

Business plan in support of the Community Asset Transfer of Raddery House Campus and Raddery Woods



June 2024

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1. Executive Summary

The site of the former Raddery School campus comprises 9 buildings on a site of approximately 2.97ha. The adjacent Raddery Woods extends to approximately 7.73ha. Both parcels of land are to be sold by The Highland Council (THC) as they are surplus to requirements.

Raddery House Limited (RHL) wishes to buy both parcels of land through Community Asset Transfer (CAT) to redevelop the assets to promote the health and wellbeing of the whole Black Isle community.

RHL has consulted widely with the local community through personal visits, online and paper surveys (379 responses), and through open days on 2nd-3rd September 2023 which attracted over 260 people, and 15th -16th June 2024 which attracted 150 people. There is strong community support for the principle of community ownership of the site.

The main building, Raddery House, is in very poor condition, and the others are in varying states of repair, with significant vandalism having occurred in recent years. The sports hall, classroom and office block and workshop are in better condition than the other buildings.

The woods are in good condition with a broad range of tree species, led by beech and birch, hosting a range of wildlife and offering potentially good access and education opportunities.

RHL has a vision to develop the site as an intergenerational meeting, wellbeing and recreational space providing indoor and outdoor facilities for a wide range of groups and individuals. The business plan projects the work being carried out over a 10 yr timescale in five stages:

- Phase 1 (Years 1&2) would see RHL occupying the office and classroom block. Activities for those with dementia and carers would be started. The gym building would be used for community activities and the grounds would be brought back into a managed condition, community growing activities would be started and improvements to access to the woods would start to be made.
- Phase 2 (Years 3-4) RHL would aim to start a dementia meeting centre in Classroom 2, create improved access facilities in the woods and commence renovating the Stables block to create “The Meeting Place”, a permanent facility for a wide range of community uses. All abilities access would be enabled with Raddery Woods, and community growing and garden space would be further developed.
- Phase 3 (Years 5-6). The dementia meeting centre and other community activities will be moved to the completed Stables block which will allow an expansion of activities, the existing semi-detached property will be redeveloped to create two adapted holiday units for those requiring adapted holiday accommodation.

- Phase 4 (Years 7-8) would see a single chalet created for holidays for those with special health needs.
- Phase 5 (Years 9-10) would complete the major works on site with the redevelopment of Raddery House into a mix of accommodation units and supporting facilities. The two units in the semi-detached would then be repurposed as long term lets.

The redevelopment will require strong project management skills with a Development Manager being employed full time and a professional fundraiser being contracted part-time to maximise the ability of RHL to raise the necessary capital and deliver the project in a timely manner.

Key risks to the potential success of the project have been identified including: inability to access Scottish Land Fund (SLF) funding; rejection of RHL's CAT application by THC; difficulty sourcing capital for building renovations; and director and volunteer capacity. Mitigations for each of these risks have been identified.

A skills audit of the RHL board has shown a wide range of skills including: architecture and buildings management; managing accommodation; and community growing. The board's capacity has grown with experience but further skills and experience are required in financial management and dealing with grant funding bodies.

2. Background to the Community Asset Transfer Proposal

The site is situated in Raddery in the geographical heart of the Black Isle.

It is currently owned by The Highland Council and has been marketed for sale in two lots - the Raddery School Campus and Raddery Woods. The campus comprises a number of buildings and grounds that stretch to just over seven acres. The site is sadly neglected and overgrown, the buildings are in various stages of disrepair, some derelict and all have suffered from extensive vandalism. Raddery House itself was in existence along with the stable building in 1800's. The original building was further developed in 1900 to form a small country house with a walled garden.

In addition to the main house, the site includes a sports hall, two classroom blocks, a workshop, two cottages, and a stable block, all in varying states of repair. These will be described in greater detail in the sections in relation to RHL's phased development plans.

Raddery Woods comprise just under 20 acres of mainly beech woodland in the form of a ragged T shape which steeply slopes to a burn. The lack of intervention in the woods for many years and respectful use by the local community has allowed a plethora of diverse life and special biodiversity and is home to several protected species.

The campus is geographically central to the Black Isle community it seeks to serve. According to Google distance finder, the Raddery House Campus is 10 minutes' drive from Cromarty, 6 minutes from Fortrose, 5 minutes from Rosemarkie, 10 minutes from Avoch, 12 minutes from Munlochy and 12 minutes from Culbokie. It provides more than ample parking for visitors arriving by car.

The Inverness to Cromarty bus runs hourly and stops enroute immediately adjacent to the woodland, a few minutes' walk from the campus.

History of the site and the Salvesen bequest

Raddery House, grounds and woods were gifted to the Borough of Ross and Cromarty in 1952 by Noel Salvesen of Teaninich. Ownership of the property transferred from Ross and Cromarty to the Highland Council in 1975.

For twenty years, the house provided residential education and care for the purpose of educating and caring residentially for children whose 'minimal mental handicap' required specialist provision.

Since then, the campus has been variously a boarding school, a day school for children who struggled in mainstream school, and as a therapeutic community for children and young people. Use of the site ceased in 2017, and, as noted above, the buildings are now derelict, and the site has recently been a regular focus of vandalism.

David Dean, the headmaster of the second school to occupy Raddery House noted that when it opened its doors in 1979, the press at the time referred to purposes attached to the bequest in relation to children and education. This is also the understanding of Noel Salvesen's

descendants who have expressed strong support for a repurposing of the site that brings benefit to the community. The Highland Council has checked with their solicitors and can find no mention of any conditions attached to the bequest.

That said, the site has always been used to support and educate children facing challenging circumstances. The site has over many years been a local employer and, as one respondent to the consultation described it, 'the heart of Raddery, physically and emotionally'. In the course of RHL's consultation, many local residents expressed the hope that the site would continue to be used 'for good purposes'.

The site has a history that extends far into the past with community research showing it belonged originally to the Leslie's of Findrassie from the 16th century. It then belonged to the Fowler family who owned a Jamaican plantation and had connections to the slave trade. It passed to the Logans in 1913 and then to Noel Salvesen in 1949. Details are found in Appendix 8.

3. Raddery House Limited

Raddery House Limited is a company limited by guarantee incorporated on 16th November 2022. The company is currently working with the local TSI on securing charitable status with OSCR.

The eight directors, who are the prospective trustees of the charity, bring a wide and complementary range of skills to the RHL, together with shared values and a commitment to the local community and the wider beneficiaries of the proposed plans for the Raddery Campus and Woods.

Their professional backgrounds include architecture, business, project and third sector management, holiday letting management, and catering.

All directors have experience as trustees or committee members of charities or constituted community groups, or in third sector or commercial management roles, and have a full understanding of their roles and responsibilities.

Directors are committed to being hands-on in their involvement. A number are currently involved in regular checks of the site and challenging and reporting vandalism.

They will regularly review the balance of skills and experience required to steer the organisation as it develops and recruits the requisite skills to the Board.

The Board will develop and ensure policies and procedures covering all aspects of the organisation's activities are in place, and a risk register, encompassing governance, health and safety and business risk.

4. Socio economic Profile of the Black Isle

This section provides an overview of the socio-economic profile of the Black Isle in general drawing on data produced by The Highland Council. The Black Isle Area Profile produced by The Highland Council shows that the Black Isle has a population of 10,535 people (4.48% of the Highland population). It also shows that the Black Isle's population increased by 5.9% between 2010 and 2020. That increase is higher than for Highland (+2%), and for Scotland (+3.9%) for the same period. The data also show a projected population increase for Mid Ross (including the Black Isle, Dingwall and Seaforth) of +12.2% between 2016 and 2041.

The age profile for the Black Isle is broadly comparable to the rest of the Highland Council area. 26.3% of the population is aged 65+ years (22.9% for Highland); 58.3% is aged between 16-64 years (60.7% for Highland); and 15.4% is aged between 0-15 years (16.3% for Highland). There have been substantial changes in the Black Isle's age profile between 2010 and 2020. The 65+ years population category has increased by 39.8% in that time. In contrast, the 16-64 years category has decreased by 1.2% and the 0-15 years category has decreased by 7.5%. The Highland Council's data also shows that the Black Isle has a lower level of 'in work poverty' than the Highland Council area as a whole (Black Isle 3.3%; Highland 5.3%) and a smaller percentage claiming 'out of work benefits' (Black Isle 7.6%; Highland 13.5%).

The Black Isle is less favourably positioned in comparison to The Highland Council area overall, in relation to mean travel times to access key services. The figure for access via public transport (bus) is 21.3 minutes for the Black Isle, compared to 16.8 minutes for Highland as a whole. The figure for access via car is 7.9 minutes for the Black Isle, compared to 6.5 minutes for Highland as a whole. Within the Scottish Government's Urban – Rural Classification, 42.3% of the Black Isle is comprised of 'Accessible Rural Areas' and 57.7% is comprised of 'Remote Rural Areas'. Regarding broadband, 66.5% of the Black Isle has access to Super-Fast broadband (compared to 82.5% for Highland overall), while only 2.1% of the Black Isle has access to Ultra-Fast broadband (compared to 23.7% of Highland overall).

The Black Isle Area Profile also provides data on tourism, one of the key sectors of the Highland economy. Tourist visitor numbers for Easter and Mid Ross (including Easter Ross, Dingwall & Seaforth and the Black Isle) are 458,330 annually, with an annual visitor spend of £50.5m. Tourism is estimated to provide direct employment for 1,040 people, and indirect employment for a further 177 in the Black Isle.

The profile also provides information on the Black Isle's environment. The region has a land area of 146 square miles and a coastline of 64 miles. It also has several environmental designations including 3 Special Protection Areas, 6 Special Areas of Conservation, and 13 Special Sites of Scientific Interest.

5. Consultation and Support for the Proposal

The steering group has consulted widely on the future of the Raddery House Campus and Raddery Woods. Their initial ideas have been supplemented by further ideas coming from the community and adapted according to a developing understanding of the opportunities that the site offers, the limitations imposed by the condition of parts of the site and the realities of likely development timescales and likely funding availability.

For the initial consultation in 2022 on the potential for taking Raddery into community ownership the decision was made to engage with the community face to face rather than via an online survey. This was because the group believed that the complexity of the project was best explained this way, and this would be the best to get the most meaningful feedback and hear the ideas and views of residents. They were conscious of the demographic of the Black Isle and the above average % of people over 65 years of age and felt this method would be most inclusive at this stage. They believe that they engaged with a broad cross-section of the Black Isle community but intend to undertake further and more comprehensive consultation as their plans develop.

Direct local consultation on the proposal

The group was conscious of the need at the inception of the project to inform and consult the immediate neighbours of Raddery House and Woods. This was done by visiting each neighbouring household and landowner. The group understood that the proposal had no future without the strong backing of the immediate area.

At engagement, the project and the group's intentions were explained. Conversations with residents covered the needs of the area and how the project would or would not help address these. The question was asked do you think this is a good idea and would you support this.

35 of 37 households (just under 100 people) in Raddery, the village in the immediate vicinity of the campus, were consulted between May and July 2022. All, but two respondents, were supportive of RHL's plans.

Respondents expressed frustration and sadness that the site was sitting vandalised and derelict and felt that it was a blight on area. A number mentioned an emotional connection to the campus, a family member who had worked or volunteered there, or a sense of the building being at the heart of the community in the past. Others expressed the view that putting the site to good use was something they very much welcomed.

Two residents have offered to volunteer to support the cafe planned for the site and others offered their time to fundraise for the project. Others welcomed the opportunity to work there. Several respondents noted that they enjoyed walking regularly in Raddery Woods as had their parents before them and believed strongly that the woods should be protected.

Wider consultation on local issues

The Chair of RHL stood as an independent candidate for The Black Isle in May 2022. During her campaign, she knocked on around 70% of the doors in the area, and leafleted the whole area, inviting feedback directly or through her campaign website and social media channels. She attended hustings and community council meetings. There were several recurrent themes and concerns brought to her attention.

These included the lack of day centres and help for families and carers looking after a loved one, especially those with dementia where support needs were significant and fell substantially to the family. The case to address this to avoid family support systems breaking down, resulting in further pressure on statutory health and social care services was compelling.

Another frequently raised issue was the lack of provision for young people starting out and the need to keep young people and young families living on the Black Isle. Limited work opportunities locally mean expensive and lengthy commutes, and a lack of imagination in providing affordable rental spaces is a discouragement to new business start-ups and young entrepreneurs looking to generate employment opportunities for themselves and others.

The plans and projects proposed for the Raddery House Campus offer a creative way forward on both these issues, giving the group further confidence that they will be widely welcomed by the community.

Consultation with other stakeholders

A range of additional stakeholders were identified and consulted – these include local GPs and organisations who have an interest in signposting to the organisation's services. These included the Black Isle Cares and Cromarty Care projects, both of whom surveyed their staff on our behalf. All responses were supportive and reflected the pressure on services throughout the area.

Organisations working in areas specific to services and project work planned, for example, CHAS in relation to the respite holiday accommodation, Kirrie Connections in relation to our plans for dementia support, and Young Carers, in connection with RHL's plans to support young people, gave generously of their time to offer views and advice in relation to the proposals. These are discussed more fully and referenced in the relevant sections of this report.

Again, the response was overwhelmingly supportive. The message was that services in all areas are stretched and under significant pressure. Plans that help the situation and seek to address community needs in creative ways are very welcome.

Support from within local and national government

RHL has discussed its plans with Dr Chris Birt, a Highland Councillor and Young People's Champion and he has offered his full support for the plans. Approaches were made to other councillors but due to a perceived conflict of interest at that stage they deemed it inappropriate to comment. Assistance to progress the bid was forthcoming from Glynis

Sinclair, the provost of Inverness. MSPs Kate Forbes, Rhoda Grant, Jamie Halcron, and Emma Roddick were all helpful and supportive of the proposal.

May 2023 Survey

The survey was hosted online by Community Enterprise and paper copies were distributed locally by RHL directors. There were a total of 379 responses, with 290 of these having confirmed Black Isle postcodes. The respondents were 81% in favour of the project, with 14% unsure and 5% opposed. Strong support was given to a wide range of health and wellbeing projects, community services and provision of office and storage space for hire. People noted the benefits of the mix of indoor and outdoor space that would be available and the environmental benefits that would arise. Potential difficulties highlighted included accessing the site without a car, achieving financial viability and worries about trying to achieve too much at the one time. (Appendix 1)

September 2023 Open Day

RHL hosted an open weekend on site on 2nd – 3rd September with over 260 people attending. Ideas from the community included a range of services for people with particular health and welfare needs, healthy growing/community gardening, educational and rural training activities, and continuing to provide activities for children. There were both suggestions in favour of, and opposed to, housing. (Appendix 2)

Dementia Workshop

A dementia workshop was held on 14th September 2023 attended by 24 persons and led by Graham Galloway, Chief Officer, Kirrie Connections who explained the ethos and evidence backing the Kirriemuir model and a method of establishing a meeting centre used across Scotland. Those present strongly supported the establishment of a dementia centre at Raddery House. (Appendix 3)

Stakeholder Consultations 2024

Interviews were conducted with representatives of key stakeholder organisations operating within the Black Isle and/or the wider Highlands and Islands, and two people speaking in personal capacities. They included the following:

- Chief Executive - Connecting Carers
- Community Engagement Officer – Highland Hospice
- Chairperson - Black Isle Cares
- Trustee - Black Isle Need to Play Association
- Chair - Cromarty Care Project
- Locality Manager – Change Mental Health
- Deputy Headteacher, and Principal Teacher of Additional Support Needs - Fortrose Academy
- Black Isle Youth Development Worker – Highlife Highland

- District Secretary – Ross, Skye and Lochalsh District Scouts
- Young People’s Champion – The Highland Council
- Older People’s Champion – The Highland Council
- Chair - Culbokie Community Trust
- Chair - Cromarty & District Community Council
- Individual looking for workspace and storage facilities
- Representative of Children’s Hospice Association Scotland¹

The interviews build upon the earlier elements of community consultation conducted by Raddery House Ltd. discussed above, by exploring specific issues in more depth using this qualitative method. The sample of interviewees was constructed with the help and agreement of Raddery House Ltd. They were semi-structured in nature, focussing on interviewees’ views on the proposed developments for the Raddery House campus under community ownership, whilst also providing opportunities to discuss additional points of relevance as they arose during the conversations. Several of the interviewees had previously discussed the proposals with representatives of Raddery House Ltd. and/or provided letters of support on behalf of their organisations. Some interviewees also had ‘lived experience’ as carers and were able to provide insights in that regard in a personal capacity.

A key theme emerging from the consultation was the wide-spread support amongst interviewees for the specialist support and respite facilities, community hub services, and nature-based wellbeing activities at the heart of Raddery House Ltd.’s proposals for the Raddery House and Woods under community ownership. Our discussions with the representatives of Connecting Carers, Black Isle Cares, and Cromarty Care Project and other interviewees confirmed the need for respite support for carers of the type proposed for Raddery House, and the relative lack of such provision in the Black Isle currently. As such, there was general agreement amongst interviewees that providing carer respite facilities would complement and add value to current provision out with the Black Isle, rather than having a displacement effect on that existing provision.

One interviewee indicated that the significant unmet need for respite facilities of the type envisaged for Raddery House is underscored by the difficulty of NHS Highland in meeting its commitment to provide 2500 hours of care in the region per week. A recent survey of carers in the Black Isle conducted by Connecting Carers indicates that the lack of respite facilities is a prominent barrier for carers in feeling supported in their communities.

The scope for Raddery House to provide an appropriate setting to support young carers in the Black Isle was specifically highlighted. The possibility of respite accommodation for young carers was particularly welcomed. One interviewee with lived experience as a young carer indicated that the role can be socially isolating and that more opportunities peer-support and social interaction would be highly beneficial for young carers’ wellbeing. The interviewee indicated that carers want to be able to speak to others to share their experiences in confidence. Having anonymity in such interactions (in the sense of being

¹ This individual was interviewed in a personal rather than organisation capacity.

removed from one's immediate home environment and/or local community) was also viewed as beneficial by another interviewee.

The representative of Connecting Carers discussed the possibility of using Raddery House for a regular regional Young Carers Festival, potentially modelled on the annual Scottish Young Carers Festival that brings together 1000 young carers to take a break from their caring roles, meet other young carers, take part in consultation, and have fun. In addition, it was also suggested by this interviewee that there may be scope for themed residential events, and linked social groups, for young carers that could take place at Raddery House. The need and opportunity to link such events, and other potential initiatives, to educational and other forms of attainment for young carers was also highlighted by several interviewees.

Our discussions with representatives of organisations engaging with young people with Additional Support Needs (ASN) also indicated significant support for the range of proposed developments regarding Raddery House and Woods. As is the case regarding respite facilities, interviewed stakeholders indicated that there is a lack of suitable facilities in the Black Isle for young people with ASN that a redeveloped Raddery House campus under community ownership could help to address.

Fortrose Academy, the only secondary school located in the Black Isle, has a focus on attainment and social enterprise in relation to the school's students with Additional Support Needs. Students attend range of courses suited to their needs at Inverness College, and Fortrose Academy has partnership arrangements with several small businesses including Glachbeg Croft Centre; Black Isle Brewery; Aigas Field Centre and Eilean Dubh Care Home (involving visits to enable students to spend time with residents). Black Isle Brewery is the main business that the school currently engages with due to cost constraints. Our interview with representatives of Fortrose Academy confirmed their support for the proposed developments within the Raddery House campus and their interest in further exploring opportunities for using the envisaged facilities as locations for students' learning and attainment linked to their Additional Support Needs. For example, in relation to the operation of the envisaged Café. The interviewees also noted that transport to and from Raddery House would be possible via the school's minibus, thereby negating any potential travel issues linked to the lack of appropriate public transport serving the area.

The prospect of the Raddery House campus providing a venue for supporting young carers and young people with ASN was also warmly welcomed by the Highlife Highland Youth Development Worker interviewed for the study. The interviewee confirmed the strong emphasis on attainment within the work in which they engaged with young people and emphasised the importance of partnership working. As such, the interviewee considered that the plans for developing Raddery House to include respite and community hub facilities, together with nature-based amenities could add significant value to the areas of work in which they are engaged with young people, including having positive impacts upon their mental health and wellbeing.

As was the case with representatives of other 'carer' organisations, the interviewee representing Black Isle Cares was very supportive of the proposal to develop a dementia

meeting room and provide respite support for carers, pointing to the lack of current provision in both these areas within the Black Isle. The interviewee was also supportive of the proposal to develop community hub services, including potential provision of office space. They indicated that Black Isles Cares may consider such office space for its premises in the future, depending on the organisation's circumstances at the time. The interviewee also indicated that meeting spaces in the proposed community hub for Raddery House may potentially be useful for Black Isles Cares' Befriending Service. The organisation is looking to move to group befriending as it is not able to fully resource its 'one to one' Befriending Service.

Our interview with the Inverness-based Locality Manager of Change Mental Health (CMH), a national mental health charity indicated both support for the proposed developments and an appetite to explore the scope for working in partnership with Raddery House Ltd. CMH operates a network of Community Link Workers (CLWs) throughout the Highlands with a focus on social prescribing.² They get referrals from health professionals (typically GP surgeries) for social prescribing and currently have 19 Community Link Workers operating throughout the Highlands. CMH will be expanding that number by 15 in 2024, having secured funding to do so. That includes 2 CLWs who will be operating in a geographical cluster comprised of Fortrose, Munlochy, and Cromarty. They have no other coverage in the Black Isle at the moment. The interviewee was very positive about the focus of the Raddery House project and confirmed the need for social prescribing services and amenities. They were also very positive about the community hub element and the wellbeing focus and would like to explore potential links between Raddery House and the social prescribing services provided by Change Mental Health.

While not in a position to engage directly with the proposed project, the interviewee from Highland Hospice indicated that the organisation may be able to signpost services which may be available within a redeveloped Raddery House campus as appropriate. The interviewee from Cromarty Care Project was supportive of the focus of developments for the Raddery House campus, highlighting the lack of similar existing provision, as other interviewees had also done. They welcomed the prospect of community hub services being provided on the campus and confirmed the difficulties in accessing storage space in the Black Isle (see below). The interviewee also indicated that Community Cares Project would be happy to signpost services and facilities at a redeveloped Raddery House as appropriate.

The scope for outdoor activities within the Raddery House campus was of particular interest to the interviewee representing Ross, Skye and Lochalsh District Scouts. The local Scout Group has had difficulty in accessing appropriate land for camping, cookouts and associated activities, so would welcome the opportunity to do that within the campus. The interviewee also suggested that the Scouts' ethos of 'giving service' is compatible with Raddery House Ltd's ambitions for the campus. For example, by helping with tree planting or other activities which would also contribute to the Scouts' attaining practical and social skills.

Other interviewees including The Highland Council's Young People and Older People's Champions were also positive about the proposed developments for Raddery House and the scope for adding to current services provision for young and older people in the Black

² <https://changemh.org/clw/>

Isle. The Chair of Culbokie Community Trust outlined the Trust's plans for development of a community hub facility in their own area, providing services of a different nature to those which are proposed for Raddery House. They considered there to be no potential displacement issues regarding the two developments and offered to provide advice to Raddery House regarding such a development, based on the Trust's own experience.

We also sought views on the workspace and storage elements of potential community hub services within the Raddery House campus. One interviewee indicated that they were looking for workshop space for 2 metalwork machines and a woodwork shop. The interviewee currently stores tools in a container in Muir of Ord for £80-£90 per month, but finds it impractical to travel there on a regular basis, given time and other resource constraints. The interviewee indicated a lack of appropriate space for small 'micro-businesses' (e.g. 'sole traders') in the Black Isle. Some larger (SME) industrial units are available but not appropriate for the interviewee's needs. They have looked at units in Avoch, but all are currently in use and there is a waiting list for any vacancies.

An online survey was carried out into potential business needs on site and this is covered in detail in Section 6.

As the above discussion illustrates, views expressed by interviewees regarding the development proposals for Raddery House and Woods were generally highly supportive. Notwithstanding that support, some interviewees also noted potential challenges associated with aspects of the proposals, several of which have also been identified during Raddery House Ltd.'s own community consultation process. Perhaps predictably, the most mentioned challenge related to the issue of transport to and from the Raddery House campus. As noted in the socio-economic profile section of this report, the Black Isle is relatively poorly served in terms of public transport provision in comparison to The Highland Council area overall. Interviewees commented that the Raddery House Campus is not on a main bus route, which has the potential to exacerbate access issues regarding access to transport. One interviewee stated that access to transport is a particular issue for young carers who tend to be dependent on their guardian or parents' access to a car. However, interviewees welcomed Raddery House Ltd.'s intention to purchase an electrically powered minibus for the campus, as that should help to alleviate transport access issues. Similarly, some potential users of the campus, such as Fortrose Academy, have access to their own minibus, which should also help address the issue of transport provision.

Other identified challenges related to costs and capacity. They include the potential scale of capital investment required to renovate and refurbish Raddery House and other buildings within the campus, as well as the potential scale of operational running costs once the renovation is complete. The potential challenge of overstressing Raddery House Ltd.'s management capacity was mentioned, given the anticipated range of services to be delivered under community ownership of the buildings and land.

One interviewee noted the substantial logistical and related capacity challenges of providing facilities and services for people with Additional Support Needs. Staff recruitment for was also identified as a potentially significant challenge, as was the need for clarity regarding

types and levels of support that would be provided within the campus. Ensuring appropriate safeguarding measures for such services was also viewed as important, particularly given the combination of activities and services that are envisaged for Raddery House as a community-owned asset.

Community Consultation Event June 2024

The findings of the draft feasibility study were shared with the community on site on the weekend of 15-16th June 2024. Attendees were able to view a summarised narrative of the main contents of the report and boards showing the initial eight exploratory design options which had then been developed into three illustrative options for the study and consultation. The event was attended by approximately 150 people over the two days, showing a continued strong level of community interest in the project.

The main findings of this event were:

- Attendees were supportive of the concept of using the site to support and promote community wellbeing through the provision of a centre, growing space, play, recreation & forest walks.
- People would like to see:
 - Support for young people with Additional Support Needs
 - Continued use of the site for educational purposes
 - An outdoor children's nursery
 - Space for a range of activities including therapies such as art therapy
- There were mixed views on housing with some attendees very supportive of the potential for affordable housing and others opposed.
- There was strong support for retaining Raddery House but also a number of people who would be happy for it to be replaced with a new build structure.
- Some people were supportive of campervan provision whilst others were opposed.
- Concerns were expressed over traffic management and access issues in relation to increased traffic, the size of campervans relative to the narrowness of the single-track access, and the safety of children using the school bus. Further concerns were that options containing visitor provision were getting away from the original vision for the site as a community place.
- Of those who expressed a preference 10 favoured Option 1, 4 favoured Option 2 and 8 favoured Option 3. One person was happy with either Option 1 or 2.

A full list of comments is found in Appendix 4.

6. Community Ownership of Raddery House and Woods in Policy Context

The key overarching motivation for community ownership of Raddery House and Woods is to deliver specialist support and respite facilities, community hub services, and nature-based amenities and related developments designed to contribute to the wellbeing of the entire Black Isle community. The policy context for community ownership of the campus spans the national, regional, and local levels. This section considers key policy frameworks, strategies, and plans at these levels to help contextualise the subsequent analysis and discussion in this report regarding potential development options for Raddery House and Wood under community ownership.

At the national level, The Scottish Government's National Performance Framework³ shapes the way in which public policy contributes to the Government's overall purpose of:

Creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.

The Framework contains 11 National Outcomes designed to contribute to meeting that overall purpose. There is potential scope for the development and management of Raddery House and Wood as a community-owned asset to contribute towards the following of these Outcomes locally, and within the wider Black Isle community.

*We live in communities that are inclusive, empowered, resilient and safe;
We are healthy and active;
We value, enjoy, protect and enhance our environment;
We are well educated, skilled and able to contribute to society;
We have thriving and innovative businesses, with quality jobs and fair work for everyone.*

Similarly, 'Delivering Economic Prosperity'⁴, the Scottish Government's National Strategy for Economic Transformation, published in March 2022, outlines its vision as being:

To create a wellbeing economy: a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all of Scotland's people and places. We aim to achieve this while respecting environmental limits, embodied by our climate and nature targets.

The distinctive focus on community wellbeing at the heart of the vision for Raddery House and Wood as community-owned assets resonates strongly with the above vision for Scotland's economy.

³ <https://nationalperformance.gov.scot/>

⁴ <https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2022/03/scotlands-national-strategy-economic-transformation/documents/delivering-economic-prosperity/delivering-economic-prosperity/govscot%3Adocument/delivering-economic-prosperity.pdf>

At the regional level, *'Our Future Highland'*, The Highland Council's Performance Plan for 2022-2027 contains strategic outcomes centred around the following themes:

- A fair and caring Highland
- Resilient and sustainable communities
- Accessible and Sustainable Highland homes
- A sustainable Highland environment and global centre for renewal energy

Strategic outcomes within the Council's Plan for each of these themes are organised under the sub-headings of People, Place, and Economy. Given the high-level strategic nature of the Plan's outcomes, they do not directly align with Raddery House Ltd's development ambitions in terms of measurable indicators. Nevertheless, several of the identified outcomes have clear resonance with the development's planned for Raddery House and Wood under community ownership, as Table 1 below illustrates.

The outcomes in green appear to offer direct synergy with the aspects of Raddery House Ltd.'s development ambitions for the Raddery House campus. For example, in relation to place-based support for improving mental health and wellbeing within the community. That is a specific objective in relation to the Raddery House campus under community ownership, especially in relation to using the campus as a location for social prescribing activities in support of good mental health and wellbeing.

Similarly, a redeveloped campus has scope to contribute to the socially just use of land and assets that is a pillar of community wealth building strategies, thereby contributing to the 'economy' dimension of the 'resilient and sustainable communities' theme. Moreover, including affordable housing as a component within a redeveloped campus under community ownership would link directly to the Plan's outcome of converting Council Assets for housing use. Development proposals for Raddery House and Wood may also have potential to make an indirect contribution to the outcomes highlighted in amber in the table.

Table 1: The Highland Council's Performance Plan 2022-27 and potential links with a Redeveloped Raddery House Campus		
Fair and caring Highland		
People	Place	Economy
1.2 tackle child poverty including promoting access to welfare support	1.7 Work with partners to improve the levels of mental health and wellbeing experienced by people in our community	1.12 Promote and enhance the Highland's rich heritage and culture
1.3 Secure positive destinations including Modern Apprenticeships	1.9 Work with partners to develop early intervention for drug and alcohol reduction	
1.4 Work with partners on suicide prevention		
Resilient and sustainable communities		
People	Place	Economy
2.1 Develop affordable and reliable public transport	2.4 Develop place-based plans that focus on quality neighbourhoods and direct local funding opportunities towards local priorities	2.11 Work with partners to develop a community wealth building strategy
	2.5 Support communities to help each other live well and independently	
Accessible and sustainable Highland homes		
People	Place	Economy
3.2 Provide warm and energy efficient homes	3.6 Convert Council assets for housing use	
3.3 Support the development of quality affordable housing in response to need		
A sustainable Highland environment and global centre for renewal energy		
People	Place	Economy
	4.3 work with communities to find local solutions and lever funding	
	4.4 Value and protect Highland's natural environment	

The Black Isle Local Place Plan

At the local level, the draft Black Isle Local Place Plan (BILPP), published in January 2024, sets out a vision for the future in which the Black Isle is a “zero carbon, sustainable and resilient community with opportunity and health and wellbeing for all”.⁵ The Plan contains four overlapping Calls for Action to secure the outcomes necessary to realise its vision for the community. These include:

- “Community Infrastructure: facilities and services that are fit for purpose and minimise travel.
- Think global, act local: climate-focussed action to achieve a zero-carbon, resilient and sustainable community.
- Affordable homes for all: so young people, workers and families can afford to live here, in environmentally friendly homes which are fit for purpose.
- Getting about: making it safe, convenient and affordable to move around without a car.”⁶

The Call for Action regarding community infrastructure links directly to Raddery House Ltd.’s developmental and services-led ambitions in renovating Raddery House and managing the buildings and woodland as community-owned assets. Five priority areas are identified in the BILPP in relation to the community infrastructure. They include:

- Leisure and recreation
- Public services and utilities
- Community hubs and activities
- Information sharing
- Community assets

There are clear links between the various BILPP priorities shown above and the development aspirations relating to development of the Raddery House campus. For example, in relation to delivering public services within a community setting; helping to provide better facilities and services for people with special needs; and using community-owned assets to generate income for community benefit. These links are outlined in Table 2 below.

⁵ *Opportunity Black Isle. Your Place, Your Future.* The Draft Black Isle Local Place Plan. January 2024.

⁶ *Ibid.*, page 16.

Table 2: Potential Raddery House Contributions to addressing BILPP Community Infrastructure Priorities	
Community Infrastructure Priorities (CIPs) identified in draft Black Isle Local Place Plan	Examples of potential contribution of Raddery House Campus to addressing CIPs
Leisure and recreation	
<ul style="list-style-type: none"> • Network of local play facilities for children & teens across the Black Isle (playparks, pump track etc.) 	<ul style="list-style-type: none"> • Inclusion of outdoor and indoor play facilities in Raddery House and Wood • Outdoor education & rural skills provision
Public services and utilities	
<ul style="list-style-type: none"> • Care for older people (in their own homes & residential care) • Better facilities and services for disabled people 	<ul style="list-style-type: none"> • Dementia Day Centre • Support services for carers and families • Raddery Wood as location for social prescribing activities
Community hubs and activities	
<ul style="list-style-type: none"> • Network of community hubs • Make more of hubs for social activities 	<ul style="list-style-type: none"> • Development of community hub facility at Raddery campus utilising buildings and Wood • Peer support/engagement and respite facilities for carers (including young carers)
Community assets	
<ul style="list-style-type: none"> • Build up community assets to generate income & run services 	<ul style="list-style-type: none"> • Café • Workspace for rental • Adapted accommodation & carer support services

In addition to the above, it is also important to note that the BILPP identifies 'Affordable Homes for All' as one of its four core Calls for Action, as highlighted earlier. Given the shortage of available affordable homes, especially but not exclusively for young people, there may be merit in Raddery House Ltd incorporating an element of affordable housing into its development plan for the Raddery House campus under community ownership. Similarly, Raddery House Ltd. may have scope to contribute positively to the BILPP's Call for Action for sustainable transport under the 'Getting About' theme, particularly in relation to the provision of community transport for campus-users via the planned purchase of an electric minibus.

7. Asset Profile & Condition

RHL proposes a phased redevelopment of the Raddery House Campus into a thriving community hub. The campus contains a diverse range of buildings, all of which are capable of adaptation, refurbishment, and improvement to meet diverse needs and perform a range of functions.

These include:

- Raddery House, (the former Raddery School)
- The Sports Hall
- The former classroom blocks or huts, two in number, described as Office and Classroom Block, and Classroom Block
- Cottages
- The Coach House/Stables Flat
- A Chalet
- The Workshop

The buildings are considered as per the site layout plan below (Figure 1) and as reported in the Fraser Architecture Condition Report.

The buildings

Building 1 - Raddery House

This is a historic building, having been erected in the 1800's and 1900's, and remains largely intact, although in a very poor state of repair, partly due to deterioration since becoming vacant, and partly due to vandalism, which is ongoing at the present time. Its construction is a two storey building with rendered stone walls, exposed sandstone features and a slate roof with a floor area of approximately 806m².

The Condition Report notes that key building needs are for the roof to be reslated along with rafter and sarking repairs, the external walls to be re-rendered with lime mortar, all windows and internal and external doors to be replaced, all internal finishes to be stripped, the first floor timber floor to be fully replaced and the building to be finished to modern standards.

Building 2 - The Sports Hall

A large freestanding purpose-built facility, with a floor area of 253 sq. m. It is of modern steel portal frame construction with coated steel cladding and a concrete floor overlaid with a vinyl sports floor covering. It has been well secured and has not suffered attacks from vandals. It is heated, with an LPG fired system but it is not known if this is still operational.

This facility can be brought back into use readily, requiring only modest maintenance including clearing gutters, repairing vent flaps, testing the gas and electrical systems and reinstating the enclosure to the propane gas tank.

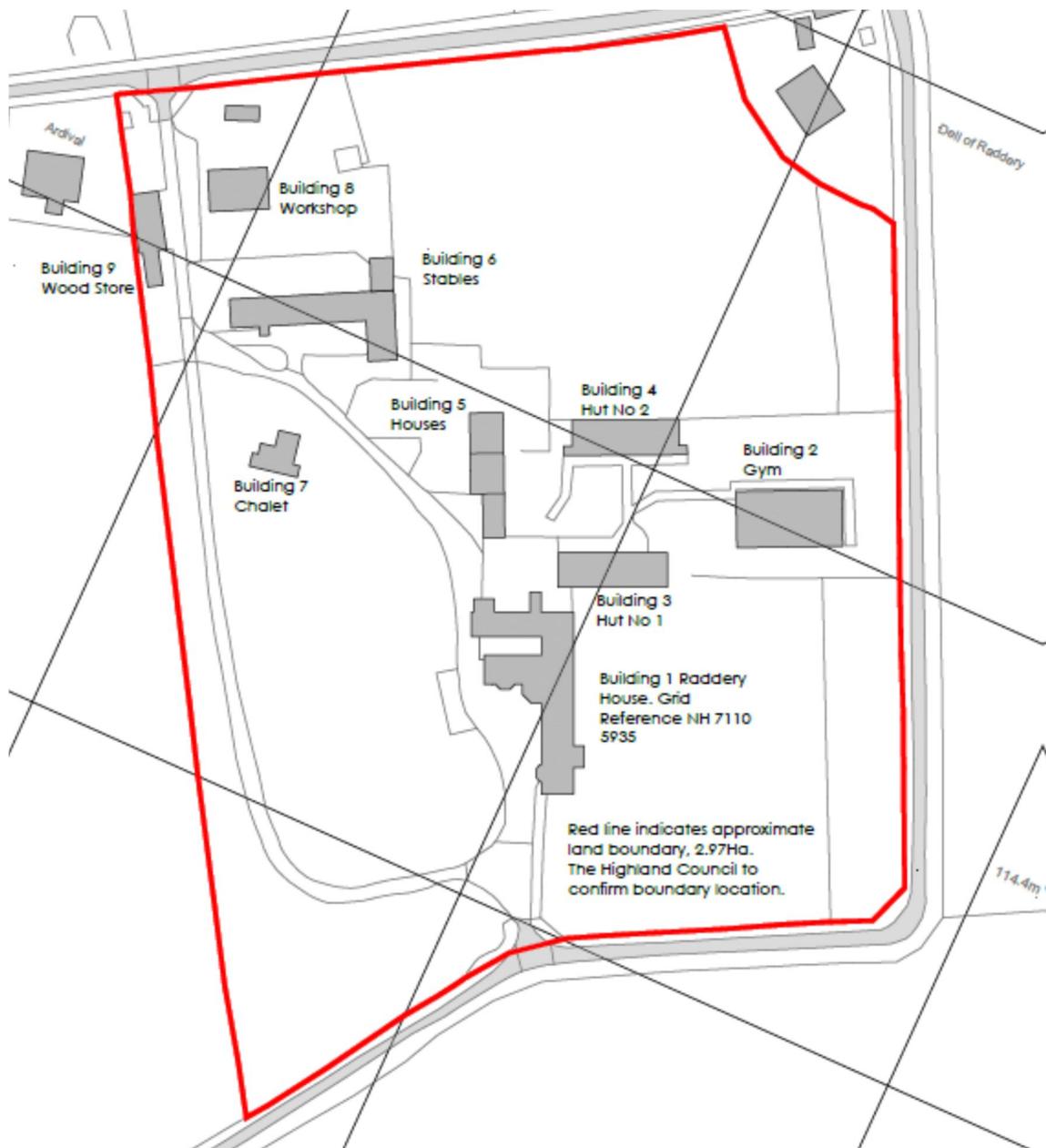


Figure 1: Site plan with Building Identification

Building 3 - Classroom block

This is a timber framed and clad building located in an area which enjoys south facing panoramic views of the surrounding countryside. Water ingress to the building, corrosion of the support steelwork, poorly installed electrical services and vandalism mean that the building is now beyond economic repair and will need to be demolished.

Building 4 - Office and classroom block

This is a timber framed and clad building, comprising 2 classrooms, 3 offices, 2 toilets and stores. Some vandalism has occurred, but the building is generally sound and watertight. Modest investment will enable this building to be used for a period while other buildings on site are being redeveloped.

Building 5 – Cottages

There are two semi-detached cottages of rendered brick construction with slated roofs. Each unit has two bedrooms upstairs and an entrance hall. Living room, kitchen/dining area and bathroom downstairs. The buildings are in reasonable condition despite their recent neglect but are in need of complete renovation.

Building 6 - Stables Building

This building has two parts. The original part dates from the 1800's and is of traditional stone construction with timber truss roof and slate finish. Vandalism has occurred to a degree. It would require a full refurbishment similar to that of Raddery House.

The building was extended in the 1980s with the extension being of cavity block construction with external render, a concrete ground floor and suspended timber first floor. The building is in reasonable condition but does not meet modern insulation and accessibility requirements. A comprehensive upgrade is desirable, but a more modest investment could bring the building back into use for short term purposes.

Building 7 – Chalet/Office

The "Chalet" type building contains 3 offices and a store. The walls have a thin layer of insulation. The building has some broken windowpanes and shows signs of damp penetration to the rear which may be due to the buildup of leaves in the gutters. It could be brought into use for a modest investment, but its use would be limited.

Building 8 - The Workshop

Built in 1988 this is a free-standing steel framed cavity blockwork building with a steel cladding roof. It houses a workshop on the ground floor and has an upper store with Velux windows accessed via an external steel stair. There are some damp patches which may be the result of failed washers on the roof fixings. If these can be repaired easily the building can be used again with modest investment.

Building 9 – Wood Store

The wood store comprises a steel frame structure forming three stores. Two of the stores are open on one side while the third store is roofed. The wood store is located close to the

north entrance to the site. This building is in very poor condition. The roofed store has partly collapsed and the cladding to the open stores is in very poor condition. The steel frame to the open stores appears to be in a fair condition but due to the about of old timber and general debris the condition of the bottom of the steel column legs is unclear.

Raddery Woods

In addition to the campus site the nearby Raddery Woods cover an area of 7.73ha. Raddery Woods is an area of long-established beech woodland which appear in the first edition of the ordnance survey map in the 1860`s. The woodland forms part of the original gift by the Salvesen family to Ross and Cromarty. The Highland Council's forestry officer, Nick Richards, has commented that it is clearly an important site.

The lack of intervention in the woods for many years and respectful use by the local community has allowed the development of a plethora of diverse wildlife encouraged biodiversity and is home to several protected species. It is a natural cathedral of trees and it is believed may that it may be the most northerly beech woodland in UK.

Survey work (Appendix 5) has revealed that Beech and Silver Birch are the dominant species with Alder, Douglas Fir and Ash being common. Oak, Grey Willow, Goat Willow and Common Lime are also occasionally present. The woodland is in a stable condition with recommended maintenance limited to maintaining fences and occasional felling and removal of individual Douglas Fir trees. The range of wildlife present includes badgers, bats and red kites, red squirrels, pine martens and a barn owl.

Summary

The sports hall, office and classroom block, chalet and workshop can be brought back to productive use quickly and with modest investment. The semi-detached cottages and the stables block (new part) will require a higher degree of renovation, while Raddery House and the old part of the Stables Block will require much more comprehensive works. The route to achieving these is addressed in Section 7. Linking the campus to the woods will provide opportunities for access and outdoor education.

8. Project Development

RHL appointed consultants in late 2023 to carry out the condition survey reported in Section 7 and to update RHL's outline business plan to support an application for an extension to the Community Asset Transfer process with The Highland Council (THC). This resulted in THC awarding RHL a further six months to complete its business plan. A stage 1 award from the Scottish Land Fund then enabled an in depth feasibility and design process to be carried out.

The team prepared an initial eight options to explore the bounds of what was possible on the campus site. Following feedback from the board three options were developed in more detail and presented to the community at the open days on 15th-16th June.

These were:

Option 1 – The main buildings on the site to be redeveloped over 5 phases with the Stables becoming a focal point known as 'The Meeting Place' with associated garden, polytunnel and raised beds. The later redevelopment of Raddery House would provide adapted holiday accommodation facilities.

Option 2 – This had a similar community core to the option but also envisaged a range of new housing opportunities on site and facilities for visiting campervans to generate additional revenues.

Option 3 – This was the most radical option which involved demolishing all properties apart from the workshop and the gym. A newbuild Raddery House would house all elements split between the Stables and Raddery house in the other two options. Its total capital cost was cheaper than the other options but involved a higher risk strategy of focussing all major development on a single project.

Following community feedback, the directors opted to develop a modified form of Option 1 for the business plan which would also include some housing provision. This option is laid out in detail in Section 9.

9. Development Vision & Proposals

Vision

RHL's vision is for Raddery to be an intergenerational health and wellbeing hub for the whole of the Black Isle community. This will range from outdoor activities such as community growing and learning outdoor skills through to providing space for health and wellbeing classes and a facility that supports those with dementia in the community.

RHL recognize the need to be active and generating revenues from as early as possible following occupancy, while also planning from the start the delivery of longer-term capital projects. Therefore, RHL will deliver the renovation of the whole site in stages.

Proposals

A range of proposals are planned for the site which have the potential to deliver community social, economic and environmental benefit. The original driver of the project was and remains a desire to create a meeting centre for those experiencing dementia and their carers. That vision has grown so that it is intended that the site is a warm, welcoming intergenerational meeting place serving a wide range of needs. These include a meeting place for young carers, hotdesking space for homeworkers, an outdoor activities site for youth groups and a place for community growing and other activities that promote mental and physical health.

The Kirrie Meeting Centre Dementia Model

This is an innovative, evidenced based model of person-centred support in the community for those living with dementia. It was developed in Sweden, trialled in Cambridge, and now has many sites across UK and increasing numbers in Scotland. It has gained popularity as a forward thinking, enlightened way to engage with and support individuals with dementia and their families⁷.

There is no "us and them" at Meeting Centres. People living with dementia who use the Meeting Centre are called members, not service users or patients. Everyone uses the same facilities, enjoys eating together, and joins in with activities that please them. Everyone (people living with dementia, staff, volunteers, and visitors) contributes to the Meeting Centre in their unique way. There are no uniforms, staff badges or lanyards to mark people out. Everyone wears a visible name badge that helps get everyone's name 'right.'

Typically, a 'Meeting Room' hosts 15 members at any time and is staffed by activities coordinators who are trained in working with dementia and can offer sound advice and signpost people to appropriate services. Volunteers are encouraged to become involved and, in other areas, have been readily forthcoming from the community.

⁷ Further information on the approach and links to the evidence of its efficacy can be found via the following links: The collated evidence base for the Model: <https://www.meetingdem.eu/publications/publicatons-non-mcsp/>
The guidebook to establishing a Meeting Centre: https://reshare.ukdataservice.ac.uk/852791/98/MCSP_Guidebook_V1.pdf

There are no carers employed in the operation of the Model and hence no drain on the paid carers `pool` in a rural area like the Black Isle where provision is already under pressure. The knowledge and experience of staff mean that Meeting Centres become hubs for information about dementia and for carers, with staff very available to guide and signpost. A small charge is made to cover lunch. Some members elsewhere use their SDS funding to cover this.

Funding to date for other Kirrie Meeting Centres in Scotland has been through National Lottery grants to cover staff costs, with local health and social care partnerships contributing core funding.

Alignment with health and social care policy

Evidence suggests that the approach delays the need for people with dementia to enter the formal care system by at least two years and that they live happier and more fulfilled lives during that time. At the same time, there are benefits for the carer, who is able to continue caring longer without `burn out` and enjoys more quality time with their loved one.

This aligns with health and social care policy in relation to early-stage dementia care.

The Kirrie Meeting Centre Model helps reduce the strain on the paid carers `pool`, and on the formal care system. Keeping people living at home, in better health and wellbeing and with family carers is key to reducing hospital admissions and delayed discharges. It brings with it the potential of significant financial savings to the Highland Council and NHS Highland. The informal nature of the Meeting Centre and the fact that there is no need for a formal diagnosis or referral has been shown to increase engagement of the target group and at an earlier stage in the condition, enabling members to learn skills to help with symptoms of their condition in the early stages, and make clear their wishes in relation to later to the later management of their illness.

Evidence of need

The Highland Dementia Strategy 2018-22 estimates that there would be 5,700 people living with Dementia in Highland by 2025 and 8,000 by 2035. As of 2020 the population of the Black Isle was 10,535 which is 4.48% of the Highland population. A *pro rata* share of the number of expected dementia cases in the Black Isle would therefore be 255 in 2025 and 358 in 2035. In practice the number of people with dementia can be expected to be higher than this because, as noted in Section 4, the Black Isle has 26.9% of its population aged 65+ years, compared to an average of 22.9% for Highland Region as a whole.

The Dementia Strategy identifies the following eight outcomes:

1. People have increased say and control over their dementia diagnosis and are diagnosed early enough that they can take as full a part as possible in their own care planning
2. People get access, at the point they wish for the support, to good quality, person centred post-diagnostic support in a way that meets their needs and circumstances

3. People with dementia are enabled to live well and safely at home or in a homely setting, with consideration for their whole wellbeing, for as long as they and their family wish
4. The critical input of family and other carers is encouraged and facilitated and carers' own needs are recognised and addressed.
5. There are more dementia-friendly and dementia-enabled communities, organisations, institutions and initiatives
6. People with dementia's right to good quality, dignified, safe and therapeutic treatment, care and support is recognised and facilitated equally in all care settings, (For example, at home, in care homes or in acute or specialist NHS facilities)
7. People get timely access to good quality palliative and end of life care
8. People affected by dementia, staff from support services, organisations, community groups and public agencies are well informed and aware of the work being undertaken within Highland under this strategy and are actively involved in service planning and delivery.

The Kirrie Meeting Centre dementia model will help to deliver seven of those outcomes, with outcome 7 being restricted to delivery by NHS services.

A Kirrie Meeting Centre

Kirrie Connections has tested and replicated the model in several places across Scotland. RHL have had extensive discussions with the CEO of the organisation and believe that the model can be readily adapted to meet local needs in the Black Isle. They believe that the setting of the Raddery House Campus, its spaciousness, and the facilities and community activities planned, make the campus an ideal place to host an enlightened and forward-thinking approach to dementia care.

The project will have shared access to the facilities and activities on the campus, including the raised bed polytunnels of the Growing Project. RHL envisages small inclusive groups as part of the project, supported by activity coordinators, such as a 'slow walkers' group, knit and natter, woodland rambles, and dementia diners evening. It will also be a pleasant place just 'to be', enjoy some company and a cup of tea.

Carers can join in or 'do their own thing', spend the time with other carers, access the café and shop, or use any of the facilities themselves. For many it will be an opportunity to spend time with old friends from the community.

Key to a Kirrie Meeting Centre project is that members guide what is offered and how the project it is run. The spaciousness and facilities at the campus will mean they have a range of options to choose from.

Cost/benefit Analysis

A typical meeting centre will host up to 15 people three days per week. Not everyone attends every day so in practice more than 15 people are supported. If 25 people are supported each week throughout the year the cost of delivering the service per person is approximately £4,000/yr for a service costing £100,000/yr.

It is estimated that the average period that a person suffers from Alzheimer's, the most common form of dementia is 10 years⁸. By delaying the requirement for a pension with dementia to go into a formal care setting, significant savings are made in care costs. This has been estimated at 2 years for people who attend meeting centres where they are supported according to their needs. Two years in a care home at £900/week would cost £93,600/person.

As an illustrative scenario let us assume that a person with dementia attends the meeting centre for 6 years before requiring a greater level of care. During that time the cost of the service provided is £24,000 (£6 x £4,000/yr). This saves the NHS £69,600. For a single cohort of 25 users the saving is £1.74m.

In addition to the savings the quality of life is considerably enhanced for those with dementia, the support of carers is greater, and the demand for care beds and staff to support them is reduced.

Site Location

RHL intends to establish the meeting centre two years after taking possession of the Raddery campus. The service will be delivered first of all in a short-term facility before moving to its permanent home on site.

The service will initially be delivered 3 days per week in the former Classroom 2 building – this hut has a significant amount of space in the form of 2 classrooms, 3 offices, toilets and an extant electricity supply, but will need significant initial repairs following vandalism during the site's closure. Once the building is repaired - but prior to a fully funded service being in place - RHL will deliver occasional events and activities for people with dementia as a precursor to gain experience in delivery and establish an initial clientele.

Parallel to establishing the Kirrie Meeting Centre concept in Classroom 2 RHL will start work on the design for the refurbishment of The Stables which is the preferred long-term solution for a meeting centre with purpose-built facilities. It is intended that this building will be renovated within 5 years of RHL purchasing the site, but should it take longer Classroom 2 can continue to be used until The Stables is ready. RHL has the aspiration to ultimately increase the service to 5 days per week, subject to appropriate funding being available.

A Multi-use Centre

Classroom 2 and The Stables will not only be used by those with dementia but by other groups as well. As noted above groups like Black Isle Young Carers would benefit from a place where they can go and share experiences with others that is not in their immediate locality. There are currently 70 young carers on the Black isle and a further 164 adults, with

⁸ [What is the life expectancy for someone with dementia? \(agespace.org\)](https://agespace.org/)

2500 hours/week of care not being delivered, putting a great strain on carers. A refurbished Stables block will provide excellent meeting space and the grounds a suitable environment to relax and play in. The existing building incorporated “The Meeting Place” and it will be redeveloped to fulfil its original purpose, but this time for the benefit of the whole Black Isle community

Business Space

RHL will require modest office space while it develops activities on site, plans the staged renovation of buildings, and ultimately continues to manage a regenerated site. For this it can initially use one of the office spaces in Classroom 2. Furthermore, RHL will use the site to create coworking space for people living on the Black Isle.

The survey conducted in May 2023 revealed that 10% of 379 respondents “would use” office space if it was available at Raddery. This suggests a significant local demand which is not met by local supply. A search for office rental properties through a leading provider in the Highlands on 24/11/23⁹ revealed 17 properties, none of which were on the Black Isle. Of these 12 were in Inverness, 2 in Dingwall, 2 in Alness and 1 in Mallaig. There was nothing available for the Black Isle.

Rentals in Inverness varied from £85/m² for upper floor accommodation in the city centre with no parking through to £160/m² for modern facilities on the periphery with parking. The Dingwall units were both whole modern buildings with a footprint of more than 1000m² with rates at c.£80 and £100/m² respectively. Only one of the two in Alness had a rent visible of c.£140/m². Using a conservative rental rate of £60/m² (with energy and water costs etc to be recouped), leasing 50m² would generate £3000/yr.

A follow up online survey was carried out to try to identify in more detail the potential interest in renting business space at Raddery. A total of 8 people completed the survey. This is somewhat less than the 10% of the original survey respondents but is not unduly low for this type of survey. Responses tend to be lower for focussed surveys and people are less motivated to give details of potential business uses when there is not yet an actual opportunity to rent space. It may also be that the survey was only completed by those who had an immediate need for accommodation. It is likely that higher numbers would come forward if applications were invited for specific spaces at Raddery.

The key findings of the survey were:

- The most popular types of space were hot desk space and studio space, each with 5 expressions of interest. There were 3 respondents interested in workshop space and 1 in office space for exclusive use. There was no expressed demand for storage space. It can be seen from the responses that people are willing to be flexible and consider different type of spaces to meet their needs.

⁹ [Properties | Graham & Sibbald \(g-s.co.uk\)](https://www.g-s.co.uk/properties)

- One quarter of respondees (2) were seeking to use the space full-time, one half (4) regularly (2-3 times/week) and one of the remaining two 2-3 times/month whereas the final one was unsure.
- Those who would be willing to pay a market rent were:
 - Hot Desk – 2
 - Office - 1
 - Studio – 1
 - Workshop - 2
- Two people did not answer the question on market rent, and one responded negatively for hot desk space.
- Three people stated that they wished less than 10m² of space, 2 wanted from 10-20m² and 2 wanted over 40m². The demand would therefore appear to be for smaller one person spaces and for larger spaces where a business required it.
- 3 respondents were looking for space for admin work and a fourth for a mix of admin and light commercial activities. 2 respondents work in arts & crafts, one in delivering training & education, and one in fabrication.
- 5 respondents would be attracted to Raddery by the opportunity for workplace social interaction, 4 by the provision of superfast broadband, and two each by the presence of printers and photocopiers or scanners. One noted that the geographical location was appealing, and another would appreciate a large screen for presentations.

The interest shown means that part of any area developed for office space for RHL could be made available for those wishing a co-working space. Coworking space allows freelancers, small business owners, and remote workers the opportunity to work alongside each other, providing networking opportunities and combatting social isolation. This is of special value in rural areas like the Black Isle. An affordable and flexible membership model will be developed to deliver this.

RHL will be able to let limited desk space to users in the offices in Classroom 2 on the days that the Kirrie Centre is not meeting during the early years of the project. Once The Stables is renovated desk space will be able to be offered throughout the week.

There is also the opportunity to let the workshop or part of it to other users. RHL will ensure that the activities of any tenant installed will be compatible with other activities nearby on site in terms of noise, visual impact and any materials stored outside the workshop.

Accommodation provision

As noted in Section 6 the Black Isle Place Plan has highlighted Affordable Homes for All as one of its four priorities. As with many rural areas the Black Isle is struggling to provide housing opportunities for young people and families of a wide range of incomes.

At the same time RHL wishes to provide up to three fully accessible holiday accommodation units for people with complex health needs. RHL sees that there are opportunities to provide both these types of facility on site.

RHL will work with the Communities Housing Trust to provide these new housing and accommodation opportunities. The site offers options for delivering these opportunities without compromising the other community activities on site.

Semi-detached House

This property could be developed in several different ways. First, it could provide accessible holiday accommodation for those with health issues as an interim measure until Raddery House is redeveloped (see below) and then let out for long term lets. Secondly, it could be redeveloped as fully accessible long-term let accommodation, either directly by RHL or indirectly via CHT or a similar body. Thirdly, an alternative option will be for CHT to lease the two units from RHL for a minimum of 21 years, redevelop and let them, and ultimately return the properties to RHL.

Redevelopment of Raddery House

RHL will do everything it can to ensure the successful long-term repurposing of Raddery House. It recognises that this is a challenging project but is committed to delivering a sustainable future for the building. Similarly, RHL has a long-term aspiration to provide adaptive holiday accommodation for families and their carers, and it is open to providing new housing opportunities for local people, either in Raddery House or elsewhere on site.

The options available for the building are the provision of a mix of adapted accommodation and long-term letting accommodation, a mix of adapted accommodation and meeting facilities for people with special needs, or solely as accommodation for the local lettings market. RHL will work with Communities Housing Trust to explore the options that are available for Raddery House with assistance being sought from the Rural Housing Fund for a detailed study into the options available and the cost of delivering them.

In these circumstances it is recognised that it will be some years before Raddery house is able to be redeveloped. The RHL strategy for minimising the deterioration to the building during the period prior to renovation will be to:

- Clear all gutters, drainpipes and flat roof of existing vegetation
- Carry out minor repairs to the roof where occasional slates are missing in order to protect from water ingress where possible
- Remove loose haunching from chimney pots and replace haunching to chimney pots where required.
- Install ventilated clay caps to all chimneys.
- Install a protective fence along the east elevation of the building to protect the public from the risk of falling masonry.
- Ensure that timber security boarding over openings are maintained in good order.

Replacement of Existing Chalet

The chalet is not suitable for long term use and will need to be removed. Therefore, its site offers opportunities for redevelopment. RHL will seek to replace this unit with an adapted holiday accommodation unit built to modern standards. If RHL can raise the funds it would seek to do this at the same time as the redevelopment of the semi-detached house.

Two Plots for Self-build.

RHL will release two plots of land for people to build their own houses on the northern boundary of the site. The sites will be protected in perpetuity for permanent residence by placing appropriate legal burdens on the title. In order to do this RHL will either seek to register as a Rural Housing Body (RHB) with the Scottish Government or it will apply the burden in favour of a registered RHB, such as the Communities Housing Trust. This will prevent the property at any point in the future becoming a holiday home or short-term let.

It is anticipated that the two plots sold in this way can make up to £40,000 each which will be ring-fenced for capital reinvestment in the building projects on site. The price reflects both the desire on the part of the community landowner to make ownership affordable for the purchaser and the reduction in value by preventing it becoming a second home or commercial holiday let. This approach will allow individuals to build houses tailored to their own needs and budgets.

Grounds & Woods

The Grounds

The large grounds offer opportunities that can start to be delivered quickly following taking possession of the property. Volunteers can clear overgrown vegetation and create areas for community growing and garden areas for people to rest in and relax. The Community Payback Team at THC is very interested in working with RHL to give clients meaningful work in which positive community benefits are clearly seen.

These activities and places will promote physical and mental wellbeing while also providing opportunities for social interaction. The area has good soils, and the sheltered nature of the site will support both fruit and veg growing. Raised beds could be created to make the activity accessible to a wider range of people. RHL will also start initial activities such as art therapy and guided walks to make use of the site and raise the profile of it locally and further afield.

The Growing Project

The National Lottery Awards for All programme has a simple application process that can provide up to £20,000 for community projects. Its key criteria include bringing people together and improving the spaces and places that matter to communities. RHL will make it a priority to apply to this programme once an agreement for sale is confirmed to purchase items such as outdoor gear, tools and materials for creating raised beds and garden space etc.

RHL is aware that another group ROGS is in the process of developing allotments in the area. It will therefore not seek to develop allotments for personal use but focus on a growing project that is for the health and wellbeing of visitors to the site, including those experiencing dementia and young carers. There are no community raised bed allotments or growing areas on the Black Isle. This excludes people with mobility impairment/ wheelchair users from the joy and benefits of growing. RHL will aim to address this through its growing project.

Moo Food, based in the Highlands has been identified by RHL as an excellent model for Raddery. It not only grows and shares its produce but is also very active in healthy cooking projects. RHL believes that elements of their very successful initiative could be replicated on the campus.

RHL envisage volunteers mixing with experienced growers who have already identified themselves and want to be involved growing and guiding others. Visitors and users of the campus will be able to join in informally if they wish and have opportunities to learn basic gardening skills alongside the growers.

Yurt & Firepit

RHL will also aim to provide a single yurt with associated firepit in the northeastern part of the grounds for a diverse range of uses.

Yurts have the appeal of providing a camping adventure experience for young people and can also be used as a meeting place/informal classroom for groups visiting during the day. Therefore, a yurt will provide a simple and low-cost entry into providing weatherproof facilities for community groups of all ages.

They can give a sense of camping in the outdoors while providing a solid, secure structure and enable groups to fully enjoy the outdoor experience even if they are near to other more substantial buildings on site. The space and vegetation cover available in the northeastern part of the grounds of Raddery House is sufficient for the yurt to be located with some level of distance between them and other uses.

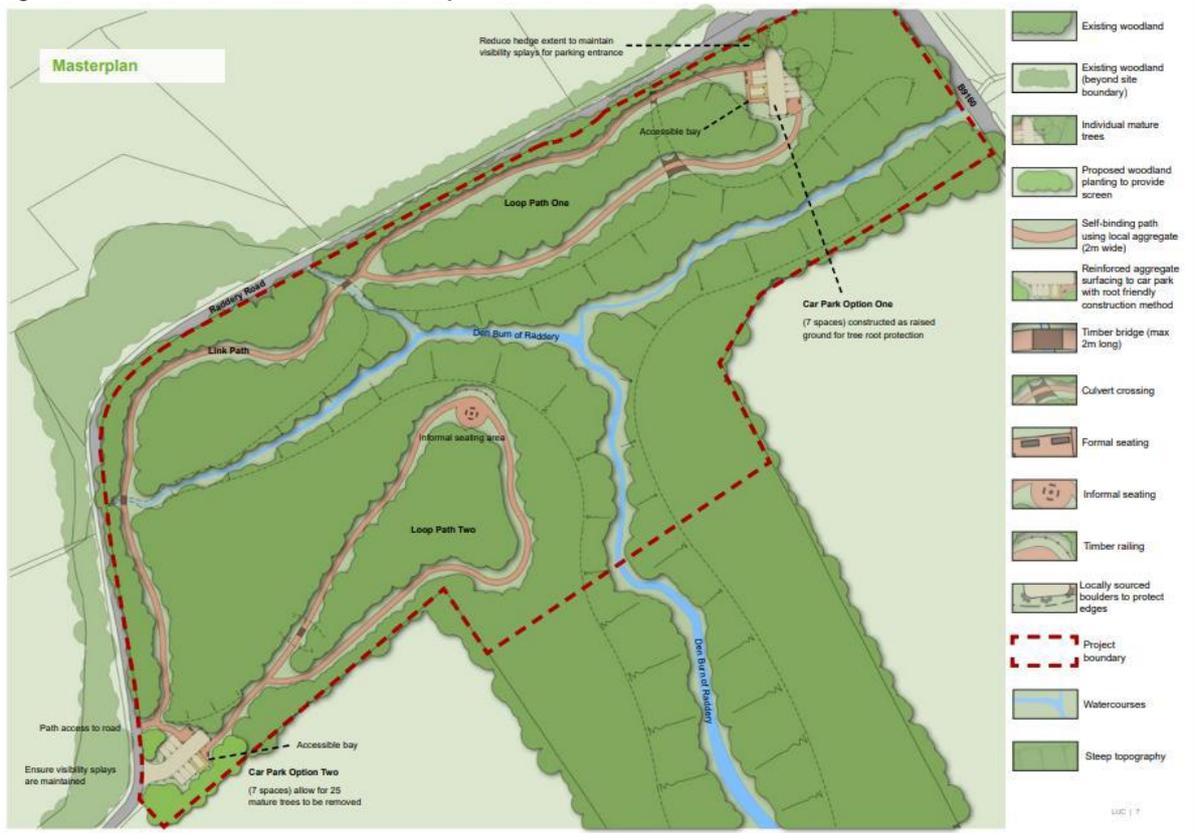
The availability of the workshop will enable the dry storage of the yurt over winter and reduce local visual impact when visual screening from tree cover is reduced. Prices range from £4,000-£10,000¹⁰ depending upon size and specification, and it will require further kitting out. The low impact, back to nature style of yurts fits well with the RHL approach of promoting health and wellbeing within the community.

Woods

The availability of the woods will enable local individuals and groups to use facilities at Raddery and access the woods at the same time. RHL will seek to strengthen the access links between the two neighbouring sites. Landscape architects have produced initial options for improved all abilities access to the woods including a path network and parking for cars.

¹⁰ [Prices - Woodland Yurts](#)

Figure 2: Woodland Access Masterplan¹¹



There is scope for visiting groups such as the Scouts, young carers and other groups to complement their learning about the woods with on-site learning in one of the buildings used as a classroom/laboratory setting. Linking forest cams to the workshop would allow study of the animal life without disturbance. Depending upon the type of activity envisaged, the yurt, Classroom 2 and the gym will be available to provide dry indoor facilities that complement the outdoor activities within the spacious grounds of Raddery House and the nearby woodlands.

The woods lend themselves to a range of non-invasive educational activities for young people, including siting bird and bat boxes and constructing insect hotels. Nature-based mental health and wellbeing, forest bathing and nature walks, fungi/foraging courses and could all be part of visitors learning about and enjoying the woods with very little disturbance. Opportunities are also available to eradicate invasive species identified including rhododendrons.

Wellbeing activities

Guests at Raddery House and local visitors to the campus will benefit from the use of the grounds and the woods for wellbeing and health-enhancing activities. The benefit of outdoor activities to health and wellbeing is well-established. The woods offer quiet and peace for those wishing it, and contemplation spots and memory walks will be established.

¹¹ Prepared by Land Use Consultants (LUC)

Individuals can enjoy the green cathedral on their own or join volunteer-led groups undertaking mindfulness or forest bathing. RHL envisage a range of small groups - foraging and nature groups, art, reading and morning coffee groups - enjoying the woods. There will be scope too for woodland craft projects. RHL will actively seek to engage with individuals who would like to volunteer with tasks and activities in the woods.

Displacement Risk

During the study the consultants were not able to identify any significant displacement risk caused by the proposed activities at Raddery. This is due to the specific types of activities being proposed on site, and the opportunities offered by the site itself which are not available elsewhere on the Black Isle.

The consultants reviewed a displacement analysis carried out by Judith Eele in 2023 (Appendix 10), interviewed a wide range of stakeholders (Section 5), analysed the Black Isle Place Plan, and considered the potential for displacement from the proposed development ideas. Key findings are:

- The proposed hub at Raddery is distinct from other community hubs. They seek to serve local communities on the Black Isle with a range of services largely within buildings. Raddery will serve the whole of the Black Isle with a distinct set of services and activities that are not being carried out elsewhere. This is particularly the case with the dementia meeting centre, carers support and mental and physical health activities with an emphasis on making use of the outdoor space available.
- Consultees from other community groups were supportive of RHL's proposals and did not perceive there to be a displacement risk.
- Consultees with a knowledge of the needs of those with dementia, carers (young carers in particular), Scouts, schoolchildren with Additional Support Needs and others identified the current singular lack of adequate provision that they currently face and could see that the proposed Raddery developments could fill that need.
- Any community café established in The Meeting Place will primarily serve those attending the centre for activities and services, and will primarily be a volunteer led part-time activity.
- The community growing activity will have a strong link to the activities being carried out on site and will not be an allotments project. It is therefore distinctly different from other growing projects on the Black Isle. The other projects are also local community based, including ROGS which is limited to Fortrose and Rosemarkie, whereas Raddery will cover the whole of the Black Isle.
- There is no identifiable office or workshop space available for rent on the Black Isle, a strong demand noted in the Community Enterprise survey, and a solid demand noted in the business space survey carried in 2024 with subsequent further enquiries following.
- The provision of local housing opportunities will not meet local demand and therefore will not affect other housing providers.
- The long-term aspiration to provide supported holiday accommodation is aimed at a market that is not being addressed by others.

- Renovate Classroom 2 to enable it to be used by RHL and others for practical activities and meeting places.
- Carry out minor works to the gym and let for community recreational activities.
- Create a a community growing area and small tree nursery.
- Install a yurt for multi-use purposes
- Use volunteers and participants in the community payback scheme to:
 - Manage the grounds of Raddery House
 - Demolish the Wood store
- Establish the site as a place for weekend meetings for youth groups such as Ross-shire Scouts and Black Isle Young Carers

Phase 2 – Years 3 & 4

RHL will:

- Establish the dementia meeting centre in Classroom 2
- Renovate the Stables including installing new site sewerage system
- Create improved access facilities in the Woods

Phase 3 – Years 5 & 6

RHL will:

- Move the dementia meeting centre and other activities from Classroom 2 to the bespoke renovated Stables to create “The Meeting Place”
- Renovate the 2 cottages

Phase 4 – Years 7 & 8

- Construct an adapted holiday cabin on the site of the chalet
- Continue operating the Stables, gym, grounds and woods activities

Phase 5 – Years 9&10

- Renovate Raddery House
- Continue operating the Stables, cottages, gym, grounds and woods activities.

10. Financial Implications of Raddery Redevelopment Plans

The delivery of projects and activities on the Raddery House site will be on a phased basis with a view to getting activities delivered on the site as early as possible where practical but also to allow sufficient time to plan and deliver elements of the project which will require construction.

The project is broken down into around 5 phases which span a 10-year timeframe with the financial implications of this for high level illustrative purposes considered in the following section.

Phase 1 – Years 1-2 Raddery Baseline Activities

This phase is aimed at delivering aspects that can be considered ‘quick wins’ as its important to identify early income generation opportunities to get the site operational and beginning to pay for its own running.

The Phase 1 activities identified are:

- Rental income
- Growing space

Rental income

Rental income generation following repair work to the following buildings:

- Workshop
- Classroom 2
- Gym

The main costs would be related to insurance, rates and maintenance as well as heat & light, although the arrangements with the hirers would look to make a charge for energy usage in addition to the rent. The income generated is anticipated to be sufficient to cover the running costs and will have the benefit of helping to maintain the fabric of the buildings by bringing these back into use before any further deterioration occurs.

At present the ratable value of the vacant site is £4,700, but these costs are likely to increase significantly with the addition of leasing activities but depending on the mix of tenants (e.g. other charitable organisations), these costs could be minimised.

Growing Space

Growing space development and tree nursery – it is assumed that initially there will be a grant of £20,000 received from the National Lottery which will help fund the low-level construction costs plus the purchase of other equipment and purchases required to get the growing space operational. Thereafter it is expected that the growing space will be relatively low cost with fundraising activities undertaken to keep the project operating or there could be a nominal charge for growing space use if it's on a more commercial basis than for service user activities.

This work will be carried out in the latter part of phase 1 to become operational in phase 2.

Yurt & Fire Pit

The financial projections include capital costs for the installation of a yurt for educational hire use.

The yurt can be hired out during the day to educational groups at a rate of £20-£30 per day and also for overnight use at a rate of around £40-£60. Assuming around 40 days use for each purpose, additional income could easily be generated at the following level:

Income	Year1	Year2	Year3
Day hire (£25 x 40)	500	750	1,000
Overnight hire (£50 x 40)	1,000	1,500	2,000
	1,500	2,250	3,000

Phase 2 – Years 3-4

In year 3 following the temporary work having been completed in Classroom 2, there is a desire to get the Kirrie Dementia meetings up and running quickly, so this space would be used as an initial offering to be able to provide services to users as early as possible.

This part of the project will follow a similar model to the Kirrie Connections operation which the group have investigated previously and have been provided with an outline of the costings for the annual operation of the centre as follows:

Dementia Centre Manager 28 hrs per week	21,200
2 x Link Workers 21 hrs per week	26,208
Admin time @ 7 hrs per week from	4,368
National Insurance contributions	3,998
Pension contributions	1,612
Staff travel and subsistence	2,000
Volunteer expenses	1,750
Activity costs (including annual rental of £12,000)	19,420
Management costs	7,290
Annual project costs	87,846
Increase costs for inflation in 4 years time	98,871

The income to cover these costs would be subsidised through service level agreements for the delivery of such support services and other grants/fundraising, with the National Lottery in particular having been identified as a potential funder in this area of work.

Stables

With renovation work, this part of the site will be brought back into use as the permanent home of the dementia meeting centre and other community activities.

The building will provide additional space which will allow for the business/office space provided in Classroom 2 to be switched into the Stables and for the old building to be demolished thereafter.

Phase 3 – Years 5-6

Cottages

There is potential to renovate the cottages on the site. The accommodation could be let initially as accessible holiday accommodation to generate additional income and fulfil a much-needed gap in the market to allow those with additional needs the ability to access

user friendly accommodation. These would provide for most but not all accessibility needs with the most demanding needs being provided for in a remodelled Raddery House in Phase 5.

It's assumed that the cottages would be let on a similar basis to holiday letting accommodation to those seeking holidays with suitable accessible facilities and would pay a weekly rate for the accommodation.

New access infrastructure costs would be incurred at this time to provide access to the cottages, gym etc.

Phase 4 – Years 7-8

This phase would concentrate on the delivery of a further accessible accommodation cabin which would operate on a similar basis to the cottages above.

Phase 5 – Years 9-10

This last phase would look at delivering Raddery House as an accessible accommodation facility and would concentrate on the renovation of the property. Potential options are for three fully accessible lets plus two long term lets or for accessible lets plus other activity spaces. The two cottages would then become long-term lets supplying community needs.

Housing

The site allows for 2 good sized self-build house plots to be allocated and sold to help deliver mixed tenure housing, but also to release some capital funds that would help the organisation to provide some of its own funding towards development of the site. It is assumed that these 2 plots could be sold for £40,000 each.

Development Manager

The delivery of this ambitious project will require a full-time development manager at a cost of around £45,000 (including oncosts). Scottish Land Fund can contribute a proportion of the cost for the 1st year with other grant funding sources also being for the next 3 years. It may be difficult to obtain grant funding for more than 4 years for the development project.

Fundraising Officer

The project would require the services of a fundraising professional who would be tasked with raising funds in excess of their own costs. It is assumed that as a minimum, this post would be approximately 2.5 days per week and could be delivered by a consultant tasked with promotion and fundraising for the capital development and also the subsequent operation of the Raddery House site. For the purposes of these projections, the cost of the Fundraising officer is assumed to be around £25,000 with the requirement to fundraise at least £40,000 per annum from a wide variety of sources, e.g. donations, crowdfunding, grant and charitable trust applications. The fundraiser would be expected to help cover any operating shortfalls, but also to work with the development manager to help fund capital projects using their experience to assist with grant applications.

Additional manpower/In-kind labour

A number of individuals and business owners have expressed a willingness to provide labour and services at no cost to the project. This has not been factored into the financial projections and therefore the capital costs are excluding any savings that could be made from services provided at no cost. This does offer the opportunity however to reduce the level of capital cost required but has not at this stage been quantified.

Other voluntary services have been offered as well in terms of other professional services that could be valuable to the project.

Other assumptions:

Inflation assumed to be an average of 3% per annum.

Operating costs of buildings being rented to third parties would look to be recharged to those third parties, particularly for energy use. The operating costs for individual buildings are not known at this time.

Throughout the operation of the company there will be compliance costs to meet such as maintaining insurance, accountancy etc. Once it's clear what the extent of the site is, what will be developed when and what activities will take place, it will be possible to estimate these compliance cost for the planned operation but at the present time, this is estimated at a figure of around £10,000.

All capital costs are shown excluding VAT costs.

Cashflow Implications

The financial illustration prepared shows that across the 10 years projection period that project income will meet the operating costs based on the assumptions included in the financial illustration with an overall surplus of £138,000 over the 10 years. There is a significant capital funding requirement of £7.77m across the 10-year period of the projections which will require significant fundraising to meet the capital costs of the various phased capital projects included in the business plan.

The financial illustration is summarised below:

Raddery House Financial Illustration - 10 Year												
			Phase 1		Phase 2		Phase 3		Phase 4		Phase 5	
Inflation assumption:	3%	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income												
Kirries Meeting Centre (in Classroom temporarily)					95,000	97,850	100,786	103,809	106,923	110,131	113,435	116,838
Growing area & tree nursery - assume grant from National Lottery				20,000								
Workshop - Third party let			5,400	5,562	5,729	5,901	6,078	6,260	6,448	6,641	6,841	
Classroom & office building - Hot desking			1,800	1,854	1,910	1,967						
Classroom & office building - Meeting place - 52weeks x 2 uses @ £25			2,600	2,678	2,758	2,841						
Business/office space income provided in Stables							10,000	10,300	10,609	10,927	11,255	
Gym hall rental			3,800	3,914	4,031	4,152	4,277	4,405	4,537	4,674	4,814	
Scout/other group weekends - 12 weekends @ £200			2,400	2,472	2,546	2,623	2,701	2,782	2,866	2,952	3,040	
Yurt & fire pit (net income)			1,500	2,250	3,000	3,090	3,183	3,278	3,377	3,478	3,582	
Camping												
Accessible accommodation units (net income) - 2 cottages plus a cabin (added in yr8)									19,432	30,022	30,923	31,851
Development manager grant (Yr 1 from SLF and other funders thereafter)			45,000	46,350	47,741	49,173						
Fundraising income (minimum target for fundraising position)			40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Sale of house plots							40,000	40,000				
Illustrative income		1,919,901	85,000	125,050	203,907	210,706	206,379	216,419	201,143	217,185	223,701	230,412
Expenses												
Development Manager			45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715
Fundraiser (2.5 days a week contracted consultant)			25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619
Compliance costs (insurance, accountancy etc)			10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Growing area & Tree nursery		20,000		20,000								
Kirrie Meeting Centre costs					95,000	97,850	100,786	103,809	106,923	110,131	113,435	116,838
Illustrative expenses		1,781,882	80,000	102,400	179,872	185,268	190,826	196,551	202,448	208,521	214,777	221,220
Net income		138,019	5,000	22,650	24,035	25,438	15,553	19,868	(1,304)	8,664	8,924	9,192
Capital costs (all excluding VAT)												
Option 1												
Construct												
Workshop - repairs		100,000	10,000	45,000	45,000							
Gym hall - repairs		263,200	40,000			223,200						
Classroom 2		117,600	117,600									
Playpark		11,200				11,200						
Stables -Meeting Place		1,736,000			62,720	1,191,680	481,600					
Cottages		924,000						924,000				
New access		183,820						183,820				
Accessible cabin		224,000							224,000			
Raddery House		3,696,000									1,848,000	1,848,000
External works (Car park & Existing roads & paths)		532,000	133,000	133,000		266,000						
Yurt & fire pit		10,000	10,000									
Camping												
Demolish												
Wood Store		5,000	5,000									
Classroom 1		50,400		50,400								
Chalet												
Classroom 2		50,400						50,400				
Total capital costs		7,903,620	315,600	228,400	107,720	1,692,080	481,600	1,158,220	224,000	-	1,848,000	1,848,000
Net cashflow (capital expenditure to fund)		(7,765,601)	(310,600)	(205,750)	(83,686)	(1,666,642)	(466,047)	(1,138,352)	(225,304)	8,664	(1,839,076)	(1,838,808)
Net cashflow carried forward			(310,600)	(516,350)	(600,036)	(2,266,677)	(2,732,724)	(3,871,077)	(4,096,381)	(4,087,717)	(5,926,793)	(7,765,601)

Further work required

Early business planning work has been carried out, but significant further work is required to be able to fully develop the financial model required to support the project, with the following work in particular:

- Further refinement of capital costings for the various phases of work
- Operational costs during phasing such as insurance, rates, heat & light & maintenance
- Running costs for each phase once operational
- Dementia centre costs to be reviewed for Raddery House operation
- Dementia centre income to be established

VAT

Initial advice has been sought by the Board from VAT specialists Azetz through SCVO membership. There will be significant VAT implications for the Board to consider particularly in relation to build costs and for future operation of the organisation and RHL will engage further with VAT specialists as part of the detailed planning process to ensure that the most effective operating position is achieved.

RHL's Fundraising Plans

RHL recognises that the raising of capital to fund the project is a major challenge. To that end it intends to launch a major appeal or series of appeals using crowdfunding platforms to raise capital to start the project and to develop individual elements in line with the timescale of the project development plan outlined above. It is partnering with an experienced online fund raiser and campaigner to develop content for social media and the project website.

RHL will also carry out smaller local fundraisers on site to keep the project profile high, engage the local community, develop a combined sense of purpose and to raise funds for specific activities and uses.

11. Outcomes, Site Occupancy & Discount on Purchase

It can be seen from Section 7 & 8 that the project will deliver a wide range of benefits for the people of the Black Isle. These are comprehensive, meet the needs of all age groups, and will make full use of the opportunities offered by a large site.

Outcomes

Key expected outcomes are:

- Immediate use of the workshop to support community activities.
- Guided walks, talks and volunteering opportunities established from time of occupancy.
- Creation of “The Meeting Place” for intergenerational meetings and activities.
- Establishment of a Kirrie Meeting centre serving 15 people daily, and an estimated 25 in any cohort.
- Enhanced opportunities for Scouts and young carers to meet in appropriate facilities with access to the outdoors.
- Renewed opportunities for outdoor education for school pupils with Additional Support Needs.
- Delivery of a range of wellbeing-related activities promoting mental and physical health
- Meaningful community-affirming work opportunities for those on the Community Payback scheme
- Creation of a community growing area and tree nursery.
- Provision of hot desking space for remote workers providing enhanced opportunities for social interaction.
- Provision of three adapted holiday accommodation units for those with special health needs.
- New housing opportunities delivered in partnership with Communities Housing Trust
- Provision of car parking and up to 800m of footpath in Raddery Woods
- 6 fully renovated and maintained buildings (Raddery House, The Stables, 2 x semi-detached cottages, workshop, gym).

Site Occupancy

The above outcomes, the stakeholder consultations reported in Section 4 and the detail of the development proposals outlined in Section 7 demonstrate a community need for using the whole site, and a justification for providing those activities and services at Raddery rather than at one or more sites elsewhere in the Black Isle.

Those with dementia, the Scouts, young carers, pupils with additional support needs and others all require or will benefit from a combination of indoor and outdoor activities carried out in enclosed, open or tree covered areas. There is no other site on the Black Isle that can offer these opportunities. Certain groups such as young carers and pupils with additional support needs will benefit from an environment that is separate from existing formal settlements.

For all user groups the grounds of Raddery House offer a unique environment that creates multiple separate spaces with different environments within a defined area. The site plan shows that each area of the Raddery Campus will have a determined use.

It would not be viable to purchase Raddery House alone for several reasons. First, it is not safe to be occupied and would therefore have no meantime use while waiting for the building to be redeveloped. Second, there would be no revenues to pay for insurances and minor protective maintenance. Third, if a funding package could not be arranged the community would be left with a stranded asset. Fourth, the renovated building would be much less flexible in delivery if it did not have additional grounds that groups could use to complement indoor activities.

Discount on Purchase

It is common for community groups purchasing assets to negotiate a discount with the seller, whether private or public. Private sellers will give a discount because they recognise that the community is purchasing the land for community benefit and that it will be held in perpetuity for the good of the community. Public bodies are also at liberty to offer a discount on the sale price to a community group.

It is considered here that RHL merits a significant discount on the sale price of the campus and the woods for the following reasons:

- Over a 10-year period it is anticipated that RHL will invest in excess of £7.7m on site.
- 7.4 full time equivalent (fte) construction jobs created over the 10 years¹².
- 3.5 fte direct jobs created – Development Manager (1fte); Dementia Centre manager (0.8fte); 2 x Link workers (0.6fte each); Fundraiser (0.5fte)
- Indirect employment creation through letting of property space – estimated 2 ftes for workshop and 2ftes in office space
- Over £1.9m in revenue income generated over 10 years.
- An estimated £1.74m saving in care costs for each cohort of dementia users¹³.
- Further unquantified reductions in healthcare costs through improved physical and mental wellbeing of volunteers and visitors.

¹² Scottish Futures Trust estimated 12.55 jobs per £1m spend in 2019-20. Deflated to May 2024 prices using RPI on an average spend of £780k/yr. Source SFT Construction Jobs Methodology 2019-20. [constructionjobssupported201920.pdf](https://www.scottishfuturestrust.org.uk/constructionjobssupported201920.pdf) ([scottishfuturestrust.org.uk](https://www.scottishfuturestrust.org.uk))

¹³ See Section 6 page 25

In this context a discount of 30% on a property valuation of £415,000 for the campus and £50,000 for the wood would be £139,500 (£124,500 for the campus and £15,000 for the wood). This is approximately 8% of the cost of the dementia care savings or the total revenues generated by the business over the 10-year period.

12. Funding

RHL will need to draw together an initial funding package that will cover the capital costs of the purchase of the land. It will then require further packages to deliver the different projects it wishes to pursue.

Funding opportunities are becoming more challenging with UK and Scottish government budgets being squeezed post-COVID and post Brexit. There are still however a number of sources available for projects.

The following are a number of key funders to which RHL expects to apply:

1. **Scottish Land Fund**. The fund can give up to 95% grant on capital and revenue costs but with a funding cut in 2024-25 applicants may increase chances of funding by asking for a lower intervention rate. RHL has already received Stage 1 funding towards the feasibility study and can apply for Stage 2 funding towards the purchase price and associated legal costs. RHL could also ask for revenue funding to support a development officer.
2. **Community Ownership Fund**¹⁴. This is a UK Government fund which can support the purchase and redevelopment of assets that are at risk of loss to the community. Where the asset is owned by a public authority COF funding is not eligible to be used to create a capital receipt for the authority¹⁵. Therefore, it cannot help with the costs of the purchase. It may be able to help with redevelopment costs with the great majority of applicants not expected to receive more than £250,000. This fund may change or be withdrawn following the results of the UK general election.
2. **The National Lottery Communities Fund**. This fund has a range of different streams which support community-led projects. Streams include:
 - a. **Community led**¹⁶. Funding of £20,001-£150,000 is available for projects that focus on community-led activity and wellbeing.
 - b. **The UK Fund**¹⁷. Funding of £500k- £5m is available for projects that include those that strengthen relationships between people of different backgrounds, including intergenerational projects.
 - c. **National Lottery Awards for All Scotland**¹⁸. This fund can offer up to £20,000 for community projects that will be delivered in a 12-month period. The outcome of this programme that is of most relevance to the current project is to “Improve the places and spaces that matter to communities”. This is a relatively straightforward fund to apply for with a 12-week turnaround time for applications and the grant paid within two weeks of approval.

¹⁴ [Community Ownership Fund round 4: prospectus - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/714443/Community_Ownership_Fund_round_4_prospectus.pdf)

¹⁵ See item 8 in the COF prospectus (Footnote 17)

¹⁶ [Community Led | The National Lottery Community Fund \(tnlcommunityfund.org.uk\)](https://tnlcommunityfund.org.uk/)

¹⁷ [The UK Fund | The National Lottery Community Fund \(tnlcommunityfund.org.uk\)](https://tnlcommunityfund.org.uk/)

¹⁸ [National Lottery Awards for All Scotland | The National Lottery Community Fund \(tnlcommunityfund.org.uk\)](https://tnlcommunityfund.org.uk/)

3. **Highland Council.** The council administers a range of funds that support community development, and which may be applicable to Raddery House:
 - a. **Highland Coastal Communities Fund.** Highland Council administers this funding which comes through the Scottish Government distributing 50% of annual profits generated by the Crown Estate. In 2021/22 total awards for the Black Isle were a modest £11,007 out of a total of £3,260,091¹⁹. Awards are expected to be in the region of £5,000-100,000 per project.
 - b. **UK Shared Prosperity Fund.** This new fund from the UK Government replaced former EU and UK funds from 2022. The UK Govt has allocated £24,135,387 to the Highlands and Islands and £9,445,515 to The Highland Council for the period 2022-25²⁰. The council has a delivery plan²¹ for disbursing these funds. This fund for future time periods may be subject to change following the 2024 general election for the UK parliament.
 - c. **Scottish Government Regeneration Capital Grant Fund.** This fund has been running for some years now and is administered through local authorities²². It favours projects with strong community input and community-led projects have been successful in securing funding in recent years. It looks for “large scale transformational change” so Raddery House may be eligible. Stage 1 applications which submit outline details of a project generally need to be submitted by May/June of each year and if successful a detailed Stage 2 application is submitted in September-November.
 - d. **Community Led Local Development Fund.** This fund is a successor to the former EU LEADER funds and supports community projects.
4. **Highlands & Islands Enterprise.** HIE has a Support for Communities Framework which can provide support in areas including project development, project management, financial support, procurement and performance management.
5. **Private Grant-making Trusts.** There are a number of private trusts that support community and natural heritage projects. Their support levels can be crucial in completing a package of funding for projects such as teaching young people rural skills. Key trusts to which RHL could apply include:
 - a. **Garfield Weston Foundation**²³. The foundation supports a wide range of activities with recent grants to communities ranging from £2,000- £330,000²⁴. RHL would need to be a charitable organisation to apply to this body.

¹⁹ [206965_HCCF_Digital_Brochure_Final.pdf](#)

²⁰ [UKSPF allocations - GOV.UK \(www.gov.uk\)](#)

²¹ [Members approve Highland Council's Delivery Plan for utilising grants from the UK Shared Prosperity Fund | The Highland Council](#)

²² [Overview - Regeneration Capital Grant Fund - stage one 2024 to 2025: application form - gov.scot \(www.gov.scot\)](#)

²³ [What we fund - Garfield Weston Foundation](#)

²⁴ [Grants-Pledges-Approved-Aug-23-Jan-24.pdf \(garfieldweston.org\)](#)

- b. Esmee Fairbairn Foundation²⁵. The foundation makes core, unrestricted and project grants to communities. has key themes of “Our Natural World” and “Creative, Confident Communities” through which funding could come for some of the projects identified in this report.
- c. Gannochy Trust²⁶. A large proportion of its funding is disbursed in Perth & Kinross but it does fund more widely across Scotland as well. It can provide project funding for delivering activities, core funding to support salaries and capital for creating or improving buildings. It can provide small grants up to £10,000/yr and main grants up to £30k/yr for a maximum of 3 years.
- d. Hugh Fraser Foundation. The trustees support projects in a range of fields including health, environment, education and “care and support of the young and elderly” It welcomes applications as long as the project is charitable and the applicant a registered charity or Community Interest Company.

Accessing at least some of the above sources will be essential for RHL if it is to be able to deliver the redevelopment of the site. However, for each phase of the development it will take time to draw a funding package together. It is also highly unlikely that 100% or near 100% externally funded packages can be arranged for a succession of packages which involve large capital sums. Therefore, RHL and any partners it works with could consider other routes. These include:

- 6. **Crowdfunding/Public Appeal**. Crowdfunding has become popular in recent years with a variety of platforms available to launch an appeal and make it accessible worldwide. This is essentially an extension of a traditional public appeal in a local area which is now capable of reaching a much wider audience. Successful appeals occur when people are convinced by the value of a project as being something that they would wish to support. An appropriately framed appeal may help RHL to fill the funding gap between the available grant and the purchase price.
- 7. **Community Shares**. This is a way of raising capital for a community project and can be used to invest in buildings or the businesses that operate from them. The community group develops a share offer, raises the capital, and then pays interest on the capital raised. This can be at a commercial or lower than commercial rate. For social projects community investors are often looking to support the delivery of social benefits as a priority over investment returns e.g., community shops. Community Shares Scotland²⁷ provides a service to support community groups to develop and market their share offers.

²⁵ [Our aims | Esmée Fairbairn Foundation \(esmeefairbairn.org.uk\)](https://www.esmeefairbairn.org.uk)

²⁶ [Overview of grants – The Gannochy Trust](#)

²⁷ [Your Community Shares Journey \(communitysharesscotland.org.uk\)](https://www.communitysharesscotland.org.uk)

8. **Commercial Borrowing.** This can be in the form of secured or unsecured lending which has to be repaid over time to the lender. Secured lending in the form of a mortgage is common in building developments that will generate a rental stream, whether for residential housing or short-term stays.

There are also a range of other options available including social investment, private investment and corporate social responsibility funds. A report on the range, nature and applicability of funding models is available from the Scottish Land Commission's website²⁸.

²⁸ [The Model CHP for the Scottish Government and Associated Public Authorities Sector in Scotland - Word Template \(landcommission.gov.scot\)](https://www.landcommission.gov.scot)

13. Risk Analysis

Table 5 below provides an assessment of risk factors associated with acquiring, redeveloping and sustaining the Raddery House campus and woods as a community asset including the likelihood of such risks being realized, a description of their impacts and recommended actions to mitigate these impacts.

Table 5: Risk Factors and Mitigation				
Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
<i>Present through to purchase</i>				
CAT application refused	Medium to High	High	<ul style="list-style-type: none"> Property to be sold on open market. Discount on market valuation extremely unlikely. 	<ul style="list-style-type: none"> Demonstrate community support for enhanced business case. Continue to build and demonstrate increased capacity of RHL
CAT approved but with lower discount than requested	Medium	Medium	<ul style="list-style-type: none"> Finance required to fill purchase funding gap 	<ul style="list-style-type: none"> Make strong case for discount Have strong fundraising plan
Application for SLF Stage 2 Funding refused	Medium	High	<ul style="list-style-type: none"> Ability to fund purchase much reduced. 	<ul style="list-style-type: none"> Apply to other funders, particularly charitable trusts. Explore Crowdfunding and philanthropic options.
Inability to match-fund SLF award to close funding gap	Low to Medium	Medium to High	<ul style="list-style-type: none"> Failure to raise purchase price. Inability to purchase assets 	<ul style="list-style-type: none"> Make strong case for CAT discount. Develop and promote Crowdfunding appeal.
Funding granted for either school site or woods, but not both.	Low to Medium	Medium	<ul style="list-style-type: none"> Loss of ability to link activities on both sites 	<ul style="list-style-type: none"> Develop robust case for the community owning and developing both assets in tandem.
<i>Post Purchase</i>				
Inability to secure high calibre staff.	Medium	High	<ul style="list-style-type: none"> May impact on development initiatives required to meet aims. 	<ul style="list-style-type: none"> Use networks and contacts to encourage applications. Offer flexibility in contract – include partial home working as an option.

Table 5: Risk Factors and Mitigation

Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Inability to recruit within planned timescale.	Medium	Medium	<ul style="list-style-type: none"> Delays in delivering key activities. Knock-on impact on management of buildings. 	<ul style="list-style-type: none"> Prepare recruitment documentation in advance of securing funding. Liaise with partner organisations in advance of securing funding. Ensure high calibre candidates attracted to posts avoiding need for re-advertisements. Develop appropriate plans for director management of project until staff in place
Planning permission for change of use of site refused	Low	High	<ul style="list-style-type: none"> Inability to redevelop for community use. 	<ul style="list-style-type: none"> Engage with planning authority and modify proposals if necessary.
<i>For each building renovation project:</i>				
Unable to secure a funding package	Medium	High	<ul style="list-style-type: none"> The project could not proceed in its current form. Delay to project delivery 	<ul style="list-style-type: none"> Apply to a broad range of funders. Engage fully with each funding body. Identify alternative funders if one or more decline funding. Amend project plans to meet funding criteria if this does not compromise project goals. Stage renovation projects over a realistic timescale Partner with others to bring additional required capital for project delivery Employ a fundraiser to meet funding targets

Table 5: Risk Factors and Mitigation

Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Tenders come in over budget	Medium/High	High	<ul style="list-style-type: none"> • Delay to awarding build contract 	<ul style="list-style-type: none"> • Ensure all costs are as accurate as possible when budget prepared by QS. • Maximise number of tenders by directly approaching local contractors and advertising on Public Contracts Scotland • Retender if specific factors suggest better responses may occur. • Carry out value engineering exercise and retender
Unexpected additional works arising from ground conditions or condition of building	Medium	Medium	<ul style="list-style-type: none"> • Increased total project cost. • Delays to completion 	<ul style="list-style-type: none"> • Maximise certainty of works required through prior surveys. • Ensure bills of quantities accurately reflect drawings
<i>General:</i>				
Lack of local support for income generating activities	Low	High	<ul style="list-style-type: none"> • Reduces credibility of RHL as asset manager on behalf of community. 	<ul style="list-style-type: none"> • Engage and communicate with local community on activities. • Engage with partners.
Erosion of support from partner organisations	Low	High	<ul style="list-style-type: none"> • Inability to deliver identified benefits. • Loss of local credibility and support will impact on fundraising and other activities. 	<ul style="list-style-type: none"> • Continue to work closely and ensure benefits accrue to all parties.
Lack of skills/ capacity to deliver	Low	High	<ul style="list-style-type: none"> • Inability to manage buildings, woods and developments therein. • Loss of credibility in community • Inability to access development funding 	<ul style="list-style-type: none"> • Mentoring • Recruitment of new directors. • Training for Directors & Others • Use of Working Groups to draw in wider talent pool. • Use contracts to buy in expertise from other social enterprises
Volunteer fatigue means reduced ability to deliver.	Medium	Medium	<ul style="list-style-type: none"> • Inability to achieve self-financing site able to deliver wider community benefits. 	<ul style="list-style-type: none"> • Aim to secure higher numbers of volunteers via Working Groups to spread workload. • Recruitment of staff for key activities should reduce overall workload.

Table 5: Risk Factors and Mitigation

Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Unable to secure revenue funding for service projects	Low/Medium	High	<ul style="list-style-type: none"> • Potentially unable to progress with proposals as originally developed – will require new business planning process. 	<ul style="list-style-type: none"> • Early discussions with key potential funders. • Approach more funders than may be necessary to spread risk. • May have to revise initial proposals.

14. Skills Audit of Directors of Raddery House Ltd

Introduction

This part of the feasibility study provides an assessment of the skills and capacity of Raddery House Ltd.'s directors in relation to owning and managing Raddery House and Woods as a community asset. The assessment is primarily based on analysis of the results of an online survey completed by 8 directors. In addition, consideration is also given to the directors' skills and experience as detailed in an appendix to the original business plan developed for Raddery House under community ownership. The skills and experience relating to the Board's Advisory Group, as detailed in the same document, is also evaluated.

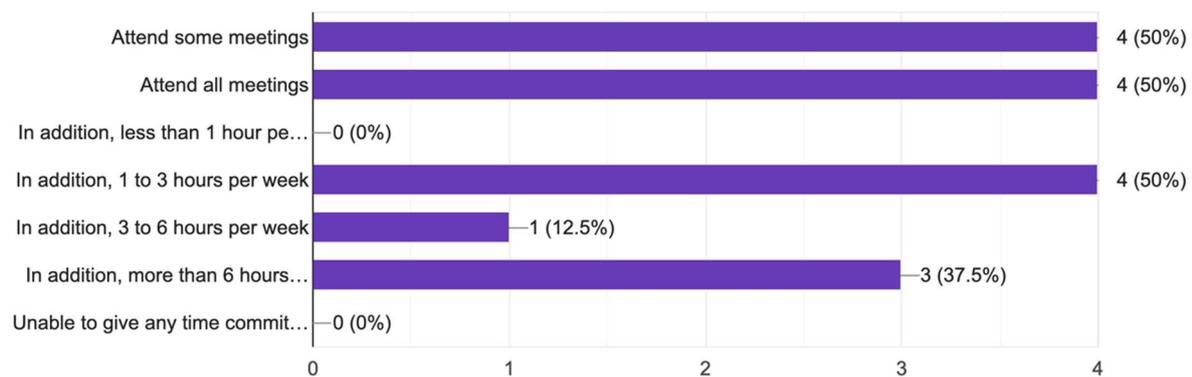
Time commitment

An important aspect of taking forward a community buyout forward is ensuring that there is the necessary time commitment in place during both the pre-buyout and post-acquisition phases. Table 3 shows survey responses in that regard.

TABLE 3: Time Commitments in relation to a buyout of Raddery House and Woods

2. What time commitment can you give over the next 6-12 months in relation to a community buyout of Raddery House and Woods? (Please select all appropriate categories)

8 responses



Inevitably, any time commitments can only be indicative at this stage, given that the precise number of meetings required is currently unknown. However, as table 1 shows, there is a clear willingness on the part of directors to make substantial time commitments to assist in taking a buyout forward over the next 6 to 12 months. 4 respondents are committed to attending some meetings, and 4 are committed to attending all meetings. Half of the respondents are also willing to commit an additional 1-3 hours a week of their time; 1 respondent is prepared to commit an additional 3-6 hours a week for their time; and 3 respondents are willing to commit over 6 additional hours of their time.

These findings indicate high levels of commitment from directors in terms of engaging with the buyout process. Such commitment will be vital in ensuring both that progress towards a buyout of the asset can be brought to a successful conclusion, and in ensuring that post-acquisition development and management of the asset is undertaken in appropriate fashion.

Skills assessment

The main part of the survey focused on identifying directors' classifications of their skill levels regarding a range of generic and specific management and development functions of relevance to the management of Raddery House and Woods under community ownership.

Table 4 uses a 'traffic light' coding system to illustrate the categorisation of skills regarding each function, depending on the distribution of responses. Categories marked in **green** have been identified by two or more respondents as one of their core skills areas. Categories marked in **amber** have been identified by two or more respondents as an area where they have basic skills (in the absence of more than one respondent identifying the category as a core skills area). Categories marked in **red** have been identified by two or more respondents as areas where they have no skills (in the absence of two or more respondents identifying as having in either basic skills or core skills).

The colour-coding classifications are relatively arbitrary. Nevertheless, they provide a useful overview of where the directors' collective distribution of skills lie in relation to owning, developing, and managing Raddery House and Woods as a community asset. It should also be noted that there may be other skills and experience; both within the community, and outwith it, that may be available for Raddery House Ltd. to draw upon, both prior to, and following, a successful purchase of the asset, including from the company's existing Advisory Group who are not directors (see below).

TABLE 4: Respondents' Skills Self-Assessment

Category	No Skills	Basic Skills	Core Skills
Chairing/Facilitating meetings	2	2	5
Organising fund-raising events and activities	1	5	2
Governance issues: roles and responsibilities of a Director	2	3	3
Managing a business	1	4	3
Project management	2	5	2
Buildings renovation and/or development	5	1	2
Buildings management	4	3	2
Managing consultants	4	2	2
Marketing on behalf of a business organisation	4	4	0

Category	No Skills	Basic Skills	Core Skills
Managing office accommodation	6	2	0
Community food growing/gardening	5	3	0
Managing volunteers	3	5	0
Community consultation and engagement	2	5	1
Using social media	2	5	1
Managing self-catering accommodation	4	3	1
Project development	2	6	1
Book-keeping & financial reporting (inc. VAT, corporation tax etc).	2	6	0
Preparation of financial accounts	3	5	0
Charities and Companies House returns	5	3	0
Preparing and submitting funding applications	2	6	0
Preparing and submitting grant claims	2	6	0
Conveyancing/legal aspects of Land and/or Asset Purchase	6	2	0
Managing a café	6	1	1
Sports hall management	8	0	0
Woodland management	6	1	1

The survey findings indicate that directors have collective core skills in a range of areas of importance to the ownership and management of Raddery House and Woods. Some of these relate to generic management functions and include chairing/facilitating meetings, fundraising, governance, business management, and project management. Core skills are also identified within the Board regarding specific developments which may be taken forward under community ownership of the asset. Significantly, these include buildings renovation and/or development, and buildings management, both of which will be important in relation to the built element of the asset.

Respondents also identified as having basic skills in a range of other relevant generic areas including volunteer management, community consultation and engagement, using social media, project development, various aspects of financial management, and conveyancing. Managing self-catering accommodation was also classified as being a 'basic skills' category within the Board. However, it is also worth noting that there is one 'core skills' response in

four of the functions classified as 'basic skills', which indicates expertise within the Board to complement the basic skills identified by several respondents.

Three potential development options for the asset under community ownership are classified as those in which the sample of directors identified as having the least skills capacity. They include managing a café (although one respondent did identify that as a core skill), sports hall management, and woodland management (also identified by one respondent as a core skill).

6 directors also identified specific skills that they possessed which were not covered in the survey categories. These were as follows:

- I managed 6 employees in a school kitchen. I have a current hygiene certificate for preparing and selling foodstuff.
- I have previously worked for NHS Highland and the Highland Council and volunteered with the local Playgroup, Youth Club, schools events and as a caseworker with SSAFA. Have assisted with local fundraising by running baking stalls, burger stalls etc. Professional roles involved mentoring and training of staff and engaging with people of all ages. I have passed the Council's minibus driver's assessment and have experience of driving a school minibus. I have been successfully PVG checked several times. Experience of working a smallholding at home to produce our own meat, vegetables and fruit.
- As an architect with over 40 years' experience, of which 30 years were spent running my own practice, I employed skills in building design, construction design and specification, contract administration, land and building surveying, inspections of building work under construction, and also office administration, management of staff and co-ordination of workload. I had extensive experience of dealing with local authorities in planning and building standards, grant giving/development bodies such as HIE, property developers, consultants (principally quantity surveyors and structural engineers), and building contractors/tradesmen. I had experience of refurbishment/redevelopment of traditional buildings, including listed building repair and restoration. My client base was wide ranging, from private individuals to small scale developers, and care home owners, industrialists, and sports clubs. In my spare time, I have been a musical director of a traditional music orchestra, and a committee member of various organisations. I served on Fortrose and Rosemarkie Community Council for 3 years, and was chairman of Fortrose Academy School Board during its short life in the 1990's. I am currently a council member of Inverness Rotary Club. I have experience of running a holiday letting property in Skye, which my wife and I have owned since 1991.
- I have ticked 2 boxes for project management, development, chairing, building management as I feel my skills sit between basic and core. other skills 1. Local Knowledge of Raddery, its past and its community 2. Through work as Health and Safety Representative- policy making and compliance with statutory obligations. 3. Trade Union Representative - researching, gathering evidence, bringing together

and presenting cases. Supporting individuals. Representing my profession at management level. 4. Board member /Charity trustee of several national organisations 5. Good networking though out local community 6. Good knowledge of the projects planned.

- Former Company Director; Community Engagement; Technology Evangelist; Event Management.
- I have been through this process before as chair of another bidder (and failed!), as well as a charity application. I was a senior trades union rep, with (now out of date) knowledge of employment law, policy and procedure, partnership working, dispute resolution and negotiation. I have some experience of managing a Highland estate, especially the conservation and woodland side (not commercial). I was a professional photographer and writer, as well as an environmental campaigner.

The above skills-sets are likely to be of significant value to the Board in the event of a successful purchase of the asset.

Gaps in skills and/or capacity

Respondents were invited to identify any specific gaps in skills and/or capacity which considered to exist within the Board. The following comments were made in that regard.

- The board requires members who have experience of dealing with grant giving bodies, local authority administrators at a high level, and also members with business/financial experience.
- Experienced treasurer/ financial manager secretary/ minutes secretary Governance.
- Mainly the lack of time to for carrying out required work; when you have other commitments (or health issues) the best intentions can often be compromised by circumstances at the most unfortunate of times. Keeping control can also be a problem with folk working off script and not keeping the chair informed.

Further comments

Respondents were also invited to identify any specific gaps in skills and/or capacity which they existed within the Board. The following comments were made in that regard.

- I am prepared to learn new skills as required although am not comfortable with social media. I am not happy in a central role but perform well in a supporting role.
- The group has undergone a very steep learning curve outside the comfort zone of most of the members. A few have stepped up and will continue to do so. Others have impressive experience and expertise which they share when asked. The impossible short unpredictable timescales given by [The Highland Council] has not been conducive to growing the skills of the members or recruiting new skill sets.

Additional skills and capacity identified out with the survey

An appendix to the original business plan developed for Raddery House under community ownership provides further details of the Board's areas of experience and expertise. Several directors have extensive senior business and third sector management experience, and in one case, long experience of running an architectural business (as indicated in the survey data). There is also experience of fundraising from public and private sources.

The Board also has access to a range of experienced advisors with expertise in areas including conservation, woodland management, governance and resilience, health and wellbeing, and in the case of one advisor, CEO and Chair experience of public sector management, and third sector management respectively.

Summary

The survey data indicate a high level of time commitment on the part of the Board of Raddery House Ltd. in relation to the purchase and management of Raddery House and Woods as a community-owned and operated asset. They also indicate significant levels of self-identified core skills capacity in relation to several generic functions relating to management of the asset, and to key areas for development. The architectural experience within the Board may be particularly useful to draw upon in that regard. Similarly, there also appears to be a good range of basic skills in relation to other asset management functions, in particular. It is important to note that governance and administrative processes are identified in respondent comments as areas which would benefit from being enhanced. There may be scope to augment the skills base of the current board in these and other areas, either by additional recruitment to cover skills gaps, drawing on the skills of members of its advisory board, and/or drawing on the skills of others within the community as appropriate. It should also be noted that certain developments may be led by specific organisations or individuals out with the Company after purchase, depending on the nature of the developments.