

## APPENDIX 1

**Inverness Common Good Fund - Grants  
Available Resource for Allocation**

£

Budget Balance Available	Poverty & Inequality		160,000	
	Other		80,000	<b>240,000</b>
Carry Forward from 2024/25				
	Poverty & Inequality		66402	
	Other		21031	87,433
				<b>327,433</b>
<b>Committee Date</b>	<b>Category</b>	<b>Award</b>	<b>Total for meeting</b>	
(Committed from previous financial years)	Grants < £10k		38,683	
	Grants > £10k		48,750	87,433
				<b>240,000</b>
<b>06/05/25 Inverness Common Good Fund Sub-Committee</b>				
Poverty & Inequality	Grants < £10k	53,371		
Other	Grants < £10k	35,300	88,671	<b>151,329</b>
<b>19/05/25 City of Inverness Area Committee -</b>				
Poverty & Inequality	Grants > £10k	63,880	63,880	<b>87,449</b>
<b>06/08/25 Inverness Common Good Fund Sub-Committee</b>				
Poverty & Inequality	Grants < £10k	42,444		
Other	Grants < £10k	2,750	45,194	<b>42,255</b>
<b>Poverty &amp; Inequality Grants</b>				<b>160,000</b>
<b>06/05/25 Inverness Common Good Fund Sub-Committee</b>				
	Grants < £10k	53,371	53,371	<b>106,629</b>
<b>19/05/25 City of Inverness Area Committee</b>				
	Grants > £10k	63,880	63,880	<b>42,749</b>
<b>06/08/25 Inverness Common Good Fund Sub-Committee</b>				

	Grants > £10k	42,444	42,444	<b>305</b>
<b>Other Grants</b>				<b>80,000</b>
<b>06/05/25 Inverness Common Good Fund Sub-Committee</b>				
	Grants < £10k	35,300	35,300	<b>44,700</b>

**Inverness Common Good Fund - Conference Funding Grants  
Available Resource for Allocation**

£

Budget Balance Available			30,000	
Carry Forward from 2023/24			<u>9,600</u>	39,600
<b>Committee Date</b>	<b>Category</b>	<b>Award</b>	<b>Total for meeting</b>	
<b>(Committed from previous financial years)</b>			<u>9,600</u>	<b>30,000</b>
<b>06/05/25 Inverness Common Good Fund Sub-Committee</b>				
	Grants < £10k	9,000	9,000	<b>21,000</b>
<b>06/08/25 Inverness Common Good Fund Sub-Committee</b>				
	Grants < £10k	8,688	8,688	<b>12,312</b>

**Inverness Common Good Fund - Partnership Working Grants****Available Resource for Allocation**

£

City Destination Projects	80,000
Operation Respect - Community Safety	11,000
Operation Respects Campaigns	25,000
City Flowering	75,000
Budget Balance Available	<b>191,000</b>

<b>Committee Date</b>	<b>Category</b>	<b>Award</b>	<b>Total for Meeting</b>	
<b>City of Inverness Area Committee 3 February 2025</b>				
City Destination Projects	Grants > £10k	50,897		
Operation Respect - Community Safety	Grants > £10k	10,750		
Operation Respects Campaigns	Grants > £10k	14,804		
City Flowering	Grants > £10k	77,144	153,595	<b>37,405</b>
 <b>06/08/25 Inverness Common Good Fund Sub-Committee</b>				
Operation Respects Campaigns	Grants < £10k	4,970	4970	<b>32,435</b>
 <b>City of Inverness Area Committee 18 August 2025 - Recommended for Approval</b>				
City Destination Projects	Grants > £10k	20,000	20000	<b>12,435</b>

**APPLICATION FORM TO APPLY TO  
THE INVERNESS COMMON GOOD FUND**

<b>Applicant / Organisation:</b>	Inverness Sea Cadets		
<b>Project Title:</b>	Replacement Minibus		
<b>Project Location</b> <i>(inc. Postcode):</i>	44 Kessock Road, Inverness, IV3 8AJ		
<b>Contact Name:</b>	[REDACTED]		
<b>Applicant Address</b> <i>(inc. Postcode):</i>	As above		
<b>Email Address:</b>	[REDACTED]		
<b>Contact Telephone:</b>	[REDACTED]		
<b>Council Ward</b> <i>(check guidance for link):</i>	Inverness Central		
<b>Does the main contact have any communications needs?</b> E.g., textphone, sign language, large print?			
<b>Yes</b>		<b>No</b>	x

**What type of organisation are you?** *(Please tick all that apply)*

<b>Third Sector (Voluntary or Community organisation)</b>		<b>Community Council</b>	
<b>Registered Charity</b> <b>If yes Registration Number</b>  SC002580	x	<b>Company Limited by Guarantee</b> <b>If yes – Company Number</b>	
<b>Other – please specify</b>			

<b>Amount applied for</b>	£15,000
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<b>Start Date of Project</b>	April 2026
<b>End Date of Project</b>	June 2026

**Project summary** – please provide a brief outline of your project and the outcomes it will deliver. *example:*

- *Aims of the project and how you are going to do it*
- *Is this a new project/service or an additional activity to an existing project or service?*
- *Help with running costs or for a specific project or activity?*
- *Please include details of how you know there is a need for this project*
- *Who will benefit? It is important to state in your application how your project will benefit the citizens of the City of Inverness*
- **Please note** that the Council (ICGF) will be unable to provide any resources towards activities/items not specified on this form or supporting information

The aim of the project is to obtain a replacement minibus – namely a second-hand vehicle in good condition, approximately 3-4 years old.

The current minibus was purchased, second hand a number of years ago and due to the age and condition, is urgently needing replaced. It is a vital resource and is used to transport cadets, juniors and equipment to boating areas and educational visits as well as for travel to other Units for training courses, travel to commemorative events, boating competitions and fundraising events.

The minibus is now very unreliable and has recently needed some significant investment with further costly work required to keep in roadworthy condition.

The Unit has explored other funding avenues and has made grant applications (eg. Highland Cross, MacRoberts, Sunshine) although none have been successful. The Unit has been undertaking fundraising activity over the last year and can contribute match funding of £15k towards the cost. However, the current minibus MOT is due in April and will require significant investment to keep it road worthy which is the reason for the assistance for match funding.

Unlike other Cadet organisations, the Sea Cadets do not receive any direct funding from the Navy or any other organisation. They cover the costs of running the Unit through subs, donations and fundraising activity.

This project will directly benefit the juniors and cadets but will also indirectly benefit other organisations in enabling the Unit to transport the cadets to commemorative events across the Highlands. The Unit is also planning to support the wider community by undertaking Care Home visits and supporting other charitable events but can only do so with suitable transport.

A 17-seater vehicle is essential to ensure efficiency of activities and to ensure there are adequate ratios of adults to cadets during Unit activity.

**Please give a summary of expected outcomes from your project.**

*Please include details:*

- *How your project will continue beyond the period of ICGF support?*
- *How your project or activity will help the Council to meet its Public Sector Equality Duty?*
- *Will your project make a contribution towards the promotion of the Gaelic language?*
- **Please Note** *you will be expected to submit an Evaluation Report (a form will be supplied) at the conclusion of your project and prior to the payment of the final instalment of grant.*
- **Please Note** *If successful your grant will be valid for a period of six months from the date of the letter confirming Project Funding your award. Extensions can be applied for in writing if made within the period of validity.*

The Unit currently has a vehicle so can demonstrate that they are able to cover the cost of maintaining the vehicle, upkeep insurance etc and the Sea Cadets have strict guidelines around safety checks for any vehicle being used.

The replacement vehicle will be kept inside the locked compound when not in use and would hopefully serve the Unit for many years to come.

We would be happy to provide an evaluation report demonstrating how the funding has benefitted the Unit and would welcome a visit from any of the Common Good committee.

**PROJECT COSTS**

Please provide a breakdown of how much your activities/project will cost splitting between revenue and capital expenditure. <i>Please do not include VAT in Project Costs if VAT Registered.</i> <b>Please Note</b> grant recipients are expected to provide evidence of value for money.	<b>Amount (£)</b>
Replacement Vehicle (approx.)	29,000
Towbar (if preferred vehicle requires one to be fitted)	800
Signage	200
<b>Total Project Cost</b>	<b>30,000</b>

**PROJECT FUNDING**

<b>How will the project be funded? (What other organisations have you applied to?)</b>	<b>Amount(£)</b>	<b>Confirmed</b>
<b>Total Match Funding</b>		
<b>Total Inverness Common Good Fund Funding Requested</b>	15,000	
<b>Own Contribution</b>	15,000	15,000
<b>Total Project Funding</b>	<b>30,000</b>	

**If there is a shortfall in funding, how do you propose to fund it?**

N/A

**About your Organisation**

<b>When did your Organisation start?</b>	
<b>VAT Registration Number (If Applicable)</b>	
<b>What geographic area does your organisation cover?</b> Please note the Inverness Common Good Fund can only help with projects that bring direct benefit to the citizens of Inverness.	Inverness and surrounding area
<b>What communities of interest (e.g. Young people, people with disabilities, people with an ethnic minority background etc.) does your organisation cover?</b>	Young people (aged 10-18 years) including those with learning disabilities and from ethnic minority backgrounds

<b>Is there a restriction on who can join your organisation?</b> If yes please give details.	No
<b>Has your organisation received any funding from the Inverness Common Good Fund over the last 3 years.</b> If yes please give details of when/what for/how much.	Yes - £20k in 2024 for property improvements
<b>Has your organisation received any other funding from the Highland Council or any Common Good Fund over the last 3 years?</b> If yes please give details of when/what for/how much.	Yes – £50k CRF funding for property improvements

### Bank Details

<b>Name of Bank</b>	[REDACTED]
<b>Account Name</b>	[REDACTED]
<b>Account Number</b>	[REDACTED]
<b>Sort Code</b>	[REDACTED]

### Checklist

To ensure that the Highland Council can consider your application please tick to show what you have enclosed. Please ensure that you have enclosed the following information:	
Externally verified Statement of Accounts as presented to your AGM for the last 3 years  <b>OR</b>	

**APPLICATION FORM TO APPLY TO  
 THE INVERNESS COMMON GOOD FUND**

<b>Applicant / Organisation:</b>	Ness Bank Church, Inverness		
<b>Project Title:</b>	Sanctuary Project		
<b>Project Location</b> <i>(inc. Postcode):</i>	Ness Bank Church, 1 Ness Bank Inverness IV2 4SA		
<b>Contact Name:</b>	[REDACTED]		
<b>Applicant Address</b> <i>(inc. Postcode):</i>	[REDACTED]		
<b>Email Address:</b>	[REDACTED]		
<b>Contact Telephone:</b>	[REDACTED]		
<b>Council Ward</b> <i>(check guidance for link):</i>	14 Inverness Central		
<b>Does the main contact have any communications needs?</b> E.g., textphone, sign language, large print?			
<b>Yes</b>		<b>No</b>	<input checked="" type="checkbox"/>

**What type of organisation are you?** *(Please tick all that apply)*

<b>Third Sector (Voluntary or Community organisation)</b>		<b>Community Council</b>	
<b>Registered Charity</b> <b>If yes Registration Number</b> SC010870	<input checked="" type="checkbox"/>	<b>Company Limited by Guarantee</b> <b>If yes – Company Number</b>	
<b>Other – please specify</b>			

<b>Amount applied for</b>	£30,000
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<b>Start Date of Project</b>	October 2026
<b>End Date of Project</b>	June 2027

**Project summary** – please provide a brief outline of your project and the outcomes it will deliver. *example:*

- *Aims of the project and how you are going to do it*
- *Is this a new project/service or an additional activity to an existing project or service?*
- *Help with running costs or for a specific project or activity?*
- *Please include details of how you know there is a need for this project*
- *Who will benefit? It is important to state in your application how your project will benefit the citizens of the City of Inverness*
- **Please note** that the Council (ICGF) will be unable to provide any resources towards activities/items not specified on this form or supporting information

We aim to redevelop the Sanctuary area on the upper floor of Ness Bank Church to facilitate regular opening and access to the public through improved access (a new compliant staircase and lift from the riverside entrance), the provision of a café with catering facilities (snacks and lunches) and improved toilet facilities, remodelled more flexible space to present the history and activities of the congregation, and a general redecoration of the area.

The Project aims to offer regular public mid-week opening, free of charge. The enhanced space will also be available for public performances, as well as continuing to house regular Sunday worship, weddings and funerals, and civic events.

This is a new initiative to redevelop space in a historic building. The downstairs area of the church is currently well used through the week by church and community groups (e.g. "Crafties", Guild, Toddler Group, Boys' Brigade; Inverness Foodstuff, Alcoholics Anonymous, Highland Council Social Work, and various music and cultural groups). The Project aims to bring the upper area into regular use without compromising the existing activities, either during construction or subsequent operation.

Beneficiaries of the Project will include:

- the current membership of the church (through improved access and an enhanced environment),
- citizens of Inverness (through the provision of a place to meet, eat and drink in a relaxed and peaceful atmosphere, and the facility to host public performances and community events),
- and visitors to the city (through a warm welcome into a historic building with good hospitality and engaging interaction with interpretation, activities and displays).

As an example of this, we plan to incorporate the impressive Cameron Highlanders war memorial glass panels, previously displayed in the former Old High Church, as a window between the entrance hall and the Sanctuary. We also plan to highlight the work of Inverness Foodstuff, and invite those buying food and drink in the café to make a gift towards the cost of feeding and serving the homeless in our city. And we will discuss with L'Arche Inverness, which has a valued link with the congregation, the option of displaying and selling goods produced by that community

Previous recent openings of the Sanctuary area to the public at Easter and during the summer have attracted significant numbers of guests. For example, in August 2025, during 19 days of opening for 4 hours each day we welcomed 1209 visitors from 34 countries and 5 continents. We believe that with extended hours and improved publicity, facilities and activities, those numbers and the general experience could be significantly enhanced.

**Please give a summary of expected outcomes from your project.**

*Please include details:*

- *How your project will continue beyond the period of ICGF support?*
- *How your project or activity will help the Council to meet its Public Sector Equality Duty?*
- *Will your project make a contribution towards the promotion of the Gaelic language?*
- **Please Note** *you will be expected to submit an Evaluation Report (a form will be supplied) at the conclusion of your project and prior to the payment of the final instalment of grant.*
- **Please Note** *If successful your grant will be valid for a period of six months from the date of the letter confirming Project Funding your award. Extensions can be applied for in writing if made within the period of validity.*

Following the completed of construction (currently scheduled for October 25 to June 26, but subject to final permissions and funding) the Project will be open to the public on an ongoing basis. The seasonal nature of tourism will dictate final opening hours, but the ambition is to operate during the day from Monday to Saturday over the full year.

The church will remain a place of Christian worship, and at certain times be used exclusively for services of worship. In general, the operation of the building will reflect Christian values, traditions and culture. However, for services of worship and at all other times, the building will be open to all without exception, and those of any race, language or religion will be equally welcome. Improved access arrangements and toilet facilities will make it easier than at present for those with special needs to attend.

**PROJECT COSTS**

Please provide a breakdown of how much your activities/project will cost splitting between revenue and capital expenditure. <i>Please do not include VAT in Project Costs if VAT Registered.</i> <b>Please Note</b> grant recipients are expected to provide evidence of value for money.	<b>Amount (£)</b>
Riverside Entrance and Stairs improved entrance, compliant stair, additional toilets, war memorial panels	173,260
Internal Passenger Lift	74,600
Sanctuary Space and Café Area structural work, servery, kitchen, equipment	164,990
Sanctuary Redecoration	189,500

including scaffolding, and infra-red heating to café and display area	
Additional Items main contractors preliminaries (£180k), design & planning fees, 10% contingency	369,622
VAT at 20% (some possible exemptions for disabled access)	194,374
<b>Total Project Cost</b>	<b>1,166,346</b>

### PROJECT FUNDING

How will the project be funded? ( <i>What other organisations have you applied to?</i> )	Amount(£)	Confirmed
<b>Grant</b> from the General Trustees of the Church of Scotland	340,000	X
<b>Grants</b> from others Benefact Trust, £80k; Ferguson Bequest £15k; Baird Trust £10k)	105,000	X
<b>Balance</b> now sought from external grants Cardrona, Caroline Cuthbert, Cruden, David Cargill, Dalrymple Donaldson, Exodun, Garfield Weston, Gordon Fraser, Hugh Fraser, Joseph Rank, Laing Family, Mary Brown, MEB, Mary Andrew, EC Hendry, Morton, National Churches, Novum, Sabina Sutherland, Salvesen 1985, Suez and Wolfson Trusts	145,346	
<b>Total Match Funding</b>	<b>590,346</b>	
<b>Total Inverness Common Good Fund Funding Requested</b>	30,000	
<b>Own Contribution</b> Congregational Reserves – 50,000 Allocation from recent Legacies – 371,000 Appeal to Congregation (2025/26) – 125,000	546,000	X (legacies 221k rec'd, balance pending)
<b>Total Project Funding</b>	<b>1,166,346</b>	

### If there is a shortfall in funding, how do you propose to fund it?

We would either curtail the work, or phase aspects of it until further funds are available.

### About your Organisation

<b>When did your Organisation start?</b>	The congregation was formed on 7 <sup>th</sup> October 1787, and has been in its present building since 1901
<b>VAT Registration Number (If Applicable)</b>	We are not VAT registered
<b>What geographic area does your organisation cover?</b>	Our Church of Scotland Parish area is Inverness City Centre, but our congregation and activities draw people from across the City and beyond.

Please note the Inverness Common Good Fund can only help with projects that bring direct benefit to the citizens of Inverness.	
<b>What communities of interest (e.g. Young people, people with disabilities, people with an ethnic minority background etc.) does your organisation cover?</b>	Support for Inverness Foodstuff Support for L'Arche Inverness Support for those struggling with addiction Support for Highland Council Social Work Mother and Toddler Group Boys Brigade Group activities including the lonely, isolated and elderly
<b>Is there a restriction on who can join your organisation?</b> If yes please give details.	To join a Church of Scotland congregation people, must profess faith in Jesus Christ as Saviour and Lord, or transfer membership from another Christian congregation. Participation in all services and activities is open to all without exception.
<b>Has your organisation received any funding from the Inverness Common Good Fund over the last 3 years.</b> If yes please give details of when/what for/how much.	£1,598 granted on 1 <sup>st</sup> August 2024 towards the £2,700 cost of a replacement dishwasher for the church kitchen.
<b>Has your organisation received any other funding from the Highland Council or any Common Good Fund over the last 3 years?</b> If yes please give details of when/what for/how much.	No

### Bank Details

<b>Name of Bank</b>	██████████
<b>Account Name</b>	██
<b>Account Number</b>	██████████

## Ness Bank Church of Scotland, Inverness

**SANCTUARY**

When Columba came to Inverness in 565 AD, we are told he banished a dreaded beast from the local river to become the Loch Ness Monster, and opened with prayer the gates of King Brude's castle which had been barred against him. Inverness became a Christian city – a tradition reflected in social, civic, religious and business life.

Today Inverness is full of people of all faiths and none, residents, visitors and tourists. But as they crowd across the bridges and through the city centre, or look up and down the river from the newly opened Castle Experience, they cannot fail to notice the architectural wealth of the city's many prominent church buildings.

One such is Ness Bank, the City Church, which lies in the shadow of the Castle and by the side of the river, with its own significant history over 125 years, and home to a congregation whose origins date from 1787. It remains today a place where the organ thunders out as the congregation gathers Sunday by Sunday, and during the week the halls accommodate groups serving the homeless (including the award winning Inverness Foodstuff), supporting the addicted, hosting church groups, nurturing the young and celebrating the musical culture of the Highlands.

But most of the time, like other city centre churches, it remains a closed door to people passing by – its beauty hidden, its resources under wraps, its traditions a mystery to those who cannot see.

The Sanctuary Project seeks to change that. Refurbishment will make the interior accessible to the public, with an income-generating café supporting regular midweek daytime openings. Without compromising the existing use for worship or community groups, guests will be welcomed into the building to share information, engage in conversation, and enjoy contemplation. Locals and visitors, groups and individuals, young and old, those who are able-bodied and those with special needs, people of all faiths and none – all will be invited to share the time and space.

Outside the building on the riverside, the existing entrances will be made more obvious and attractive. Inside, a new staircase and lift will provide safe, easy access to the first floor Sanctuary. There a new kitchen formed from store rooms and office space will serve light meals and snacks to guests. The rest of the space will be open for people to inspect the stained-glass windows and reflect on the stories they tell; to admire the beautiful organ and imagine its glorious music; to view the ecclesiastical furniture and understand its significance and function; to engage through discrete interpretation with the values, history and current activity of the living congregation; or to sit in peace and quiet in the middle of a busy city. A Sanctuary indeed!

The refurbished space, equipped with audio-visual resources and the capacity to livestream, will also be available for musical performances and other presentations, civic and community events, conferences and informal gatherings, as well as traditional Christian weddings and funerals.

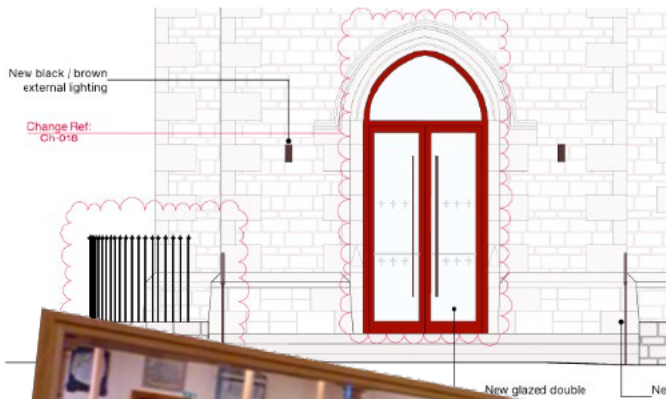
Inverness can rediscover its roots and shape the future of this significant building in its midst.

## Aim of the Sanctuary Project:

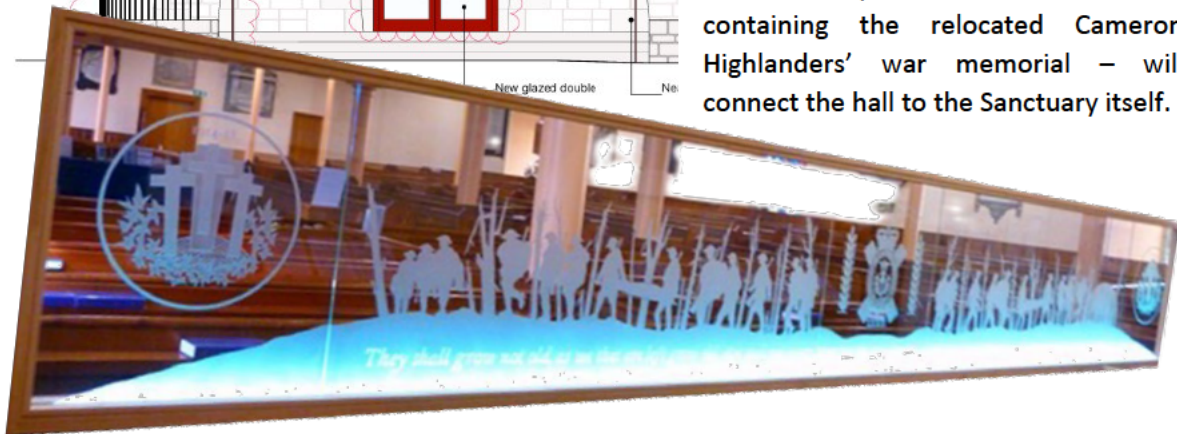
- to Open the church doors on a daily basis to local residents, visitors and passers-by;
- to Provide a place of friendship, comfort, rest and peace in the midst of the city;
- to Reveal the Christian culture of the congregation to interested inquirers;
- to Enable those with mobility issues to access an older building without restriction;
- to Enhance existing community activities by extending the space available.

## Elements of the Sanctuary Project:

1. **Riverside Entrance and Stair:** Ness Bank was designed with 12 steps leading to the main door on Haugh Road providing access to the Sanctuary on the first floor. Internal staircases to the lower halls are narrow and steep. But most pedestrians pass the church on the riverside, where the entrances are unwelcoming, and inaccessible to some.



New self-opening glass doors in the main riverside entrance will welcome visitors through landscaped gardens into an enhanced lobby with new accessible toilets. From there a new compliant staircase will lead gently to a redecorated entrance hall at the back of the Sanctuary. New internal windows – containing the relocated Cameron Highlanders' war memorial – will connect the hall to the Sanctuary itself.



2. **Internal Passenger Lift:**

Even with a compliant stair, some will find internal access to the first floor difficult. The Haugh Street entrance to the first floor is already accessible with a ramp installed in 2006. However the pavement leading to this from the riverside is narrow and steep, and can feel dangerously exposed to traffic.

A new internal passenger lift will be installed in part of one of the smaller ground floor rooms, opening off an internal corridor close to a new self-opening external glass door with an enhanced access ramp. It will lead up directly to the front of the Sanctuary on the west side, providing admission to all the facilities and activities there, including new and refurbished accessible toilets.

3. **Sanctuary Space:** At present the Sanctuary seats around 580 in fixed pews. It is well heated, and equipped with a wonderful pipe organ and modern audio-visual facilities. But the configuration is inflexible, limiting use to Sunday services and occasional events.



Removing some pews from the front of the church and the east and west transepts will open up a flexible space of 160 m<sup>2</sup> for exhibitions, displays, and informal gatherings, while retaining the overall seating capacity for large events.

4. **Café Area:** Ness Bank is well equipped with a modern kitchen serving the downstairs halls. However internal arrangements make it difficult to serve food upstairs which has been



prepared downstairs, or to transport people down. When catering is also required in the halls, there would be capacity issues in serving the Sanctuary at the same time.

By converting underused first-floor office and storage space, and removing a surplus stair, a suitable new kitchen will be created

adjacent to the Sanctuary, with appropriate storage and an accessible toilet. Close to this a new servery area in the east transept will facilitate a commercial café in that part of the church, and provide simple catering for other events taking place in the Sanctuary. This hospitality will be available to all, without restriction of movement or disruption to catering arrangements elsewhere in the building.

5. **Sanctuary Redecoration:** The building is beautiful – stained glass, organ pipes, wood panelling, and ecclesiastical furniture. But the great heights and large expanses have not often been within reach for many years, and the passage of time has left its mark.

Internal scaffolding will allow the walls to be repainted, together with minor repairs to the stonework and alterations to the lighting. Electric cables will be discretely fitted and up-dated. New infra-red heating panels in the east and west transepts will allow these spaces to be regularly used efficiently and in comfort. Existing significant historical features will be carefully preserved.



Cost of the Sanctuary Project:

<b>1 – Riverside Entrance and Stair</b>			
External Work – doors, walls, ramp, lighting	£ 71,770		
New complaint Internal Stair	£ 50,130		
New ground floor toilets	£ 29,200		
Installation of War Memorial Glass	£ 22,160	£173,260	
<b>2 – Internal Passenger Lift</b>			
Including partitions, doors, service, redecoration		£ 74,500	
<b>3 &amp; 4 – Sanctuary Space and Café Area</b>			
Including structural work, kitchen and servery		£164,990	
<b>5 – Sanctuary Redecoration</b>			
Including scaffolding and infra-red heating		£189,500	
<b>Additional Items</b>			
Main Contractors Preliminaries	£180,000		
Design and Planning Fees	£111,372		
Contingency (10% of construction cost)	£ 78,250	£369,622	
<b>TOTAL COST</b>			<b>£971,872 + VAT</b>

(Design work by LDN Architects)

(Costs estimated by McLeod and Aitken, chartered Quantity Surveyors)

(Specialist advice will be sought on the application of VAT to a listed building)

Funding for the Sanctuary Project:

<b>Allocation from Congregational Reserves</b>	£ 50,000		
<b>Congregational Fundraising 2025/26</b>	£125,000		
<b>Allocation from Recent Legacy</b>	£370,000		
<b>Funding from General Trustees</b>	£340,000		
<b>Funding from External Grants</b>	£105,000		
<b>Balance sought from External Grants</b>	£175,000	<b>£1,165,000</b>	

Benefit of the Sanctuary Project:

At Easter and In August each year the congregation has opened its doors to visitors, with volunteers welcoming guests for a few hours each day, Monday to Friday, with minimal advertising – just a sign on the door! In 2025, over 19 days in August, 1209 visitors were welcomed from 34 countries and 5 continents. Over 100 left written messages or prayers on the “Prayer Tree”. With basic interpretation of the building and its history and purpose, simple opportunities to engage in reflection and contemplation, and Highland hospitality – a welcome and a smile – visitors stopped, talked, absorbed and participated to a greater degree than ever before.

With these opening hours extended, access to the building improved, additional material on display, and the hospitality enhanced to include good quality food and drink, there is no doubt that numbers will be significantly increased and the experience enriched. This would lead to a better understanding of the work of the church and its place in the history and life of Inverness, and an increased engagement in the social and community work taking place in the building. In our diverse and global society, an understanding of others is an essential ingredient of integration. And in our busy lives, a place of Sanctuary to stop, rest, think and pray is a blessing indeed!

**APPLICATION FORM TO APPLY TO  
 THE INVERNESS COMMON GOOD FUND**

<b>Applicant / Organisation:</b>	Inverness Fringe Ltd		
<b>Project Title:</b>	Inverness Fringe Festival 2026		
<b>Project Location (inc. Postcode):</b>	Various Locations across Inverness City Centre		
<b>Contact Name:</b>	[REDACTED]		
<b>Applicant Address (inc. Postcode):</b>	[REDACTED]		
<b>Email Address:</b>	[REDACTED]		
<b>Contact Telephone:</b>	[REDACTED]		
<b>Council Ward (check guidance for link):</b>	Aird and Loch Ness		
<b>Does the main contact have any communications needs? E.g., textphone, sign language, large print?</b>			
<b>Yes</b>		<b>No</b>	X

**What type of organisation are you? (Please tick all that apply)**

<b>Third Sector (Voluntary or Community organisation)</b>	<input type="checkbox"/>	<b>Community Council</b>	<input type="checkbox"/>
<b>Registered Charity If yes Registration Number</b>	<input type="checkbox"/>	<b>Company Limited by Guarantee If yes – Company Number</b>	<input type="checkbox"/>
<b>Other – please specify</b> Private Limited Company SC 865474			

<b>Amount applied for</b>	£15,000
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<b>Start Date of Project</b>	28 <sup>th</sup> September 2026
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<b>End Date of Project</b>	4 <sup>th</sup> October 2026

**Project summary** – please provide a brief outline of your project and the outcomes it will deliver. *example:*

- *Aims of the project and how you are going to do it*
- *Is this a new project/service or an additional activity to an existing project or service?*
- *Help with running costs or for a specific project or activity?*
- *Please include details of how you know there is a need for this project*
- *Who will benefit? It is important to state in your application how your project will benefit the citizens of the City of Inverness*
- **Please note** that the Council (ICGF) will be unable to provide any resources towards activities/items not specified on this form or supporting information

The Inverness Fringe Festival aims to showcase the emerging and established talent on the fringes of the arts and culture scene in Inverness and surrounding areas.

Over 7 days between 28<sup>th</sup> September – 4<sup>th</sup> October, Inverness Fringe Ltd will produce a high quality, unique-to-Inverness, programme of events including:

- 25 ticketed events from local performing artists,
- street performances,
- gallery and distillery trails,
- family focused events,
- peripheral showcases in communities on the fringes of the centre,
- featured businesses
- live shows from students at UHI
- open-mic events for under-18s
- murder mystery tours
- special comedy features
- songwriting workshops
- Gaidhlig workshops
- dance performance workshops
- comedy workshops

This is a new project, building on the festivals that were held in Inverness over the past 40 years. The Inverness Fault Line festival began in 1986 – it's 40<sup>th</sup> Anniversary this year. Then there was the Highland Festival, Go North and XPO North, the Inverness Street Festival, with the Blas festival occurring most recently.

We feel this is a different venture to bring together all the arts and culture based and set in Inverness city and the surrounding areas, to create a sustainable flow of arts and culture in the city, and work with grassroots artists who often feel they need to leave the area in order to perform and develop their craft.

Currently, Inverness locals are competing with the attention of tourists for their entertainment, while there are limited spaces for performing artists to showcase their work.

The UHI campuses from Perth, Inverness and North, West and Hebrides are developing young and mature students to work in music, arts and culture industries, without local opportunities to master their skills locally.

Through discussions with local artists, stage schools, theatre and dance companies, business owners, and UHI faculties the need to develop a multi-arts and culture city festival is felt more than ever. The population of the city is growing but the access to local grassroots performances can feel out of reach due to higher profile performers taking the larger spaces. There is obviously a demand for these events also. However, if we fail to showcase our local scene, our cultural strength, identity and integrity may crumble.

A study carried out on behalf of the Arts Council, England in 2020, "Arts and Place shaping: Evidence review", explained the benefits of local arts and cultural events for local communities. These included building a sense of place and building harmonious living by bridging cultural gaps in communities. This study also explained the benefits to mental health, overall public health and well-being of communities involved and exposed to arts and cultural activities in their area.

The Inverness Fringe Festival and peripheral Fringe events aim to breathe new life into the City centre, putting it on a local, national and international stage for being the Capital of Music and unique cultural events in Scotland. Inverness's current musical talent is unparalleled with some local artists who live and perform here being best known for headlining festivals across Europe, Scandinavia and performing across USA including Nashville, New York and Florida.

Unsurprisingly, this is not just traditional Scottish music. It is a mix of Blues, Country, Jazz, Americana, Alternative and Folk.

The performing arts scene has unrivalled tenacity, with peripheral, "fringe" locations such as Merkinch, Hilton and Culloden having a strong and vibrant scene for performing arts and theatre, along with musical talent.

Hilton Community Centre and The Bike Shed at Merkinch host events throughout the year for locals to attend. The Inverness Fringe Festival will aim to include performers from these events in our programme to ensure there is visibility across communities.

We want to ensure there are opportunities for locals who are interested in getting involved. Our workshops will be accessible on a first come, first served basis, with some places being funded by successful grant monies.

Our target audiences for the overall festival week are locals (70%) which includes the student body of UHI and Inverness College, followed by domestic visitors (25%), with the remaining 5% being the tourist population that visit the city.

While we aim to ensure that the arts and culture scene thrives from the Inverness Fringe Festival, we are confident this will also benefit businesses across the city, including accommodation providers, tourism and hospitality industries, with added footfall from domestic tourists and focus on the city centre areas due to the busy events programme.

We are also looking to use local businesses to provide us with branding, printing, merchandise and sound equipment. This is to highlight the amazing array of accessible products and services available in Inverness.

**Please give a summary of expected outcomes from your project.**

*Please include details:*

- *How your project will continue beyond the period of ICGF support?*
- *How your project or activity will help the Council to meet its Public Sector Equality Duty?*
- *Will your project make a contribution towards the promotion of the Gaelic language?*
- **Please Note** *you will be expected to submit an Evaluation Report (a form will be supplied) at the conclusion of your project and prior to the payment of the final instalment of grant.*
- **Please Note** *If successful your grant will be valid for a period of six months from the date of the letter confirming Project Funding your award. Extensions can be applied for in writing if made within the period of validity.*

As mentioned above, the Inverness Fringe Festival is a festival for the people of Inverness and for the city of Inverness.

Our main outcomes include:

- A successful, enjoyable festival in the city of Inverness highlighting talent and venues across the centre.
- A platform for inclusion for UHI students, local performing artists, theatre companies, comedians, communities of practice and cultural enthusiasts to showcase their work.
- Role-modelling for aspiring artists wishing to have exposure to developing their skills
- Inclusion for performers of all communities, ages and abilities, including physical disabilities and learning disabilities

While the festival is week-long, Inverness Fringe Ltd will be hosting and producing "Fringe" events throughout the year, providing opportunities for locals to sample the joy and quality of the festival while also becoming part of the arts and culture community of Inverness.

We are very passionate about ensuring that the Fringe does not end once the week is over, bringing smaller, peripheral events to the forefront of locals living in the city.

The Inverness Fringe Festival will work closely with Gaidhlig speakers and performers ensuring our programmes are bi-lingual, and our programmes have Gaidhlig speaking events and performances included and available across the week. We would wish to have Gaidhlig song and written word workshops included to increase accessibility of the language. We are working with Gaidhlig speaking artists to develop this across the festival, and have sought advice from Gaidhlig coaches in the area about the best approach to involving the language throughout the festival.

The Inverness Fringe Festival is a non-discriminatory, inclusive festival. The invite to take part and attend is open to everyone with emphasis on artists and performers **from** the Highlands or **based** in the Highlands making up the main bulk of the programmed events to ensure the grassroots arts ethos of the festival is maintained.

### PROJECT COSTS

Please provide a breakdown of how much your activities/project will cost splitting between revenue and capital expenditure, <b>Please Note</b> grant recipients are expected to provide evidence of value for money.	<b>Amount (£)</b>
<p><b>Artist and Performer funding</b> Including: -Musicians (solo artists 5, duets 5 and bands 6) -Comedians -Dance Company fees -Theatre performances -Cabaret Acts -Literary readings -Slam Poetry</p> <p><i>Detailed Budget Provided</i></p>	£35,440
<p>Marketing and Advertising Including: Merchandise and Branding Targeted social media and digital advertising Print and outdoor advertising</p> <p><i>Detailed Budget Provided</i></p>	£5674
<p>Venue Hire -HLH Fees -Private Venues -Workshop Production Trainers fees (5 trainers for 5 different workshops – Comedy, Songwriting, Dance including Ceilidh, Theatre Production)</p>	£7970

<i>Detailed Budget Provided</i>	
Sound and Event production Equipment Hire Professional Fees  <i>Detailed Budget Provided</i>	£15500
Online Festival management platform <i>Detailed Budget Provided</i>	£4752
Website development <i>Detailed Budget Provided</i>	£2183
Festival Director Fees x 2 (1 x 22.5 hrs @ £30/hr 1 x 17.5hrs @ £30/hr for 52 weeks) <i>Detailed Budget Provided</i>	£62,400
Freelance Staff (1 x Performing Arts Director; 1 x Events Producer) <i>Detailed Budget Provided</i> Volunteer Training and Development	£21,800
Security Staffing For 5 events (for attendances of over 100 people) at £538/event	£2,690
Insurances (including Public Liability and PRS	£2,750
10% contingency and administrative/travel expenses	£17,636
<b>Total Project Cost</b>	<b>£178,795</b>

## PROJECT FUNDING

<b>How will the project be funded? (What other organisations have you applied to?)</b>	<b>Amount(£)</b>	<b>Confirmed</b>
<b>Creative Scotland</b>	£50,000	pending
<b>Multiple Business Partnerships in Inverness City centre</b> Each event to be sponsored by a local city-based business Sponsorship packages will also generate income through tiered packages	£15,000	pending
<b>Bord na Gaidhlig – for bi-lingual programming and workshops across the city</b>	£2500	pending
<b>Volunteers (time in-kind)</b> Up to 15 Volunteers working throughout the Festival week for 35 hours/week at rate of £11.44 per hour	£6012	pending
<b>Corporate sponsorship</b>	£5,000	Confirmed

<b>Merchandise; door split (80/20); small on-site fundraising</b>	12,283	Pending
<b>Total Match Funding</b>		
<b>Total Inverness Common Good Fund Funding Requested</b>	£15,000	Pending
<b>Own Contribution</b>	£2,000	Confirmed
<b>Total Project Funding</b>	<b>£107795</b>	

**If there is a shortfall in funding, how do you propose to fund it?**

Ticketing of events – each event will be individually priced to reflect the fees associated. There will be a compromise with venues and artists around on the door percentages to ensure they cover their costs, and also promote their events responsibly.

In the event that our ticket sales are low in advance, we will promote events and provide concessions on OAP tickets, student tickets and where possible under 18s.

Our project income for first year ticket sales is £71,000

Our non-ticketed events are being run by different bookers and venues. They will continue to have our support in programming and advertising, but our ability to fund artists fees will be reviewed depending on our success of obtaining adequate funding.

**About your Organisation**

<b>When did your Organisation start?</b>	September 2025
<b>VAT Registration Number (If Applicable)</b>	
<b>What geographic area does your organisation cover?</b> Please note the Inverness Common Good Fund can only help with projects that bring direct benefit to the citizens of Inverness.	Inverness city and Inverness-shire
<b>What communities of interest (e.g. Young people, people with disabilities, people with an ethnic minority background etc.) does your organisation cover?</b>	Third level students Under 18s performers People with issues on affordability of music lessons, obtaining instruments, accessing theatre lessons Musicians with disabilities Gaelic speakers/regional dialects Under-represented art forms
<b>Is there a restriction on who can join your organisation? If yes please give details.</b>	No

<p><b>Has your organisation received any funding from the Inverness Common Good Fund over the last 3 years.</b> If yes please give details of when/what for/how much.</p>	No
<p><b>Has your organisation received any other funding from the Highland Council or any Common Good Fund over the last 3 years?</b> If yes please give details of when/what for/how much.</p>	No

### Bank Details

Name of Bank	[REDACTED]
Account Name	[REDACTED]
Account Number	[REDACTED]
Sort Code	[REDACTED]

### Checklist

<p>To ensure that the Highland Council can consider your application please tick to show what you have enclosed. Please ensure that you have enclosed the following information:</p>	
<p>Externally verified Statement of Accounts as presented to your AGM for the last 3 years</p> <p style="text-align: center;"><b>OR</b></p> <p>For new organisations which have been established less than 12 months please give an estimate of first year's income and expenditure</p>	<p style="text-align: center;">Yes</p>

Date: January 2026

Prepared by: [REDACTED]

### Whose plan is this?

This business plan is for Inverness Fringe Ltd, owned and directed by Siobhan Neylon. It outlines the launch and sustainable growth of the Inverness Fringe Festival as the flagship project, alongside year-round mini-events, workshops, and merchandise.

### Business and owner details

Business name: Inverness Fringe Ltd

Owner(s) name: [REDACTED]

Business address and postcode: [REDACTED]

Business telephone number: [REDACTED]

Business email address: [events@invernessfringefestival.co.uk](mailto:events@invernessfringefestival.co.uk)

Home address and postcode: [REDACTED]

Home telephone number: [REDACTED]

Home email address: [REDACTED]

### Section One – Executive Summary

1.1 Business summary Inverness Fringe Ltd is an events management company dedicated to delivering diverse, sustainable festivals and small-scale events across Inverness city and neighbouring Highland towns and villages. The company specialises in fringe-style performing arts, including theatre, comedy, cabaret, drag, music, and spoken word, with a strong focus on local and emerging Highland talent. The flagship event, the Inverness Fringe Festival (28 September – 4 October 2026), will be the UK's most northerly fringe festival, celebrating over 100 events in city-centre venues while promoting community engagement, skills development, and economic impact through tourism and local business partnerships.

#### 1.2 Business aims

- Launch and grow the Inverness Fringe Festival as a vibrant, inclusive celebration of Highland arts and culture.
- Provide platforms for local and emerging artists, ensuring fair pay at industry rates.
- Foster long-term sustainability and profitability through multi-revenue streams.
- Develop national engagement strategies involving local businesses, city-centre revitalisation, and third-level student involvement (UHI campuses for skills development in sound production and performing arts).

## Business Plan – Inverness Fringe Ltd

- Deliver year-round mini-events (4 showcasing weekends + workshops) to maintain momentum.
- Grow attendance from 3,500 in Year 1 to 10,000 over 5 years, positioning Inverness as a destination for unique cultural experiences.

### 1.3 Financial summary Year 1 budget: £178,795 (balanced). Income mix:

- Ticket sales: 31% (£55,000)
- Sponsorship: 8% (£15,000)
- Grants: 37% (£69,500 – Creative Scotland £50,000 + local authority £15,000 + trusts £2,500 + in-kind £2,000)
- Other earned (merch, bar splits, donations): 7% (£12,283)
- Volunteer in-kind: 3% (£6,012)
- Own resources: 1% (£2,000)

Artists/performers paid at industry rates. Mini-events generate supplementary revenue from Year 1; festival becomes main revenue driver from Year 2.

### Elevator Pitch

#### 1.4 Business name: Inverness Fringe Ltd

1.5 Strapline: A dedicated events company delivering the UK's most northerly Fringe Festival, working on showcasing arts and culture “on the Fringe” in the Highlands of Scotland and beyond.

1.6 Elevator pitch: We're revolutionising the Inverness arts scene with the UK's most northerly fringe festival – raw, fierce, and unapologetically Highland. From sultry cabaret and bold theatre to fierce drag and local comedy, we're unleashing over 100 events across the city centre, spotlighting emerging talent and boosting the economy. No more heading south for opportunities; we're building a sustainable platform right here, with fair pay for artists, student skills development, and community partnerships. Join the chaos – it's fringe, but make it Inverness.

## Section Two – Owner's Background

2.1 Why do you want to run your own business? To have the freedom to elevate arts and cultural events in the Highlands, involving people on the fringes of the industry to develop and grow the sector. As a passionate performer and educator, I want to create accessible platforms for all ages, foster local talent, and build a sustainable business that contributes to community vitality without the constraints of traditional employment.

### 2.2 Previous work experience

- Singer/Songwriter for 25 years; Open Mic Host; Events coordinator for local events; Podcaster.
- Adult Nurse for 20 years.
- Clinical Education and Organisational Development roles for Highland Hospice and NHS Highland, including events management for local conferences, education courses, training modules, national strategies, and international courses.

### 2.3 Qualifications and education

- Project Management Prince 2
- Change Management
- Organisational Change
- BSc General Nursing
- PG Dip Palliative Care
- European Diploma in BioEnergy
- NHS NES Leading for Change

### 2.4 Training

- Broken Windows – Leadership training
- Leadership and management training, Social Enterprise Academy

Future training planned: Events Management Diploma

2.5 Hobbies and interests Singing, performing, interior design, events planning, podcasting.

2.7 Additional information I am a highly driven individual with a passion for education and creating sustainable creative platforms. My background in healthcare and arts combines compassion, organisation, and creativity, making me ideal to lead this venture.

## Section Three – Products and Services

3.1 What are you going to sell? Both a product and a service.

3.2 Describe the basic product/service Events showcasing unique and bespoke experiences on the fringe of mainstream arts, including performing arts festivals, workshops, and merchandise.

3.3 Different types of product/service

- Inverness Fringe Festival (annual event: 28 Sep – 4 Oct 2026, over 100 events in city venues)
- Showcasing weekends (4 per year: focused on music, comedy, dance, spoken word)
- Workshops (e.g., creative writing, comedy, songwriting, performing arts, dance)
- Merchandise (T-shirts, tote bags, programmes with unique Invernessian slang and humour)
- YouTube Channel (promotional content, vlogs, behind-the-scenes for artists)
- Subscribing businesses (investment packages for local arts/theatre groups, sponsorship tiers: Silver £750–£1,500, Gold £2,000–£4,000, Platinum £5,000+ with WIIFM exposure)

3.4 Phased rollout Festival and workshops launch first (2026). Merchandise and YouTube launch in parallel with festival. Business subscription packages roll out post-festival (Oct 2026 onward) once reputation established.

3.5 Additional information All events emphasize inclusivity, fair artist pay, and Highland identity. Digital ticketing via Festival Pro for easy access.

## Section Four – The Market

4.1 Customers Both individuals and businesses.

4.2 Typical customer Individuals: Arts enthusiasts aged 25–85, without school-aged children, with disposable income for tickets/experiences (locals, Scottish/British/Irish residents, European/international tourists). Businesses: Local Inverness/Highland companies (tourism, hospitality, retail) seeking sponsorship for exposure, goodwill, and footfall.

4.3 Where customers are based

- Individuals: Inverness/Highlands locals (60%), Scottish/British/Irish (30%), European/international tourists (10%).
- Businesses: Primarily Inverness-based (BID partners, venues, corporate sponsors).

4.4 What prompts customers to buy Unique, bespoke events not available elsewhere in the Highlands; story-driven content; affordable access to diverse arts; community pride and tourism appeal; sponsorship ROI.

4.5 Factors influencing choice Only dedicated fringe company for Inverness/Highlands, offering authentic, grassroots events with local talent focus and fair pay ethics.

4.6 Have you sold already? No.

4.7 Customers waiting to buy? Yes. Significant interest via surveys/discussions; excitement for local alternative to southern festivals. Newsletter sign-ups and performer inquiries indicate demand. Local businesses interested in sponsorship.

4.8 Additional information Market size: Underserved Highland arts sector; potential 3,500 attendees Year 1, growing to 10,000 by Year 5.

## Section Five – Market Research

5.1 Desk research key findings

- Inverness lacks dedicated fringe festival; similar events (Dundee Fringe, Brighton) succeed with local talent focus.
- Highland arts scene strong but fragmented (UHI courses, Eden Court).
- Post-pandemic demand for live events high; UK fringe festivals average 50–70% sell-through Year 1.
- Competitors music-heavy; gap for performing arts/cabaret/drag.
- Economic impact potential: £1–2m local boost scaled from Edinburgh Fringe.

5.2 Field research key findings

- Surveys/stakeholder discussions (Visit Inverness Loch Ness, artists, venues): 80% interest in local fringe.
- Public feedback: Demand for affordable, inclusive arts; excitement for city-centre revitalization.
- Business input: Sponsors see 15–30% footfall uplift; venues eager for 80/20 splits.

5.4 Additional information Research via online surveys (200+ responses), BID/UHI meetings, competitor analysis. Supports diverse revenue and local focus.

## Section Six – Marketing Strategy

Marketing Method	Why chosen?	Cost (£)
Media – Print	Local visibility; targeted older demographics	2,000
Radio/Press Release	Wide Highland reach; interviews/mentions (MFR, Highland Hospital Radio)	1,000
Social Media – Campaigns, Video, Vlogs, Collaborations	Targeted UK/Highlands audience; direct ticket links; measurable engagement	2,500
YouTube – Promotion	Landing page for vlogs/behind-scenes; low-cost promotion/storage	300
Google Ads	Targeted searches ("Inverness events/fringe")	200
<b>Total</b>		<b>6,000</b>

## Section Seven – Competitor Analysis

### 7.1 Table of competitors

Name, location, size	Product/Service	Price	Strengths	Weaknesses
Belladrum Tartan Heart Festival, Kiltarlity – Large	Weekend music/arts festival	£185/adult weekend	Reputation, headline acts, family friendly	Peak accommodation costs, weather dependent
Black Isle Calling, Black Isle – Medium	Traditional music weekend	£130/weekend	Flexible pricing, good value	Niche taste, limited variety, no transport
Nairn Book and Arts Festival, Nairn – Medium	Literature/art/music/drama weekend	Individual event tickets	Variety, inclusive	No UHI links, lacks comedy
Dundee Fringe Festival, Dundee – Large	10-day city festival	Individual tickets	120 events, established	Reliant on non-recurrent funding
Findhorn Bay Arts Festival, Moray – Large	10-day multi-venue festival	Individually priced	Bi-annual, good reputation	Wide geography, not local-focused
LCC Live, Inverness	Live event services/booking agent	Varied	Works with big names	Vested in larger events
Lorraine Christie Events, Highland	Local events producer (country nights)	Varied	Fills market gaps	No website, social media only

<b>Name, location, size</b>	<b>Product/Service</b>	<b>Price</b>	<b>Strengths</b>	<b>Weaknesses</b>
Black Orchid Events, Highland	Weddings/conferences/personalised events	Varied	Small, personalised	Not known in arts/music
Lesley Strang Productions, Highland	High-quality large-scale events production	Varied, high-end	Extremely high quality	Limited personnel

## 7.2 SWOT analysis

### Strengths

- No other dedicated Fringe events company for Inverness.
- Strong local music/arts scene with UHI support.
- Fair pay ethos builds artist loyalty.

### Weaknesses

- Funding pressures in sector.
- Not yet established reputation.
- Competition from neighbouring events.

### Opportunities

- Partner with UHI/theatres for grassroots platforms.
- Spotlight non-tourist season venues.
- Grow attendance to 10,000 over 5 years.

### Threats

- Larger companies overshadowing.
- Event saturation for locals.
- Tourist priorities for venues.

## 7.3 Unique Selling Point (USP)

The UK's most northerly Fringe Festival, dedicated to raw, inclusive performing arts in Inverness – authentic Highland talent, fair pay, and year-round events.

## Section Eight – Operations and Logistics

### 8.1 Production

Production began October 2025 with stakeholder discussions. Written plan includes programming for 25 events. High-quality sound on-site; special elements (Murder Mystery, parades) outsourced locally. Contracts with venues/artists; PEL/premises licences per event. Funding from agencies/council/sponsorships. UHI student involvement for tech. Streets decorated with bunting/posters.

## 8.2 Delivery to customers

In-person at Inverness venues. Tickets via Festival Pro (digital/physical). Merchandise on-site/online. Sponsors receive VIP access/branding.

## 8.3 Payment methods and terms

Tickets/sponsorship: Credit/debit card, PayPal via Festival Pro (immediate).

Merch: Cash/card on-site, online.

Terms: No ticket refunds except cancellation; sponsorships invoiced 30 days, 50% upfront for Platinum.

## 8.4 Suppliers

Supplier Name & Location	Items Required & Prices	Payment Arrangements	Reasons for Choosing
Festival Pro, UK	Ticketing/database app, £4,752	Annual subscription	Comprehensive, 24hr support
Aviva/Allianz, UK	Public liability insurance, £2,500	Annual premium	Reliable event coverage
UHI Perth/AIness, Highlands	Tech crew shadowing (in-kind)	Partnership	Local skills development
Local printers (Inverness)	Posters/flyers, £600–£800	Invoice 30 days	Quick turnaround, local support
Freelance graphic designer (Highlands)	Logo/branding, £500–£824	Invoice on completion	Authentic Highland design

## 8.5 Premises

No dedicated premises; office from home. Events in hired Inverness venues.

## 8.6 Equipment

Item Required	Already Owned?	New/Second Hand	Purchased From	Price (£)
Festival Pro software	No	New	Festival Pro	4,752
Sound/staging hire	No	Mix	Local suppliers	12,000

## 8.7 Transport

Personal vehicle (Beauly–Inverness, 24 miles RT @ 45p/mile × 32 weeks = £1,382).

Events walkable in city centre. Discussion with local transport providers including Inverness City Taxis, SafeKabs, D&E Coaches and other local providers.

## 8.8 Legal requirements

## Business Plan – Inverness Fringe Ltd

- Company registered at Companies House.
- PEL/Premises licences per venue/event.
- PRS licences for music.
- PVG checks for volunteers.
- GDPR-compliant ticketing.

**8.9 Insurance requirements**

Public liability (£2,500 for £5m–£10m cover). Event-specific coverage.

**8.10 Management and staff**

- Owner/Director: Siobhan Neylon (full-time),
- Co-Director: MaryDawn Mohun (Part-time)
- Freelancers: Performing Arts Director (£10,800), Events Producer (£9,000).
- Volunteers: 15 (35 hrs/week during festival).
- Tech crew: 5 (£3,500, incl. UHI students).

**8.11 Additional information**

Phased operations: Planning (Mar–Jun 2026), Build-up (Jul–Aug), Festival (Sep), Review (Oct–Mar 2027). Risk assessments per event.

**Section Nine – Costs and Pricing Strategy**

Product/Service Name	Number of units	Component cost	Total cost	Cost per unit	Price per unit	Profit margin (£)	Profit margin (%)	Mark up (%)
Inverness Fringe Festival Tickets	3,200 paid tickets	£178,795 total budget	£178,795	£55.87/ticket	£17–£20 avg	–£38.87 to £35.87	–70% (subsidized)	N/A
Mini Showcasing Weekends (4/year)	800 tickets	£34,000	£34,000	£42.50/ticket	£15–£25	–£27.50 to £17.50	–65%	N/A
Workshops	200 participants	£7,750	£7,750	£38.75/participant	£50	£11.25	23%	29%
Merchandise	500 units	£1,824	£1,824	£3.65/unit	£10–£15	£6.35–£11.35	64–76%	174–311%
Business Sponsorship Packages	15 packages	£500	£500	£33.33/package	£750–£5,000	£716.67–£4,966.67	96–99%	2,150–14,900%

**Section Ten – Financial Forecasts**

**10.1 Sales and costs forecast (simplified monthly)**

Month	Apr 2026	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2027	Feb	Mar	Total
Sales forecast	0	2,000	3,000	10,000	15,000	50,000	25,000	8,000	2,000	0	0	0	115,000
Costs forecast	5,000	10,000	15,000	20,000	25,000	50,000	30,000	15,000	5,000	3,795	0	0	178,795

**10.3 Cashflow forecast (simplified)**

Month	Pre- start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Money in	4,000	15,000	4,500	53,000	15,000	20,000	56,012	25,000	8,000	2,000	0	0	0	202,512
Money out	4,000	15,000	4,500	53,000	15,000	20,000	56,012	25,000	8,000	2,000	1,000	1,000	1,000	204,512
Balance	0	0	0	0	0	0	0	0	0	0	-1,000	-1,000	-1,000	-2,000

**10.4 Costs table**

Cost item	What is included and how worked it out	Total cost (£)
Artistic / Creative costs	Artist fees (musicians, singers, theatrical performers) – industry rates	35,440
Professional / Organisational development costs (Venue)	Venue costs	7,970
Other costs (Stage/Sound)	Stage and sound production (equipment hire, engineer time)	15,500
Marketing / Audience Development costs	Online/social adverts, print, posters, branding/merchandise	5,674
Professional / Organisational development costs (Directors)	Festival Directors (corrected to 52-week calculation)	62,400
Professional / Organisational development costs (Performing Arts Director)	Freelance £300/day × 36 days	10,800
Professional / Organisational development costs (Events Producer)	Freelance £250/day × 36 days	9,000
Professional / Organisational development costs (Licensing/Insurance)	Licensing and insurance based on projected sales	2,750

<b>Cost item</b>	<b>What is included and how worked it out</b>	<b>Total cost (£)</b>
Equipment / Asset costs	Digital software for management and ticketing	4,752
Professional / Organisational development costs (Security)	Security for higher-capacity events	2,690
Professional / Organisational development costs (Volunteer training)	Volunteer training and development	2,000
Other costs (Contingency)	10% contingency + adjustment to balance	19,819
<b>Grand Total</b>		<b>178,795</b>

## **Section Eleven – Back-up Plan**

11.1 Short-term plan Reduce events for Year 1 and launch as pilot. Scale down to £100,000 budget if funding short; prioritize free/mini-events; leverage in-kind partnerships.

11.2 Long-term plan Increase funding structure for more personnel; enable self-funding theatre companies. Grow international status and attendance to 10,000 over 5 years. Outsource marketing/software for efficiency.

11.3 Plan B Pivot to smaller themed mini-festivals (4–6/year) if festival funding falls short. Reduce scale, focus on digital streaming/YouTube, seek crowdfunding. Maintain core team; renegotiate supplier terms.

11.4 Plan B continued... Use contingency for essentials. Reapply for grants in Year 2 based on pilot data. Fallback: Co-deliver with existing Highland events (e.g., UHI partnerships) to preserve brand and build experience.

**APPLICATION FORM TO APPLY TO  
 THE INVERNESS COMMON GOOD FUND**

<b>Applicant / Organisation:</b>	INVERNESS SYMPHONY ORCHESTRA		
<b>Project Title:</b>	Music enjoyment for citizens of Inverness		
<b>Project Location (inc. Postcode):</b>	INVERNESS		
<b>Contact Name:</b>	[REDACTED]		
<b>Applicant Address (inc. Postcode):</b>	[REDACTED]		
<b>Email Address:</b>	[REDACTED]		
<b>Contact Telephone:</b>	[REDACTED]		
<b>Council Ward (check guidance for link):</b>	Wards 12-15		
<b>Does the main contact have any communications needs?</b> E.g., textphone, sign language, large print?			
<b>Yes</b>		<b>No</b>	x

**What type of organisation are you?** (Please tick all that apply)

<b>Third Sector (Voluntary or Community organisation)</b>	x	<b>Community Council</b>	
<b>Registered Charity</b> If yes Registration Number SCO47808	x	<b>Company Limited by Guarantee</b> If yes – Company Number	
<b>Other – please specify</b>			

<b>Amount applied for</b>	£10,241
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<b>Start Date of Project</b>	August 2026
<b>End Date of Project</b>	The benefits will be ongoing long after this

**Project summary** – please provide a brief outline of your project and the outcomes it will deliver. *example:*

- *Aims of the project and how you are going to do it*
- *Is this a new project/service or an additional activity to an existing project or service?*
- *Help with running costs or for a specific project or activity?*
- *Please include details of how you know there is a need for this project*
- *Who will benefit? It is important to state in your application how your project will benefit the citizens of the City of Inverness*
- **Please note** that the Council (ICGF) will be unable to provide any resources towards activities/items not specified on this form or supporting information

- *Aims of the project and how you are going to do it*

The Inverness Symphony Orchestra is now 10 years old and has developed from the Ness Sinfonia into a full sized Symphony Orchestra. The orchestra is community based and has expanded to include many people who had not played an instrument for years and others who had not played in an orchestra.

The aims of this project are to continue to provide wonderful classical musical opportunities for the people based in Inverness.

With the 200<sup>th</sup> anniversary of the death of Beethoven in 2027, we would like to bring together the choral and orchestral societies to perform together in a performance of Beethoven's 9<sup>th</sup> Symphony. This is a huge and wonderful work that will be enjoyed by those taking part and those coming to listen.

The Inverness Choral and the Inverness Symphony Orchestra have agreed to work together for this concert which is planned for April 24<sup>th</sup> 2027 in Inverness Cathedral.

- *Is this a new project/service or an additional activity to an existing project or service?*

The Orchestra is an ongoing expanding project taking on new members all the time with some instruments now having a waiting list. The Inverness Choral is a longstanding ongoing group.

Bringing the 2 together is a new project and a very exciting one – the Choral group do not get the opportunity to perform with such a large orchestra and the Orchestra have never had the opportunity to perform with a large choral group.

- *Help with running costs or for a specific project or activity?*

The main aim of this application is to upgrade the orchestra timpani and percussion which are becoming worn so we can perform such pieces at the level required and to help with the costs of putting on such a production in Inverness Cathedral. In addition with the younger and more diverse players now playing in the orchestra, many who would have previously owned percussion instruments now do it.

- *Please include details of how you know there is a need for this project*

Nationwide there will be a celebration of this Beethoven anniversary. There has been amazing

enthusiasm to undertake this in Inverness as well and give the musicians of Inverness the opportunity to take part in it rather than go elsewhere to listen to it.

- *Who will benefit? It is important to state in your application how your project will benefit the citizens of the City of Inverness*

The Inverness Symphony Orchestra was formed as an amateur community orchestra based in Inverness as there was not one that met weekly and performed concerts. Over 10 years it has grown into a full sized symphony orchestra and performs regular concerts which are very well attended by the citizens of Inverness.

We also act as the musical and financial infrastructure organising the monthly tea and cake concerts at the Cathedral and large community events such occur in January and August over the last few years putting on performances of the Messiah (x2), Mozart Requiem, Gilbert and Sullivan Medley, choral days and the Faure Requiem to be performed in August 2026. In all of these events the choral numbers exceed 200 showing the huge interest in joining in local large musical events. We have also championed smaller instrumental group such as cello choir, wind groups, bassoon groups, harp groups etc many of whom play in our tea and cake series of 1 hour concerts on a Sunday afternoon in Inverness Cathedral.

We have attracted a large number of younger orchestral players and this term have 3 minors join us to get the orchestral experience we can provide ( all safe guarding requirement are met by us for this).

Providing great musical opportunities for the people of Inverness is one of our core missions. To be able to do this is a great pleasure. We have to be sure that when we do organise these events we have well trained musicians playing good instruments or we will let people down.

**Please give a summary of expected outcomes from your project.**

*Please include details:*

- *How your project will continue beyond the period of ICGF support?*
- *How your project or activity will help the Council to meet its Public Sector Equality Duty?*
- *Will your project make a contribution towards the promotion of the Gaelic language?*
- **Please Note** *you will be expected to submit an Evaluation Report (a form will be supplied) at the conclusion of your project and prior to the payment of the final instalment of grant.*
- **Please Note** *If successful your grant will be valid for a period of six months from the date of the letter confirming Project Funding your award. Extensions can be applied for in writing if made within the period of validity.*

- *How your project will continue beyond the period of ICGF support?*

ICGF support will cement 2 things for the future -

1. The interaction of large local amateur music groups which will lead to more opportunities to work together from the enjoyment of the large numbers of people both taking part and listening
  2. Will ensure the standard of the timpani and percussion instruments of the Inverness Symphony Orchestra required for these opportunities are of good quality and as they are often very exposed, do not let the other musicians down.
- *How your project or activity will help the Council to meet its Public Sector Equality Duty?*

### **There are Three Aims of the Public Sector Equality Duty**

The council must have "due regard" to the need to:

- **Eliminate** unlawful discrimination, harassment, and victimisation. – The Inverness Symphony Orchestra is a open organisation that is completely inclusive, does not discriminate and will not tolerate harassment and victimisation in any form. Any one who is involved in any of these activities has and will be excluded
  - **Advance** equality of opportunity between different groups. – we want to provide great musical opportunities for everyone as shown by the different group opportunities we have set up
  - **Foster** good relations between different groups. Respect for everyone is a key requirement of paying in musical groups and we continue to foster that and attract new groups to perform with us and in our musical opportunities
- *Will your project make a contribution towards the promotion of the Gaelic language?*

Not directly but we do invite Gaelic choirs and singers to take part in the ongoing tea and cake concerts.

### **PROJECT COSTS**

Please provide a breakdown of how much your activities/project will cost splitting between revenue and capital expenditure, <b>Please Note</b> grant recipients are expected to provide evidence of value for money.	<b>Amount (£)</b>
Ludwig Black Beaty Snare drum, muffler, cleaner, light, stand and case	1208
Adama Bass drum, cradle and case	1710
The Little Percussion Company New timpani heads x 4	560
Gear - Triangle Set and holder	570
Thomas Tambourine + bag bundle	304
Yamaha Glockenspiel + Stand	1620

Tam Tam bag	120
VAT and insurance + delivery on instrument purchases 1218+731 = 1949	1949
Beethoven 9 conductor including all the rehearsals	2000
Beethoven 9 soloists x4	2000
Orchestra Beethoven 9 premises hire including rehearsals	2500
Beethoven 9 sectional rehearsals with professional leads	2000
Beethoven 9 orchestral lead	1000
Adverting and programmes	700
<b>Total Project Cost</b>	<b>18,241</b>

### PROJECT FUNDING

<b>How will the project be funded? (What other organisations have you applied to?)</b>	<b>Amount(£)</b>	<b>Confirmed</b>
<b>Donations</b>	2000	2000
<b>Orchestra through ticketing</b>	2,000	2,000
<b>Further contribution from Orchestra funds</b>	4,000	3,500
<b>Total Match Funding</b>	8000	8000
<b>Total Inverness Common Good Fund Funding Requested</b>		10,241
<b>Own Contribution</b>		8,000
<b>Total Project Funding</b>		<b>18,241</b>

### **If there is a shortfall in funding, how do you propose to fund it?**

Orchestra reserves but we continue to fund raise seeking sponsorship and donations

## About your Organisation

<p><b>When did your Organisation start?</b></p> <p><b>VAT Registration Number (If Applicable)</b></p>	<p>2016</p> <p>n/a</p>
<p><b>What geographic area does your organisation cover?</b> Please note the Inverness Common Good Fund can only help with projects that bring direct benefit to the citizens of Inverness.</p>	<p>The orchestra is based in Inverness and as it meets weekly its members are mainly Inverness based. It puts on concerts in Inverness Cathedral and Midmills Church predominantly.</p>
<p><b>What communities of interest (e.g. Young people, people with disabilities, people with an ethnic minority background etc.) does your organisation cover?</b></p>	<p>We cover everyone and anyone who wants to play in a symphony orchestra is welcome whatever their background. At present we have 3 minors and there are some players who have disabilities. All ethnic backgrounds are welcome.</p>
<p><b>Is there a restriction on who can join your organisation?</b> If yes please give details.</p>	<p>No but we suggest they must have reached a reasonable standard of playing or they will find the music too difficult and not enjoy it. Some instruments have a waiting list now which is a measure of the interest in playing in the orchestra.</p>
<p><b>Has your organisation received any funding from the Inverness Common Good Fund over the last 3 years.</b> If yes please give details of when/what for/how much.</p>	<p>No our only other application was in 2022.</p>
<p><b>Has your organisation received any other funding from the Highland Council or any Common Good Fund over the last 3 years?</b> If yes please give details of when/what for/how much.</p>	<p>No</p>