space and recreational buildings. As this report outlines, the availability of funding based on the expressed community needs has resulted in approaching the project in phases.



## 5.3 Footpaths

The effective layout and provision of paths on the proposed site is vital to ensure that the park is accessible, with users able to move freely between linked up areas and activities. The layout of paths will be a key aspect of this project's overall design and this plan assumes a requirement of approximately 1,000 linear metres of paths



for the full proposed project. Working on the assumption that these paths will have an average width of 1.2m and be constructed with tarmac, a full cost of £100,000 is estimated.

## 5.4 Play Provision

The inclusion of play provision is highly desirable for any large park project. This has been confirmed as one of the main priorities through community consultation. The scale of the space is sufficient to allow the provision for both a toddler and a junior play area. Strathpeffer Residents' Association sought designs from a number of companies within the Highland Council's Framework Agreement and the detailed designs are included in Appendix 1.

## 5.5 SUDS Pond and Drainage

Scotland has a huge number of man-made and natural ponds - estimated at 198,000 ponds. A pond is classed as a water body of up to 2 ha in size, and these habitats can support a wide diversity of life, especially plants, amphibians and invertebrates. By incorporating a Sustainable Urban Drainage Systems (SUDS) pond / ponds into the site, the group will also be able to provide adequate mitigation of drainage issues as outlined in the initial feasibility study.

Sustainable Urban Drainage Systems (SUDS) are surface water drainage solutions designed to manage surface water run-off and mitigate the adverse effects of urban storm water run-off by reducing flood risk and controlling pollution. SUDS techniques allow surface water run-off from developments to be controlled in ways that imitate natural drainage by controlling the rate of discharge to a receiving watercourse. SUDS may also provide valuable habitat and amenity values when carefully planned.

As the drainage will be a priority within the overall project, it has been determined that this would be required to form part of the first phase of the project.

Taking consideration of similar projects outlined in the "Cost Estimate for SUDS" document (Department for Environment, Food and Rural Affairs), an indicative cost of £30,000 has been assumed in this plan for a 525m<sup>3</sup> pond. It has been agreed by the Association that the depth of the pond should not exceed 1 metre at the middle tapering to zero centimetres around the edges.

Further design consideration and information on the provision of ponds is included in Appendix 2.

## 5.6 Dirt Bike Track / Pump Track



A dirt bike/pump track is a continuous loop of dirt berms and "rollers" (smooth dirt mounds) that you ride without pedalling. The name "pump track" comes from the pumping motion used by the rider's upper and lower body as they ride around the track. The idea of a pump track is to use this pumping motion to maintain your speed around the track without pedalling. It's a great work out and lots of fun.

Pump tracks can be ridden by cyclists of all ages and skill levels. You don't need a special kind of bicycle to ride on a pump track - BMX bikes, mountain bikes, kids bikes - even "scooter" bikes can be used on the pump track. It's a great way to increase bike handling skills for younger riders, and for the whole family to enjoy cycling fun in a safe, traffic free environment.

Their construction does not need a huge area to build on, and a pump track can be built just about anywhere.

The provision of a dirt bike track or pump track has been identified as desirable and therefore included in the first proposed phase of this project. The Association has agreed this should be located on the slope which is currently dense rosebay willowherd throughout the existing woodland area and should be approximately 80-100m long and 15-20m wide. We estimate the costs of this to be around £75,000.

Further considerations around the design and implementation of a pump / bike track are included in Appendix 3.



## 5.7 Semi-natural Woodland and Shrub / Tree Planting

The site already has significant natural vegetation which has seeded over the years. Care should be taken not to simply remove this, but by careful woodland and natural habitat management, this can be incorporated into the new park supplemented and improved on through effective planting and upgrading.

Reference should be made to the findings in the previous feasibility study which highlights the species currently in situ.

## 5.8 Storage Building / Toilets

Initial thoughts in the Feasibility Study considered the community building should accommodate a range of uses including; a space for meetings and events, workshops, a kitchen area and wash room for the community garden, toilets, and the potential to provide small scale snacks / drink catering.

However, the costs of providing this would be high and the Association has agreed that two costed options of a log cabin type structure and a metal shed should both be considered.



*Inshes Park Proposed Toilets/Café £150,000*



*Metal Shed £40,000*

In addition a building would require electricity and water and sewerage connections to be brought into the site. We estimate these to be combined costs of around £60,000.

## 5.9 Multi Use Games Area(MUGA)



satisfy every situation. Each facility must be carefully planned according to specific demands and priorities.

Multi-sports surfaces offer a cost-effective solution for a wide range of sporting and leisure demands. Whilst a multi-sports area is often seen as a “safe option”, it must be recognised that there will almost always be a need to compromise, primarily in terms of dimensions and the performance of the playing surface. There are also widely differing requirements for the playing surfaces for various sports and many different needs for individual facilities. It is not possible to provide a simple solution or formula that will

By incorporating a MUGA within the overall vision for this project, Strathpeffer Residents’ Association is seeking to improve and increase the provision of sports facilities within the overall park design. At this point, it is proposed that the MUGA would be free to use and accessible to all.

The proposed cost for delivering a MUGA of the size outlined within the master plan is around £80,000 plus VAT, with consideration required to the ongoing maintenance and depreciation of the surface and other elements. At this point, it has been proposed the MUGA would likely form part of a second or subsequent phase when considering the available funding.

The Association has agreed this should be floodlit accessible by a card reader system which covers the costs of the electricity. It should also be fenced in to a height of 3 metres. The cost for floodlighting and fencing is estimated to be £60,000.

Further detailed design considerations relating to the provision of Multi Use Games Areas (MUGAs) are outlined in Appendix 4.

## **6 Market**

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### **6.1 Market Assessment – Strathpeffer**

The population of Strathpeffer was 1,034 in 2013. This is made up of 20% of children, 23% of pensioners and nearly 60% of working age adults.

The population has increased over the past few years with the building of numerous housing association homes in the area, along with private executive homes. There are 66 council houses in the area and a further 30 housing association homes. Nearly 42% of the population are claiming Key Benefits - slightly higher than the Highland Council average of just over 40%.

A number of new houses have been built in Strathpeffer over the past 10 years and the current local plan proposes additional housing, including low-cost housing, west of the village. This influx of residents has increased the number of children attending the local primary school and will continue to do so in the future, increasing the demand for open space but with limited prospect of providing new quality facilities. The village is already lacking in usable and useful open space and predicted future trends suggest this will further worsen.

The total number of pupils attending Strathpeffer Primary School has dramatically increased from 156 in 2004 to 182 in 2016. An additional 23 children attend the nursery.

In addition there are two nursing homes within the village and in a nearby outlying area along with a care home for children.

#### **Scottish Index of Multiple Deprivation (SIMD)**

The Scottish Index of Multiple Deprivation (SIMD) is the government's official tool for assessing smaller population zones (average population 800) with the lowest levels of deprivation in the country. The SIMD is used to focus and inform policies and resources to tackle social inequalities in Scotland.

No data-zones within the Ward are identified as severely deprived and the percentages of people classed as employment deprived and income deprived are both below the Highland average. The average household incomes in the area are, however, well below the Highland average.

#### **Rural Deprivation**

The Scottish Rural Policy Centre (SRUC) published a report in 2014 entitled Rural Scotland in Focus, which looked to monitor how rural Scotland is changing. It focuses 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 project in Strathpeffer, it is important to consider the aspects of rural inequalities, which, as listed below create challenges to living that are not experienced by communities within larger urban areas.

### **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 thus many jobs are seasonal in demand.

### **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 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 Strathpeffer, more fuel is required, and that fuel is supplied at a higher cost.

The “Minimum Income Standard for Remote Rural Scotland” report follows on from work and research on the Minimum Income Standard for Scotland. Considering the previously noted inequalities in rural living, the report headlines 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.

## **6.2 Target Product and Market**

The project’s **product** could be defined as the provision of high quality and valued public open space, together with opportunities for skills development and strengthening of the community. The trend in the market of providing usable and useful open space through the public sector is in decline. Owing to public spending cuts, the quality of existing publicly managed open space is being significantly eroded each year; facilities are being withdrawn and maintenance downgraded. If no action is taken, then the site under consideration will further lapse into a state of dereliction and neglect. This project offers potential to fully revitalise the area as a sustainable and valuable resource for the whole community. The project would absolve The Highland Council of on-going maintenance costs while improving facilities for everyone.

The **Target Market** is the Strathpeffer Community and its surrounding villages and visitors to the area and in particular the following user groups:

- Toddlers resident in and around Strathpeffer
- Local Primary school children from Strathpeffer and surrounding communities
- Local Secondary school children
- Parents in and around Strathpeffer
- Older people in and around Strathpeffer
- Less able people in and around Strathpeffer
- Local special interest groups in and around Strathpeffer
- Members of the Strathpeffer Men’s Shed
- Tourists visiting Strathpeffer

## **6.3 Supply**

An open space audit of Strathpeffer has been carried out as part of the Feasibility Study. This identified ample amenity space, but it is of low quality and there is negligible provision for positive use and activities within the amenity spaces. In addition, a review of the surrounding area showed few sites providing equipped play and no community growing areas. There is ample access to the countryside but

this primarily provides for walkers and mountain bikes on more demanding trails. For children and younger families, for teenagers, for people with mobility issues and for many of the elderly, there is little to offer without travel out of the village and nothing through the winter and after dark.

The following table lists a number of key parks or recreational locations that may be seen as “competitors” with regards to resident’s leisure and free time.

Competitor	Strengths	Weaknesses
Marybank play park	Good current facility	Distant for Strathpeffer parents – nearly 4 miles. Access only possible by car. No shelter from the weather.
Dingwall play park	Good current facility	Distant for Strathpeffer parents - 5 miles. Infrequent bus service.
Dingwall Leisure Centre	Wide variety of staffed activities on offer	Charge for all activities; distant for Strathpeffer residents. Infrequent bus service.

#### 6.4 Demand / Evidence of Need and Support

In developing this project, a number of stages of consultation have been delivered. Firstly by the Strathpeffer Residents’ Association, followed by a secondary detailed consultation undertaken by the Feasibility Study Consultant.

##### Initial Consultation

The Strathpeffer Residents’ Association carried out initial consultation prior to commissioning the feasibility study. This included:

- Public meetings
- Questionnaires to the local primary school classes.
- Questionnaires to the local markets
- Questionnaires door to door in the local area.

##### Secondary Consultation

In partnership with the consultant undertaking the detailed feasibility study, the following secondary consultation was undertaken.

- For the secondary consultation, the questionnaire, format and methodology was agreed jointly between us and the feasibility study consultant. It was agreed to issue one questionnaire per household. The resident population (2011 census, all ages) was c. 1109. It was agreed that 750 number questionnaires would be printed. We delivered 700+ questionnaires to households in Strathpeffer. In addition, the questionnaire was published on line via Survey Monkey. Respondents were given two weeks to return the questionnaire, later extended. The exact number of questionnaires issued is not certain as some were handed out at the Open Day, but was in excess of 700. Of these, 348 were returned, made up of 114 from residents, 167 from under-12s and 67 from secondary school pupils. This is a response rate of around 39%.
- An Open Day was held 8.30 am to 8.00 pm at the Community Centre, attended by 79 members of the public through the day. There was an exhibition that related specifically to the subjects covered by the questionnaire. The exhibition remained up in the Community Centre for a week after Open Day. The Open Day was advertised in local press, on local radio and via posters.
- Secondary school age youngsters, who travel from Strathpeffer to Dingwall Academy were ‘canvassed’ at the school bus queue, handed a flier and invited to complete the questionnaire and come to an Open Day. Few, if any, attended the Open Day and few completed the questionnaire. To address this The Academy provided an opportunity within the school day for pupils from Strathpeffer to complete the questionnaire.

- Primary School children, including Nursery Classes, all visited the Open Day, in groups through the day. We presented the scheme to each class and there was lively discussion and yellow 'post it' note comments. Thereafter teachers went through the questionnaire in their classroom and each child completed a simplified questionnaire.

The following table summarises the results from the consultation process noted above, and presented in the previous feasibility study.

Question or feature	Overall	Comment
Support for the project in principle	97% yes	There is overwhelming support.
<b>Should we provide:</b>		
<12 Play	90% yes	Clear majority in favour, with 58% 'must have'
12-16yr old play / activity	89% yes	Clear majority in favour, with 54% 'must have'
Provide for bikes and skateboards	87% yes	Clear majority in favour, with 39% of residents, 60% of secondary children and 84% of primary children selecting 'must have'
Dirt track (in favour of stunt bowl)	57% yes	No clear overriding preference.
Stunt bike bowl (in favour of dirt track)	53% yes	
MUGA	89% yes	Clear majority in favour.
Natural Play	89% yes	Clear majority in favour.
Should natural Play take priority over formal equipped play	37% yes 46% no	Small majority in favour of equipped play over natural play.
Outdoor Gym	87% yes	Clear majority in favour: 'must have' for: 25% adults; 82% of primary children; 59% of secondary pupils.
Ornamental Gardens	71% yes	A majority in favour but, amongst residents, 33% 'no' and only 13% 'must have'.
Sensory Garden	76% yes	A majority in favour but, amongst residents, only 17% 'must have'.
Growing food as part of the Garden?	77% yes 21% no	A majority in favour. Amongst residents 31% must have; 45% nice to have and 20% no. Of secondary pupils 37% 'no', but 61% of primary children 'must-have'.
Individual allotment plots? OR	40% yes 53% no	Small majority in favour of community / shared allotments.
Communal Plots?	59% yes 30% no	
Do you want a plot?		13 residents said 'yes' +38 primary children + 13 secondary pupils
Orchard as part of the Garden?	76% yes	Clear majority in favour, although only 14% residents and 7% of secondary pupils chose 'must have'
Community Shed?	79% yes	Clear majority in favour.
Outdoor meeting area/ events space?	80% yes	Clear majority in favour.
Whole site as Community Woodland?	61% no	Community as a whole is against whole site being wooded, but general support woodland on the sloping ground. Woodland popular amongst <16yr olds.
Sloping hill side as woodland?	62% yes	
Small wildlife area?	56% yes 39% no	Slight majority in favour. Amongst residents 64% in favour; primary children evenly split; secondary 67% in favour.

Path network?	91% yes	
Seating?	94% yes	
Public Toilet?	79% yes	Majority in favour of considering the feasibility of a WC, although amongst residents a significant number (34%) were against it. In discussion, this was due to lack of need and / or cost and maintenance.
Public Art?	80% yes	Clear majority in favour.

## 7 Public Benefit – Alignment with The Highland Council

### 7.1 Direct Benefits to Highland Council

The main benefits to the Highland Council will be that they save money on ongoing Grounds Maintenance costs, they will be under less pressure to replace items of outdated or dangerous play equipment, and they will not be required to commit any capital funds towards the creation of a new Community Park. In effect the council will achieve budget savings in both capital and revenue budgets through the community's efforts.

### 7.2 Value and Benefits of Green and Open Spaces

Green and Open space can be very diverse in the types of land and areas it encompasses. The Scottish Planning Policy 2014 advocates this should;

"Consists of any vegetated land or structure, water or geological feature within and on the edges of settlements, including allotments, trees, woodland, paths and 'civic space' consisting of squares, market places and other paved or hard landscaped areas with a civic function."

Greenspace Scotland states that green and open space can be seen as incorporating the following;

*Breathing Spaces: Oasis of calm amidst urban bustle, space to unwind*

*Healthy Spaces: inviting places which encourage us to get active*

*Working Spaces: attractive places where people want to live and work*

*Learning Spaces: natural grounds for lifelong learning*

*Living Spaces: attractive spaces on our doorsteps*

*Meeting Spaces: communal places encouraging communities to come together*

*Wild Spaces: informal places that welcome nature back to our urban spaces*

*Celebration Spaces: gathering places where people come together for events*

*Play Spaces: safe places where children can adventure and explore*

*Creative Spaces: Inspirational places encouraging creativity in an outdoor setting*

*Growing Spaces: productive places that nourish and sustain communities and individuals*

Open and Green space is an essential ingredient of successful neighbourhoods and it provides a wide range of social, economic and environmental benefits to local communities. There is huge national demand for better quality open spaces. Surveys repeatedly show how much the public values them,

while research reveals how closely the quality of public spaces links to levels of health, crime reduction and the quality of life in every neighbourhood.

### **Health Benefits**

The following are some of the key issues that have been raised with regard to benefits to health and well-being associated with green space;

- The proximity and accessibility of open and green spaces in relation to residential areas appears to affect the overall levels of physical activity/exercise. This has been found to be especially true for children and young people as well as older people.
- Physical exercise in open and green spaces is generally positively associated with promoting wellbeing and recovery from stress.
- There is evidence that some behavioural or emotional problems in children, such as attention deficit disorder, can be improved by exposure to open and green space. Exposure to open and green spaces can also help tackle other health issues affecting children such as childhood obesity.
- Open space provides a wealth of opportunities for outdoor play, which is known to have developmental and therapeutic benefits for children and young people. Open and green space areas provide challenging environments that can help to stimulate children and help them develop motor skills.

### **Social and Community Values**

Open space affords opportunities for social interaction between people of different communities, fostering social inclusion and community development;

- Open and green spaces can often act a central focus for community activity, involvement and capacity building. This can lead to positive developments in citizenship and local pride and reduction in anti-social behaviour and crime.
- Open space provides opportunities for communities to get involved and to an extent take ownership in creative and cultural activities by supplying a venue for cultural events and festivals, outdoor events or public art installations.
- Open and green space plays a significant role in providing places for social interaction for all groups found in communities due to the diversity that can be found in these areas. As people move from one life stage to another, this leads to changes in how they perceive and use open and green spaces.
- Research has shown that individuals who have some nearby vegetation or live closer to an open space seem better prepared and more effective in managing major life issues, coping with poverty and performing better in cognitive tasks. This applies to both adults and children, and is especially relevant to those living in difficult social or economic circumstances.
- Open space can function as an 'outdoor classroom' offering formal and informal learning opportunities for schools and communities thereby contributing to lifelong learning and helping to improve educational attainment.

### **Economic Benefits**

This section addresses the key issues identified on how green and open space can provide an economic impact in communities;

- Quality open and green space is known to have a significant positive impact on house prices, supporting the creation of more stable housing markets.
- Good quality open space contributes significantly to urban regeneration and neighbourhood renewal and development projects by improving the image of the place and attracting investment.
- It improves investor and resident perception of an area by raising confidence in the area.

### **Environmental Benefits**

The inclusion of open and green space in communities can have several positive environmental impacts;



- Well-designed open space contributes towards ecological diversity and supports environmental sustainability.
- Green and open space areas improve air quality and can reduce noise pollution and the visual intrusion from traffic.

Within urban open space, varied habitats help to relieve the monotony of the urban landscape with different colours, textures and sounds and help to bring the delights of the countryside into urban areas.

### 7.3 Alignment to Single Outcome Agreement

The project will align with the Highland Council's Single Outcome Agreement. In particular it can help improve the outcomes as follows:

#### Early Years Outcomes

**Children receive the help and support they need to optimise their well-being at every stage.** Strathpeffer Community Park will provide improved play facilities close to where children live that is likely to increase their enjoyment and physical fitness.

**Children get the best start in life and enjoy positive, rewarding experiences growing up.** Children in Strathpeffer have the earliest possible opportunities to engage in diverse outdoor play and to join in with community activities that are appropriate for them.

**To improve the wellbeing of families to support children.** Strathpeffer parents, through provision of local play facilities, have more time to use them with their children and are less reliant on private or public transport.

**To improve the ways in which communities participate and are empowered.** Strathpeffer people of all ages have already had a substantial say in what they want in the community park and the chosen design option reflects their wishes.

**Children are physically active and experience healthy growth and development.** Provision in the community park will be for children of all ages, from an improved toddlers' play area to a dirt bike track.

**To improve the involvement and participation of children, their families and stakeholders.** The community park will support activities that are focussed on children and also will give them opportunities to spend more quality outdoor time with their families and to get involved with managing the park.

**Children thrive as a result of nurturing relationships and stable environments.** The community is brought together in using and looking after the park, and activities carried out as a family strengthen relationships within it.

**Safe and Strong Community Outcomes** Generally parks and open spaces that are well maintained provide the community with a sense of safety, security and wellbeing.

**Anti-social behaviour decreases.** There is more for people to do who might otherwise engage in anti-social activities. For example, use of stunt bikes in the village square (disruptive to other residents) moves to the purpose built dirt bike track.

**People are, and feel, free to live their lives without harassment and discrimination, and can take part in community life by benefitting from public services in a fairer way and are able to have their say about**



**them.** People spend more time together and therefore increase their understanding of one another. This promotes community cohesion. We know lots of residents are keen to get involved in a practical way, and have already had a substantial say in how the park may develop.

**Highland becomes even safer.** Antisocial behaviour is reduced. Road traffic decreases. A more cohesive community carries out better surveillance and takes responsibility for identifying and challenging unsafe behaviour.

### **Health inequalities and physical activity Outcomes**

Long term outcomes relate to early years, poverty and disadvantage, health and wellbeing, geographical and personal inequalities and changes to partnership working arrangements to focus on inequality. For physical activity outcomes the target is to increase the levels of physical activity to 50% in adults by 2020.

#### **The needs of older people Outcomes**

**People are healthy and have a good quality of life.** There will be an easy circular walk around the community park site, with places to stop, sit and observe wildlife. Access to produce grown in the park through the community garden will also encourage older people to become more active in this activity.

**People are supported to realise their potential and to maximise their independence.** Older people will be able to take gentle exercise in a safe, enclosed setting with minimal supervision.

**People retain dignity and are free from discrimination.** Older people feel more confident about getting out for gentle exercise and are better understood as they become part of a more cohesive community.

**People are geographically and socially connected and do not become isolated.** The park will present a multitude of new social opportunities and a meeting place in the village for residents of all ages.

### **Environmental Outcomes**

**Manage sustainably the outstanding natural heritage of the Highlands to optimise the economic, health and learning benefits.** The most important semi-natural habitats in the park will be conserved and retained. The project will enhance wildlife habitats through the planting of shrubs and native trees. The project can provide on-site information to promote learning about the local wildlife.

**Improving access to the outdoors** - All the park facilities are designed with this aim.

The priority outcomes above are inter-related and action in one area can bring wider benefits to another. For example, investing in early years should prevent health inequalities in childhood and adult life. Making best and sustainable use of the environment in the Highlands will support long term economic growth and employment, and improving access to the environment will help increase physical activity levels for all age groups.

## **8 Public Benefit –Links to Wider Policies and Strategies**

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Over and above the Single Outcome Agreement, we have identified the following key national and regional policies and strategies with which the overall project aligns.

## **8.1 Working Together For The Highlands**

### **Theme: working together for our children and young people**

Under this theme, the document states that:

“The Council will implement the Highland Play Strategy and maximise the opportunities for children to learn develop and enjoy through active play.”

This project, by improving the play areas and by providing new facilities for older children and teenagers, will assist working towards this theme. Through use of bi-lingual signs and on-site information, we can also address the following aspiration:

“In line with the Scottish Government’s commitment the Council will work to find innovative ways to introduce children to modern languages and Gaelic from an early age.”

By providing good quality play facilities close to where many Strathpeffer people live, we can help with the following aim:

“The Council will continue to encourage activities and services for pupils beyond the traditional school day.”

By providing additional paths and a dirt bike track we will promote the use of recreational facilities at a local level. Furthermore this will reduce the need for parents to drive their children to other playparks, we will assist the Council to provide more safe cycle tracks and ‘walk to school’ pathways where appropriate, and will encourage healthier and greener methods of travel.

### **Theme: working together for caring communities**

By provision of circular paths allowing all-ability access and by providing seating, as well as by encouraging involvement in activities such as communal growing, we will help ensure that

“Adults with additional needs will receive the support they require to maximise their independence, help promote and retain their dignity, and enable them to contribute to decisions about their care.”

### **Theme: working together for better infrastructure**

We will help The Highland Council to

“... ensure the maintenance of green spaces and public parks across the Highlands and encourage various schemes such as community growing.”

### **Theme: working together to empower communities**

We will offer The Highland Council an opportunity to demonstrate that they

“ will engage meaningfully with the third sector across a range of policy areas and in service provision. We will also agree with partners a joint approach to supporting volunteering and community development in the Highland area” as well as to “ work with Community Councils and other community organisations to encourage community empowerment, and to support community projects which explore new ways of delivering services at a local level.”

## **8.2 Play Strategy for Scotland**

*“We want Scotland to be the best place to grow up. A nation which values play as a life-enhancing daily experience for all our children and young people; in their homes, nurseries, schools and communities. “*

Children’s play is crucial to Scotland’s wellbeing; socially, economically and environmentally. Our people are our greatest resource and the early years of life set the pattern for children’s future development. ‘The experiences children have in early life – and the environments in which they have them – shape their developing brain architecture and strongly affect whether they grow up to be healthy, productive members of society’ (Harvard University, 2007).

Play is an essential part of a happy, healthy childhood and ‘when children play their brains do two things: they grow and they become organised and usable’ (Hughes, 2013). By investing in all our children and young people now we can strengthen their ability to achieve their full potential.

### **8.3 Highland Play – Play Matters 2012-2015**

Play Highland was established in 2011 as a partnership of the four ‘Go Play Ventures’ in Highland (Youth Highland, Care and Learning Alliance, Highland Mobile Toy Library and Dornoch Allsorts After School Club) and the Highland Children’s Forum. Play Highland came together to evaluate ‘All to Play For’ Highland Council’s Play Strategy 2006 to 2010 and to draft the next Highland Play Strategy through consultation with all stakeholders.

Play is fundamental to the development of children and young people affecting every aspect of their wellbeing.

- Safe: Play helps children and young people develop their risk assessment skills and their ‘street sense’ which empowers them to keep themselves safe and to know how to react to danger.
- Healthy: Outdoor active play is important in reducing childhood obesity with its risk of diabetes, and helps to develop a physically active lifestyle that carries on into adulthood. Being outdoors, active and sociable are all key protective factors in mental health.
- Achieving: Play is how children and young people learn from infancy through problem solving, practicing, experimenting, investigating, analysing and making sense of the world.
- Nurtured: Children and young people feel nurtured and cared for through playful interaction with family and friends. This is how they develop attachment and relationship skills.
- Active: Play makes children and young people active physically and socially, develops physical dexterity and strength, and encourages engagement with others.
- Respected and Responsible: Play is the foundation for learning how to react to and interact with others, how to share, negotiate and take different roles.
- Included: Valuing play demonstrates to children and young people that they are included and welcome in our culture. Ensuring all our children and young people are able to join in play builds children and young people’s understanding and acceptance of diversity.

Play enables our children and young people to become:

- Confident Individuals: Play encourages children and young people to try new things, practice learned things and overcome challenges, which builds their self-confidence.
- Successful Learners: Children and young people use free play to set their own agenda, investigate things of interest to them and learn through trial & error.
- Effective Contributors: Playing with other children and young people encourages sharing of ideas, and stimulates new approaches. Children and young people learn from one another and feel valued as part of a team.
- Responsible Citizens: Outdoor free play encourages an interest in and respect for the natural world. Playing with others fosters responsibility as children and young people learn to take care of one another.

## **8.4 Let's Make Scotland More Active: A Strategy for Physical Activity**

This strategy, prepared by the Physical Activity Task Force for the Scottish Executive and NHS Scotland and published in 2003, is strong on both promoting physical activity and improving the environment to encourage activity. This strategy cites play as one of many types of physical activity that can contribute towards the goal of increasing and maintaining the proportion of physically active people in Scotland.

The strategy recommends that all children and young people, including children with disabilities, should accumulate at least one hour of moderate physical activity on most days of the week. The national strategy sets targets to achieve 80% of all children aged 16 and under meeting the minimum recommended levels of physical activity by 2022.

Active play can significantly contribute towards the national targets. The Scottish Health Survey details that 'playing' accounts for the greatest proportion of children and young people's physical activity. Even in early teenage years, young people 'play' more than they take part in formal sports or exercise.

One objective of the strategy is to develop and maintain long-lasting, high quality environments to support inactive people to become active. It recognizes that all children and young people, including those with disabilities, should have the opportunity to be physically active and have access to a range of physical activities including play.

It promotes well designed, safe and accessible parks and play areas, use of school facilities by communities, play activities and clubs, changes to the built environment, such as traffic-calming and safe routes for active travel, as ways in which better local services could contribute towards encouraging young people to be more physically active.

## 9 Marketing and Promotion

This park is deemed to be a local facility for use primarily by local residents and visitors. It is therefore considered that the majority of promotion will be by word of mouth by those who use the park, as well as the local school children in Strathpeffer Primary School.

Outwith the local population, it is important to ensure the project is well advertised and supported in the local media, and that adequate steps are taken to maximise its exposure and reach for visitors, tourists and residents of surrounding towns and villages. The following marketing initiatives outline a number of ways which can promote this.

	Task Details	Timeframe	Costs/Resources	Responsibility
1	Develop website highlighting changes and upgraded facilities – incorporate user testimonials and photographs.	One Off	Free	Strathpeffer Residents' Association
2	Use promotional space within the parks surrounding communities to promote the improvements and engage local residents.	Periodically	Free	Strathpeffer Residents' Association
3	Engage social media to highlight the new facilities amongst target audiences.	On-going	Free	Strathpeffer Residents' Association
4	Press Releases: Engage with local media to promote the improvements to the facilities and its relevance to the community.	One Off	Free	Strathpeffer Residents' Association
5	Develop new signage for facilities highlighting the improvements	Once	Part of development costs	Strathpeffer Residents' Association
6.	Explore the possibility of running events – Fetes, barbecues, and community fun days.	Periodically	Cost covered through sponsorship or entry fees	Strathpeffer Residents' Association

## 10 Resources

### 10.1 Pre-Construction Costs

Purchase of Land at district value	£15,000.00 *
Associated Legal Fees – Highland Council	£1,500.00
Preparation of Planning Drawings / Design Work	£1,500.00
Planning Application	£525.00
	£18,525.00

\*It is hoped that we can negotiate a lower cost than the DV's Valuation.

The following potential funding sources have been identified for the above expenses.

Scottish Land Fund (95% of land value)	£14,250.00
SRA Contribution	£750.00
Further SRA Fundraising Required	£3,525.00

### 10.2 Project Capital Costs

Toddler Play Area	£50,000.00
Main Play Area	£100,000.00
Bike Dirt Track	£75,000.00
SUDS/Wetland Pond Area	£50,000.00
MUGA	£80,000.00
Floodlights	£30,000.00
Fencing	£30,000.00
Community Garden	£25,000.00
Shed / Toilet (Assumes Steel Shed and Hire of disabled portaloo)	£60,000.00
Electricity and water supply to site	£60,000.00
Footpaths	£100,000.00
Maintenance Equipment and Storage	£5,000.00
Park Furniture	£25,000.00
<b>Sub Total</b>	<b>£690,000.00</b>
Professional Fees	£40,000.00
Sub Total	£730,000.00
VAT (20%)	£146,000.00
<b>Project Total</b>	<b>£876,000.00</b>

### 10.3 Phase 1 – Capital Costs

Toddler Play Area	£50,000.00
Main Play Area	£100,000.00
Footpaths	£100,000.00
Shed / Toilet (Assumes Steel Shed and Hire of disabled portaloo)	£60,000.00
Electricity and water	£60,000.00

Maintenance Equipment and Storage	£5,000.00
Pond / SUDs	£50,000.00
Professional Fees	£20,000.00
<b>Sub Total</b>	<b>£445,000.00</b>
VAT (20%)	£89,000.00
<b>Project Total</b>	<b>£534,000.00</b>

#### 10.4 Phase Two Costs

Multi Use Games Area (MUGA)	£80,000.00
Floodlights	£30,000.00
Fencing	£30,000.00
Bike Dirt Track	£75,000.00
Park Furniture	£25,000.00
Community Garden	£25,000.00
Professional Fees	£20,000.00
<b>Sub Total</b>	<b>£285,000.00</b>
VAT (20%)	£47,000.00
<b>Project Total</b>	<b>£332,000.00</b>

#### 10.5 Proposed Sources of Funding – Phase One

The overall project is ambitious and capital funding for the main construction aspects will have to be sourced through mainstream grant aid together with some community fundraising and some self-help on site works. As with all grant aid, there are no guarantees that funding will be secured, and the undernoted sources of potential funding are those currently available and relevant in the market.

Highland LEADER	£100,000.00
Weston 60 <sup>th</sup> Anniversary Fund * Closes June 2018	£150,000.00
Peoples Postcode Trust	£50,000.00
Highland Council Discretionary Fund	£36,000.00
Health Kind – People's Health Trust	£50,000.00
Scottish Community Landfill Fund (Object A)*	£150,000.00
	<b>£536,000.00</b>

*\*Scottish Communities landfill fund will require a third-party contribution equivalent to 11% of the grants offered. For £150,000 the group would require to fund £16,260 as the required leverage funding.*

From Steven Kidd 27/11/17 - Scottish Communities Landfill Fund Officer

“ From checking the SLCF screening tool, the closest site to the NGR you have provided is Wm Munro Construction (Highland) Limited, 5 Beechwood Road, Evanton (licence no. WML/N/220249).

This site is approx. 11.10 miles from your project site. As this site is a waste transfer station and not a landfill site there is unlikely to be any expansion of boundary. A check of the site files confirms there has been no change to the site boundary.

Although the SLCF requires a project site be within 10 miles of a licensed waste site to be eligible for funding, the screening tool is designed to give all licensed waste sites (landfills & transfer stations) within a 12 mile radius as an initial sweep.

Unfortunately, as the nearest waste site is 11.10 miles away, your project site does not meet the vicinity criteria (within 10 miles of a landfill or waste transfer site) for Object C projects.

You still may be able to secure funding for projects under Objects A, B & F”

Land Reclamation (Object A) - The reclamation, remediation, restoration or other operation on land to facilitate economic, social or environmental use.

Applications can therefore be made to various Scottish Communities Landfill Funders under Object A.

Main Funders are Wren, Viridor Credits and Suez Trust

## **10.6 Sources of Funding – Phase Two**

There is optimism that additional funding bodies may come on stream in the future. The following funders may also be considered for the second phase of the project, in addition to repeat application to the funders identified specifically relevant to phase one.

### **Big Lottery Grants for Community Led Activities**

**<https://www.biglotteryfund.org.uk/funding/programmes/grants-for-community-led-activity>**

**Scotland Suitable for Voluntary or community organisations**

**Funding size £10,000 to £150,000**

**Application deadline Ongoing**

This funding is for organisations in Scotland that are based in the local area they serve and are run by local people.

Your organisation should have a governing body, such as a committee or board which includes at least three unrelated people and a written governing document, such as a constitution. This governing document should make it clear that your organisation has:

- **a social purpose** – your organisation must have a clearly stated purpose which benefits the local area in some way
- **open membership** – everyone living in the area should be able to get involved in your organisation and the work that it does
- **community control** – the majority of people serving on your governing body are from the local area and make the decisions.

If your organisation doesn't meet the above criteria but you feel it is representative of the people in your area we are still interested in hearing from you.

We can't accept applications from one organisation applying on behalf of another. Existing Big Lottery Fund grant holders can apply but you can only have one medium grant for community-led activity at a time.

### **What can you apply for?**

You can apply for funding for between three and five years to improve or continue existing services, or to develop new activity. We can fund up to 100% of the costs of this activity including staff, equipment, premises costs and overheads. We will mainly offer revenue funding, but can also consider minor capital work (up to £50,000).

### **Henry Duncan (Corra Foundation)**

**<https://www.corra.scot/grant-programmes/henry-duncan-grants/>**

The Henry Duncan Grants are the Foundation's general grant-making programme which supports grassroots charities operating in Scotland. To apply to the Henry Duncan Grants, charities must have an annual income of less than £500,000 and be delivering programmes or services which are clearly focused



on improving the quality of life for members of the community facing disadvantage. One-off awards of up to £7,000 are made to charities working with people who may typically be experiencing challenging family circumstances, disability, mental ill health, abuse or poverty.

At present, the Foundation is particularly interested in supporting:

- vulnerable children and young people
- isolated older people
- carers
- families in poverty
- people affected by disability or mental health issues.

Please note that it is important that applicants can clearly demonstrate the difference that our funding will make to the people they work with and how their quality of life will be improved in the longer term.

### **Youth Scotland – Activate**

**<https://www.youthscotland.org.uk/>**

**Activate will use sport & physical activity as a tool to develop young people's leadership and employability skills and gain qualifications.**

Over a 6-12 month period, young people in disadvantaged communities or not in education or training will be supported through a youth work approach to:

- create and complete personal learning plans identifying their individual needs and goals
- complete a practical placement to enhance their CV
- youth workers/volunteers will also be trained to develop their skills and confidence to support young people

The project will increase the number of young people from disadvantaged areas taking part in sport & physical activity and open new learning and progression pathways in physical activity and sports.

### **Youth Scotland - Youth Active**

**<https://www.youthscotland.org.uk/>**

The Youth Active strand of Youth Scotland's work engages young people in physical activity and leadership, and provides them with skills, training and resources to develop opportunities for themselves and others to maintain a healthy and active lifestyle.

Youth Active includes:

- Direct delivery of day certificates for a range of physical activities including dance, games, and sports. These awards are accredited by Sports Leaders UK. See upcoming courses.
- Training for workers, volunteers and young leaders in engaging young people in physical activity and leadership
- Providing pathways for young people to develop their training and skills. Opportunities are available for participants to put into practice their learning in local communities and groups
- Delivery of participation and leadership opportunities to young people in prison to increase their physical activity, gain new skills, build self confidence and become positive role models to their peers
- One to one mentoring for young people who are acting as leaders in their local communities and groups. Mentoring training is also provided to staff, volunteers and leaders to encourage mentoring as part of the leadership training process

### **Youth Scotland- Generation CashBack**

**<https://cashbackforcommunities.org/>**

Funded by Scottish Government through CashBack for Communities, Generation CashBack is delivered by a consortium of The Boys Brigade Scotland, Girlguiding Scotland, Scouts Scotland and Youth Scotland. The overall project is managed by Youth Scotland.

The project runs from 1 April 2017 to 31 March 2020 and supports the Scottish Government's aim to tackle inequalities by having a greater focus on young people from areas of deprivation and other disadvantaged young people.

**There are 4 strands to Generation CashBack:**

Generation CashBack ensures reach into communities throughout Scotland, delivering a menu of support and activity to young people (aged 10-24) not currently able to access these opportunities.

There are 4 strands to Generation CashBack:

**1. Start-Up**

establishes new member groups in target areas, offering Development Worker support, resources and finance for establishment costs and training.

**2. Grow**

develops and grows provision for existing member groups in target areas. GC Grow offers Development Worker support, resources and finance to introduce new and broader participation, training and leadership opportunities for the young people involved.

**3. Lead**

offers leadership and employability skills for young people in target areas to improve their self-confidence and increase their learning.

**4. Events**

provides a platform for young people to apply the skills learnt through leadership training. This annual event is facilitated and delivered by young people who have been involved in Generation CashBack and builds on the Youth Scotland co-production approach to design and delivery of young person events.

CashBack for Communities Phase 4 funding has a stronger focus on helping tackle Scotland's inequalities and aims to raise the attainment, ambition and aspirations of those young people across Scotland who are disadvantaged by:

- Living in areas of deprivation; and
- Being unemployed, not in education or training; and/or
- Being excluded, or at risk of exclusion from school; and/or
- Being at risk of being involved in antisocial behaviour, offending/re-offending

**Tudor Trust**

<http://tudortrust.org.uk/>

The Tudor Trust is an independent grant-making trust which supports voluntary and community groups working in any part of the UK. Tudor wants to help smaller, community-led groups which are supporting people at the margins of society. We do this by making grants.

**The Henry Smith Charity**

<https://www.henrysmithcharity.org.uk/>

The Henry Smith Charity aims to bring about lasting change to people's lives, helping them to benefit from and contribute to society. We achieve this by funding organisations that work with people to reduce social and economic disadvantage

The Strengthening Communities grant programme is designed to support small charitable organisations working at grassroots level. Through this grant programme we want to make sure that our funding reaches the most disadvantaged areas of the UK, targeting places that are economically marginalised and affected by poverty.

We fund established organisations with a track record of delivering services directly to beneficiaries. We are looking for organisations that are embedded within their communities and are addressing local needs.

We want to fund work that enables:

- People from across the community to participate in activities which improve connectedness, opportunities and wellbeing
- People who are excluded, vulnerable or facing other forms of hardship to have access to community-based services that support positive lasting change
- A stronger, active, more engaged community.

#### **Asda Foundation**

Below see examples of projects supported;  
<https://www.asdafoundation.org/our-previous-donations>

#### **Peoples Postcode Lottery**

<http://www.postcodetrust.org.uk/>

In 2017 People's Postcode Trust awarded just over £3.2 million to over 230 organisations working to make a difference for people across the country. The provisional dates for 2018 **round 2** funding are: Stage 1: August 1<sup>st</sup> – August 15<sup>th</sup>. Stage 2: September 5<sup>th</sup> – September 19<sup>th</sup>. See how to apply. As you can see it's up to £20k if you are a constituted charity

<http://www.postcodetrust.org.uk/applying-for-a-grant>

## **10.7 Income Assumptions**

In recognising the annual financial commitments previously outlined, the Strathpeffer Residents' Association will require to ensure that adequate revenue is generated. The following possible revenue streams have been considered and conservatively projected, demonstrating sufficient income to cover all annual costs.

#### **Ongoing Fundraising**

The Strathpeffer Residents' Association should be proactive in continuing fundraising and securing grants following the delivery of the project. This will support the alleviation of the annual costs, as well as, where required, the replacement of maintenance equipment. This report suggests that ongoing fundraising should generate around £5,000 per year.

The main fundraising idea is a 100 Club. We already have 90 signed up members to the Association. If 100 people paid £5/month by direct debit this would generate £500/month. Monthly prize would be £100 leaving £400/moth x 12 months = £4,800/year income.

#### **Summary of Revenue**

On-going SRA Fundraising 100 Club	£4,800.00
Other fundraising, raffles, sponsored events, car boot sales etc	£1,000.00
<b>TOTAL ANNUAL REVENUE</b>	<b>£5,800.00</b>

## **10.8 Expenditure Assumptions**

Expenditure for this project should be relatively low. It should be noted, however, that the levels of income will also be low. Until the final layout of the park has been agreed and the number of plants, bed etc. have been determined, only an estimate can be made.

Assuming the main tasks to be grass cutting, shrub and flower bed maintenance and litter picking, it can be assumed that these duties could be carried out for around 10 hours per week between April and October annually. At a basic rate plus overheads, a figure of £12.50 per hour has been assumed.

The equates to £125.00 per week, which over 26 week generates a cost to the group of £3,250.00

Litter picking should be done by volunteers, managed by the Residents' Association.

In addition to these revenue costs, there will be costs for fuel and horticultural supplies at around £550/year.

The group will require to ensure that all adequate insurances are in place. It is estimated that these will cost £1,000 per year.

It is noted that, subject to sufficient volunteers being available, the overheads associated with ground maintenance could possibly be reduced. However, to ensure the project remains financially and operationally sustainable, this report retains a full expenditure cost as a worst-case scenario.

### Summary of Expenditure

Grounds-keeping and Land Maintenance	£3,250.00
Fuel and Upkeep of Ride-on Mower	£250.00
Horticultural supplies	£300.00
Insurances	£1,000.00
Independent Safety Inspection	£200.00
<b>TOTAL ANNUAL COSTS</b>	<b>£5,000.00</b>

## 10.9 Cash-flow Summary

The following table outline the financial summary assuming a 2% increase for annual inflation.

	Year 1	Year 2	Year 3	Year 4	Year 5
On-going SRA Fundraising	£5,800.00	£6,032.00	£6,273.00	£6,524.00	£6,785.00
<b>TOTAL ANNUAL REVENUE</b>	<b>£5,800.00</b>	<b>£6,032.00</b>	<b>£6,273.00</b>	<b>£6,524.00</b>	<b>£6,785.00</b>
Grounds-keeping and Land Maintenance	£3,250.00	£3,380.00	£3,515.00	£3,656.00	£3,802.00
Fuel and Upkeep of Ride-on Mower and horticultural supplies	£550.00	£572.00	£595.00	£619.00	£643.00
Insurances	£1,000.00	£1,040.00	£1,082.00	£1,125.00	£1,170.00
Independent Safety Inspection	£200.00	£208.00	£216.00	£225.00	£234.00
<b>TOTAL ANNUAL COSTS</b>	<b>£5,000.00</b>	<b>£5,200.00</b>	<b>£5,408.00</b>	<b>£5,624.00</b>	<b>£5,849.00</b>
<b>ANNUAL SURPLUS</b>	<b>£800.00</b>	<b>£832.00</b>	<b>£865.00</b>	<b>£900.00</b>	<b>£936.00</b>

## 11 Risk Assessment, Management and Mitigation

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### 11.1 SWOT Analysis

A SWOT Analysis looks at Strengths, Weaknesses, Opportunities and Threats in any business model and provides an instant snapshot of what these mean for a business proposal.

Strengths
<ul style="list-style-type: none"><li>☐ A locally based charity with a well-established competent board offering a wide range of individual and collective skills to take this project forward</li><li>☐ A full feasibility study has been carried out</li><li>☐ Significant community consultation and engagement demonstrates overwhelming local community support for the project</li><li>☐ The land has been independently valued and we feel securing it is within our grasp</li><li>☐ A natural play and landscaped open space encourages people of all ages to appreciate their surroundings, wildlife and natural habitats on their doorstep.</li><li>☐ Once established, maintenance costs are relatively low.</li><li>☐ Fundraising initiatives have been identified to meet the operational revenue costs</li><li>☐ The project will enhance the amenity for the local communities as a place to relax and recreate.</li></ul>
Weaknesses
<ul style="list-style-type: none"><li>• It might be challenging to secure the capital funds to deliver the whole project</li><li>• Highland Council may not agree to a Community Asset Transfer</li><li>• Volunteer fatigue – It is not uncommon in community projects to experience volunteer fatigue where reliance is continually on the same people.</li></ul>
Opportunities
<ul style="list-style-type: none"><li>☐ There is a significant drive towards improving the natural environment, and this project provides an opportunity to work in partnership with organisations such as, RSPB, Conservation Volunteers and various other wildlife and conservation groups.</li><li>☐ There is potentially an opportunity to secure the land for a lower than market value if it can be demonstrated there are financial benefits to the council and a significant community benefit will arise</li></ul>
Threats
<ul style="list-style-type: none"><li>• Inability to secure adequate capital funding,</li></ul>

## 11.2 Business Risk Register

Strathpeffer Residents' Association Business Risk Register Date: March 2018							
Risk Categories:		0-8 Low Risk	9-17 Medium Risk	18-25 High Risk			
Risk Area	Risk Identified (describe 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 (describe who will be responsible for managing the identified risk)	Risk Monitoring
<b>1.0 Strategic</b>							
1.1	Lack of Vision and Robust Plan	1	5	5	This report demonstrates a clear and well throughout vision for the Park area.	Strathpeffer Residents' Association	Annually or when there are changes to the group.
1.2	No long-term Development Strategy	2	5	10	This study outlines the strategy of the group at present. On delivering this project, the group should assess, if anything, what they wish to deliver or focus on next.	Strathpeffer Residents' Association	Annually or when there are changes to the Group.
1.3	Health and Safety and Regulatory issues	4	4	16	The group require to be aware of their Health and Safety obligations throughout the planning and delivery of all aspects of this project.	Strathpeffer Residents' Association	Throughout the planning and delivery of the project.
1.4	Convincing the funding bodies that we have a robust business case for securing their investment	5	5	25	This will be critical to the success of the project. Market testing, testimonials and examples of best practice from other areas should help to support this.	Strathpeffer Residents' Association	Annually or when there are changes to the Group.

2.0 Key People							
2.1	Loss of Key Members	4	4	16	The Group should be aware of the need for succession planning in case they lose any key members of committee.	Strathpeffer Residents' Association	Annually or when there are changes to the group.
2.2	Data Protection Policies	4	3	12	Strict adherence to Data Protection legislation and enforcement of relevant Data Protection Policies will be required.	Strathpeffer Residents' Association	Annually or when there are changes to the group.
2.3	Group Member Development	4	4	16	A Skills Audit workshop has been completed. The group may wish to operate training for its members to better understand and support each role within the organisation.	Strathpeffer Residents' Association	On-going
3.0 Operational Risks							
3.1	Dealing with all Planning related issues throughout the park construction process.	4	4	16	The group will need to address all planning relating issues as these arise in line with delivering their vision. Where required they may require engaging the necessary professional advisors to assist as required.	Strathpeffer Residents' Association	In advance of and throughout the development process.
3.2	Taking on the whole vision as a single project	4	5	20	The group 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.	Strathpeffer Residents' Association	Throughout the design and funding application process.
3.3	Park Maintenance Plans	4	4	16	The group will require to outline and agree the responsibility for maintenance and repairs of any play provision.	Strathpeffer Residents' Association	Annually or when there are changes to the Board.

4.0 Financial Risks							
4.1	Not securing adequate capital funding	5	5	25	With high demand on the proposed sources of capital funding, it is essential to monitor the success in application and adjust the project and its priorities accordingly.	Strathpeffer Residents' Association	On-going throughout the refurbishment process.
4.2	Financial Control and Project Management	4	4	16	The Group will require to maintain accurate and strict control of the funds and expenditure, appointing a project manager where required.	Strathpeffer Residents' Association	On-going throughout the project.
5.0 Political/External Risks							
5.1	Relationships with potential user groups	3	3	9	The Group should continue to build their relationship with all current user groups, encouraging their support throughout any upheaval and works.	Strathpeffer Residents' Association	Throughout the planning and development of the project.
5.2	Relationship with The Highland Council	4	4	16	This is a critical relationship in developing the most cost effective and outcome driven project.	Strathpeffer Residents' Association	On-going
5.3	Relationships with local elected members	3	3	9	The Group should continue to focus on a strong relationship with local elected members, ensuring their support for the project.	Strathpeffer Residents' Association	On-going
5.4	Relationship with wider community	3	3	9	The Group should continue to develop their relationship with the wider community, encouraging support for the project and opening opportunities for new users.	Strathpeffer Residents' Association	On-going



6.0 Reputation/Image							
6.1	Media Relations	3	3	9	The Group should seek to engage local newspapers, community newsletters, radio stations etc. to promote the improved facilities and their benefits to the local community.	Strathpeffer Residents' Association	Throughout all key stages of planning, funding, development and delivery of the project.
6.2	Branding and Public Profile	4	4	16	The Group should actively work on creating a high visibility profile through the project, drumming up local community support and re-establishing the parks important position in the wider community.	Strathpeffer Residents' Association	Throughout the project.

## 12 Exit Strategy

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If Strathpeffer Residents' Association are not successful in their quest to acquire the site by way of a Community Asset Transfer, the Exit Strategy for this option would be to accept a long-term lease minimum 25 years but preferably longer.

If the capital funding cannot be secured for all of phase 1 works then Strathpeffer Residents' Association will reprioritise those items which can be afforded by this funding. The same will apply to funding for phase 2.

## 13 Recommendations

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1. Following an independent valuation and taking consideration of the business case outlined within this report, it is recommended that the Strathpeffer Residents' Association pursue the transfer of the area of land from The Highland Council for a negotiated price. It is noted that, elsewhere, Community Asset Transfers have been completed by Highland Council for £1.
2. Strathpeffer Residents' Association requires to agree to the phasing of the project, and the respective component parts based on the capital funding available.
3. Subject to Strathpeffer Residents' Association securing ownership of the land, a planning application should be submitted for the initial phases of this project.
4. Strathpeffer Residents' Association embarks on a fundraising strategy taking consideration of the capital funders noted within this report.

## 14 Appendices

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### 14.1 Appendix 1: Design Considerations - Play Provision

#### **What makes an inspiring play space? What makes an Inspiring Play Area?**

##### **Creating inspiring places for play**

Creating natural and imaginative play settings requires, for many, a fresh design-led approach to commissioning, based on 10 principles, encapsulated in one golden rule.

**The golden rule:** A successful play space is a place in its own right; specially designed for its location, in such a way as to provide as much play value as possible.

The 10 principles underlying this design-led approach depend on all those involved being able to imagine a play space that children will seek out, enjoy and return to – remembering their time there for years to come.

##### **1: Imagine a play space designed to enhance its setting**

Successful play spaces are designed to fit their surroundings and enhance the local environment, complementing attractive spaces and enhancing poorer environments. Early in the process, designers need to visit and survey the site to identify features that can be built into the design. Knowledge of the local area and its history will provide inspiration.

When designing play spaces for children there is one thing, apart from economics, which is essential and that is genius loci, the spirit of the place; in other words, the qualities and the atmosphere already present. This can be a part of a building, a tree with character, something that happened at the place, an old sculpture or something else. In rural areas, locally occurring materials

##### **2: Imagine a play space in the best possible place**

Successful play spaces are located carefully 'to be where children would play naturally' and away from dangerous roads, noise and pollution. No matter how well designed a play space is, in the wrong location it will be neither used nor usable. While children often enjoy feeling as if they are away from adult oversight, there is a fine balance between a space that is pleasantly secluded and one that is remote and hidden away.

##### **3: Imagine a play space close to nature**

Many studies have shown that children benefit from access to natural environments grassy mounds, planting, logs, and boulders can all help to make a more attractive and playable setting for equipment, and planting can also help attract birds and other wildlife to literally bring the play space alive. In densely populated urban areas with little or no natural or green space, this more natural approach can help soften the hard-urban landscape, and it is also beneficial in rural areas where children can often have very limited access to natural features and materials.

##### **4: Imagine a play space where children can play in different ways**

Successful play spaces can be used in different ways by children and young people of different ages and interests; they can also be important social spaces for parents and carers, as well as for children. Fundamental to this concept is the idea of non-prescriptive play equipment and features which put play in the control of children and encourage imagination and creativity.

##### **5: Imagine a play space where disabled and non-disabled children play together**

Successful play spaces offer enjoyable play experiences to disabled children and young people, and to those who are non-disabled, whilst accepting that not all elements of the play space can be accessible to everyone. Children with different abilities can play together in well-designed play spaces, and parents and carers who are

themselves disabled should be able to gain access to play spaces if they are to accompany their children. Though many play providers focus on equipment that is wheelchair-accessible, it is important to recognise that there are many different types of disability or special need. Non-prescriptive equipment, which can be used flexibly – such as a ‘nest’ swing – might be interesting to large numbers of children with different needs and abilities.

#### **6: Imagine a play space loved by the community**

The process of creating successful play spaces, that meet the needs of children and the communities they live in, will almost always need prospective users (and neighbors of the scheme) to articulate their concerns as well as their needs and aspirations. A successful community engagement process will help create a site that the community likes and which meets its needs.

#### **7: Imagine a play space where children of all ages play together**

Good play spaces avoid segregating children on the basis of age or ability, and are laid out so that equipment and features can be used by a wide range of children, even allowing different patterns of usage throughout the day or week, for example busy weekends or quieter day times.

#### **8: Imagine a play space where children can stretch and challenge themselves in every way**

Children and young people need opportunities to experience challenge and excitement in their play. Children need to take risks to learn how to manage risks. This is an essential part of growing up, and play is one of the most important ways in which they develop this vital skill. Riding a bicycle, climbing a scramble net, or pushing a friend on a swing all involve risk. It is essential that we do not try and remove all the risk from play or wrap children in cotton wool.

#### **9: Imagine a play space maintained for play value and environmental sustainability**

Good play spaces are designed and constructed using recycled or sustainably sourced materials. Long-term maintenance and sustainability are also vitally important considerations in the design process, but in successful play spaces do not overshadow the scheme’s play value and ability to meet the play needs of children and young people. Good play spaces are designed and constructed bearing in mind sustainability but they are not necessarily tidy, and bits of scrub or long grass, fallen leaves and twigs, may all provide additional play opportunities.

#### **10: Imagine a play space that evolves as the children grow**

Play spaces benefit from a process of ongoing change and refurbishment. This is especially important because children grow up and change fast whilst the fixed equipment in their local play space tends to stay the same. Building some ‘slack space’ into the layout – space with no predefined function – can help introduce potential for change and evolution. Play areas that have every corner defined, so there is nowhere for children to invent their own play activities, can become dull very quickly, especially as children get older. Everyone can imagine a great place to play – the skill is in turning the image into reality, using the 10 design principles. It is the people who commission play spaces for local authorities and other organizations, and those who manage and direct them, who hold the key to this transformation.

### **Benefits of Play Provision**

The following table outlines some of the benefits associated with providing play provision to children and young people:

<b>Places to play</b>	Children need and have the right to play, and play provision offers them places where they can play freely in the ways they choose, without direction from adults
<b>Space to meet and hang out</b>	Children and young people actively seek out places to meet and hang out, and facilities for them are high on the list of local priorities in many

	neighbourhoods. There is widespread agreement that in many areas young people in particular have a poor choice of leisure activities
<b>Space to have fun</b>	Like adults, children need to enjoy their lives- to have fun times and spaces where they can simply have fun. Good play environments offer a range and choice of play experiences
<b>Support for parents and carers</b>	Good, accessible play provision helps parents and carers to extend their children's play experiences. It can help to reduce conflict and relieve stress levels inside the home by providing other places where children can spend their time
<b>A community gathering point</b>	Centrally located play facilities can bring different age groups together and foster interactions and connections between children, and between children and adults. Good multi-functional provision can help build neighbourliness and a sense of community
<b>A chance to encounter nature</b>	Children value the chance to interact with nature, and such experiences help them to appreciate the importance of the natural world and environment. There is growing evidence of the health benefits of access to green, outdoor environments
<b>A place to make friends</b>	The opportunity to make new friends and develop friendships is one of the most important experiences in childhood. In addition to this, such opportunities help children build their confidence and social competences
<b>Encourages physical activity</b>	Most children are naturally physically active when they play outdoors. Comparative studies have shown that children can be as active in spontaneous outdoor play as in structured sport activities.
<b>Learning how to manage risks</b>	Rich, challenging, engaging play environments allow children to test themselves and explore their abilities. They can learn the penalties of misjudging a risk- or simply having bad luck- in managed environments that reduce the likelihood of serious harm
<b>Developing a sense of one's abilities</b>	Self-directed play experiences give children the opportunity to try out for themselves ways to solve problems and achieve goals, without the interference of adults.
<b>Catering for the adventurous</b>	Some children and young people actively seek out risky situations. Play provision can give them the chance to satisfy their search for excitement in a managed context, potentially reducing the risk that these children will spend time in truly dangerous environments



# STRATHPEFFER PLAY AREA

STRATHPEFFER RESIDENTS ASSOCIATION



## TODDLER AREA






## JUNIOR AREA






## DYNAMIC AREA






**PLAY VALUE:**

- 88 USERS
- 48 FT OF SHADES
- 18 FT OF SHADES

SWINGING	ROTATING	CLIMBING	GLIDING	BALANCING	CROSSING	SLIDING	DOA	ROCKING	INTERACTIVE	IMAGINATIVE	CO-ORDINATION
BOUNCING	GRAPHICS	CHALLENGE	SENSORY	AGILITY	TEXTURAL	FREE PLAY	SPINNING	GROUP PLAY	ROLE PLAY	VIEWING AREA	SOCIAL INTERACTION



# STRATHPEFFER PLAY AREA

STRATHPEFFER RESIDENTS ASSOCIATION



## WHAT YOU ASKED FOR:

- ☒ SPRINGING
- ☒ LOW LEVEL BALANCING
- ☒ CLIMBING UNIT W/ FIREMAN'S POLE
- ☒ BASKET SWING
- ☒ METAL FENCING
- ☒ TRADITIONAL SWINGS
- ☒ MPU W/ MULTIPLE SLIDES
- ☒ ROCKING/SEESAW
- ☒ SPINNING
- ☒ SEATS
- ☒ UNIT WITH BRIDGE OR TUNNEL

## WE HAVE ALSO OFFERED:

- ☒ EXPRESSION SWING
- ☒ MONKEY BARS
- ☒ AEROSKATE
- ☒ ROCKING AND ROTATING
- ☒ LINKING FOOTPATH
- ☒ ACCESSIBLE SURFACING
- ☒ INCLUSIVE BOWL
- ☒ CLIMBING NET
- ☒ GYRO SPINNER
- ☒ SPEED SLIDE
- ☒ FREE PLAY SPACE

18  
ITEMS

72  
PLAY  
FEATURES







GROUP PLAY | INTERACTIVE | SWINGING | CLIMBING | SLIDING | CRAWLING | MEETING | ROTATING | ROCKING | BALANCING | HANGING | IMAGINATIVE | FLUSH SURFACE | INCLUSIVE | TRAVERSING | EDUCATIONAL | NATURAL PLAY | GLIDING



THIS DRAWING IS AN ARTIST'S REPRESENTATION OF THE PROPOSED SITE AND SHOWS THE APPROXIMATE SCALES AND POSITION OF OUR PLAY ITEMS. THIS IS TO GUIDE. ALL PLAY EQUIPMENT CAN BE VIEWED CLOSELY, NEAR TO THE LAYOUT PLAN FOR EXACT EQUIPMENT LOCATION.









GROUP PLAY | INTERACTIVE | SWINGING | CLIMBING | SLIDING | CRAWLING | MEETING | ROTATING | ROCKING | BALANCING | HANGING | IMAGINATIVE | FLUSH SURFACE | INCLUSIVE | TRAVERSING | EDUCATIONAL | NATURAL PLAY | GLIDING



THIS DRAWING IS AN ARTISTIC REPRESENTATION OF THE PROPOSED SITE AND SHOWS THE APPROXIMATE SCALE AND POSITION OF OUR PLAY ITEMS. THIS IS TO ENSURE ALL PLAY EQUIPMENT CAN BE VIEWED CLEARLY. REFER TO THE LAYOUT PLAN FOR EXACT EQUIPMENT LOCATION.



# STRATHPEFFER PLAY AREA

STRATHPEFFER RESIDENTS ASSOCIATION







## PROLUDIC HAVE OFFERED:

- ✓ THEMED TODDLER UNIT
- ✓ SMALL NEST SWING
- ✓ CRADLE SEAT SWINGS
- ✓ INCLUSIVE DOUBLE SPRINGER
- ✓ THEMED ANIMAL SPRINGER
- ✓ THEMED PLAY PANELS
- ✓ INCLUSIVE ROUNDABOUT
- ✓ ROBINIA STEPPING LOGS
- ✓ ROUNDABOUT
- ✓ BOUNCING ROTATOR
- ✓ STEEL CABLEWAY
- ✓ JUNIOR SWINGS
- ✓ GROUP BASKET SWING
- ✓ CHALLENGING JUNIOR UNIT
- ✓ CLIMBING CHALLENGE
- ✓ DYNAMIC ROTATOR
- ✓ SEATING WITH BACKREST
- ✓ OVERHEAD ROTATOR
- ✓ MEETING / VIEWING AREA
- ✓ FLUSH SURFACING AREA
- ✓ COLOURED GRAPHICS
- ✓ LODSFILL AREA
- ✓ GRASS MAT AREA
- ✓ LITTER BIN WITH LID
- ✓ ROBINIA BRIDGE
- ✓ ROBINIA BEAM



# Strathpeffer Adventure Area

Strathpeffer Residents Association





# Strathpeffer Adventure Area

Strathpeffer Residents Association

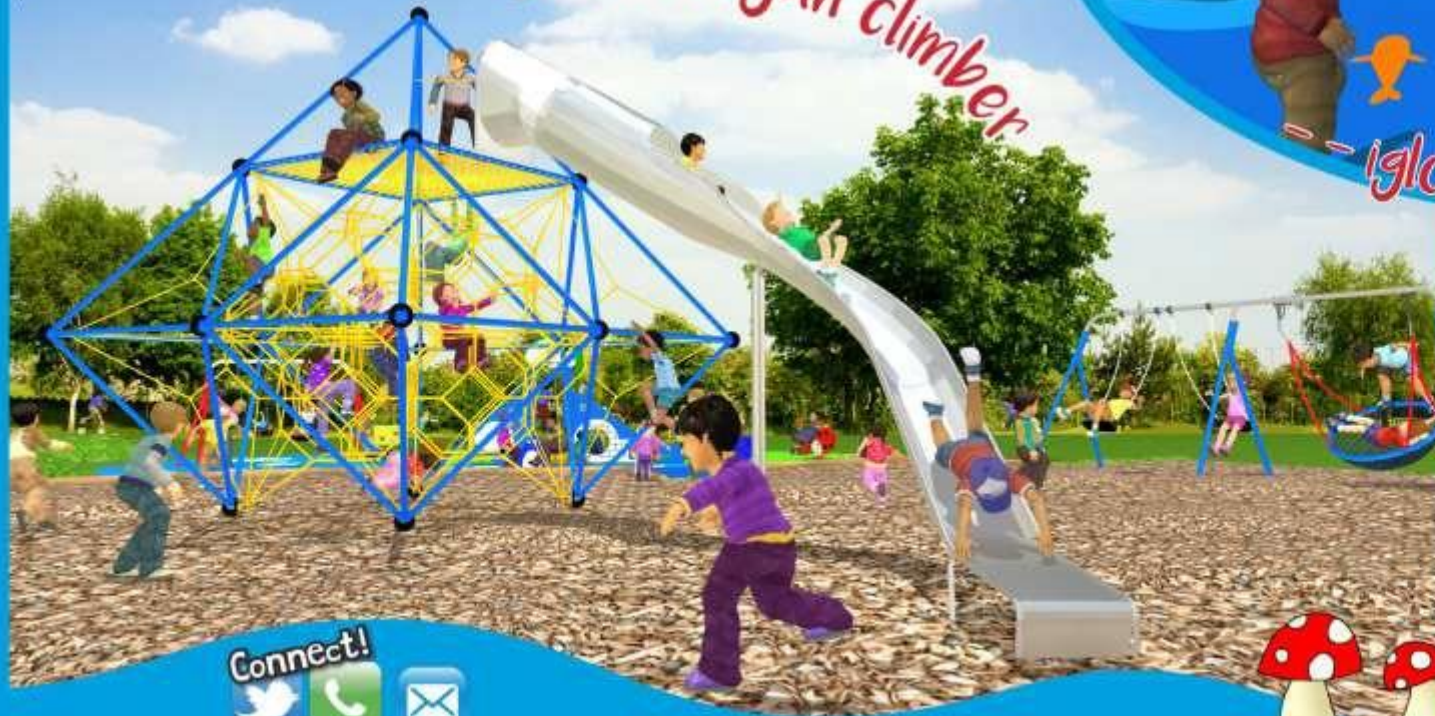
GTE 2018/027 DRAWN BY KA 14-02-2018  
3D IS AN ARTIST'S IMPRESSION FOR ILLUSTRATIVE  
PURPOSES ONLY

Strathpeffer  
Adventure Area



mount logan climber

igloo kingdom



plan nts

Connect!



outdoor gym



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100 YEARS OF PLAY  
- SINCE 1918 -







Hawthorn  
Heights Ltd.

DESIGN.  
CREATE.  
PLAY.



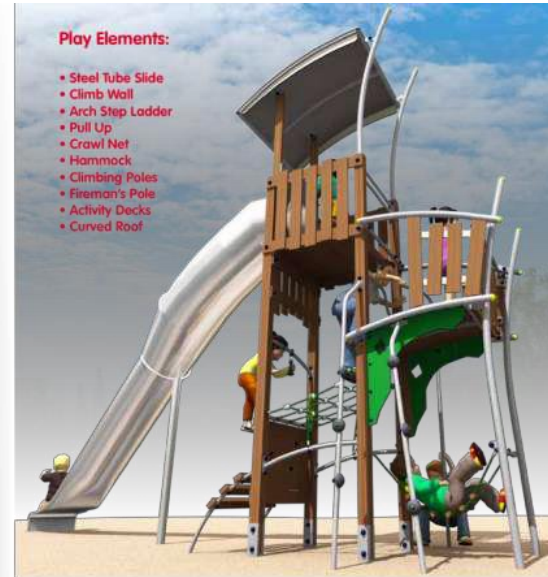
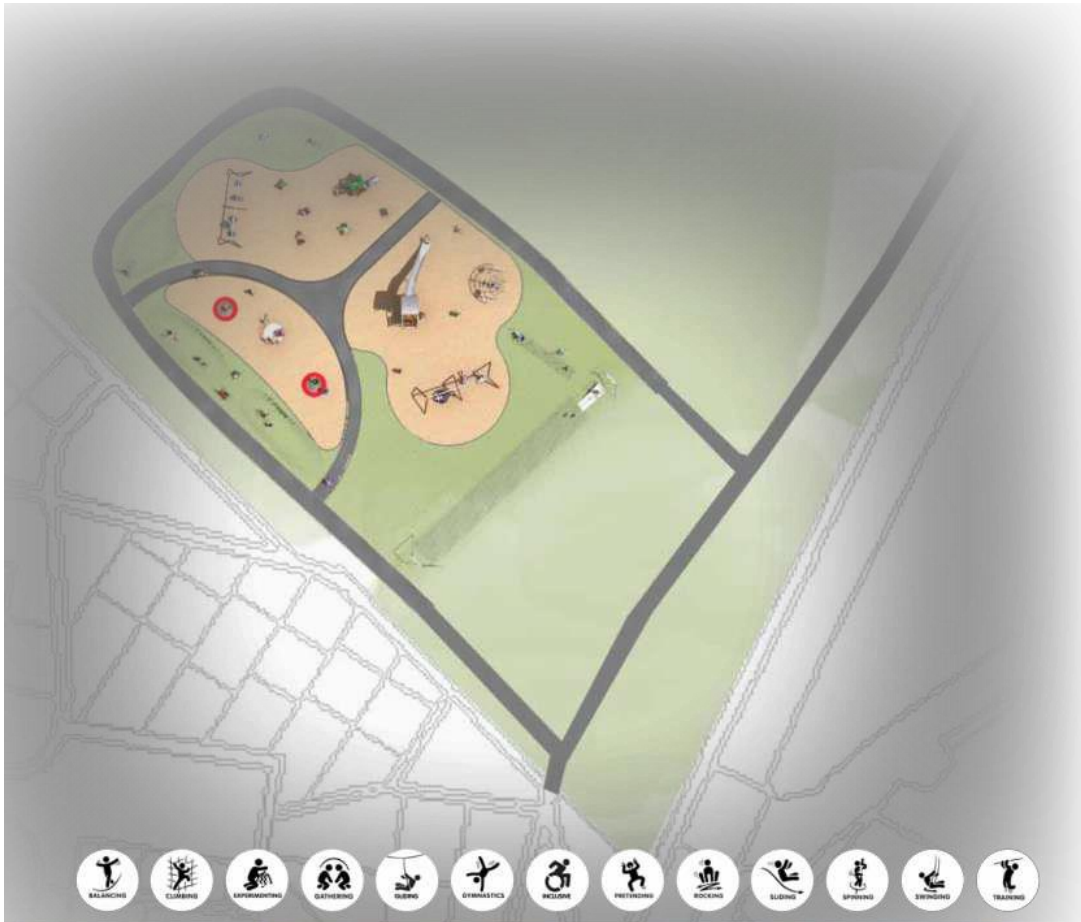




**Equipment List**

- 1 KOMPAN Junior Swing 2 Flats 1 Basket KSW 90045-0909
- 2 KOMPAN Cableway and Platform M87212-3817
- 3 KOMPAN Climber M87001-3417
- 4 KOMPAN Amazon Climber NAT520-0901
- 5 KOMPAN Inclusive Roundabout
- 6 HUCK Circus Trampoline 20.02.112
- 7 KOMPAN Toddler Swing 4 Cradles
- 8 KOMPAN Tree Castle NAT508-0801
- 9 KOMPAN Horse Springer PCM105-0401
- 10 KOMPAN Water Lilies Seesaw M17501-01P
- 11 KOMPAN Spinner Bowl ELE400024-3717E
- 12 KOMPAN Caterpillar Play Panel MSC540600-3417P
- 13 KOMPAN Talk Tubes PCM711244
- 14 KOMPAN Lock Lock Play Panel M43170-3417P
- 15 KOMPAN Concave Mirror PCM000908-0601





### **Play Provision Indication of Capital Costs**

The following prices and explanatory notes were provided by the five play-manufacturing and installation companies.

The undernoted prices are indicative costs and should Strathpeffer Residents' Association select a preferred design, each contractor has indicated that they would be happy to meet and agree a finalised design and fixed budget cost.

<b>Company 1</b>	Quote	£180,000.00
<b>Company 2</b>	<ul style="list-style-type: none"><li>• Two designs / quote provided each covering both the toddler and junior area.</li><li>• The company has indicated that they have not spent up to the target budget; however, there are individual age group related areas within each design which can be modified to suit specific requirements accordingly.</li><li>• The company would be happy to meet the association to discuss further.</li></ul>	
	Quote (a)	£133,271.00
	Quote (b)	£133,990.00
<b>Company 3</b>	Quote	£179,998.43
<b>Company 4</b>	<ul style="list-style-type: none"><li>• Company acknowledges that quote is over target budget but is happy to scale back if the design is accepted.</li></ul>	
	Quote	£198,000.00
<b>Company 5</b>	Quote	£179,940.00

## 14.2 Appendix 2: Design Consideration – Ponds

### Overview

Scotland has a huge number of man-made and natural ponds -estimated at 198,000 ponds. A pond is classed as a water body of up to 2 ha in size, and these habitats can support a wide diversity of life, especially plants, amphibians and invertebrates.

If your pond is big enough you could build a bird nesting raft to increase the opportunities for different species.

Manmade ponds can often have very steep sides so reducing the gradient to a gentle slope will make the pond more suitable for frogs, toads, newts, invertebrates and birds.

Increasing the marginal vegetation around the pond edges will also encourage use by frogs, toads, newts, dragonflies and other invertebrates.



### Strategic Context

#### **Scotland's Biodiversity: it's in your hands**

This is a strategy for the conservation and enhancement of biodiversity in Scotland. It represents Scotland's response to its obligations under the Convention on Biological Diversity, the European Union's 6th Environmental Action Programme and the UK Biodiversity Action Plan, along with the Scottish Government's stated desire to put biodiversity at the heart of our national identity and culture. Delivery of the strategy is pursued through partnership working (Scottish Government, Scottish Natural Heritage, Forestry Commission, Scottish Environment Protection Agency, RSPB, Scottish Wildlife Trust, etc.). The strategy sets out three main areas of work:

- Species and habitat work which are also part of a UK plan
- Existing work on National Nature Reserves etc.
- Biodiversity Implementation Plans

#### **Highland Council: Local Biodiversity Action Plan**

A variety of different groups have been identified to assist in delivering the actions and these groups are; community groups, businesses, classrooms, land managers, the local authority and other agencies. The main aims of the action plan are to:

- raise awareness of biodiversity
- identify particular habitats and species which are considered important
- suggest projects and actions that could be undertaken by individuals, communities and agencies

## 14.3 Appendix 3: Design Consideration – Dirt Bike Tracks

### Dirt Bike Track Characteristics

#### Surface

The surface is one of the most important parts of a bike track from the user's perspective. It is the only part of the path that they will make contact with. The surface of the proposed cycling track is therefore critical to its overall usability, sustainability and appearance.

When selecting a track surface, 3 factors have to be considered;

- Durability
- Smoothness
- Appearance

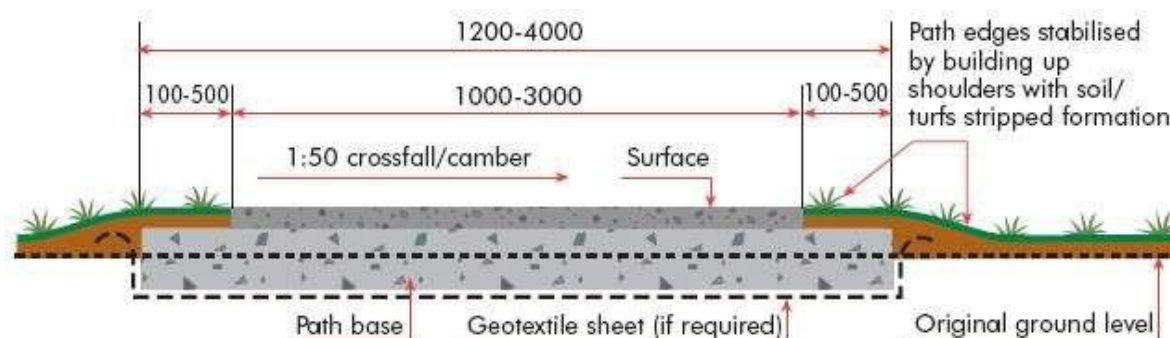
Strathpeffer Residents' Association has chosen to select a **dirt track type** construction. This is known as an unbound surface

#### Unbound Surfaces

An unbound surface is made of graded aggregate. It does not use any additional binder such as bitumen or epoxy, but relies purely on the friction between the different sized stone particles for strength and durability. Generally, the aggregate used is very fine, 3 or 6mm to dust (often referred to as whindust). Coarser aggregates can be used for more texture. The lack of a binder means these surfaces are very susceptible to being washed out by water, so careful surface drainage is required. The table below details the advantages and disadvantages of using Unbound surfaces.

Advantages and Disadvantages of Unbound Surfaces	
Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Very unobtrusive, can be made to look very natural and made to suit surroundings</li><li>• Surface profile is very good, leading to smooth ride (However, this is dependent upon a strong foundation layer)</li><li>• Very easy to lay</li><li>• Is self-levelling through the high spots filling the low areas</li></ul>	<ul style="list-style-type: none"><li>• Not inherently strong</li><li>• Suffers from erosion</li><li>• Maintenance can be problematic</li><li>• Material susceptible to frost</li><li>• Material is lost every year through erosion and frost damage leading to a thinning of surface. Resurfacing require every 5-10 years</li></ul>

The below figure illustrates a technical cross section of an unbound surfaced cycle track.







### **Gradient**

The gradients found on bike tracks can have a major effect on the users that will be able to use them. Inadequately designed tracks can include overly-steep gradients which can make cycling for some individuals very difficult and uncomfortable.



### **Drainage**

Keeping water off and away from the bike track is an important factor in maximising both the longevity and usability of the path. Poor drainage is the most common cause of track failure. The proposed bike track will have to be constructed with an efficient and reliable drainage system that will have an appreciation of the water flow systems that it comes into contact with. In order to remove surface water from the track, it should be designed to include either a camber or a cross-fall. The diagram below illustrates these two factors.

## 14.4 Appendix 4: Design Considerations – Multi Use Games Area (MUGA)

### Overview

Multi-sports surfaces offer a cost-effective solution for schools and other facilities with a wide range of sporting demands. Whilst a multi-sports area is often seen as a “safe option”, it must be recognised that there will almost always be a need to compromise, primarily in terms of dimensions and the performance of the playing surface. There are also widely differing requirements for the playing surfaces for various sports and many different needs for individual facilities. It is not possible to provide a simple solution or formula that will satisfy every situation. Each facility must be carefully planned according to specific demands and priorities.



Critical to the success of any sports facility is an initial assessment of the likely use of the facility, and the ability of a particular location to meet the strategic and local sport's needs. It must be determined which sports the facility will provide for, the standards of playing performance needed, and the priorities for usage between them. The choice of sports and the feasible balance between them may also depend on the different levels of income generation that are possible. The initial planning stage should also include a thorough assessment of the proposed management and operation of the new facility.

### Potential Issues

It is important at the briefing and design stages of a MUGA development to consider issues that might have a direct impact on the installation and operation. Critical consideration should be given to:

- The predominant sporting use;
- The degree of intensity of use;
- The sports performance and playability characteristics required;
- The intended maintained lifespan of the MUGA.

### The Choice of Playing Surface

Among the most commonly played sports on multi-sports games areas are tennis / mini tennis, netball, basketball, soccer / five-a-side soccer, and hockey. Other sports that might also be played include rugby / tag rugby, rounders, athletics practice, tri-golf, roller hockey and volleyball etc. The need for facilities to compromise arises mainly due to the choice of playing surface, as certain surface types are more suitable than others for different sports.

One of the important issues relating to the choice of surface is the need for some form of shock absorbency, (or cushioning), but again, there can be conflicting requirements between the sports. On the one hand, there are clear benefits for participants in protection from injury, but too much cushioning of the surface may be detrimental to the performance of certain sports, such as tennis, basketball and netball.

It is increasingly possible to quantify the playing performance of sports surfaces, using a series of standard test methods to measure the different characteristics and a number of sports governing bodies can provide guidance on the individual recommendations for their own sports.



There are 5 principal types of MUGA. These are:

**Type 1 MUGA**

Open textured porous macadam areas used for ball rebound sports where tennis is the priority and sports such as mini-tennis, netball, and basketball are secondary users. These areas are suitable for wheelchair sports although care is needed in warm weather during the first year of use.

**Type 2 MUGA**

Open textured porous macadam areas used for ball rebound sports where netball is the priority and sports such as tennis, mini-tennis, and basketball are secondary users. These areas are suitable for wheelchair sports although care is needed in warm weather during the first year of use.

**Type 3 MUGA**

Polymeric surfaced areas used for ball rebound sports where netball is the priority and sports such as tennis, mini-tennis, and basketball are secondary users. These areas are suitable for wheelchair sports.

**Type 4 MUGA**

Polymeric surfaced areas used for five-a-side football, basketball and general sports and recreational training and play. Due to their greater shock absorbency and lower surface friction these areas are not recommended for tennis or netball.

**Type 5 MUGA**

Synthetic turf areas (MUGAs or STPs) surfaced with a shock pad and either sand filled or sand dressed synthetic turf or a needle-punch carpet. The areas are used for sports such as hockey, uni-hockey, five-a-side football, football, lacrosse, American football and training areas for activities such as athletics.

**Benefits of MUGA provision**

Multi Use Games Areas have 2 main functions:

- To provide quality playing venues
- To increase the number of participants and subsequent sporting participation

These in turn can provide both health, social and economic benefits. They can encourage a healthier lifestyle, promote physical activity and subsequently improve both physical and mental wellbeing. They can provide social interaction by bringing people together and by encouraging and increasing participation in group activities and interaction. They also support social inclusion by providing local accessible facilities that all members of the public can participate on.

## **14.5 Appendix 5 – Skills Audit Report**

### **Introduction and Rationale**

The purpose of any Board is to bring together a variety of individuals with key skills and experience, in order to act as a single entity, managing and delivering the overall aims and objectives of the organisation.

We have appointed Alan Jones Associates to undertake the business planning and support the group in relation to the proposed Community Asset Transfer for the land at Strathpeffer. As part of this, it was highlighted that there was a requirement to demonstrate the committee's self-awareness with regard to the skills and competence required to progress the project.

A skills audit is an effective way to help develop a committee or board. By identifying gaps in the overall skill set, a group can actively improve through targeted training, development and recruitment.

This report outlines the results of a three-part skills audit session that was undertaken with the committee through a face to face paper consultation, and an electronic survey ensuring responses were sought from all members.

### **Methodology**

In conducting the skills audit, Alan Jones Associates held a meeting with the Strathpeffer Residents' Association to present the process and rationale behind the audit, and to assist the members in attendance to complete the three-part consultation outlined below. For those members who could not attend, the same consultation parts were distributed electronically for completion.

#### **Part One: Committee Self-Assessment Survey**

Members were asked to rate their impression of the committee and the committee members from 1-5 where 5 was the most confident on aspects of the committee's ability (9 questions) and its members abilities (7 questions). The results within this report outline the average response score, indicating a ranked list of perceived strengths and weaknesses of the committee and the committee members presently.

#### **Part Two: Skills Audit**

Committee members were presented with 12 skills associated with operating a successful committee, and 13 skills that may be relevant either in the future development, or in specific projects. For each skill, the individual rated their competence from 1-5 with 5 being highly competent, as well as rating their perception of the committee's competence as a whole. These average scores have been tabulated and ranked to demonstrate strengths and weaknesses, providing a basis for planning skill development, training and / or the appointment of external skilled personnel where required.

#### **Part Three: Qualitative Responses**

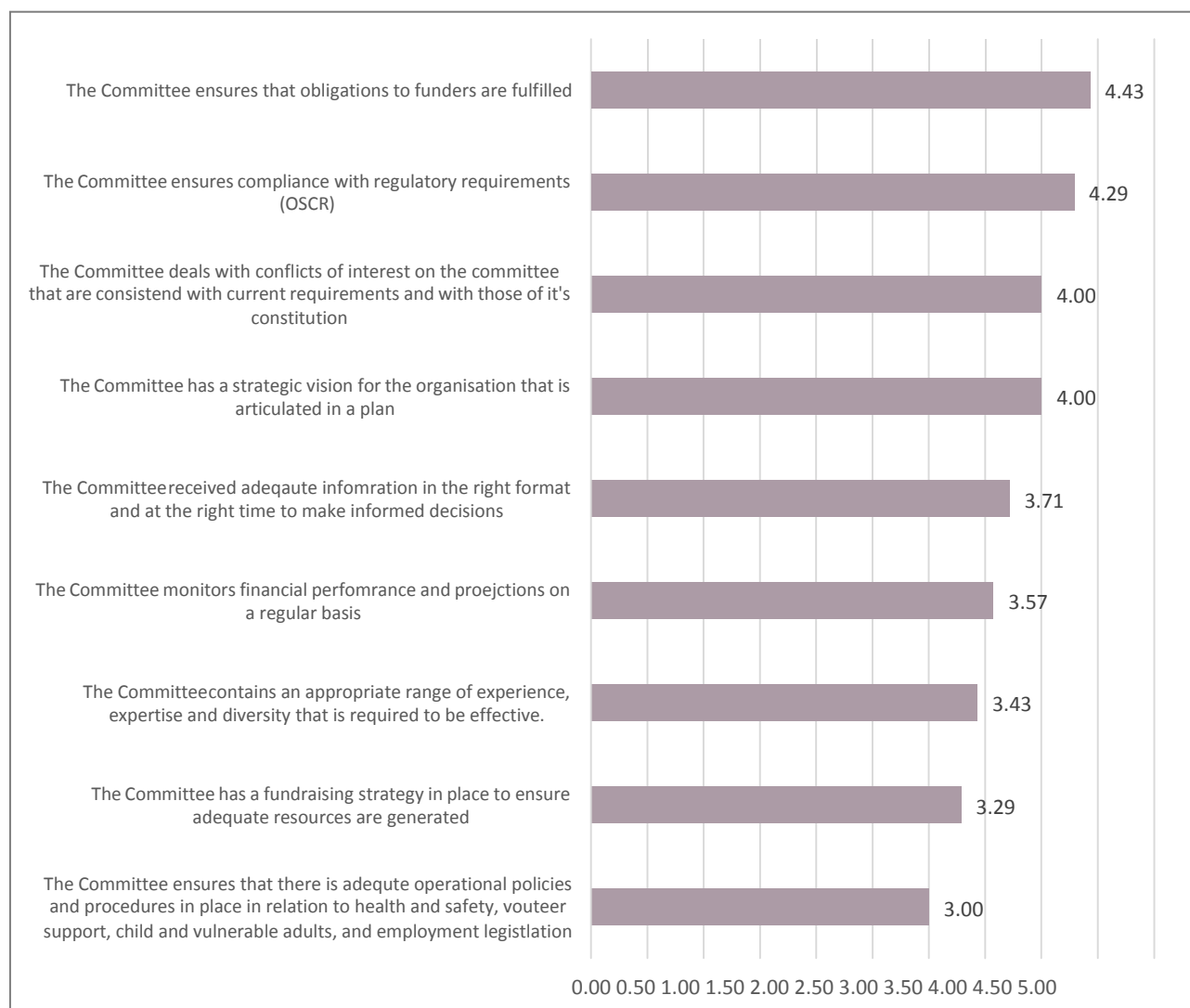
As part of the exercise, all members were provided with the opportunity to comment anonymously on the following key questions:

1. What information or support would better support you in your role as a committee member?
2. What do you think the focus of the committee's attention should be in the coming year?

The results are provided in within this report.

### Committee Self-Assessment Survey

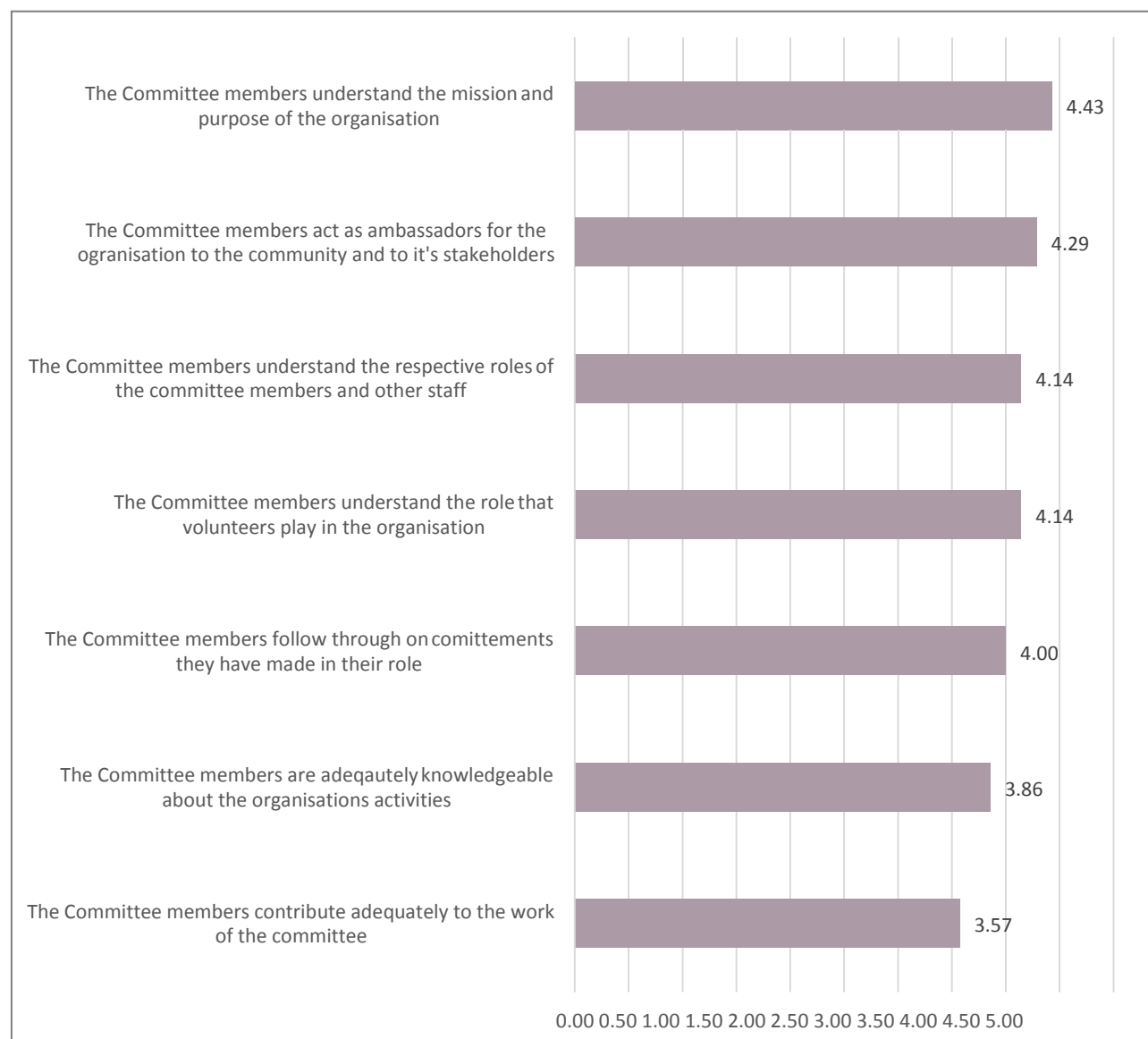
The following chart indicates and ranks the average score where ranking how confident the respondent is in the committee's various roles where 1 is the least confident and 5 is the most confident.



From the table above, the following points can be summarised:

- The group perceive the committee as a whole to have no issues in acting responsibly and ensuring that it meets all regulatory requirements currently associated with its operations.
- The group appear to believe that the committee as a whole is relatively competent at ensuring conflict of interest are managed appropriately, and that they have a clearly articulated vision and strategy to move forward.
- The group collectively indicated that some improvements could be made around the sharing and distributing of information, and the monitoring and focus of finances, financial performance, and projections.
- There is an opportunity to increase the variety of skill sets and diversity currently available in the committee.
- There is an opportunity to improve the planning and undertaking of fundraising and revenue generation in order to ensure the Association is suitably resourced.
- The group has indicated the greatest perceived weakness as being a lack of policies and procedures in place and documented to manage and inform their operations.

The second self-assessment chart relates to rating how confident the respondent felt that the committee members currently deliver on the noted roles and responsibilities, where 1 is the least confident and 5 is the most confident.

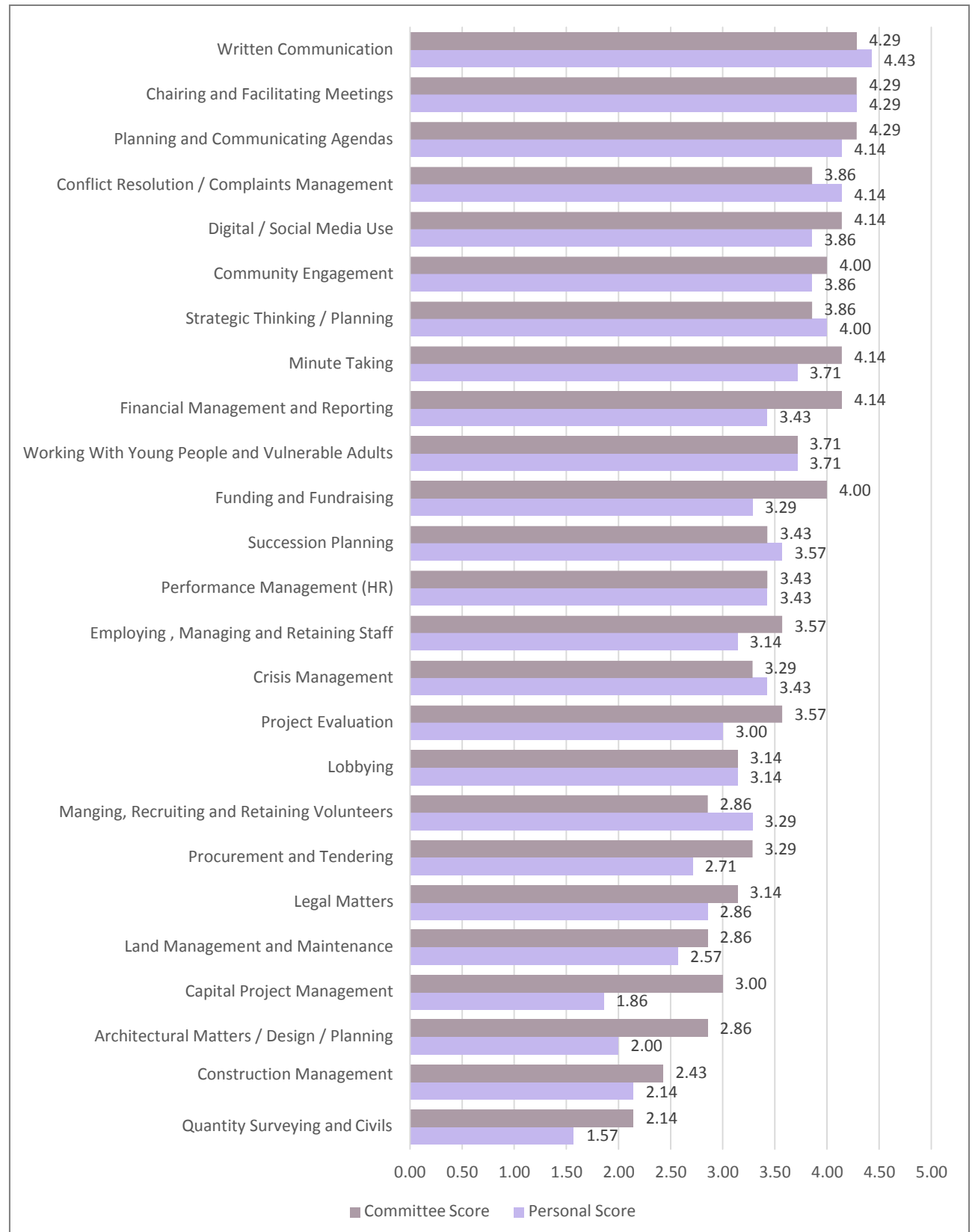


From the table above, the following points can be summarised:

- The members of the committee understand the purpose and mission of the organisation, and conduct themselves well as ambassadors of the cause within the wider community and in engaging with stakeholders and the public.
- Generally the committee members understand their roles, and those of others within the Association, as well as understanding and recognising the importance of volunteers.
- The group collectively has identified that there may be some scope for improvement with regard to individuals following through on commitments within their roles, however this still scores relatively highly.
- The group has indicated that members could be more aware and knowledgeable of all activities being undertaken by the group.

## **Skills Audit Results**

The following chart notes the average scores for the respondent's perceptions of both the committee as a whole, and their own competence in relation to the 25 skills areas noted. Competence was rated 1-5 with 5 being the most competent.




From the skills audit results above, the following general points are noted:

- The committee as a whole recognised the Association's strengths in communication, the planning and undertaking of meetings and associated administration, community engagement and strategic planning.
- The group identified that some improvement could be made around succession planning, performance management skills, crisis management and project evaluation.
- The results indicated that the largest skills gaps within the organisation currently relate to the management and retention of volunteers, legal matters, land management and maintenance, and procurement and tendering.
- Additionally greater skills gaps exist around all areas of construction, project management, architecture, civil engineering, quantity surveying etc. However it is likely that these will only ever be temporarily or project specific requirements, and therefore it would be more likely that external support or expertise would be employed on a short-term basis.

It is also noted that the following points are rated significantly lower on the perception of the committee's competence, than the average individual competence, which may indicate that the group is unaware of some of the member's skill sets, and therefore this should be discussed to ensure the group are maximising the current skills available.

- Succession planning
- Crisis Management
- Managing, Recruitment and Retention of Volunteers

The following organisations have been identified as relevant and local to the group, with opportunities available to provide training and resources that may support up-skilling and personal / professional development:

	<b>Scottish Council for Voluntary Organisations</b> <a href="http://www.scvo.org.uk">www.scvo.org.uk</a>
	<b>Highland Third Sector Interface</b> <a href="http://www.highlandtsi.org.uk">www.highlandtsi.org.uk</a>
	<b>Just Enterprise</b> <a href="http://www.justenterprise.org">www.justenterprise.org</a>