

# Business Plan: Kinlochleven Picnic Area & Car Park (Community Asset Transfer)

## 1. Executive Summary

The Island Park Community Field SCIO, SC048069, a local charity in Kinlochleven, is negotiating the transfer of the Picnic Area and associated car park on Leven Road from Highland Council under the Community Asset Transfer (CAT) scheme. The transfer cost will be around £1000, mostly legal costs.

The project's objectives are:

- To regenerate and maintain the picnic area for community and visitor use.
- To introduce a pay-and-display car park (12–14 vehicles) using the Avalon system already in place locally.
- To fund regeneration and maintenance costs over a 4–5 year period from car park revenue.
- To enhance Kinlochleven's public realm, increase visitor dwell time, and contribute to the aims of the Kinlochleven Place Plan.

The plan is based on a conservative cash flow forecast, with phased revenue build-up, picnic site set up costs in Year 1. It assumes the car park charge management company take a 5% revenue share. Island Park will comply with all relevant statutory provisions, recognized good practice and guidance when operating the picnic site and have suitable and sufficient policies and procedures in place with provisions for independent audit.

## 2. Site Description

- Location: Leven Road, adjacent to the River Leven.
- Assets: Picnic area (grass, trees, benches), small car park, riverside access.
- Condition: Picnic benches require replacement, some non-native planting present, grass requires seasonal maintenance.
- Car Park Capacity: 12–14 vehicles.



Figure 1: Location of the Picnic Site in Kinlochleven

### 3. Operations and Maintenance

- Island Park policies and provision will be amended as required to comply with all relevant statutory provisions, guidance and good practice as appropriate
- Management: Volunteers from Island Park.
- Equipment: Existing lawnmower, strimmer's, and gardening tools (already used for Island Park maintenance).

**Costs:**

One-off (Year 1):

- Total One-off Costs: £7,500 as follows:
  - Replacement picnic benches at £3,000.
  - Landscaping/planting - native species at £2,000).
  - Signage, car park upgrade & planning permission at £2,500.

Recurring Annual:

- Total Annual Costs: £900. As follows
  - Mower fuel, maintenance, waste management (£500).
  - Other costs including insurance (insurance will include public liability insurance is in place, covering volunteers, visitors, and car park users) (£400).

### 4. Car Park Revenue Assumptions

- Year 1 revenue: 25% of net £1,100.
- Year 2 revenue: 66% of net £2,903.
- Year 3 onwards: £4,398 net annually.

### 5. Five-Year Cash Flow Forecast (£)

Year	Net Revenue	Costs	Net Cash Flow	Cumulative Balance
1	£1,100	£7,500	-£6,400	-£6,400
2	£2,903	£900	+£2,003	-£4,397
3	£4,398	£900	+£3,498	-£899
4	£4,398	£900	+£3,498	+£2,599
5	£4,398	£900	+£3,498	+£6,097

This forecast shows phased income (25% Year 1, 66% Year 2, 100% Year 3 onwards). The project becomes cash-positive in Year 4 and achieves a cumulative surplus of ~£6,100 by Year 5. All funds generated will be used to maintain and enhance the picnic site, surpluses will be ringfenced for bench replacement, upkeep, improvement and replacement of planting and signage, improved paths for access and long-term flood resilience

## 6. SWOT Analysis

### Strengths:

- Prime riverside location.
- Managed by established local charity (Island Park).
- Integration with existing Avalon system = low admin burden.
- Direct community benefit aligns with Place Plan goals.

### Weaknesses:

- Small car park capacity = revenue ceiling.
- Competing free car parks nearby.
- Upfront regeneration costs require 3 years to break even.(if not funded)
- Seating area along riverside behind the Highland Getaway
- Seating area in the memorial garden and next to the Co-Op

### Opportunities:

- Regenerate neglected public space.
- Potential to host small events, riverside walks, eco-tourism links.
- Encourage local businesses (shops, cafes) through increased footfall.
- Replace non-native planting → biodiversity gain.
- Additional funding may be available from the Kinlochleven Benefit Fund.
- Reduce charges once picnic site once initial regeneration is complete

### Threats:

- Visitors may prefer free parking alternatives.
- Visitors may park but not pay
- Vandalism or misuse of picnic area.
- Weather dependency for seasonal usage.
- Policy changes in Highland Council parking strategy.
- Flood risk from river Leven
- Litter, dog fouling, or fly-tipping at the Picnic Site

## 7. Competitive Landscape

Car Park	Distance	Cost	Capacity/Usage	Notes
Picnic Area (proposed)	On Leven Road	£4/day	12	Scenic, riverside, currently under-used.
Co-op On-street	200m	Free	8	Usually full, high turnover.
Council Foyers Road	400m	Free	Medium	Well used by locals and walkers.
KCT Foyers Road	400m	£4/day	Low	Under-used, overflow parking.

Car Park	Distance	Cost	Capacity/Usage	Notes
Business Park	600m	Free	Large	Mostly business users, some walkers.

## 8. Strategic Fit & Community Benefits

The Kinlochleven Local Place Plan (2024, validated March 2025) provides strong support for the proposed community transfer of the Picnic Site. The Plan identifies several priorities that are directly aligned with Island Park’s proposals:

- Improvement of public spaces – a call for neglected green and riverside areas to be regenerated and maintained for community use.
- Community ownership and stewardship – encouraging the transfer of local assets into community hands to secure long-term care and benefit.
- Restoration of natural habitats – including the replacement of non-native planting with native species to support biodiversity.
- Enhanced riverside access and recreation – making more of the village’s riverside setting for residents and visitors.
- Volunteer-led maintenance – recognising the important role of local volunteers in managing and maintaining public spaces.

Island Park’s plans for the Picnic Site, replacing benches, restoring native planting, improving the riverside environment, and operating the car park to fund upkeep directly deliver on these Place Plan objectives.

Community Benefits:

- Enhanced riverside amenity and biodiversity.
- Increased visitor dwell time and local spend.
- Local pride and stewardship.
- Financial sustainability for Island Park’s wider activities.

## 9. Risk Management and Mitigation

Island Park recognizes the importance of managing risks to ensure the Picnic Site operates successfully and sustainably. The following risk register sets out the main risks, their potential impact, and mitigation measures:

Risk	Potential Impact	Mitigation
Competition from free parking nearby	Reduced usage and income	Promote the convenience of the car park as the only designated facility directly serving the riverside picnic site. Install clear signage highlighting that parking fees support community facilities. Consider joint promotion with KCT to emphasize the community benefit.
Visitors parking but not paying	Loss of income and unfair use	Island Park SCIO are fully responsible for oversight and operation of the car park.  Avalon will manage the payment system remotely. Island Park will work with KCT’s seasonal ranger to carry out

Risk	Potential Impact	Mitigation
		periodic on-site checks in summer. Clear signage to explain payment requirement and penalties.
Vandalism or misuse of the site	Damage to assets, reputational harm, reduced community use	Community monitoring with KCT ranger support during summer. Encourage community use for natural surveillance. Prompt reporting to Police Scotland. Consider future deterrents such as solar lighting or CCTV signage.
Litter, dog fouling, or fly-tipping at the Picnic Site	Reduced attractiveness of the site, reputational damage, additional volunteer workload, possible environmental health concerns.	Provide clear signage encouraging responsible use (including dog waste disposal). Install bins and ensure regular emptying by Council Encourage community “ownership” of the site through volunteer litter picks and education. Ranger presence in summer to discourage anti-social behaviour and report incidents quickly.
Weather dependency and seasonal usage	Lower revenues in poor weather/off-season	Conservative forecasts already account for seasonal variation. Surpluses from peak months reserved to cover quieter periods. Work with other local groups to align site use with events (e.g. runs, gala, rallies) to boost usage.
Flood risk from River Leven	Damage to benches, planting and infrastructure	Consult SEPA flood risk data. Locate benches/planting in lower risk zones. Ensure flood insurance is in place. Ranger checks to monitor erosion and flood impacts.  Island Park will ensure compliance with Highland Council planning processes and SEPA guidance
Upfront regeneration costs and cashflow gap	Financial deficit in early years	Seek supplementary grants (e.g. Kinlochleven Benefit Fund, Nature Restoration Fund). Phase bench replacement and planting over two years if needed.
Volunteer capacity	Risk of insufficient people to maintain site	Recruit and train volunteers through Island Park networks. Collaborate with KCT’s ranger and other community groups. Organise joint volunteer days across KCT projects.
Policy or charging changes by Highland Council	Impact on viability of charging model	Proactively engage with Highland Council. Demonstrate that fees fund community benefit and site regeneration. Highlight role of community stewardship in delivering Place Plan priorities.

## 10. Conclusion

The conservative forecast reflects phased revenue build-up and signage/planning costs. Although Year 1 shows a deficit of ~£6,400 and cumulative balance remains negative until Year 4, the project stabilises with annual surpluses of ~£3,500. By Year 5, cumulative surplus is ~£6,100.

The acquisition therefore remains financially sustainable, aligns with community priorities, and supports long-term stewardship of the Picnic Area.