

MARYBURGH OLD PRIMARY SCHOOL AND GROUNDS



Community Asset Transfer Business Case

Maryburgh Amenities Company Ltd

October 2013

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Section 1: Summary

- 1.1 Maryburgh Amenities Company Ltd is a charitable company limited by guarantee. It has recently been formed to take over the assets and operations of the Maryburgh Amenities Association which raised funding for the Maryburgh Amenities Centre and has operated it successfully for over 30 years. The company now wishes the Highland Council to consider transferring the former primary school site in Maryburgh to community ownership for a nominal sum.
- 1.2 The company has worked with the Maryburgh Community Council to carry out inclusive community consultation in developing a vision for the development of the former primary school site in Maryburgh, the school grounds and the adjacent Amenities Centre site and football pitch. Together these form a strategically important area at the heart of the village.
- 1.3 The resulting aim is to create a planned space from the current disparate areas. The community sees the potential for the site to become a focus for the regeneration of the village by allowing for:
 - ◆ a landscaped community green space;
 - ◆ a modern and vibrant community facility;
 - ◆ an improved football pitch;
 - ◆ a multi sports court area;
 - ◆ play facilities for the village's children;
 - ◆ improvements to safer routes to school;
 - ◆ additional housing;
 - ◆ an enterprise centre offering managed work and office space.
- 1.4 An illustration of this vision is attached.
- 1.5 The project will benefit the community of Maryburgh, with a population of 1,400, as well as the wider area, including Conon Bridge with its population of 1,700. It builds on a Community Facilities Needs Analysis carried out in 2010 and updated in 2013. This was informed by the findings from a community survey, public meetings and consultation events. The project is designed to complement other community facilities in the area, including those at the Leanaig Centre at Ben Wyvis Primary School.
- 1.6 The project has a strong fit with a wide range of national and Highland objectives, policies and strategies. It relates to, for example, community empowerment, improving the environment, the importance of play and the health benefits of physical activity and sport.
- 1.7 Initial work has been carried out to illustrate the community vision and elements within it. Overall, implementation of the project might cost some £1 million, although detailed design work and business planning will be required before firm costs will be available. Funding for the costs of this development work could come from sources such as the Scottish Land Fund and the lottery. A range of funding sources which might support the works required to bring

about the development is identified. It would also be possible to approach the overall vision in phases.

- 1.8 The community feels it has identified a coherent vision for the development of an important site in Maryburgh. A strong community company exists which can take the lead in the project, working in partnership where appropriate to achieve its aim. A realistic and credible way forward has been identified and the community seeks the co-operation of the Council in agreeing to transfer the site at nominal value to allow this work to commence.

Section 2: The Organisation

- 2.1 Maryburgh Amenities Company Ltd is a company limited by guarantee (company number 452586). The company was formed in 2013 to take over the assets and operations of the unincorporated Maryburgh Amenities Association (charity number SC009562). It will take over this charity number once the paperwork is completed by OSCR.
- 2.2 The company has been formed with the following objectives:
- ◆ To manage community land and associated assets for the benefit of the Community and the public in general;
 - ◆ To provide, or assist in providing, recreational facilities, and/or organising recreational activities, which will be available to members of the Community and public at large with the object of improving the conditions of life of the Community;
 - ◆ To advance community development, including urban or rural regeneration within the Community;
 - ◆ To advance the education of the Community about its environment, culture, heritage and/or history;
 - ◆ To advance environmental protection or improvement including preservation, sustainable development and conservation of the natural environment, the maintenance, improvement or provision of environmental amenities for the Community and/or the preservation of buildings or sites of architectural, historic or other importance to the Community
- 2.3 The company is a membership organisation, with membership open to members of the Maryburgh community aged 18 or over. Junior membership is also available, as is Associate membership for those living outside Maryburgh. In its first three months the company has grown to over 100 full members - around 10% of the adult population of the village. The first general meeting was held on 26th September 2013 when directors were appointed and they will now take the company forward.
- 2.4 Maryburgh Amenities Company owns and operates the Maryburgh Amenities Centre. The Association raised the capital funding and built the centre, which opened in 1981. The centre has been an important part of community life in Maryburgh for over 30 years and the Amenities Association has successfully run the facility through that time, working with local groups to develop activities and services which meet the needs of the community.
- 2.5 The centre is built on land leased from the Highland Council. The Amenities Association also leases the adjacent land which makes up the Maryburgh Playing Field and football pitch and rents this to the Maryburgh Football Club. Around 15 years of the lease remains.

- 2.6 As well as operating the centre, the Amenities Association organises the annual Maryburgh Gala Week. This is an important feature of the Maryburgh social calendar and a major fundraising event for the village. A week long series of events culminates in a Gala Day of family orientated activities.
- 2.7 Maryburgh Amenities Company works closely with Maryburgh Community Council to identify and take forward priorities and improvements for the village. It communicates through its website, www.maryburgh.org.uk, and its community newspaper, Maryburgh Roundabout. Together the Amenities Association and the Community Council formed the Maryburgh Futures Group which has been gathering community views on how the village should develop.

Section 3: Introduction to the project

- 3.1 Our vision is to improve the community green space and facilities located at the heart of Maryburgh, creating a planned space from the current disparate areas. Although relatively small, the area is strategically important for the village and has the potential to become a focus for the regeneration of the community by allowing for:
- ◆ a landscaped community green space;
 - ◆ a modern and vibrant community facility;
 - ◆ an improved football pitch;
 - ◆ a multi sports court area;
 - ◆ play facilities for the village's children;
 - ◆ improvements to safer routes to school;
 - ◆ additional housing;
 - ◆ an enterprise centre offering managed workspace.
- 3.2 The project will meet the needs of all age groups, with services and facilities for older people, children and the general community. It will make Maryburgh a better place to live and work and help to attract associated development for the village. As a unified hub, a true centre for leisure and recreation in Maryburgh, the project will reinforce community identity and build community confidence. It will create the stimulus for further community development initiatives and be at the heart of Maryburgh's future.
- 3.3 The project has been developed following the completion of a Community Facilities Needs Analysis carried out in 2010. This has been reviewed in 2013 and complemented by further community consultation and survey to create a full picture of community needs. Specialist input has been provided with support from the Highland Council. This has looked at technical and architectural aspects of the development and has helped to build this business case.
- 3.4 To achieve our vision we aim to take the site of the former Maryburgh Primary School and playing fields into community ownership. This site is adjacent to the village playpark, football pitch and the Maryburgh Amenities Centre which are on land leased to the Maryburgh Amenities Association. Overall the area forms a triangle of land central to the village, totalling some 2.5 hectares or around 6 acres.
- 3.5 Current land use is disparate and lacks cohesion. In one corner there is the Amenities Centre, which is in need of some refurbishment, with a temporary building in its forecourt providing office space. In another corner is the school building and, until recently, a range of temporary huts which the Council has now removed leaving a large hard standing area. The remainder of the site includes the football pitch, the school playing fields, car parking and a play area. Much of the site is laid to grass, at different levels and without footpaths or features to make it an attractive community area.
- 3.6 We have looked at and consulted the community on various options for the site

and how it could be developed to meet our aims. The preferred option, reflecting the community's vision for the area, is shown in the appendix.

3.7 Our chosen option for development of the site would allow us to implement our vision of the space as a planned area which acts as a leisure and recreation hub for the community. Through a phased development we would (not necessarily in this order):

- ◆ take the whole site into community ownership;
- ◆ refurbish the Amenities Centre;
- ◆ remove the temporary office building;
- ◆ carry out drainage improvements to the football pitch;
- ◆ install a multi-sports court;
- ◆ improve the existing play park;
- ◆ landscape the area, creating footpaths, features and seating;
- ◆ refurbish the former school building to create managed workspaces;
- ◆ build one/two bedroom flats/housing on part of the former school site.

Community ownership

3.8 The Highland Council made the decision to build an amalgamated primary school for Maryburgh and Conon Bridge after a lengthy consultation process over a number of years. Following that consultation the Council agreed the site at Conon Bridge for the amalgamated school, but agreed that there would be consultations with the Maryburgh community on the future of the existing Maryburgh school site¹. At meetings with Councillors and Council officials the community was assured that, if the community wanted the site for community use, it would be transferred for a nominal sum. This is still the community's preferred option and it looks to the Council to fulfil the assurances given.

3.9 The Maryburgh Amenities Company is a charitable company limited by guarantee. It is an appropriate organisation to take ownership of the whole site and lead any development, working closely with the Community Council and the Highland Council to achieve the community vision.

3.10 The Highland Council can use the powers it has under the Disposal of Land by Local Authorities (Scotland) Regulations 2010. These Regulations give local authorities the power to dispose of land for less than market value - which could be a nominal sum - under certain circumstances. Among other considerations, the disposal must contribute to:

- ◆ economic development or regeneration;
- ◆ health;
- ◆ social well-being; or
- ◆ environmental well-being.

We are confident that our proposals contribute to all of these aspirations.

3.11 The District Valuer has provided his valuation of the site, dated 12th July 2013.

¹ Highland Council Education, Culture and Sport Committee, 10 August 2006.

This gives the following market values of the Council's heritable interest with vacant possession at that date as:

◆ old school building	£100,000
◆ school site	£ 95,000
◆ school playing fields	£110,000
◆ football pitch	£ 15,000
◆ Amenities hall	£ 5,000

- 3.12 It would be possible for the company to register an interest in the site under Community Right to Buy legislation so preventing the sale of the site by the Council on the open market until the community has the opportunity to buy it. However the community sees it as important to work with the Council, and for the Council to follow through on assurances given to the community.

Amenities Centre

- 3.13 Maryburgh Amenities Centre opened in 1981. The hall has a number of regular user groups and is also used for a wide range of ad-hoc bookings, including dances, parties, the annual gala and the other social events. Part of the hall is used as a changing area by the football club, with spaces and showers for the home and away teams.

- 3.11 The centre was built to a modular design and, over 30 years old, is in need of upgrading and remodelling. The upgrading would:

- ◆ bring the building to modern standards;
- ◆ respond to changing community needs;
- ◆ remodel the hall interior;
- ◆ improve insulation and heating;
- ◆ complement facilities which have been developed as part of the new Ben Wyvis Primary School in Conon Bridge.

- 3.12 The building has had an initial survey carried out by Gunn MacPhee & Associates to confirm its structural integrity. Highland Architecture has also worked with the community to look at potential designs for an appropriate upgrading, allowing an assessment of costs to be made and an illustrative drawing is shown in an appendix. These are estimated at around £500,000.

Maryburgh Playing Field

- 3.13 The playing field at Maryburgh is part of the land leased by the Maryburgh Amenities Association from the Highland Council. Adjacent to the school playing fields and a Council play area, it is maintained by the Highland Council. Most of the area is laid out as a football pitch and this is rented by the Maryburgh Football Club. The football club is an important part of village life, bringing all age groups together to play or support the team. The pitch is in need of drainage improvements. These would be built into any Sustainable Drainage System (SuDS) scheme for the site as a whole.

Landscaped leisure area

- 3.14 Currently the grassed area is not cohesive, with no paths or features to encourage leisure use. Through this project the area will be landscaped to soften changes in level and areas within it will be delineated with footpaths. Planting of native species will enhance the area, encourage wildlife and increase biodiversity. Seating will be provided and features installed to encourage use as a leisure area. Landscaping will give the whole area a sense of cohesion and make it the heart of the community.
- 3.15 By incorporating footpaths into the development we will encourage leisure use, but we will also create safer routes to school. Children and their parents will be able to use routes through the area rather than using the pavements along the main streets.

Multi Sports Court

- 3.16 The grassed area is used extensively by children, and this is to be encouraged as it is a safe, traffic free space. However, the football pitch needs protection from over use and if the site is designated as a general leisure area it would be important to encourage children to use a set space for play. Landscaping By installing a multi sport court and locating it with a play area extended to include facilities for older children such as a zip slide, play can be better managed.

Enterprise centre

- 3.17 Highland Architecture has provided plans (included as an appendix) to illustrate how the former school building could be converted to provide flexible office/studio space for use by small businesses. The design would also allow for a common resource area so that businesses could share facilities such as photocopiers and broadband. There is currently no such space in Maryburgh so that people wishing to start their own business have to work from home or travel to rented premises elsewhere. The facility would also support community enterprise and, for example, the Ross & Cromarty Heritage Society which currently uses the temporary building by the Amenities Centre, could rent space, so eliminating the need for the portacabin, potentially establishing a local heritage centre.

Flats and housing

- 3.18 Limited housing development on the site will have a number of benefits. It will help to meet a strong demand for single bedroom accommodation in the village; it will help to define spaces; and it will help to bring capital investment into the overall development of the area. Demand for affordable housing in Maryburgh is strong. There are 28 households on the housing register for a property in Maryburgh, and another 11 tenants who want a transfer, giving Maryburgh as their first choice location for housing. 19 of the 39 are looking for a 1 bedroom property and 10 for a 2 bedroom.

Section 4: Market

Population

- 4.1 This project is aimed to benefit the whole population of Maryburgh, but people in Conon Bridge will also benefit. Our project is designed to complement rather than duplicate provision made elsewhere, including at the Ben Wyvis Primary, so the communities in both villages will have a wider range of facilities and services to meet their needs.
- 4.2 Maryburgh Community Council area has a population of 1,408² and Conon Bridge a further 1,722. The age breakdown is shown as follows:

Age range	Maryburgh CC	%	Conon Bridge CC	%	Highland	%
0-15	253	18.0	323	18.8	39,121	17.7
16-44	474	33.7	578	33.6	74,442	33.8
45-64	440	31.3	524	30.4	66,054	30.0
65-74	121	8.6	162	9.4	22,490	10.2
75+	120	8.5	135	7.8	18,382	8.3
Total	1,408		1,722		220,490	

- 4.3 The population make up in both villages is similar to the Highland average, although there are slightly more young people and fewer retired people than in the Council area.
- 4.4 There has been little new housing development in Maryburgh in recent years. The number of house completions in the 5 years to March 2013 was 2, compared to 47 in Conon Bridge (including 42 in 2012/13, the highest in the Highlands outside Inverness). A substantial site was identified in the local plan for development in Maryburgh, but this has not progressed to date. Against this, in Conon Bridge, there are permissions for 179 new houses at Braes of Conon. The timing of development will depend on market forces, but it does seem likely that over the next few years housing development will be concentrated on Conon Bridge. To encourage development in Maryburgh it is seen as important to invest in local facilities and in the local environment.

Need and demand

- 4.5 The Maryburgh Amenities Association and the Maryburgh and Conon Bridge Community Councils carried out a Community Facilities Needs Analysis in 2010³. This involved considerable consultation and survey of residents in Maryburgh and Conon Bridge as well as an audit of existing facilities and activities. It looked at the needs of both villages and proposed a number of actions which might take forward the priorities identified through the consultation process.

² Highland Council Community Council population estimates 2011.

³ Available at: http://www.maryburgh.org.uk/needs_analysis/needs_analysis_M.htm

4.6 A summary of identified community need and demand shows Maryburgh and Conon Bridge as active communities, fitting in with their age profiles. The needs included:

Children (> 15)

- ◆ Pre-school provision - mother and toddler, playgroup, nursery
- ◆ Play areas
- ◆ Opportunities for outdoor sports & pursuits
- ◆ Social activities
- ◆ Access to arts and cultural events & activities
- ◆ Information about the local environment, natural assets, heritage & archaeology
- ◆ Access to facilities and activities for children
- ◆ Access to safe routes of travel within and between communities

Young people (16 – 24)

- ◆ Opportunities for outdoor sports & pursuits
- ◆ Social activities
- ◆ Access to arts and cultural events & activities
- ◆ Information about the local environment, natural assets, heritage & archaeology
- ◆ Information about & access to leisure & recreational opportunities
- ◆ Access to safe routes of travel within and between communities

Adults (25 – 64)

- ◆ Opportunities for business & employment
- ◆ Opportunities for outdoor sports & pursuits
- ◆ Social activities
- ◆ Access to arts and cultural events & activities
- ◆ Information about the local environment, natural assets, heritage & archaeology
- ◆ Information about & access to leisure & recreational opportunities
- ◆ Access to safe routes of travel within and between communities

Older adults (65 >)

- ◆ Support for the elderly
- ◆ Opportunities for outdoor sports & pursuits
- ◆ Social activities
- ◆ Access to arts and cultural events & activities
- ◆ Information about the local environment, natural assets, heritage & archaeology
- ◆ Information about & access to leisure & recreational opportunities
- ◆ Access to safe routes of travel within and between communities

4.7 There was also evidence of demand from the community consultation for some more commercially orientated activities, perhaps delivered through a social enterprise. Ideas included:

- ◆ Craft fair
- ◆ Coffee shop/café
- ◆ Farmers/Produce market
- ◆ Car boot sale
- ◆ Computer learning/internet centre.

Other provision

- 4.8 Ben Wyvis Primary School opened in Conon Bridge in October 2012. With a capacity of 250, the current school roll is 234. The effect of new building on the future school roll will depend on the mix of housing and the type of families attracted. The design of the school allows for future expansion of up to 3 additional classrooms. The school incorporates Nursery rooms located at the front of the building and provides a full Wrap Around service from breakfast club through to after school. Over 60 children attend the nursery.
- 4.9 Ben Wyvis School includes a community wing - the Leanaig Centre. This includes a community/meeting room and shared use of a dance studio/dining area, kitchen and a 2 court sized hall. The community room and dance studio can operate as 2 spaces or be opened into 1 larger space, but part of it is used through the day by the school which affects community use. There is also an external multi use games area (MUGA). The hall has been fitted with retractable seating and sound and lighting equipment which restricts its use for some sporting activities.
- 4.10 There have been some issues with the community wing and the Council has agreed that High Life Highland, the charitable company which provides cultural and leisure services for the Council, will operate the facilities for the next year. They have recently taken over and are developing a community programme from 6pm each day and at weekends.
- 4.11 Current use of the Leanaig Centre is fairly restricted. Although a community room was intended to be available at all times day time use is affected by school use as a dining and break area. 7 groups, including 4 uniformed groups, are regular users of the hall. Charges are set at the regular school letting fees. For example use of the hall or dance area would be £14.58 per hour, with a 50% reduction if all users are under 18, over 60 or students. Access is available under High Life Highland terms, including their membership scheme which costs £26.00 per month for family access to all High Life and some other Highland facilities (including Dingwall Leisure Centre and pool) and activities such as exercise classes and swimming lessons.

Progress

- 4.12 The Community Facilities Needs Analysis was updated in 2013. Provision at Maryburgh is seen as complementing the community wing at Ben Wyvis school:
- ◆ pre-school and nursery provision - the school can provide a full nursery and wrap round care provision in term time. There would remain a need for less formal mother and toddler sessions locally in Maryburgh. These currently

take place in the Free Church Hall which, although not formally available for general community activity, is happy to support community activity when it does not conflict with use by the church. There is also a need to address care outside school term time.

- ◆ cultural provision - the Leanaig Centre could offer a programme of formal theatre and music events and a venue for local groups and arts activities. These would have to fit round school use and that of regular users and would not include displays or exhibitions which last longer than a day.
- ◆ outdoor sports and pursuits - the school provides a MUGA which can offer all weather facilities for outdoor games, and especially 5 a side football. There is still a need for a grass pitch and for more easily accessible areas for outdoor sport and informal play in Maryburgh.
- ◆ social activities - the school offers some scope as a venue for social activities. However there are restrictions. For example, there is little space for casual or one off bookings, with most availability being taken up by regular bookings; events which go beyond 10pm or on Sundays and Bank Holidays incur substantial additional charges; licensed events would not be possible. Given the use of the community spaces by the school it also seems unlikely that the Leanaig Centre could be a venue for, say a lunch club or day time activities for older people. The spaces available and charges for use of the facilities are likely to discourage small scale community group activity, such as meetings and community based clubs for adults.
- ◆ leisure and recreation - the school hall provides opportunities for some indoor leisure and recreation pursuits but there is no provision for indoor football or for court games.
- ◆ environment and heritage - although the Leanaig Centre may be able to offer a venue for one off activities, courses or events there is no space for exhibitions or displays.
- ◆ other activities - the Leanaig Centre is not suitable for ongoing activities such as a coffee shop or drop in centre. It could be a venue for one off events such as a crafts fair although hire costs could be a deterrent (especially if held over a weekend).

4.13 The community has set up a Maryburgh Futures Group to assist the Community Council and the Amenities Association in looking at Maryburgh's current need for leisure and green space. The Group was formed following a public meeting attended by over 50 people. The Futures Group has circulated a survey round the community to complement feedback from the public meeting and the previous work and firm up on the type of facilities seen as required in Maryburgh. Responses to the survey showed strong support for:

- ◆ retaining space for use by community groups;
- ◆ a community drop in/cafe;

- ◆ space for community ceilidhs and parties;
- ◆ the football pitch and play area being retained and/or improved;
- ◆ changing facilities for outdoor sport;
- ◆ community green space;
- ◆ affordable or sheltered housing.

4.14 Various other ideas have also been put forward. These include:

- ◆ a community gym;
- ◆ start up business units;
- ◆ a new purpose built community centre;
- ◆ off street parking.

4.15 The Futures Group produced a number of options⁴ for development of the overall site to meet community needs. These have been the subject of a community open evening where they were displayed and discussed, as well as being promoted on the website for people to comment on. Following this consultation the community's intention is to proceed with the development as shown in the appendix.

⁴ Available at: http://www.maryburgh.org.uk/pr004/pr004_M.htm

Section 5: Public benefit

5.1 The project has considerable public benefit. It will revitalise Maryburgh and create the right environment for it to prosper.

5.2 The project will contribute to a number of the national objectives, including:

- ◆ We realise our full economic potential with more and better employment opportunities for our people;
- ◆ Our children have the best start in life and are ready to succeed;
- ◆ We live longer, healthier lives;
- ◆ We live in well designed, sustainable places where we are able to access the amenities and services we need;
- ◆ We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;
- ◆ We value and enjoy our built and natural environment and protect it and enhance it for future generations.

5.3 The project will help the Highland Council and its partners deliver the Single Outcome Agreement (SOA), in particular in the following areas:

◆ **Employment**

There will be direct employment through managing the Amenities Centre and, potentially, a development officer. Creation of the Enterprise Centre at the former school building will support the establishment of new small business and social enterprise.

◆ **Early years**

Although nursery provision is available at the Ben Wyvis Primary School there is also a need for complementary space for a local mother and toddler group, for groups and organisations offering activities for young people and for youth clubs. This will be available in the remodelled Amenities Centre. Outdoor space will also be available, for formal and informal play.

◆ **Safer and stronger communities and preventing reoffending**

Community ownership, taking the different elements of this project forward and managing it through our community company will all help to bring the community together and to make it stronger and more confident. As pointed out in the SOA: *Our creation of a strong sense of place also extends to utilising physical activity opportunities to build social and community capacity; and also enhance our sense of safe and strong communities. Local opportunities in volunteering, grassroots clubs and local groups that join together for enjoyment and/or common purpose are the backbone of community relations. Community participation and diversionary activities*

reduce crime, and fear of crime; and also provide positive role models for children and young people.

◆ **Health inequalities and physical activity**

The project creates opportunity for physical activity for all age groups - indoor and outdoor, formal and informal. The SOA highlights a need for an increase in outdoor play opportunities for children, for the support of local clubs and volunteers, for improved facilities and for community development and voluntary sector activities. It points out the need for access to be maximised and for a sense of ownership and the benefits of safe space for recreational physical activity.

◆ **Older people**

In Maryburgh there is a need for readily accessible green space where older people can take exercise, with seating for them to take a rest and socialise and activity going on to talk about. Without the area this project seeks to take into community ownership this would not be available. The remodelled centre will also provide a location for older people to take part in the social and recreational groups which combat isolation and promote continuing mental and physical health.

◆ **Environmental outcomes**

The project will take the main green space in the centre of Maryburgh and improve and develop it for the benefit of the whole community. This will be a major environmental improvement in a village where the main street is a narrow section of a main A road and where there is no other easily accessible open space.

- 5.4 The project will also contribute to achieving the Highland Council's programme. Particular priorities which relate to our development include the following Council commitments:

Economy

We will encourage local enterprise initiatives
The Council will maintain its commitment to land reform

Children and Young People

The Council will implement the Highland Play Strategy
The Council will continue to encourage activities and services for pupils beyond the traditional school day
The Council will provide more safe cycle tracks and @walk to school@ pathways

Infrastructure

The Council will ensure the ... maintenance of green spaces and public parks across the Highlands

Better Housing

The Council will maximise the supply of new affordable housing by ... considering other innovative methods of funding new affordable housing to meet housing need

Empower Our Communities

The Council will engage meaningfully with the third sector in service delivery
The Council will support community, business and infrastructure developments.

- 5.5 The project fits with a wide range of national and local strategies, including the ***Scottish Play Strategy*** published in June 2013, ***Play Matters 2012-2015***, the play strategy for Highland, and Scotland's strategies for maximising the health benefits of physical activity and sport.

Section 6: Promotion

- 6.1 The community's commitment to this project is demonstrated by the growing membership of our community company, Maryburgh Amenities Company Ltd. With a track record going back over 30 years the Amenities Association has successfully operated the village's community venue and organised activities, events and services for Maryburgh. Having converted to a company it is now a membership organisation and in its first month has attracted almost 100 members.
- 6.2 A public meeting to discuss the potential development of community land ownership attracted around 50 people and led to the establishment of the Maryburgh Futures Group. This helped us to capture contact details, including email addresses, for our mailing list and this is continuing to grow. Direct promotion of our activities through email complements promotion through our website www.maryburgh.org.uk and community newsletter Maryburgh Roundabout.
- 6.3 Our track record in operating the Amenities Centre means that we have an established mechanism for promoting any activity in the community. For example our annual Gala regularly generates an income of some £6,000 and attracts the involvement of a majority of the community.

Section 7: Resources

- 7.1 This is an ambitious community project. Its development and funding will require detailing design study and business planning which will be done as a next stage. Progress has been made to identify and produce illustrative costs for the elements of our vision. We believe the cost of implementing our vision might be as follows:

Amenities Centre	£500,000
Enterprise Centre	£250,000
Pitch improvements	£ 50,000
Play area improvements	£ 50,000
Landscaping	£100,000
Multi sport court	£ 50,000
Total	£1,000,000

- 7.2 This estimate is illustrative but it has been arrived at with the help of our professional advisors. The largest elements relate to the two buildings which will be remodelled and for these Highland Architecture has carried out initial design work (shown in the appendices) and illustrative cost estimates.
- 7.3 The cost of developing housing on the site is not included above. This might be carried out in partnership with a developer or housing association and bring seed capital funding into the development plan. Any resulting income would be recycled into implementing our vision for the overall site, acting as match funding in bids to other sources.

Financing

- 7.4 Funding for these improvements could come from a number of sources. There is potential to implement our vision as a staged development, addressing individual elements rather than the full redevelopment.
- 7.5 Funding sources might include:
- ◆ Lottery - funding may be achievable from the Big Lottery and/or the Sports Lottery. The Big Lottery's Growing Community Assets programme is likely to be interested in the transformational aspect of the project, how it brings a strategic tract of land into community ownership and develops it as an integrated leisure, recreation and employment area. The Sports Lottery may have an interest in funding specific aspects such as the changing rooms, pitch improvements and the multi sport court.
 - ◆ Scottish Land Fund - it should be noted that the Lottery generally will not fund the acquisition of land by the community from local authorities. However the Scottish Land Fund is a Scottish Government initiative administered by the Big Lottery and HIE. The Scottish Land Fund can provide funding towards acquisition costs and/or the legal fees associated with a transfer. It will also consider applications for up to £50,000 of

revenue funding in association with an acquisition, and this could, for example, support a Development Officer to work with the Amenities Company to take this project forward and associated professional fees.

- ◆ LEADER/SRDP - although the current LEADER programme is fully committed a replacement programme is likely to come into effect from 2014 (though it may not launch until 2015). The current programme included funding for community buildings - this was allocated very quickly, so that a fully developed scheme would be important.
- ◆ Highland Council - the Highland Council has a Capital Discretionary Fund which can make substantial contributions to community initiatives, especially where the majority of funding has already been achieved.
- ◆ Trust funds - there are a wide number of private trust funds willing to support community development initiatives. Most of these do not give large sums (the maximum may be £20,000) but they can be a valuable source of funding towards overall costs or towards an element of the project.

7.6 We are not at a stage where detailed financial and cashflow projections can be made for the completed project. However the Amenities Association has operated the hall for 30 years, currently working to an annual budget of some £18,000 Expenditure is balanced by income from hall lets, from sales of the community newsletter and from fundraising. We have balances of around £8,000.

7.7 This project is likely to increase our annual expenditure, but it will also provide substantial income earning opportunities and reduce some costs significantly. For example improvements to the Amenities Centre building will include insulation and improved heating which will have a positive effect on energy costs.

7.8 Overall we are confident that the community has the ambition and ability to take this project forward and to operate it successfully for the long term benefit of the Maryburgh community and the surrounding area.

Section 8: Risk management

8.1 We have carried out a SWOT analysis of our project to help us identify risks and the mitigating action we will take to address them.

<p>Strengths</p> <p>Has strong community support;</p> <p>Maryburgh Amenities Company is a charitable community company limited by guarantee;</p> <p>The community has a 30 year track record of successfully operating community facilities;</p> <p>Safeguards and improves the green space at the heart of Maryburgh;</p> <p>Meets community needs;</p> <p>Strengthens safer routes to school;</p> <p>Refurbishes the Amenities Centre to complement other provision;</p> <p>Brings a disused building back into use;</p> <p>Addresses long standing drainage problems with the football pitch;</p> <p>Creates better opportunities for play and recreation for children and young people;</p> <p>Provides affordable housing as part of an integrated development focused on leisure and recreation;</p> <p>Creates an enterprise centre to encourage business development;</p> <p>Initial preparatory work suggests the overall development is achievable and realistic;</p> <p>Will make Maryburgh a better place in which to live.</p>	<p>Weaknesses</p> <p>Community does not own the site;</p> <p>Community company is only recently formed;</p> <p>Plans and designs are not fully developed;</p> <p>Full feasibility study and business planning required for the project and elements within it;</p> <p>Project costs are illustrative;</p>
<p>Opportunities</p> <p>Council could transfer the land at nominal amount;</p> <p>New community company can be a focus for community involvement and empowerment;</p>	<p>Threats</p> <p>Council may not agree to asset transfer;</p> <p>Directors may not continue to come forward for the community company;</p> <p>Funding sources may become more</p>

<p>Scottish Land Fund could support incidental acquisition costs and provide revenue funding towards project development costs (eg Development Officer and professional fees);</p> <p>Local Plan shows site as suitable for mixed use;</p> <p>Development can complement provision at Leanaig Centre so that both can better serve the wider area;</p> <p>Housing can both meet a local need and contribute towards costs of overall site development;</p> <p>Project can be taken forward in phases;</p> <p>Potential for partnerships (eg with housing association);</p> <p>Elements of the overall project can be changed if feasibility studies suggest viability issues;</p> <p>New European, SRDP and LEADER funding coming on stream.</p>	<p>limited;</p> <p>Development funding may be difficult to achieve;</p> <p>Take up of units in enterprise centre could be disappointing;</p> <p>Use of the remodelled Amenities Centre may be affected by Leanaig Centre.</p>
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8.2 The main risks identified can be summarised under the following headings:

Organisational risks

The Maryburgh Amenities Company is a charitable company limited by guarantee. Although only recently formed it has emerged from and will take over the assets of the Maryburgh Amenities Association. The Amenities Association raised the funding for the current centre and has a 30 year history of operating successfully. The new company has held its first general meeting and a strong set of directors has been appointed, including people with previous experience in managing the centre and people with skills in finance, business and funding. The directors see the new company as an opportunity for the empowerment of the community and have a strong commitment to achieving the community vision for this site.

Political risks

The Council may refuse to transfer the site to the community. The community has received financial support from the Council towards the costs of carrying out preliminary work on the project and in building this business case. The community is keen to work with the Council to achieve its overall vision for the site and believes that supporting the project will contribute towards the Council achieving its strategic objectives.

Financial risks

The community understands that bringing their vision for the site into reality involves a considerable financial undertaking. The company recognises the need for clear design and business planning to minimise risk and ensure sustainability and viability. It will seek development funding from sources such as the Scottish Land Fund and the lottery (eg Growing Community Assets). It sees how the project could be taken forward in different ways - as a single project or in phases - and it is keen to forge partnerships which will help it address any risk.

Operational risks

There is the risk that the company will not achieve its operational targets once the project is implemented. This risk will be minimised through robust planning before implementing any aspect of the development. Such planning will be essential to support funding applications. The community has a strong track record of success in operating community facilities and sees itself working in partnership with other community provision to minimise risk in providing essential leisure, recreational and business opportunities for Maryburgh and the wider area.

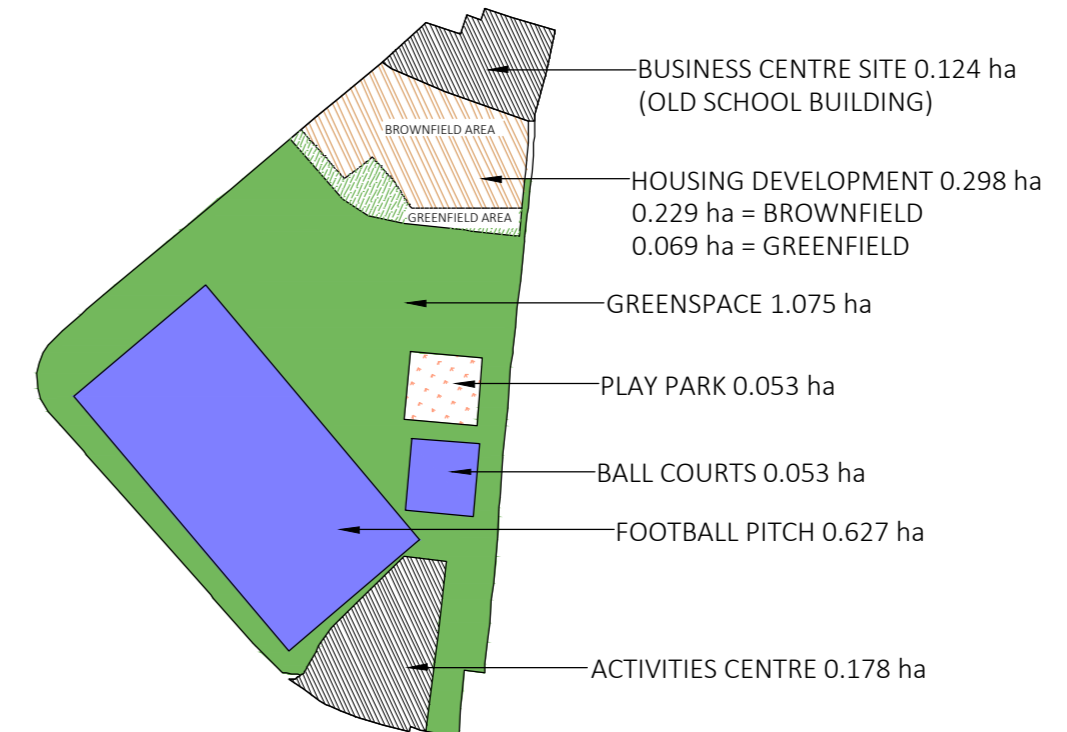
Appendices



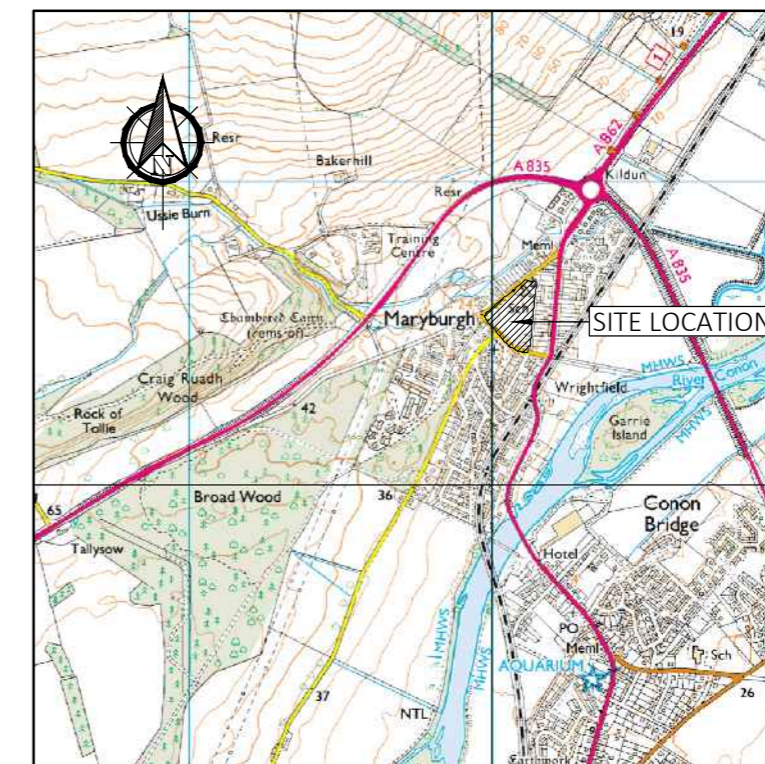
OPTION 5 - AMENITIES CENTRE AND OLD SCHOOL BOTH RENOVATED
SCALE 1:1,000

NOTES

1. ALL LEVELS RELATIVE TO OS DATUM
2. ALL DIMENSIONS IN METRES UNLESS OTHERWISE STATED
3. MAP DATA FILES COPYRIGHT © CROWN 2013
4. ORDNANCE SURVEY LICENSE: 100048957
5. ESTIMATED DEVELOPMENT (47 BUILDINGS PER HECTARE)
 - 5.1. 14 No. 1 OR 2 BEDROOM SEMI-DETACHED COTTAGES
6. SEE ARCHITECTS DRAWING REF: P219.13.02 PLAN C FOR DETAILS OF RENOVATIONS TO COMMUNITY CENTRE



SITE LAYOUT AREAS
TOTAL AREA 2.409 ha
SCALE 1:2,500



SITE LOCATION PLAN
SCALE 1:25,000

REV	C
SHEET NO	1 OF 2
DRAWING NO	PR004-007

REV	DATE	DRAWN	CHKD	APPVD	DESCRIPTION
C	02/10/2013	IDMF	SHF		ALL ABILITY FOOTPATH ADDED
B	23/09/2013	IDMF	SHF		HOUSING DENSITY INCREASED - SHEET 2 ADDED
A	09/08/2013	IDMF	SHF		SHEET SIZE CHANGED FROM A3 TO A2

PROJECTION		CATEGORY	PRE-PLANNING	QTY	N/A
DIMENSIONS ARE IN MILLIMETRES UNLESS OTHERWISE STATED CENTRES OF DRILLED HOLES TO BE ± 0.25 DIMENSIONS TO ONE DECIMAL POINT ± 0.8 DIMENSIONS TO TWO DECIMAL POINTS ± 0.08					
THIS IS A CAD PRODUCED DRAWING AND IS NOT TO BE CHANGED MANUALLY					
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DRAWN	IDMF	CLIENT	MARYBURGH COMMUNITY COUNCIL
DATE	09 JULY 2013	PROJECT	DEVELOPMENT OF COMMUNITY LAND
SCALE	AS SHOWN	TITLE	OPTION 5 - RENOVATE BOTH BUILDINGS
CHECKED	SHF 09/07		
APPROVED			
INITIALS	DATE		

PROJECT NO	DRAWING NO	SHEET NO	REV
PR004	007	1 OF 2	C

02/10/2013 14:09:07

