

North Uist Development Company

The Re-development of the Former Lochmaddy Primary School



Feasibility Study by Alan Jones Associates
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1 Executive Summary

The North Uist Development Company (NUDC) has identified the potential development of the former Lochmaddy Primary School as part of its key project objectives. The School is currently owned by the Comhairle nan Eilean Siar (CnES). In June 2017, NUDC submitted an Expression of Interest in purchasing the school; this remains the only community expression of interest which has been submitted in relation to this asset. It was accepted in August 2017. NUDC has been invited to submit an application to request transfer of the asset.

NUDC has commissioned this feasibility study to strengthen the case for the community asset transfer, appraising a number of key proposed uses, namely:

- An environmental centre
- A teaching and learning space with partnership organisations
- Bunkhouse / low cost accommodation for tourists or users of the above services.

This study looks at the above options, their implications and operational viability; engaging the local community and key stakeholders in order to conclude the best management and operational model moving forward. Additionally, this report outlines the financial considerations and assumptions, the cost and programme for delivery and notes possible relevant capital funders. In conclusion, the following recommendations are made:

1. It is recommended that North Uist Development Company (NUDC) progresses the Community Asset Transfer process with the Comhairle.
2. It is recommended that, if successful in their submission for a Stage 1 Scottish Land Fund Application, NUDC should commission a building structural survey, asbestos survey, an independent valuation, detailed Architect's plans, title deeds report, Planning permission costs and a business plan.
3. It is recommended that NUDC decides which future uses for the old school building best represents "community needs" as expressed through the consultation process.
4. It is recommended that NUDC approves the construction of a bunkhouse within the footprint of the site, and this becomes the main source of revenue income cross subsidising other functions within the renovated school.
5. It is recommended that NUDC agrees the rental and utilities costs as contained in this feasibility study as a basis for agreeing formal contracts/tenancies with potential users.
6. It is recommended that the charges suggested in this study form the basis of a future NUDC Pricing Policy for casual hires/lets and for the bunkhouse rates.
7. It is recommended that NUDC creates its own office working space within the renovated building thereby saving costs on existing rent paid.
8. It is recommended that exhibition space for geology, marine life, RSPB and related Environmental Studies be provided free of charge as a local attraction, or with the option of making donations. This may also include an Information Point for visitors offering information on local services.
9. It is recommended that the future kitchen space be franchised out to a local company on the basis of a commercial rental space and a share of the utility costs.
10. It is recognised that if certain activities are offered within the redeveloped school building, this would cause a degree of business displacement. With particular reference to Cothrom, Kirkibost and Lochmaddy Community Hall, consideration should be made to avoid duplication of activities. It is recommended that a teaching space be created, and further discussions should take place with Sabhal Mòr Ostaig and Lews Castle College to test their interests.
11. It is recommended that Taigh Chearsabhagh becomes a tenant on a long-term lease to provide Art Therapy, Digital skills courses, and Artist in Residency services.

2 Introduction and Overview

2.1 Background

North Uist Development Company (NUDC) was set up in 2010 to promote the social, educational, cultural, economic and environmental wellbeing of the people in North Uist. NUDC's main activities are developing community projects and managing and supporting a variety of local groups and projects including a 1.8MW wind farm, archaeology, woodlands and a local community centre. NUDC is supported by Highlands & Islands Enterprise through the Community Account Management programme and is able to employ two part-time development officers.

The Company's development plan (2018-2023) notes a number of prioritised projects that will assist in delivering its aims and objectives. These have been shaped by earlier work and are designed to assist with achieving the aspirations of the community expressed in the response to regular consultation. The following are three key projects that the Company has identified as a priority moving forward:

- North Uist Renewables Project;
- North Uist Environmental Centre at Lochmaddy School
- Promotion of Affordable Housing on North Uist

The Company has successfully delivered a number of community projects and initiatives, a list of which have been identified in Appendix One.

Currently, the Company comprises the following volunteer directors:

Dr Jean Archer

For over 20 years Dr Jean Archer was a geologist with the Geological Survey of Ireland (GSI). She devised and organised geological exhibitions for the GSI and worked briefly with the Geological Museum in South Kensington on its proposal for an exhibition on the geology of Ireland. Since moving to North Uist ten years ago she has given numerous public talks on the remarkable geological structure and landscape heritage of the Uists.

Mustapha Hocine

Mustapha Hocine lives in North Uist with his family and is actively involved in a number of community organisations. He has been chair of North Uist Development Company since 2015. Mustapha works for the NHS and for a number of years was Substance Misuse Coordinator for Uist & Barra. This year he has gained a wider remit within the Alcohol & Drugs Partnership for the Health Board. He is also an active crofter.

Peter Keiller

Peter worked as General Practitioner in the North Uist Medical Practice from 1991. After retiring he moved to Grimsay where he has taken on a croft. Peter is currently the Chair of Tagsa Uibhist a charity delivering care and support to our community especially the elderly and vulnerable. He is also involved with East Camp Trust and Uist Council of Voluntary Organisations in addition to being a director of North Uist Development Company.

Catherine Macleod

Catherine has lived in North Uist for nearly 40 years becoming a director of NUDC 6 years ago as a result of her commitment to developing the economy of the island. She was previously head teacher at Lochmaddy School for 10 years.

Kirsty Macleod

Kirsty Macleod studied at the University of Aberdeen in Gaelic language and Culture. She returned home to work and set up her own business - the Kirkibost Craft Hub, and is committed to the community of North Uist, passionate about the economic development of Uist and the Western Isles

Pam MacPherson

A graduate of painting and photography from Liverpool College of Art. Pam worked for 28 years in a self-employed partnership as rocking horse makers and restorers of British and European rocking horses and related toys. She has worked on restoring a number of properties, having moved to Scotland in 2007.

Stuart MacPherson

A graduate for sculpture and photography at Liverpool College of Art. Stuart has previously worked as a sculptor and teacher before becoming self-employed in partnership as rocking horse makers and restorers of British and European rocking horses and related toys. He has worked on restoring a number of properties, having moved to Scotland in 2007.

2.2 Lochmaddy Primary School

In 2013 a report by Comhairle nan Eilean Siar (CnES) identified the rationale behind closing the primary schools in Lochmaddy, Carinish and Paible, in order to provide a single larger primary school on the existing Paible site. The report noted reducing school roles across the three sites, with all three schools working significantly under capacity. As a result, in June 2016, Lochmaddy Primary School was closed along with Carinish and Paible, with all pupils moved to a new single school site at Paible.

The school was constructed in the 1970s and comprises a one and a half storey detached building situated on a 0.36-acre site at the edge of Lochmaddy village. The School site includes a playground area, rear elevated hard court and land to the sides with a small greenhouse.

Since closure, the building has remained in ownership of CnES who are using the building for storage. The former Primary School is ideally located near the main Uist ferry port, within half a mile of: Lochmaddy, North Uist to Uig, Isle of Skye ferry route operated by Calmac; carrying in excess of 195,000 passengers in 2017.

In 2017, NUDC submitted an expression of interest seeking to purchase the building as part of a Community Asset Transfer under the Community Empowerment (Scotland) Act 2015. At the time of writing, this remains the only expression of interest relating to this facility.

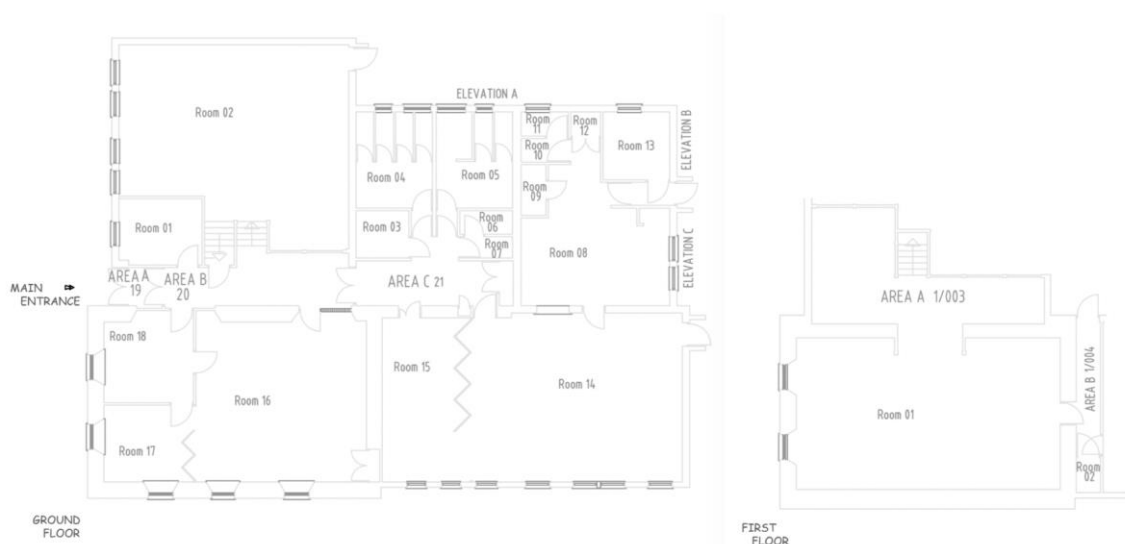


Figure 1: Current Floorplan

The following audit table identifies the current building's situation, ranking aspects in terms of need and urgency.

2.3 Lochmaddy Primary School – Audit Table

Rating Key	A: Good condition – fit for purpose	B: Questionable condition – may require upgrading	C: Unfit for purpose – will require replacement.
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Facility Aspect	Evidence and Observatons	Rating
Building Exterior	 <p>External cracked and broken pipes, and guttering. Evidence of leakages are common around the exterior of the building and will require to be replaced. External wood rotting and deterioration through weathering. Evidence of decaying fascia's around guttering and roof edges.</p>	C
Flat Roof (above kitchen)	 <p>Flat roof above the current kitchen area is in a very poor state of repair with a number of leaks and perished materials. This section of the building will definitely need to be replaced.</p>	C

<p>Pitched Roof (main building)</p>		<p>B</p>
<p>Roof covering soft felt and tiles are patched in places throughout with evidence of leaks in valleys and guttering.</p>		
<p>Exterior Walls</p>		<p>B</p>
<p>Evidence of cracking on external walls and dampness penetration particularly around replaced windows.</p>		
<p>External Spaces</p>		<p>B</p>

	<p>The playground above would become car parking space but will require resurfacing. The previous “tennis court” fenced area may be restricted for future use as any construction may restrict the neighbour’s views. Existing raised garden area provides the potential to convert for more productive use.</p>	
<p>External Services</p>	 <p>Oil tank and septic tank located out-with the building.</p>	<p>B</p>
<p>Internal Toilets</p>	 <p>Toilets currently unserviceable. Evidence of leaking and damp throughout – require complete replacement.</p>	<p>C</p>

<p>Internal Ceilings</p>		<p style="text-align: center;">C</p>
<p>Evidence of damage to ceiling joists, plastering etc throughout building. Complete replacement required.</p>		
<p>Kitchen</p>		<p style="text-align: center;">C</p>
<p>Evidence of water ingress throughout the Kitchen. Units are rusted and not fit for purpose.</p>		
<p>The Gym Hall</p>		<p style="text-align: center;">B</p>
<p>Hall space flexible for multi-activity use. Would require cosmetic works and possible removal of flat ceiling.</p>		


<p>Classroom Spaces</p>		<p>B</p>
<p>Open plan classroom spaces across three levels with Velux windows providing good natural light. Potential to convert into community teaching and exhibition spaces.</p>		
<p>Windows</p>		<p>A</p>
<p>Windows appear to have been recently replaced with good quality double glazing throughout. Good natural light is present in most of the building.</p>		

Table 1: Facility Audit Table

3 The Vision

North Uist Development Company (NUDC) has commissioned a Feasibility Study for the former Lochmaddy Primary School to explore its viability as an environmental centre, bunkhouse accommodation and teaching space, primarily for courses, and the specific renovations this would entail.

The School is owned by the Comhairle nan Eilean Siar (CnES) and is now closed and surplus to requirements. The essence of the Feasibility Study is to consult the community and to provide evidence of need for future uses, providing CnES with a viable proposal when they come to consider it for a Community Asset Transfer to NUDC.

It is anticipated that the purchase price might be funded through the Scottish Land Fund, and that the redesigned building's renovation costs could be met by other capital regeneration funders.

The following indicative uses have been identified by NUDC as forming key components of the project going forward:

- An Environmental Centre
- Teaching Space
- Bunkhouse/Student Accommodation

The Environmental Centre:

This will seek to create an interactive visitor experience including a number of elements: Geology, landscape, machair and wildlife. Interactive displays will provide interest and information, and which could ultimately form part of a visitor centre supporting a Uist GeoPark. This could also be a resource centre for local groups and schools and could host environmental workshops raising awareness of climate change and energy efficiency.

Community Energy Scotland have indicated they might be interested in collaborating on a public-facing facility which could combine office and meeting space for their staff, conference facilities and a public display about renewable energy and climate change.

Teaching Space facilitating courses:

Space could also be rented out to Taigh Chearsabhagh or Lews Castle College for the teaching of art courses. Lews Castle College has expressed a desire to expand their teaching at Lochmaddy. NUDC met with Taigh Chearsabhagh who are becoming more involved in the expansion of the College's art courses and are also very keen to use teaching space in the school.

Studio space could also be rented out to individual artists from the community who need it.

Discussions were also held with Sabhal Mòr Ostaig, who is keen to establish a base in Uist for the teaching of Gaelic.

Accommodation/bunkhouse:

The Uist Outdoor Centre which provided accommodation for up to 20 has now closed. This creates an excellent opportunity for another organisation or individual to provide bunkhouse-type accommodation in Lochmaddy. In the absence of any other provider and given the proximity to the main ferry port for Uist, coupled with increasing interest in the new Hebridean Way, there seems little doubt that a success could be made of such a venture. The revenue stream generated by this element would help ensure the project's overall sustainability.

This Feasibility Study outlines the viability of NUDC's project.

4 Market Assessment

4.1 Lochmaddy and North Uist

North Uist is defined as the area encompassing the islands of Berneray, North Uist and Grimsay or in the HS6 postcode and is the administrative centre for North Uist. The population for North Uist has fallen significantly over the last 50 years and the current population of North Uist (per the 2011 census) is 1,619 of which 26.1% are aged 65 and over and 12.2 are aged under 16. There is a significant level of social housing in North Uist, 15% of all houses are socially rented. Statistics show that between 2001 and 2008 there was a decrease of 7.4% in the total number of children and an increase in the number of residents of pensionable age – the highest in the Outer Hebrides.

National Records Household Projections offer a longer-term view to 2026. The population projections show a 5.2% decrease throughout the Outer Hebrides from 27,560 in 2012 to 26,115 in 2026. This represents a 12.9% decrease in Rural Lewis and Harris area, a 5% increase in Stornoway, Broadbay and Point area but with the greatest decrease of 16.8% in the Uists and Barra.

The Council's Community Profile notes the following demographic and social statistics:

- Out of the total of 1,235 people in North Uist aged 16-74 a total of 867 (70%) are economically active.
- Of those who are economically active, most people are in full time employment, less than the Outer Hebrides average, while 15% were in part time employment. In island areas, North Uist has the lowest percentage of unemployed.
- The Hebrides including North Uist has a weak economic base which is concentrated on a narrow range of sectors and especially reliant on primary industries and the public sector.
- With an annual budget of approximately £117 million, CnES is the largest employer in the Outer Hebrides, with 1814 full-time employees. The MoD, through its military base and private partnerships, employs over 100 people. These sectors are insufficiently diverse to sustain a young, educated population and, coupled with a lack of well-paid jobs, means those in the age range 15 – 29 years figure disproportionately among those who choose to leave the island.
- Local businesses suffer from a lack of diversity. An audit of local businesses in North Uist was carried out in 2011. It is estimated that around 54% of the businesses identified fall within the tourism and culture sectors (5 hotels; 24 B&Bs; 44 self-catering businesses; 16 arts related businesses; 3 visitor centres; 5 sporting related businesses).
- Of the 791 households in North Uist, 602 (76%) are owned. Of those owned, 415 (52.5%) are owned outright, while 187 (23.6%) are owned with a mortgage or loan. North Uist has the highest percentage of houses which are owned in all island areas. North Uist also has the lowest percentage of social rented houses in all island areas.
- Level 4 qualifications and above are held by 28.3% of the population, higher than the Outer Hebrides average. In island areas North Uist has the highest percentage of those with level 4 and above qualifications. Of the 1,579 people aged 3 and over in North Uist, a total of 1,077 people (68.2%) have some Gaelic ability while 502 (31.8%) have no Gaelic skills.
- The demographic imbalance illustrated by the reducing number of young people and increasing number of people in the upper age bands, along with the reliance on public sector and primary industries, and tourism among local businesses, presents a challenge for all the agencies with responsibility for the future sustainability of North Uist.

The 2017 National Statistics indicate the following population breakdown for the Outer Hebrides:

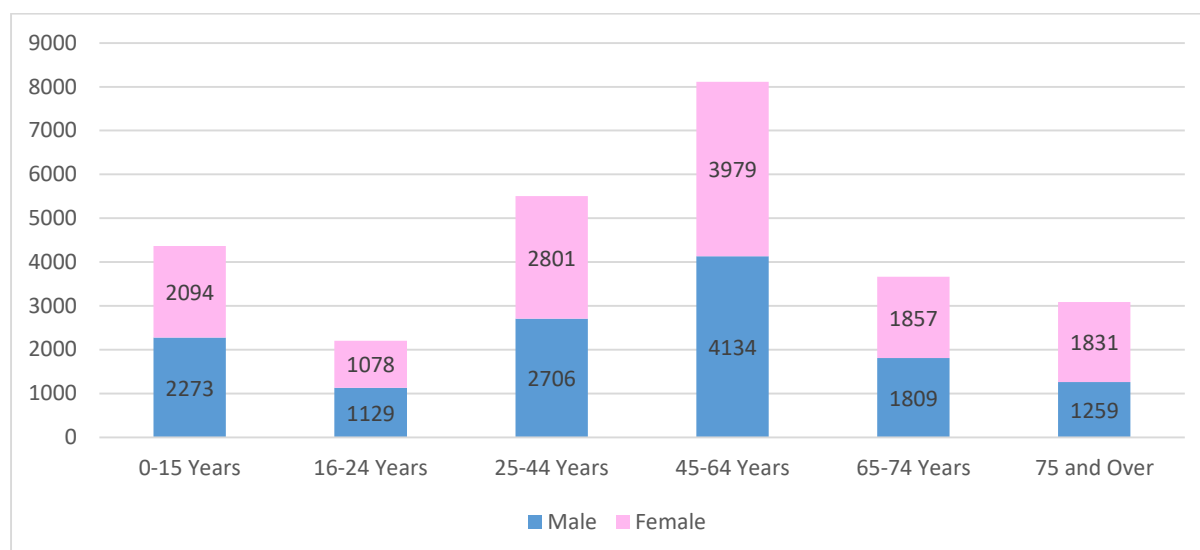


Figure 2: Population Age and Gender Breakdown

Average Rating for the Outer Hebrides and North Uist (HS6) and Benbecula (HS7)

The adjacent chart illustrates the local resident’s perception of life in the Outer Hebrides with reference to 14 key aspects of everyday life:

Specifically relating to North Uist (HS6), it is noted that no aspects are rated higher than a score of 5, however the strengths are identified as “identity and belonging”, “Feeling Safe”, “Natural Space”, and “Housing and Community”. No aspect is rated lower than a score of 3, however the two lowest scoring aspects are “Moving Around” and “Public Transport”.

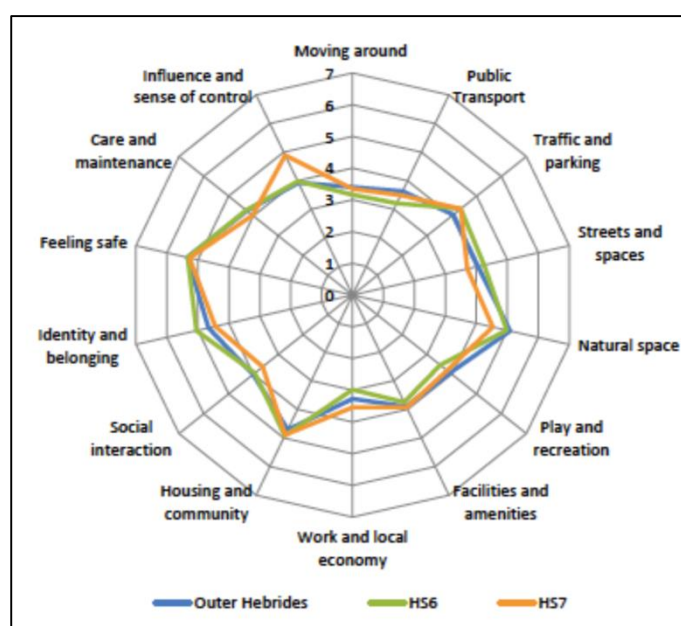


Figure 3: Resident Perception Mapping

4.2 Population Projections

CnES with the National Records of Scotland (2017) have determined the following population projections from 2016 to 2026. It is noted that projections are trend based and therefore envisage conditions in the future based on what currently occurs. Issues such as migration and natural change must be factored into these calculations and this brings with it considerable uncertainty

Scotland: The 2016-based projections show the total population of Scotland will increase from 5,404,700 million in 2016 to 5,693,201 million by 2041 and continue to rise into the future. Along with the projected rise in population is the projected increase in the number of people of pensionable age, which is projected to rise in all Council areas. Those of pensionable age and over is estimated to increase by 5% over the ten-year period 2016 to 2026.

Outer Hebrides: In summary, the projections indicate a 4.8% decline in population from 26,900 in 2016 to 25,616 by 2026 (a reduction of 1,284), the largest percentage decline in Scotland.

In the Outer Hebrides the projected population decline is due to more deaths than births (negative natural change). The Outer Hebrides is expected to have a negative natural change of -4.8% over the period 2016 to 2026, while net migration is positive at 0.4%. Therefore, the decline in the population is due to a large negative natural change.

Within this context, significant changes in the age structure of the Outer Hebrides population are also projected:

- **0-15 years:** Nationally, the number of children 0-15 is projected to increase by 2% by 2026. The number of children is projected to increase in 16 of the 32 local authorities. The largest percentage decline in this age group is in the Outer Hebrides by -7%.
- **Working Age:** The working age population is projected to increase in 12 council areas from 2016-2026 and increase nationally by 3% over the period. The Outer Hebrides is projected to have the greatest decline in this age group at -5%.
- **Pensionable Age:** The population of pensionable age (considering the change in state retirement age) is projected to increase by 2026 in all council areas except Glasgow City, Outer Hebrides and Dundee. In 2016 Dumfries and Galloway, Argyll and Bute and the Outer Hebrides had the highest proportions of people aged 65 and over at 26%. East Lothian will have the highest increase by 2026 at 11%. The Outer Hebrides is projected to see a 2% decrease in this age group from 2016 to 2026. By 2026 the Outer Hebrides is projected to have a 23% increase in those aged 75 and over.

4.3 Local Drug and Alcohol Statistics

A number of the activities considered through the consultation process, seek to alleviate the challenges faced locally with regards to health and wellbeing. In particular, the activities proposed by Taigh Chearsabhaigh in art therapy services and digital skills which are targeted at individuals with potential health issues.

The following statistics have been provided by the local Drug and Alcohol Partnership.

The chart below illustrates the trend in the number of alcohol related hospital admissions years, comparing Scotland, Shetland, Orkney and The Western Isles, and notes an overall improvement. Although the figures show an overall improvement across the last decade, there has been an increase in the Western Isles over the last years, with is contrary to the continuing improved numbers shown overall in Scotland.

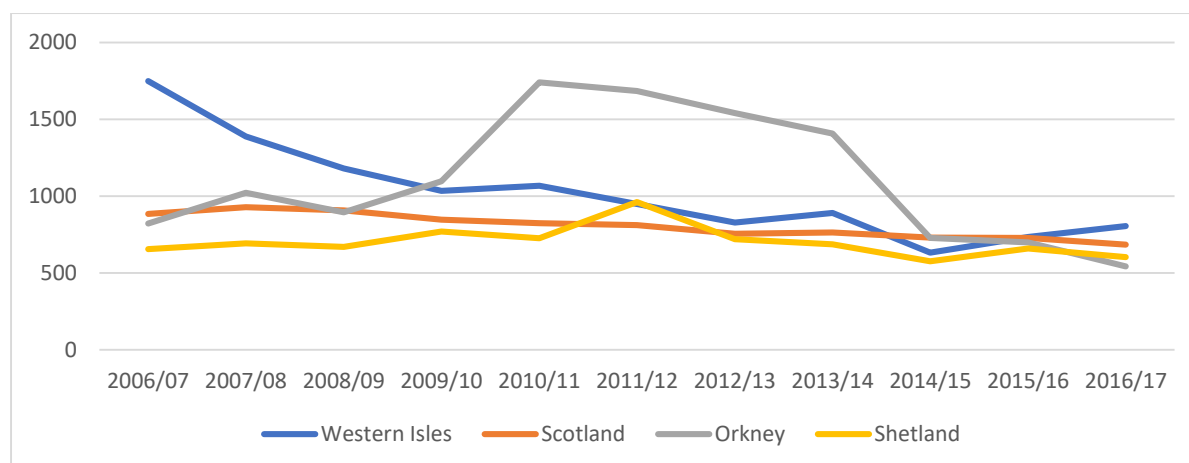


Figure 4: Trends in Alcohol Related Hospital Admissions

As shown in the chart below, the rate of Drunk and Disorderly Offences recorded per 10,000 of population has dropped over the past 10 years, in line with Scotland as a whole.

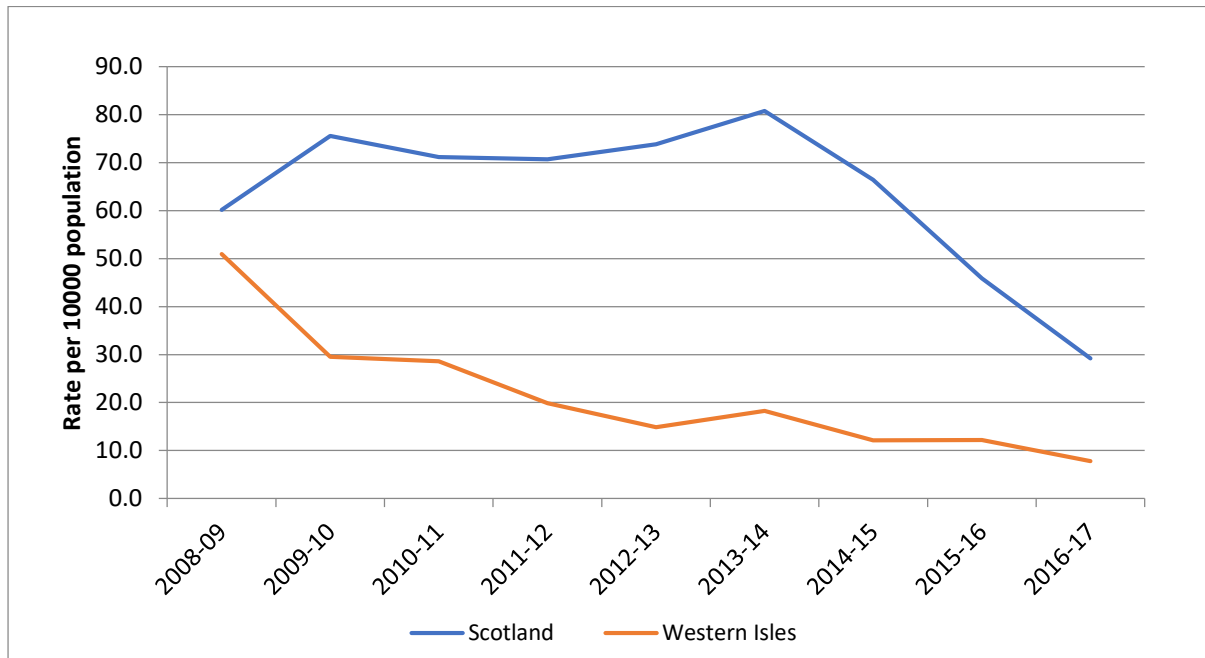


Figure 5: Trends in Drunk and Disorderly Offence Rates

However, as illustrated below, there has been an increase over the last two years in the occurrence of Driving Under the Influence Offences, against a downward trend of National figures.

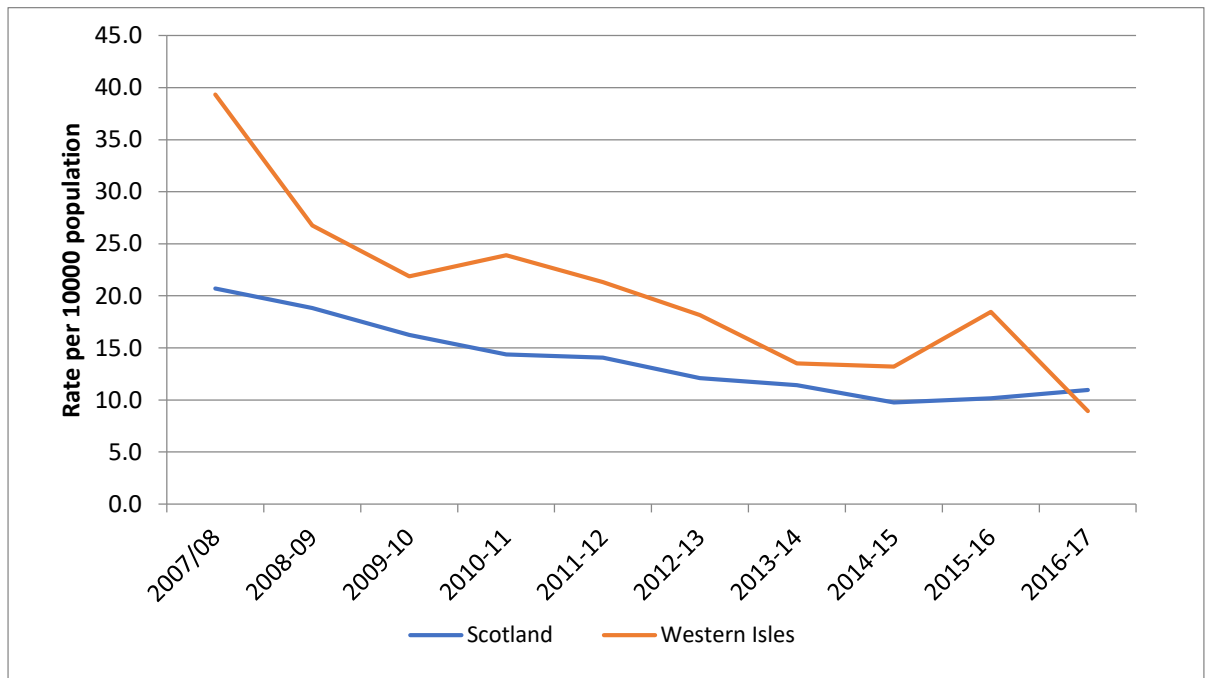


Figure 6: Trends in Driving Under the Influence Offences

4.4 SIMD Assessment and Obesity Statistics

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

Datazone S01009022 encompasses Benbecula and North Uist, including Lochmaddy. This datazone is ranked 3,324 sitting around average on overall deprivation nationally. With reference to individual factors, the area shows the lowest levels of deprivation with regards to Crime Rank (top 10%), Housing Domain (top 30%) and Employment and Health Domains (both top 40%).

The domain's geographic access score is 135 placing it in the 2% most deprived in Scotland with regards to accessing services. The datazone information also indicates 3.4% of the population as being employment deprived, and 9.6% as being income deprived.

Additionally, with regards to childhood health, it is noted that Body Mass Index statistics published by National Statistics for Scotland show that the Western Isles Health Board has the highest rate of childhood obesity amongst Primary 1 pupils nationally, with 26.7% of P1 pupils being overweight (5.3% above the national average).

4.5 Rural Deprivation

The Scottish Rural Policy Centre (SRUC) published a report in 2014 entitled Rural Scotland in Focus, which looked to monitor how rural Scotland is changing. It focuses on population trends, the lives of young people, the levels and experiences of poverty and disadvantage and how use of our finite rural land resource is negotiated through planning and other means. With specific reference to the project in Lochmaddy, it is important to consider the aspects of rural inequalities, which, as listed below create challenges to living that are not experienced by communities within larger urban areas.

Employment Issues and Inequalities

In reviewing employment in rural areas, the SRUC report highlights a significantly larger percentage of those in part time or smaller contract jobs, often with lower hourly rates or salaries than counterparts in urban population centres. Many rural areas have become increasingly reliant on the Tourism Industry, and thus many jobs are seasonal in demand.

Fuel Poverty

Living out-with larger urban areas is likely to increase the costs of goods overall – primarily due to the cost of the supply chain network required. This can be seen in the cost of petrol and diesel with a predominant market of independent providers, unable to offer the prices of larger national outlets. This issue raises a secondary cost to residents, with rural communities relying more on private transport, and often having to travel further for services. Ultimately, for residents of communities such as those in Lochmaddy, more fuel is required, and that fuel is supplied at a higher cost.

The "Minimum Income Standard for Remote Rural Scotland" report follows on from work and research on the Minimum Income Standard for Scotland. Considering the previously noted inequalities in rural living, the report headlines that the cost of food and consumable goods are between 10-50% higher in rural areas, whilst clothing and household goods are between 30-50% higher than in urban areas.

5 Consultation and Engagement

5.1 Previous Consultation Background

As part of the wider An Torc project, there was considerable community consultation regarding the Lochmaddy School and its potential future use. In discussions with key stakeholders, two of the key project partners of An Torc – Lews Castle College and Sabhal Mòr Ostaig – confirmed that the School would make ideal teaching space for their respective courses and would be happy to use the facility as soon as it was available. However, given the time and developments since these discussions, and in relation to this new project, further stakeholder consultation was required.

There have also been significant consultations with the North Uist community regarding the concept of an environmental centre to highlight the unique environment and geology of the Uists. NUDC was part of a Steering Group exploring the creation a Hebridean Archaeological and Environmental Research Centre (HAERC), which would encompass renowned archaeological evidence collected on the Udal peninsula. A Feasibility Study was carried out by EKOS and completed in 2015. Although there were questions as to the viability of a large centre, it was clear that there is significant interest in the environment of the Uists by both locals and visitors. Consideration of an environmental centre also requires further consultation with the proposed St Kilda Viewing and Interpretation Centre developers.

5.2 Consultation Overview

The following table details the consultation undertaken as part of this feasibility study, with the results presented subsequently in full:

Local Community Members	The local community was consulted by means of a survey. This survey was distributed online through social media channels, with hard copies made available in the local shops and ferry office.
Taigh Chearsabhagh	As a key stakeholder to the project, a meeting was held with Taigh Chearsabhagh to determine their potential involvement. Following this, there was ongoing engagement throughout the project.
Sabhal Mòr Ostaig	Having previously indicated interest in the potential teach areas that may arise within a community facility, contact was made with Boyd Robertson as the University Principal to understand the possible requirements that Sabhal Mòr Ostaig may have for the project.
Lews Castle College	Having indicated previous interest in teaching space within North Uist, contact was made with Ian MacMillan at Lews Castle College, providing access to the consultation survey and the opportunity to further engage in the process.
The Royal Society for the Protection of Birds (RSPB)	Noting the desire to incorporate aspects of local environmental heritage, a telephone discussion was held with Heather Beaton (RSPB) to determine the levels of involvement and the resources that may be available from the organisation.
Scottish Natural Heritage	In considering the environmental interpretation aspect of the proposed project a telephone interview was held with Joanne Ferguson – SNH Operations Manager (Outer Hebrides) to determine any input or suggestions that they have wish to present.

Key Local Geology Expert	Following the suggestion of Geology as a key potential aspect of the environmental interpretation, discussions were held with Dr Jean Archer (NUDC Director) with particular reference to her knowledge of Geology and the local area.
Neighbouring Resident	On the residents' request, a meeting was held with the owner of the adjacent property – Mr Kenny Campbell – who outlined requirements for access and any potential concerns regarding his property.

Table 2: Consultee Summary

5.3 Community Survey

In order to determine the levels of community support, and to ensure that any design and concept work for the layout suited the desired usage of the building, a community survey was conducted. This survey was distributed electronically through the Development Company's social media channels and mailing lists, with hard copied made available to visitors to the local shops and ferry office.

The following outlines the collated responses from 120 respondents. All attributable data, including online respondent's IP addresses have been removed to anonymise the data in accordance with the General Data Protection Regulation 2018.

Questions One and Two asked the respondents to indicate their age and gender, providing the demographic overview below:

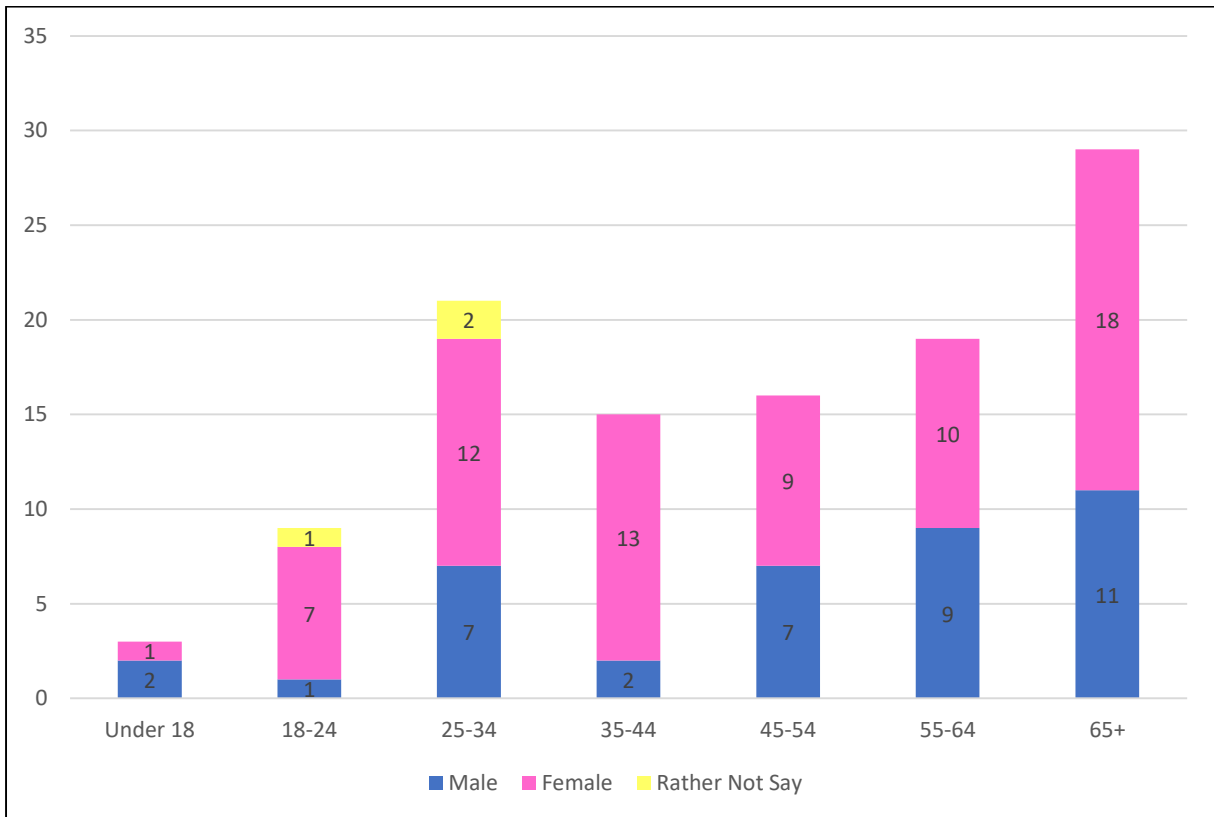


Figure 7: Respondent Demographic Breakdown

Question Three asked the respondents to provide their postcode in order that a geographical assessment of respondents could be carried out. This is illustrated below, showing the clustering and spread of all survey respondents.

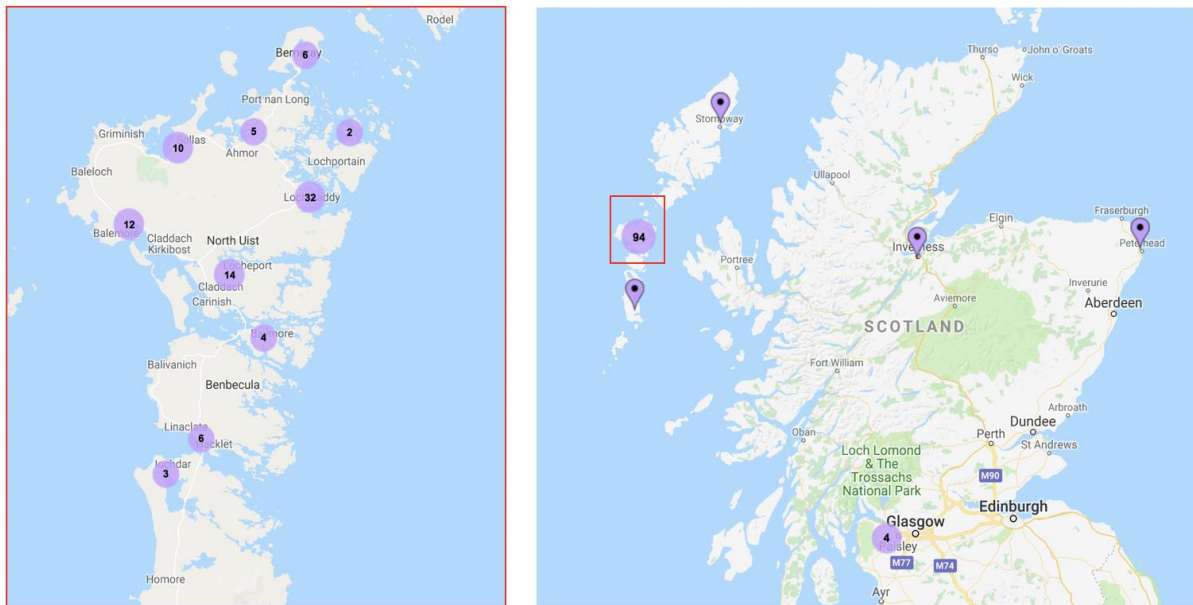


Figure 8: Geographic Spread of Responses

Question Four asked respondents if they were supportive of North Uist Development Company taking ownership of the former Lochmaddy Primary School for wider community use.

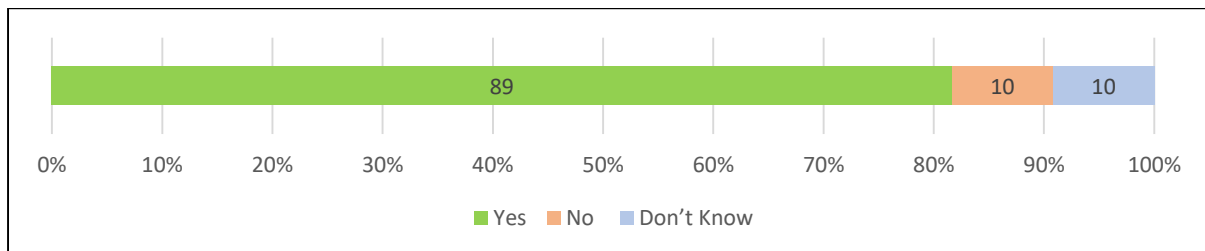


Figure 9: Respondent Support for Redevelopment

For respondent who indicated, “don’t know”, the opportunity was provided to expand on their reasons or concerns. These were noted as follows:

- Would like to know what the survey shows and how the scheme would develop
- Depends on what is will be used for and if it will have a purpose.
- Depends what they will do with it
- Depends what they want to do. Needs to be for community
- What are the goals of NUDC? If truly for the local community then yes else no.
- Do not know how it will develop and to what ends.
- It would depend on proposed use for building
- Without investment it could become a liability
- Depends on what they plan to do with it
- Depends on its ultimate use

Question Five outlined the three key areas that had previously been identified as possible functions within the refurbished facility. Respondents were then asked to rate the extent to which they supported a number of key elements or options. The results are noted below:

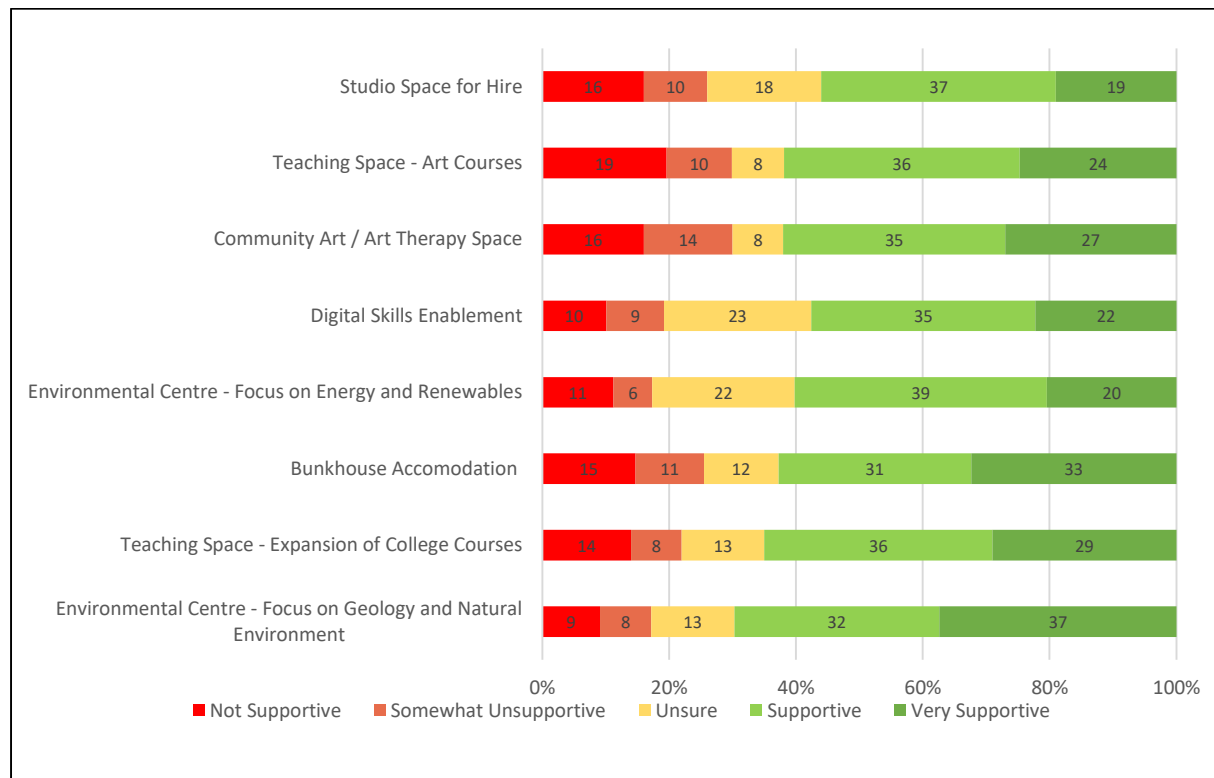


Figure 10: Respondent Support for Proposed Elements

From the chart above, an average score (where 1 is the least supportive and 5 is the most supportive) can be determined. These are listed in order below:

Environmental Centre - Focus on Geology and Natural Environment	3.81	1 st
Teaching Space - Expansion of College Courses	3.58	2 nd
Bunkhouse Accommodation	3.55	3 rd
Environmental Centre - Focus on Energy and Renewables	3.52	4 th
Digital Skills Enablement	3.51	5 th
Community Art / Art Therapy Space	3.43	6 th
Teaching Space - Art Courses	3.37	7 th
Studio Space for Hire	3.33	8 th

Table 3: Ranked Score of Proposed Elements

Question Six then gave respondents the opportunity to provide further comments in support of the above ratings, these are listed by theme in the table below, and noted in full within Appendix One.

Respondents highlighted the need for the project to focus on the local community.	11
Respondents highlighted the potential for supporting the local economy.	10
Respondents highlighted the possible synergy with environmental and local natural heritage initiatives.	7
Respondents noted their concerns around a perceived over provision for the arts in Lochmaddy.	5

Respondents highlighted the possible synergy with successful arts provision, including the potential to expand exiting courses and partnerships.	4
Respondents commented on the project overall, or NUDC as a delivery agent.	2
Respondents noted their difficulty in determining the best options, and the importance of ensuring compatibility within the usable space.	2

Table 4: Respondent's Suggested Inclusions

Question Seven asked the respondents to rank 8 possible considerations for the project, with the results noted below.

This overall table lists the proposed considerations by the average rank score (1st to 8th).

Children's Indoor Activities	3.32	1 st
Skills Development / Community Learning	3.80	2 nd
Children's Outdoor Activities	3.99	3 rd
Cinema	4.21	4 th
Community Art / Art Therapy Space	4.43	5 th
Polycrub / Gardening	4.75	6 th
Digital Skills Enablement	4.91	7 th
Theatre	5.63	8 th

Table 5: Ranked Additional Considerations

The following chart shows the instances in which the elements were ranked first, second, and third by respondents.

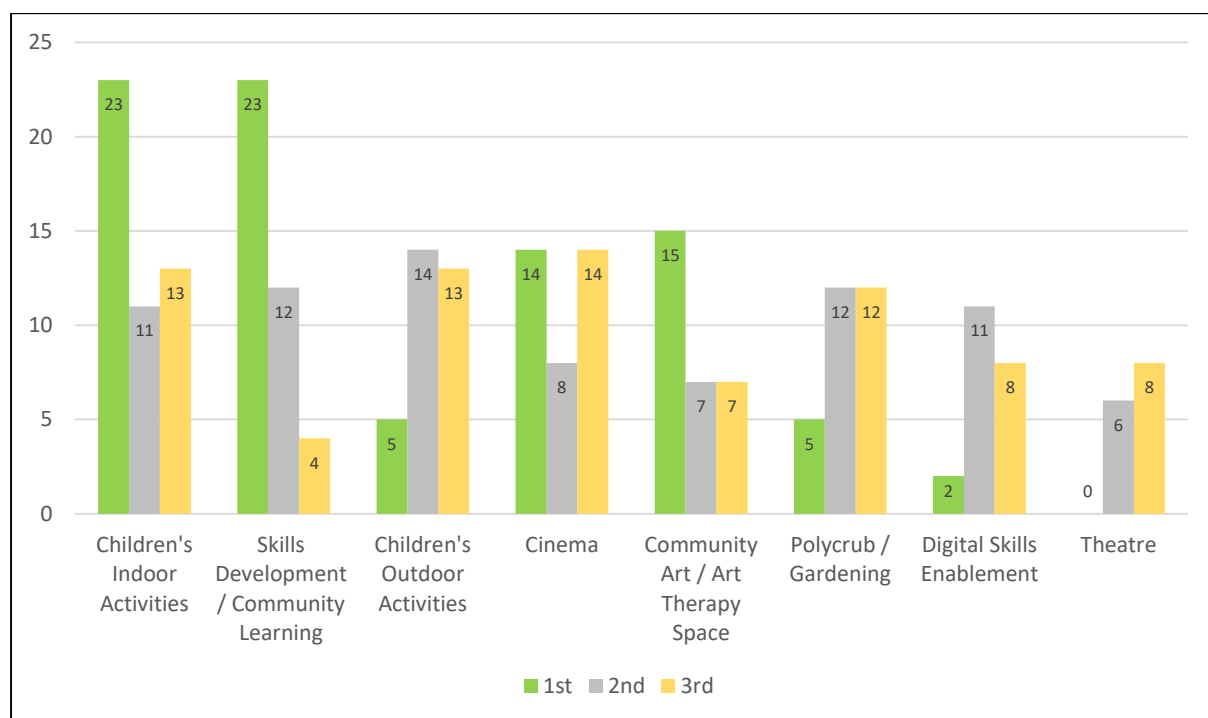


Figure 11: Respondent's Top Three Ranked Inclusions

Question Eight then allowed respondents to indicate any additional uses they felt appropriate for the school. These have been summarised in the table below, with the full verbatim responses listed in Appendix One.

Community Meeting Space	7
Space for the Elderly	5
Youth Club / Provision for Children	5
Café	3
Performance / Arts and Culture Spaces	4
Employment Support / Practical Skills	2
Gym / Exercise Space	3
Accommodation	1
Bunkhouse / Campervan Provision	2
Community Support Groups	2
Display of Local Collections	1
Further Education Space	2
Internet Access	1
Retail Space	1
Tourist Information / Wayfinding	2

Table 6: Additional Considerations

Concluding the survey, **Question Nine** gave the respondents the opportunity to provide any further comments on the project as a whole. These are included in full in Appendix One and summarised by theme in the table below:

Desire for community use as a priority	7
Concerns that focus on arts does not benefit the local economy	4
Considerations of use	6
Concerns over competition with local facilities	2
Improve provision of children's facilities	2
Negative comments towards NUDC	2
Comment of Support for NUDC and the Project	3
Concerns over tourism and education	1
Concerns over use of public money	1
Desire for a focus on employment and retention of young people	1
Desire for arts and cultural elements	1
Support for elderly	1

Table 7: Thematic Assessment of Comments

5.4 Taigh Chearsabhagh Cridhe Àr(t)

Jane Morrison-Ross (CEO) shared her vision for the development of Taigh Chearsabhagh and the potential for making greater community use of the redeveloped primary school at Lochmaddy. She stressed that she wanted to see the redeveloped school make a difference for future community use including the potential for a community cinema, a digital academy and dedicated community arts therapy space.

Jane also indicated that there was potential for an artist in residence / studio.

Jane advised that Taigh Chearsabhagh currently has a funding application pending for new build £3.25m at current facility including space for courses for artists, incubator spaces, work with schools and NHS, community art hub, art therapy and practitioners, adult learning and addiction, looked after children, works and single parents, digital skills academy etc.

Following the interview, Jane provided the information below as an overview for the community art therapy and activities that form the vision for Taigh Chearsabhagh.

- The Cridhe Àr(t) project is designed to add value and benefit to Uist communities, filling gaps that have been identified by research, consultation and dialogue.
- This project will address issues blocking people's progress and ability to move forward, it will tackle the island wide issue of a lack of cultural confidence and it will empower and enable individuals and groups by embedding digital skills and supporting them to interact with the digital economy.
- Cridhe is 'heart' in Gaelic and Àr is to cultivate, this programme is designed to cultivate the heart of the community using art and will be delivered in both Gaelic and English.
- Taigh Chearsabhagh plans to recruit and train resources to deliver the two inter-linked themes of Cridhe Àr(t) – the arts hub and digital skills academy (damh) across the Uists from a base in Lochmaddy.
- There is no provider on Uist (North Uist, Benbecula, South Uist) of art therapy and art-based support for the groups outlined below, there is also no provider of digital skills in coding and digital arts.

Taigh Chearsabhagh note that their **Cridhe Àr(t)** project will take people through a process of enablement to create positive outcomes.

- To develop skills and confidence in users of the services
- To target underlying issues to enable people to move forward
- To provide a pathway through economic and social blocks
- To create inter-generational groups and classes
- To enable and empower people to change their situations
- To give people the skills and confidence to help them find employment, set up businesses or engage with digital opportunities

Their project proposes two inter-linked streams as follows;

Community Arts Hub – focused on arts* therapy and specialised support groups delivering classes and supporting services to –

- Adults with special learning needs
- Differently abled attendees of all ages
- Inter-generational groups
- Dementia support groups
- Looked after children
- Addiction support services
- Single parents
- PST support
- Confidence building

NB *arts in this context will include visual art, drama and music therapy.

Digital Skills Academy providing skills training and support –

- Digital Skills academy would offer coding skills in 5-week, modular blocks. This is based on the "codeclan model" and is designed to be accessible at different levels and equip people with skills for employment.

- Coding skills in accelerated 5-week blocks (based on the Codeclan, opensource model and we will train our tutors with Codeclan support and they will provide course materials at no cost)
- Digital Arts Skills
- Introduction to coding
- These courses and learning opportunities will be designed to provide skills, confidence and to empower the following –
 - School leavers
 - Workless groups of any age
 - People interested in developing new skills
 - Single parents
 - Adults with special learning needs

It is noted that there are no courses of this type currently running in the area, and the content moved beyond IT skills. TC is working with a network of agencies and technology companies to look at setting up remote projects, so people can gain skills in Lochmaddy, and access appropriate work without having to leave.

This approach fits with the Scottish Governments focus on fragile areas and the forthcoming Island's Bill and Island's Deal with the objectives being to –

- Use the creative economy to support fragile communities
- Become a Digital Island – enabling disadvantaged groups, communities and individuals to make use of, access and develop digital skills

Challenges

Uist faces challenges with –

- Unemployment and skilled jobs
- Support services (health, social care, supported learning)
- Support services - there is one art therapist in the public sector currently servicing an area that covers from the Butt of Lewis to Barra
- Confidence building in young adults and the workless
- Art support and creative learning for adults with special needs (physical and learning)
- Therapy services and training available in Gaelic

Benefit to Disadvantaged Communities

North Uist has been highlighted by the Outer Hebrides Community Planning Partnership (OHCPP) as an area experiencing poorer outcomes than neighbouring areas.

There are particular disadvantages around depopulation, social inclusion, transport and housing.

This project will-

- Offer inclusive opportunities
- provide greater opportunities for social inclusion through accessible projects, courses and events
- offer a hub and spoke model to reach outlying communities in an area not well served by transport links
- create new skills within community groups

Outcomes

- Improving community access to art therapy and related support services (visual art, music, drama)
- Improving community access to digital skills
- Improve access for remote communities and groups with special needs to both art and digital services
- Target groups enabled and empowered in digital skills
- Target groups empowered and counselled through art therapy
- Improved collaboration between community groups and support services

Wider Regeneration Outcomes

Creating this initiative will support the Scottish Government's National Strategy, the CnES's Regeneration Strategy and the OHPP priorities;

- Generate additional opportunities for personal development, skills development and recovery through supported arts therapy
- Generate additional opportunities for personal development, skills development and confidence building through embedding new digital and coding skills
- Offer opportunities for collaborative skills development with partners both here in the Western Isles and beyond

In developing their visions, Taigh Chearsabhair has undertaken the undernoted consultations, highlighting the potential user numbers:

CONSULTEE	NEEDS IDENTIFIED	COMMENTS	POTENTIAL NUMBERS
Balivanich Primary School	Yes	Identified need now for preventative and early intervention. Need for additional support for children already receiving interventions.	3-9 children (% based)
lochdr Primary School	Yes	Identified need now for preventative and early intervention. Need for additional support for children already receiving interventions.	3-9 children (% based)
Sgoil Uibhist a Tuath	Yes	New school, keen to make use of any new early intervention/preventative/support opportunity.	2-5 children
Sgoil Lionacleit	Yes	Identified need now for preventative and early intervention. Need for additional support for children already receiving interventions. Need for support for looked after children, children living in poverty and children with parents with addiction issues.	12-19 young people
Tagsa	Yes	In collaboration with existing mental health and wellbeing services. Art therapist would work with Tagsa employees.	23
Aurora Dementia Services	Yes	TC already provide creative support, this would develop and extend this existing work.	25
South Uist Dementia Support	Yes	TC already provide creative support, this would develop and extend this existing work.	20
NHS Addiction Services	Yes	Highly supportive of this and keen to support us to work collaboratively with existing primary care services.	45
Health Promotion NHS	Yes	Highly supportive of this and keen to support us to work collaboratively with existing primary care services. Have offered to support with some additional funding opportunities.	NA
Cothrom	Yes	Complimentary to Cothrom's existing learning services.	10
Caraidean Uist	Yes	Highly supportive of this and keen to support us to work collaboratively with existing Caraidean services.	17
Craigard	Yes	This would provide services currently not available to Craigard.	12-18
Comhairle	Yes	CnES currently have one art therapist who covers the Butt to Barra. This is a huge area for one resource. The current art therapist is also going on Maternity leave this year.	TBC

Table 8: Taigh Chearsabhair Consultation Overview

With regards to competition or displacement, it is noted that the Cothrom in South Uist previously provided access to IT equipment, however this was dated and is no longer the case. Additionally, the activities provided were not similar to those proposed with the Digital Skills Academy. TC is currently in discussion with Cothrom in regard to potential joint working and partnerships.

Wellbeing Service Overview

In developing their community therapy model, Taigh Chearsabhagh are looking at working in partnership with Tagsa, where the newly appointed CEO has a depth of experience in delivering services within Scotland. The rationale, model and benefits behind this proposal are identified below:

Integrated Community Wellbeing Service is an integrated primary / community based, stepped care provision of mental and physical health services focusing on early and preventative interventions. It offers direct support to both service users and professionals within primary care and community settings and utilizes resources available in local areas.

The integrated model is underpinned by the concept of community access and referral (sometimes confusingly called social prescribing), which aims to support all those with common and Long-Term Conditions and / or social care needs to get involved in community activities, and to support community groups to welcome more people with care needs. The aim of the service is to delay, reduce or prevent people's needs for more formal health and social care interventions and deliver a truly integrated 'Whole System' model of provision ensuring the 'Right service is delivered at the Right time at the First point of contact for the service user'.

Different people will have uniquely different needs and the community third sector organisations provide flexible, locally appropriate services that help individuals with various aspects of their self-management. These are not always connected and can lead to duplication, replication and confusing support networks and care pathways. The vision for the Uist's and Benbecula is to create a single point of access for all potential referrals enabling access to all community resources underpinned by the concepts of Wellbeing and Social Prescribing. Over 17 million people in the UK are living with either a common mental health or a long-term condition and this number is expected to double by 2030. This population are proportionately higher users of health services and account for 55% of GP appointments, 68% of outpatient and A&E attendances, and 77% of in-patient occupied bed days (OBDs).

The proposed Uist model for delivering improved Integrated Wellbeing will particularly focuses on primary prevention and effective sign posting to services that will prevent worsening health for those people with existing LTCs, and thus reduce costly interventions in specialist care. It will include Emotional Wellbeing supported through concepts of accessing community wellbeing activity, is an approach that links patients in primary care with non-medical sources of support within the community and could effectively use community based IAPT & talking therapies where appropriate. It supports the concept of The Integrated wellbeing model which will offer another option for GPs and enable them to take a more holistic approach to improving the health and wellbeing of their patients and will complement the services that people already receive from specialist services.

Evidence from other areas with similar integrated primary wellbeing services to that being proposed, show positive outcomes for individuals with higher numbers recovering. Engaging with local community third sector providers in an effective way can lead to:

- Better health and social care outcomes for people with Long Term and Common Conditions
- More cost-effective use of NHS and social care resources
- The extension of the local provider base
- Better access to community resources
- More partnership working between 3rd sector and statutory organisations

5.5 Sabhal Mòr Ostaig (SMO)

Boyd Robertson (SMO Principal) noted that in relation to the Lochmaddy Project, the College already has a memorandum of understanding with Taigh Chearsabhagh and, therefore, would not be inclined to enter into a second such commitment in the same locality. However, he also indicated that they may use classroom facilities at the former school if that facility were to be linked to Taigh Chearsabhagh. SMO previously held discussions with the North Uist Historical Society who have acquired the former Carinish School and are planning to use a teaching space there.

SMO indicated their standard requirements for teaching spaces on campus, noting the benefits of flexible and divisible space such as that currently available to them in their Iain Noble building. They indicated the importance of being able to seat each student comfortably behind a desk, with a requirement of breakout space incorporated at any teaching venue.

“The college’s experience is that maximum flexibility should guide the design and layout of the teaching spaces according to the available budget. As an example, 2 teaching rooms each of 55 square metres would be ideal as this would allow for 2 classes of up to 20 students to run simultaneously and providing a decent level of potential income from associated course fees, but a larger breakout space would also be required in which to gather all the students together for registration, public performances etc. Our experience is that retractable partition walls as room dividers are never wholly successful despite the best consideration of design and acoustics, as a sizeable class can generate a fair amount of noise as will invariably travel between such temporary partitions, and especially in the case of music tuition.”

SMO also noted the importance of providing a high standard of IT equipment and connectivity into each of the teaching spaces to meet the expectations of students and tutors – current examples include interactive SMART boards, videoconferencing and teleconferencing facilities, and a fast and reliable wi-fi facility.

5.6 Lews Castle College (UHI)

Noting their involvement with previous consultation for public facilities in North Uist, Lews Castle were contacted at the outset, with Ian MacMillan – Principle and Chief Executive - providing the following indication of their position:

“We would have to review our plans for Lochmaddy in light of possible new developments at the former Lochmaddy Primary School. I would want to do this in consultation with Taigh Chearsabhagh and with our Art staff to ensure that any plans we have dovetail with their medium to long term plans. For us the situation remains that the space available to us currently in Lochmaddy is not sufficient to ensure the long-term sustainability of our art activity and we need to find a solution to this. That solution needs to take account the additional teaching space needed and the likelihood of us being able to recruit the necessary students to Lochmaddy.”

Keith McIntyre - Academic Lead (Development) in Creative Practice for the UHI and Chair of the Trustees for Taigh Chearsabhagh outlines the following key points with regards to Lews Castle’s vision for potential collaborative work in Lochmaddy.

The current excellent and purpose-built studios in TC are filled to capacity term-time and inhibit the expansion of the existing student cohort numbers. The BA Fine Art programme is now validated to deliver all 4 years to FT students and again this will create future space issues (studio/technical workshops/lecture /seminar room/quiet study areas with computer provision).

For some time now UHI have recognised that there is real potential to develop a graduate programme and culture in the arts and creative industries across the Highlands and Islands. The Lews Castle College and Taigh Chearsabhagh partnership provides a strong platform to expand into the community with a Post Graduate Taught portfolio of courses tailored to the Outer Hebrides experience (Arts

and Environment, History, Gaelic, Archaeology etc). This will be attractive to both UHI alumni living on the islands but also creative practitioners and scholars looking to study in the exciting and inspirational western isles.

The Lochmaddy school resource is well positioned to become a centre of creative learning in the Uists complementing (not competing) with existing resources in Benbecula and future developments in South Uist (Ceolas). The volume, layout and location of the old school presents an exciting opportunity to build a learning environment and graduate hub to support the arts and creative industries. This would have a big impact on the cultural economy of the Uists.

In consideration of his previous work, and its relevance in moving any potential project forward, Keith notes:

“Having established a number of studio and workshop communities throughout the years, most recently as Head of Arts at Northumbria University - BALTIC 39, GSN-Graduate Studio Northumbria and previously at WASPS East Campbell St Glasgow, I am aware of the impact that arts and creative industry communities of practice can have on a local culture and economy.”

It is significant to look at other models in the Highlands and Islands and beyond where investment and rebranding an existing space can reenergise social and business activity. The following market examples are identified

Inverness WASPS Initiative

The new Inverness Creative Academy is an exciting new WASPS initiative providing a new gallery, cafe, technical photography resources and 39 studio spaces with phase 1 due to open in the old academy school in September.

Pier Arts Centre – Orkney

Pier Arts Centre in Orkney, recognised internationally for their modernist collection and contemporary exhibitions are refurbishing the Old Stromness Post office into a new studio and experimental film hub with an aim to host an international artists residency programme.

Highland Print Studio

Highland Print Studio is an open access workshop in Inverness with printmaking facilities for intaglio, relief, screen-printing, stone lithography and digital imaging.

5.7 Carinish Old School House Project

The Historical Society have just completed the process of purchasing the school and school house at Carinish having been successful with their bid to The Scottish Land Fund. They are soon to appoint a development worker and tender for a design team.

Their project involves:

- Development of school into a ‘heritage hub’ housing and exhibiting the Society’s collection, enabling greater access to the collection for all.
- The proposal also includes a retail area and small refreshments area for visitors (not a café) and laundrette.
- Renovating the house to provide a family unit for affordable rent.

With regards to displacement, Alison Cropper (CnES) stated “I don’t think the Lochmaddy project will impact on Carinish, although funding streams for development may be similar.”

5.8 Royal Society for the Protection of Birds (RSPB)

A telephone interview with Heather Beaton – RSPB concluded the following key points.

- The organisation is keen to support the inclusion of environmental interpretations however does not have time or financial resources to input as an ongoing contribution.
- They currently have panels relevant to wider Uists (4 panels). They have been kept in case of a project.
- They noted that there is excellent synergy for passive display with other environmental / wildlife etc.



Figure 12: RSPB Interpretation Boards

5.9 Outer Hebrides Biological Recording and Curragag (Outer Hebrides Natural History Society)

As part of the wider consultation, the Outer Hebrides Biological Recording Group and Curragag (Outer Hebrides Natural History Society) were identified as potential stakeholder in the project. Having contacted Christine Johnson as a representative of the group, the following points were summarised.

- The group, in principle, would be supportive of the environmental aspect of the project moving forwards, but would be keen to have a greater understanding of how this may integrate to the wider project.
- The group would potentially be able to supply interpretive panels and information as a part of the wider environmental offering within the redeveloped primary school. These panels would outline the work of the group.
- The group could also provide a supply of supporting leaflets.
- Christine acknowledged that the group's availability of funds are low, and therefore the size and scale of any contribution would be dependent on external funding sources where available.

For further information about the work done by the group, the following website and publications were provided:

- <https://www.ohbr.org.uk/>
- <https://www.ohbr.org.uk/publications.php>
- <http://www.hebridensis.org/>



5.10 Scottish Natural Heritage

As part of the consultation with stakeholders, a telephone interview was held with Joanne Ferguson - Operations Manager (Outer Hebrides). The following points were noted.

Joanne indicated that SNH would like to consider a range of environmental options which might be located in the redeveloped school. She indicated that SNH would not be pursuing anything directly themselves, but suggested that two key aspects of the environment may be worthy of inclusion:

- **Geology** - It was suggested that contact was made with Dr Jean Archer regarding her involvement with local geology. This could be linked to other displays in Sollas, North Uist.
- **The Marine Environment** - It was noted that there had already been the purchase of two underwater cameras as part of a previous project. These were Harris built cameras which would be stable under water providing a fish eye lens supported by virtual reality goggles which, if the screen was located in the old school, may provide live feed interpretation of the marine world.

Joanne indicated that no funding was available through SNH, however they would be prepared to provide a letter of support for this aspect of the project.

5.11 Geology Interpretation – Dr Jean Archer

It is suggested that within an Environmental Space in the old school there could be several environmental themes. One of these could be Geology. The Geology themed area could be sub divided into 4 sections namely:

- **Basics.** Essential background geological information about the nature of the earth's crust, rocks, plate tectonics.
- **Geological History.** Formation and transformation of the Lewisian Gneiss Complex – the rocks in which the Uists are carved - over a 1.5-billion-year period commencing 3 billion years ago – but with significant add-ons 500 million years ago, 150 million years ago (Minch only) and 60 million years ago.
- **Geomorphic development.** The geologically very recent emergence of the Uists following the separation of Northwest Europe from eastern North America and the opening of the North Atlantic. Shaping of the present topography etc of the Uists through physical processes acting under varied climatic regimes, from sub-tropical to the Ice Age, and including processes that are impacting on the islands to this day. They remain a work in geological progress.
- **Social.** Geological materials (rocks, peat, sand, soils) as a local resource, physical forces for renewable energy, recent and ongoing threats to the onshore and offshore environment.



5.12 Renewable Energy

The North Uist Renewable Project will benefit from an interpretation centre for visitors. This could be based in the School.

Community Energy Scotland have indicated they might be interested in collaborating on a public-facing facility which could combine office and meeting space for their staff, conference facilities and a public display about renewable energy and climate change.

5.13 Neighbouring Residents – Consideration and Consultations

A meeting was held with Mr Kenny Campbell (the neighbouring resident of the adjacent School House) on Monday 4th June. Mr Campbell explained that his property, which was formally tied to the school, had a restricted access and wished consideration to be given to securing the whole of the area shown in the plan below to enable him unrestricted access to his garage. In discussion, Mr Campbell indicated that he would be prepared to consider the purchase of this area for vehicle access.

Additionally, Mr Campbell indicated that he has potential concerns over the construction of any new structure of a sufficient height that may block/restrict his property's views in the future.

The areas discussed are indicated on the plan below:



Figure 13: Map of Neighbouring Property

5.14 Potential Commercial Kitchen Client

During the consultation for this project, Alastair Macleod – Business Development Officer was in contact to indicate that there was an interested party looking to take on a permanent lease of the kitchen space within the primary school in order to develop their commercial catering venture.

Although this was subject to commercial sensitivity, and as such details have not been provided in this case, it was identified as a significant interest and should be considered as a potential aspect of the project moving forward.

5.15 Bunkhouse Providers

As the project could potentially incorporate bunkhouse or budget type accommodation, the owners / operators of the four identified local bunkhouses were contacted in order to determine their occupancy rates and gauge the level to which they would be concerned about business displacement and competition.

The following points are noted:

- In telephone interviews, two of the four operators expressed significant concerns about the use of public money being invested in a manner which may distort competition unfairly in favour of the new project. These operators indicated that both have invested their own money into the development of their facilities, and that any facility subsidised through grant funding could be viewed as distorting competition.
- The same two operators, both supported the redevelopment of Lochmaddy Primary School for future community uses, including environmental interpretation space for geology, teaching and learning spaces, and as an awareness raising facility for local environmental issues.
- One of the above operators felt that the provision of a new bunkhouse facility in Lochmaddy would displace business from their existing operation, while the other suggested that, whilst there may be some displacement, the provision of new bunkhouse accommodation would be more likely to replace what was already provided by the former Lochmaddy Outdoor Centre.
- A third operator clearly welcomes the creation of new bunkhouse facilities and indicated that they did not see any potential displacement.
- All four indicated their support for the Hebridean Way, and for the increased provision of visitor facilities along the route.
- One of the three respondents indicated that they had only been operating for three months, and therefore could not yet provide occupancy levels in detail.
- Two operators indicated that these figures had been provided to VisitScotland through their seasonal returns, however they could not identify where these figures could be sourced.
- One operator indicated that over the 180-night season, the average occupancy rate was 50%.
- One of the operators indicated that they benefited from repeat year on year business. They also noted that the Lochmaddy Hotel had provided overnight accommodation at £55 per room (two people), and that this may compete with other providers.
- It was noted that the closure of the Tourist Information Centre at the Ferry has negatively impacted on the level of readily available local information. It was suggested that perhaps a space in the redeveloped school could be considered for an information giving service.
- One respondent noted that poor weather has an impact, with campers changing plans at last minute.
- The issue of motor homes damaging the environment, in particular the machair, and some visitors acting in a disrespectful manner with regards to pitch location and waste was noted.
- All operators indicated that the profitability of bunkhouse accommodation should not be overestimated and offered caution on the level of work and resources required to operate such a facility.

5.16 Further Consultation

NUDC have indicated that they plan to hold a further community consultation event in the near future. This will be based in the school.

5.17 Summary of Consultation

Through effective and wide community and stakeholder consultation, the following key conclusions are noted:

- There is significant community support for NUDC to take ownership of the Lochmaddy Primary School in order to bring the building back to use.
- There is a strong consensus that the building should retain a significant element of community use and community provision.
- The community demonstrated the highest support for an environmental centre with a geology and nature focus, the provision of teaching space, and the development of a bunkhouse.
- On wider considerations, the community survey highlighted the desire for children's activity provision, community multi use space and skills development.
- There was a minority of community resistance to the appropriation of more space and resources towards the arts.
- A number of local environmental partners have indicated their support for the project, noting the potential to provide interpretation information / boards etc. However, the majority cannot commit time or financial resources to any significant level.
- Where Lews Castle and Sabhal Mòr Ostaig have identified an in-principle desire to make use of facilities should they be developed, there is no formal commitment at this point.
- Taigh Chearsabhagh has indicated the desire for a formal agreement to rent space in the proposed facility, with a significant synergy present between a number of key use options, and their development strategy.
- In engaging the neighbouring resident, it is noted that consideration should be made to allow him continued vehicular access across the site to his property.
- An interested party has been identified as a possible long-term tenant for the kitchen space within the building. At this point, the interested party remains anonymous with communication directed through the local Business Development Officer from Business Gateway.

6 Market Analysis

6.1 Environmental and Cultural Sector Partners

It is noted that NUDC have identified the inclusion of an Environmental visitor / education centre as an important element of the new facility. In order to develop this further, the following key organisations and services have been identified as key to this sector, and local to the Lochmaddy Project.

Taigh Chearsabhagh

Taigh Chearsabhagh Trust was initiated as a partnership between Comann Eachdraidh Uibhist a Tuath (CEUT – North Uist Historical Society) and the Uist Art Association (UAA) in 1993, leading to the opening of Taigh Chearsabhagh Museum & Arts Centre in 1995. This has since evolved into a popular museum and arts centre, governed by a Board of Trustees and operated by dedicated and skilled staff.

The centre also hosts the local Post Office and a retail area and café. In summer, the centre attracts large numbers of visitors, whilst also providing a year-round community facility for local residents. Taigh Chearsabhagh employs 14 members of staff providing vital quality and non-seasonal work in a fragile rural economy.

Taigh Chearsabhagh has a clear and well-planned development strategy which has been identified as relevant to the potential development of Lochmaddy Primary School.

6.2 Teaching and Education Sector Partners

NUDC has also identified an opportunity for the Lochmaddy Primary School building to provide teaching and learning space, particularly in partnership with existing organisations. The following key organisations have been identified as relevant to the project aims.

Sabhal Mòr Ostaig

Sabhal Mòr Ostaig is a modern, innovative college and has excellent learning resources on-campus including an exceptional library collection, broadcast and recording facilities, residential student accommodation and a Gaelic-medium childcare facility. Current student numbers stand at approximately 90 on full-time courses, 260 on distance learning and access courses, and up to 800 on short courses each year.

The College's activities are greatly enhanced by co-operative links within the wider Gaelic community and the College is home to a number of creative and cultural projects such as Tobar an Dualchais, Faclair na Gàidhlig and the multimedia and design company Cànan.

The College also plays a leading role in the promotion of the Gaelic arts and culture and hosts a programme of residencies for artists in music, literature and the visual arts.

Lews Castle College – University of Highlands and Islands

Lews Castle College UHI was officially opened in 1953 – by Sir Alex Douglas Home and it continues to build on the strong foundations of the visionaries that started the college.

The University of the Highlands and Islands comprises 13 colleges and research institutions of which Lews Castle College is one partner.

The main Stornoway campus on Lewis is located in the grounds of the magnificent Lews Castle, set in 600 acres of parkland, the historic building where the college first began over 65 years ago. Now relocated to a new campus, the College's traditions are retained.

The Western Isles are renowned for their thriving cultural scene (particularly music and Gaelic) and this is reflected at the Stornoway campus, where they specialise in Gaelic.

6.3 Tourism and North Uist

Since 2015 NUDC has been fully involved in tourism discussions affecting North Uist and also represented on the Tourism Outer Hebrides (TOH2020) Leadership Group, following the appointment of an NUDC member to the Board of Outer Hebrides Tourism. NUDC understands that tourism will be an increasingly important driver of economic development in the future and is keen to take a leadership role in discussions with the relevant agencies to facilitate this. With specific regards to the Lochmaddy Primary School Project, NUDC have identified the potential to provide bunkhouse accommodation, and the synergy that this may have with the provision of an environmental or educational product or services within the development.

Tourism is seen as a key growth sector with estimated 219,000 tourists to the Outer Hebrides/year.

6.4 Visit Scotland: Scottish Accommodation Occupancy Survey - Annual Report 2016

The Highland and Islands and Western Isles both demonstrated the highest growth in Hotel Room occupancy with a 5% increase from 2015-2016 further supporting the strong growth in Tourism in both regions.

For hostel accommodation, 2016 saw the highest occupancy rate across Scotland at 57%, having shown year on year growth since 2012 where occupancy was 40%. However, it should be noted that there are no available hostel occupancy rates for the Western Isles, as supported by the figures available in the Scottish Accommodation Barometer Report – May 2018 (The Moffatt Centre: Glasgow Caledonian University).

6.5 CalMac Ferries – Visitor Numbers and Statistics

The following table highlights the growth in visitor numbers, demonstrated by passenger and vehicle numbers carried by the CalMac Ferry from Uig to Tarbert / Lochmaddy.

In particular, the increase in coach numbers demonstrates the likelihood that a substantial proportion of this increase relates directly to tourism.

	2016	2017	Difference	% Growth
Passenger Numbers	188,138	195,752	7,614	+4.05%
Cars	75,657	78,166	3,509	+4.70%
Coaches	303	358	55	+18.50%
Commercial Vehicles	5,888	5,645	-243	-4.13%

Table 9: CalMac Ferry Statistics

6.6 The Hebridean Way

The Hebridean Way is a 156-mile walking route (and 185-mile cycling route) that covers the length of the Outer Hebrides from Vatersay to Lewis. Covering 10 islands, this route is becoming increasingly popular with tourists, aligning with a number of trends in outdoor and adventure / experience tourism, and the increase in popularity of rural Scotland as an international destination.

Visit Scotland notes the significance of walking and trails in tourism, stating in 2016 That “The growing interest in health and wellbeing presents a fantastic opportunity for Scotland to promote itself, not only through its inspiring landscapes but also through the health benefits of walking and being outdoors. VisitScotland continues to work with communities to showcase the rich assets, hidden gems and local stories in every region in Scotland.”

The following figures outline the visitor number recorded electronically at Lochportain and Langass. It is noted that the numbers for Langass are higher as Langass Woodland is an attraction in its own right. These figures show a clear growth in visitors using the Hebridean Way.

Lochportain	Jan 2016 to Jan 2017	163
Lochportain	Jan 2017 to Jan 2018	463
Lochportain	Jan 2018 to Jan 2018	484
Langass	Jan 2016 to Jan 2017	7388
Langass	Jan 2017 to Jan 2018	4951
Langass	Jan 2018 to August 1 st 2018	2187

Table 10: Hebridean Way People Count Figures

The Economic Impact Assessment of Hebridean Way for the project states:

- In 2015 it is estimated that 1000 cyclists cycled The Hebridean Way and it takes 7 days to complete.
- By 2018 it is estimated this will increase to 3000 cyclists cycling the full Hebridean Way.
- 18000 cyclists will cycle sections of the Hebridean Way.
- 500 people will walk the Hebridean Way each year from 2018 and it will take 14 days to complete.
- 3500 people will walk significant sections of The Hebridean Way.
- Detours and rest-stops will be promoted to encourage cyclists to stay longer and explore each island along the Way.

6.7 Trends and Typologies in Scottish Tourism

VisitScotland has identified a number of key trends in the tourist market for 2016. In developing provisions and services that either partly or wholly relate to tourism and visitors, facilities like the proposed Lochmaddy Primary School development should consider the trends below, and how they may influence the design, product offering and marketing:

Honesty and Authenticity	Visitors are looking for the “real Scotland” and therefore it is important that stakeholders in the tourism market promote authentic experiences and products from the offset. It is also important to consider that one visitor's authentic Scotland may be different from another’s, and more importantly that these images and perceptions are formed or forming before they leave their home.
Increase in Millennials	The 16-24 demographic has demonstrated more inclination to travel out-with peak seasons, providing the opportunity to develop business in the off-season. Visit Scotland notes an average expenditure of £145 per trip lasting an average of 4 nights. The demographic is cost conscious but seek quality experiences and are often driven by “the sharing economy” supporting the idea of group events and travel, hostels, social events etc.
The Growth of Micro	The adoption of micro products has driven a significant interest in a number of key product areas, namely food and drink. The increase in small batch spirits and microbreweries in Scotland attract a significant number of visitors and the presence of these should be identified and promoted strategically to support tourism in the local area.
“Emotivography”	Visit Scotland identifies Emotivography as the emotion of an image, highlighting the growth of geotagging and online boasting with the increasing prevalence of social media. Businesses should consider the landscape and image opportunities around them when promoting the area, products and services. Moreover, there is scope to inform and direct visitors, either formally or informally, to potential photographic hotspots.
Short Distance Escapism	There is a growing trend on shorter short distance breaks and it is noted that people do not have to travel far to escape their day to day lives. This has significant strength in the business travel sector, where areas should promote small opportunities to escape work in the area. Examples may include a park or tourist attraction close to hotels or meeting venues, where the guest or delegate can fit the experience into part of one day. There is also the opportunity to promote experiences and places as day trips to those living nearby – the Scottish coast being a key example off this.
Provenance	Over the last couple of years, the “farm to fork” phenomenon has significant affected shopping and eating habits. Although many people struggle to adhere to this concept on a day-to-day basis, the added time associated with trips and breaks

	allows for a refocus on this. Coupled with a strong societal interest in gastronomy, street food, local food and dining, the availability of good local produce, eating places and food promotion can have a significant benefit to the tourism industry in an area. VisitScotland has also found that more souvenirs bought by visitors are food based than ever before and that this trend seems set to continue.
Trust in the Online World	The internet has revolutionized the way in which people understand and select their travel destinations. Most importantly, the growth of consumer-generated content has led to sites such as Trip Advisor and an increased ability to review every aspect of a holiday. The perceived non-biased nature of these sites and services has attracted consumer's trust and as a result, all business and service providers in the sector should work to understand and manage their online presence and perception as best as possible. This may be through replying to online comments and questions, incentivizing visitors to positively engage these services, or by increasing the resources spent on managing online and social media.

Table 11: VisitScotland's Tourism Trends

Additionally, VisitScotland has identified a number of key UK Domestic visitor types. Two of these should be considered as relevant to any accommodation product and heritage / educational attraction developed within the Lochmaddy School. These have been identified as "Curious Travellers" and "Engaged Sightseers" both of which are assessed in detail below:

Curious Travellers 1.9m UK Households	
Personality	Keen to see the world, broaden their minds and enjoy living life to the full. Love of travel may stem from their childhood. Tend to read on specific interest topics – geography, nature, travel etc. Hobbies will reflect the desire to learn new things. Travel is viewed as a hobby.
Profile	This segment is affluent with a broad spread of age ranges. 53% are likely to work full time (matches national average) with 25% having children at home.
Holiday Profile	This segment will spend more nights away than average but not all of these in Scotland. Their primary factors for choosing holidays include finding new and interesting things to discover, breath-taking landscape and fascinating history and culture. It is likely that a busy itinerary will be planned for each trip. This segment will use a variety of accommodation types to suits their needs, however they demonstrate less than average usage of camping and caravans.
Relationship with Scotland	Curious Travellers are interested in Scotland, particularly for its scenery, unspoilt nature, history and culture. They believe Scotland has new and interesting things to discover. A large proportion feel Scotland is on their destination list. 76% feel they will spend more time in Scotland in the next three years. 55% believe that Scotland is the best part of the UK for a short break. Curious Travellers have less self-claimed knowledge of Scotland and their connections are less strong than other segments. Their connections are mainly via doing business in Scotland or ancestral links, rather than from having friends currently living in Scotland.
Technology and Media Engagement	Curious Travellers have embraced mobile and new technology, spending slightly more time on average on the internet than the average adult. Curious Travellers will use a mix of offline and online sources for travel inspiration and trip planning; particularly travel books, guidebooks and recommendations from friends and family. Online review sites are also important in the holiday planning process.

	This segment is medium / light television viewers, heavy cinema goers and medium / heavy newspaper readers. 76% have an active social media account.
Identifying Challenges in Marketing	<p>Curious Travellers tend to dislike returning to the same place or destination and their global view and curiosity means competition for their holiday nights is fierce. Showcasing Scotland as a range of regions and unique experiences offers an opportunity to present more than just one place for their consideration.</p> <p>VisitScotland suggests that Curious Travellers will relish lots of ideas on how they can get under the skin of the history of a local area and the local culture. Business should showcase what Scotland has to offer in terms of the experiences which will let them try out a new skill, try a new activity or learn about local myths, legends and cultures. Hidden gems and opportunities which may not be deemed the mainstream activities can appeal to their curious nature.</p>

Engaged Sightseers 1.0m UK Households	
Personality	Down to earth, traditional outlooks, more cautious than other visitors, friendly, engaging, confident and willing to try new things within limits.
Profile	37% will be retired – significantly higher than average with less than average in work (38%). Only 16% will have children at home. The segment is moderately affluent however falls below average for wealth.
Holiday Profile	<p>This segment takes more holidays than average – the highest number of average nights per year of the five segments. Usually they will take a combination of domestic and international trips. The segment is likely to make routine trips abroad but will look for varied and new destinations domestically. This segment will enjoy visiting key attractions and are attracted to the traditional coach or self-drive tours. Holiday options that are too adventurous or out with their comfort zone are likely to be rejected.</p> <p>In choosing a holiday, the top factors are the scenery and landscape, the history and culture, and new and interesting things to discover. This segment is considerably less likely to use self-catering, camping or hostel accommodation in favour of more comfortable and traditional hotels and B&Bs.</p>
Relationship with Scotland	<p>Engaged Sightseers have a very positive view of Scotland as a domestic destination, thinking Scotland is ‘their kind of place’. 48% feel they have a good knowledge of Scotland as a holiday destination (which is above average) and a high proportion feel they would recommend Scotland as a holiday destination (40%).</p> <p>However, whilst some are regular visitors to Scotland (21%) or occasional visitors (16%), there are many who have been to Scotland but not returned for a number of years (44%). This offers an opportunity to encourage these people to return to Scotland and re-engage with what Scotland can offer.</p>
Technology and Media Engagement	This segment are very much followers rather than adopters and demonstrate less than average internet and social media use. They read more magazines than newspapers and watch an average amount of television.
Identifying Challenges in Marketing	<p>Taking a high number of holiday nights per year, Engaged Sightseers may be more price sensitive than other segments. The perception of distance is also a barrier for some, especially when considering domestic destinations on their doorstep in England.</p> <p>VisitScotland suggests that Engaged Sightseers will enjoy engaging with your business and finding out what’s going on in the area. Signpost opportunities where they can have an authentic experience and engage with the local people.</p>

	They may be touring around Scotland or keen to travel to other locations within your local region. Provide information to them on how to get around and the key historical, scenic and wildlife attractions in your region and possibly other regions of Scotland. When communicating with Engaged Sightseers consider ways to inspire them with new things to discover and opportunities throughout the year.
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Table 12: VisitScotland's Relevant Visitor Profiles

6.8 Trends in Community Health and Wellbeing

From the community consultation survey, and from face to face discussions with local groups and organisations, it's apparent that the old primary school building in Lochmaddy is cherished by the local community and as such, many have expressed that the essence of its future use should remain community centric, and not centred on tourism or revenue generation. Where this report recognises that there is a requirement to ensure financial viability, the core functions of the renovated building should be based on community use and development. In particular, the former school hall, has been identified as a key usable space for a wide range of community groups, members and events.

A key model that supports the development of this project, with a focus on the community is that of a Community Health and Wellbeing Hub, as outlined below:



Figure 14 : Health and Wellbeing Model

The term wellbeing embodies a wide scope of activities, service provision and concepts that may be incorporated within a community hub (either physical or virtual). Often, the focus is on sport, however there is an increasing recognition that a wider approach to general wellbeing is important. The following non-exhaustive list provides six key areas of wellbeing that may be incorporated into a community facility project.

Lifelong Learning: Education through adulthood has been identified as a key area for development within many established institutions now delivering programmes of adult learning classes. Recent studies summarise the research evidence about the benefits of adult learning: for learners themselves, for employers and for the wider community, as identified by The European Commission (2015)'s "In-depth analysis of adult learning policies and their effectiveness in Europe." Working in a wellbeing hub creates opportunities for learning in the local community. Examples may include computer literacy and internet classes for older residents, cooking and healthy eating, language classes, book clubs etc. These might be privately delivered, or in some cases, delivered as satellite classes in conjunction with a local education body.

The Arts: Over recent years, there has been a growing understanding of the impact that taking part in the arts can have on health and wellbeing. By supplementing medicine and care, the arts can improve the health of people who experience mental or physical health problems. Engaging in the arts can promote prevention of disease and build wellbeing. In 2007, the Department of Health's Review of Arts and Health Working Group, examined the role the arts can play in health. Its key findings were:

- arts and health are, and should be firmly recognised as being, integral to health, healthcare provision and healthcare environments, including supporting staff
- Arts and health initiatives are delivering real and measurable benefits across a wide range of priority areas for health and can enable the Department and NHS to contribute to key wider Government initiatives.

- The Department of Health has an important leadership role to play in creating an environment in which arts and health can prosper by promoting, developing and supporting arts and health.

Alternative Therapies: These are increasing in popularity in all age groups. This may cover a wide range of treatments, relaxation therapies and homeopathic services. Some of these could be integrated with local authority health services, but many will be private and offered by practitioners who may benefit from the availability of a treatments space within a community focused central location. Services may include treatments such as hypnotherapy, reiki, massage, acupuncture and meditation.

Health Promotion: This has always been a primary focus in community centres as they provide an effective channel to market to adults with examples such as weight loss groups, smoking support groups, alcohol support groups etc. Whilst schools and colleges are ideal to deliver messages for young people, it is often the young adult population who has the greatest need. A wellbeing hub may focus on promoting healthy living through posters and campaigns against smoking, excessive alcohol intake and drug mis-use, however it is more likely that an effective approach would include classes, help groups and the availability of experts for consultation.

Healthy Minds: This is fast becoming both a leading focus and an increasing concern in today's society. Within the concept of a wellness hub, it would be prevalent to factor activities and uses that promote positive mental health. These may be common interest social groups or merely the provision of space in which local residents can meet. It may also be considered that services are provided to assist those who may suffer from mental health issues.

Community Support: This should always be a primary focus of any community hub, whether it is for sports activities or wellbeing focused. Support activities may include OAP groups, childcare groups, mother and toddlers and after school groups. Groups of this type are vital in the development of children, families and the support of vulnerable groups in society. Support options within a hub may also be more formal, with the inclusion of housing services, care services or local council services. There is also the opportunity to base any community development group or representative within the center, thus retaining the focus of community within the physical hub itself.

7 Links to Policies and Strategies

7.1 The Gaelic Language Act 2005

The Gaelic Language (Scotland) Act 2005 aims to secure the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language, and in implementation of that Act, the national Gaelic development body, Bòrd na Gàidhlig, requires public organisations to produce statutory Gaelic plans. With Gaelic at the heart of the community, businesses and delivery partners in this project, the NUDC will ensure that all aspects of the development continue to use the Gaelic language as a delivery vehicle for all elements of the project.

Results from the 2011 Census have shown that the decline in the number of Gaelic speakers has slowed since 2001. The total number of people recorded as being able to speak and/or read and/or understand Gaelic was 87,056. Of these 58,000 people (1.1% of the population) aged three and over in Scotland were able to speak Gaelic. This is a slight fall from 59,000 (1.2% of the population) in the 2001 Census which compares favourably to the previous Census results which recorded an 11% drop in speakers.

In 2011, the proportion of the population aged three and over in Scotland who could speak, read, write or understand Gaelic was 1.7% (87,056), compared with 1.9% (92,000) in 2001. Within this group, the number of people who could speak, read, understand and write Gaelic in 2011 was 32,000, 0.6% of the population aged three and over; this was the same proportion as in 2001.

Gaelic speakers are spread throughout Scotland. Of those who identified themselves as Gaelic speakers in the 2011 Census the council areas with the highest proportions able to speak Gaelic were found to be in Na h-Eileanan Siar (52%), Highland (5%) and Argyll & Bute (4%). There is also a high degree of urbanisation within the Gaelic speaking community with large numbers of Gaelic speakers living in Aberdeen, Edinburgh, Greater Glasgow and Inverness.

7.2 Community Planning Partnership

This local strategy document posits the vision for the Outer Hebrides as “a place where all people can prosper.” This reflects the community’s desire primarily to have a sustainable population where all people, families, businesses and communities do well, succeed and flourish in every aspect.

The plan aims to result in an improvement in the age structure of the local population by retention and in-migration, the creation of jobs and training opportunities for the younger working age population and the provision of housing to meet the needs of communities such as North Uist and Lochmaddy.

The strategy outlines the following key objectives:

- The Outer Hebrides has sustainable economic growth and all our people have access to appropriate employment opportunities
- The Outer Hebrides retains and attracts people to ensure a sustainable population
- The Outer Hebrides offers attractive opportunities that improve the quality of life, wellbeing and health of all our people.

In undertaking the redevelopment of the Lochmaddy Primary School as set out by NUDC, the project will have clear potential to deliver on all three objectives above. The facility proposes to provide opportunities for employment through the delivery of education, local environmental engagement and visitor accommodation.

7.3 Outer Hebrides LEADER and EMFF Strategy Objectives

The key objectives of the Outer Hebrides LEADER and EMFF 2014-2020 Local Development Strategy are to:

- Promote Renewable Energy and Efficiency
- Support and Develop Rural Services and Facilities
- Develop and Aid new Tourism Initiatives - Focussing on Natural, Archaeological, Creative
- Cultural and Gaelic Heritage
- Support and Encourage the Development of SME's and Community Enterprises
- Develop Crofting Related Ideas and Encouraging Diversification
- Support Community Fisheries and Marine Initiatives
- Network with LAGs in Scotland, UK and Europe

Community engagement and research assisted to identify the priority outcomes for this new programme, with The Lochmaddy Primary School Project aligning with around half of the above objectives.

7.4 Community Empowerment Act

The Community Empowerment Act helps to empower community bodies through the ownership of land and buildings, and by strengthening their voices in the decisions that matter to them. It improves outcomes for communities by improving the process of community planning, ensuring that local service providers work together even more closely with communities to meet the needs of the people who use them.

It also provides new rights for communities, allowing them to take over delivery of services in some circumstances and to request the transfer of land and buildings owned by public bodies, where it can be demonstrated to be in the best interest of the community. The Act applies to both communities of place and communities of interest.

The Bill was passed by the Scottish Parliament on 17 June 2015 and received Royal Assent, becoming an Act, on 24 July 2015 and becoming law in January 2017. There are 11 topics covered by the Act.

This act currently forms the basis on which the NUDC’s project is hoped to move forward. By evidencing the need for the project, the group looks to secure a community asset transfer as set out within the details of this government act.

7.5 Scottish Government’s National Outcomes

The Scottish Governments has a targeted focus on how Government and public services could help in creating a more successful country, providing opportunities for all of Scotland to flourish, through increasing sustainable economic growth. The following five strategic objectives were outlined by the government as drivers for Scotland's development.

Wealthier & Fairer	Enable businesses and people to increase their wealth and more people share fairly in that wealth.
Safer & Stronger	Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.
Smarter	Expand opportunities for Scots to succeed from nurture through to lifelong learning ensuring higher and more widely shared achievements.
Greener	Improve Scotland’s natural and built environment and the sustainable use and enjoyment of it.
Healthier	Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

Table 13: Scottish Government's National Outcomes

These five objectives were further expanded into 15 national outcomes, which form the basis of CnES’s agreement with the Scottish Government to support the Scottish Government's Purpose.

With relation to the development of the Lochmaddy Primary School, seven of the national outcomes have been identified as significant and relevant:

“We realise our full economic potential with more and better employment opportunities for our people”
 Bringing this project to fruition will deliver a number of key avenues for employment within the Lochmaddy Community. Directly, this report outlines a requirement of 1.25 FTE staff positions across the year to oversee the management of the facility and undertake the work associated with managing the bunkhouse and facility bookings. Indirectly, the report notes three key tenants, each of which operating their own business with relevant employment opportunities. By generating local revenue through tourism, the facility will also improve the overall local economy.

“We are better educated, more skilled and more successful, renowned for our research and innovation.”

This report indicated the potential for spaces within the former school to be used as a teaching venue, including the potential to work with educational partners such as Sabhal Mòr Ostaig. In addition to the formal teaching, the inclusion of passive interpretation space will provide the opportunity for visitors and community members to learn about the local wildlife, environment and other key aspects of life on the Uists.

“We live in well-designed, sustainable places where we are able to access the amenities and services we need.”

The redevelopment of the former primary school building, and the potential creation of additional bunkhouse space on the grounds provides NUDC with the opportunity to create an aesthetically appropriate and sustainably designed facility in Lochmaddy. The inclusion of sustainability as a theme within the proposed interpretation will help to educate the community and visitors on the importance of sustainability within our lifestyle and culture.

“Our young people are successful learners, confident individuals, effective contributors and responsible citizens.”

Consultation has outlined a strong desire to include the local children within the proposed project. By developing provision for children, be it creche, youth club, or appropriate multi use space, the Lochmaddy Primary School project will be ensuring the local young people can develop within North Uist.

“We have tackled the significant inequalities in Scottish society.”

As this report has outlined, rural deprivation within island communities is a significant source of inequality, when comparing the provision and available of services afforded to those in larger urban centres. By developing facilities in Lochmaddy, there is an opportunity to reduce inequality for the residents. Additionally, elements of the consultation have suggested that a multi-use space may provide the opportunity for community support activities, and local stakeholder may use the facility for art therapy. These opportunities will be key to reducing inequality and supporting the residents.

“We value and enjoy our built and natural environment and protect it and enhance it for future generations.”

The Uist, and the wider Western Isles are a key attraction within the Scottish landscape. With this project looking to develop a building that currently is sitting un-used, this will ensure that the build landscape remains attractive and in line with the expectations of residents and visitors alike.

“We reduce the local and global environmental impact of our consumption and production.”

The inclusion of environmental interpretation within the facility provides an opportunity to educate visitors, locals and other facility users about the importance of sustainable and environmentally ethical practices. This will align with both the trend in ecological tourism, and the cultural shift towards a more environmentally driven lifestyle. Additionally, the design of the building, and the inclusion of a water source heat pump aligns with this national strategy to ensure a reduced level of energy consumption.

7.6 Scottish Government’s Infrastructure Investment Plan: Updated Programme Pipeline (2015)

This policy document highlights regeneration activity focusing on ensuring that people live in socially, physically and economically sustainable communities. The Lochmaddy Primary School project will increase the provision of community facilities in the area. With regards to the community consultation, respondents’ desire and indicated frequency of use, and the stakeholder’s identification of proposed usage, the outlined project supports evidenced demand, creating an economically beneficial facility with new employment opportunities.

7.7 Highland and Islands Enterprise Operating Plan Building Our Future 2014-17

As the main economic development agency covering the Highlands of Scotland, Highland and Islands Enterprise (HIE) has a statutory remit to support the strengthening of communities across the region. In particular, HIE is focused on supporting communities to help themselves grow stronger and more sustainable. Within HIE's latest Operating Plan covering the period from 2014 to 2017 there are four key areas of priority that the proposed development aligns to. These are:

- Supporting businesses and social enterprises to shape and realise their growth aspirations
- Strengthening communities in fragile areas
- Developing growth sectors, particularly distinctive regional opportunities
- Creating the conditions for a competitive and low-carbon region

In addition, the project relates directly to the following objectives as set out by HIE:

Community-led development – HIE states “We will significantly enhance the capacity of communities, high growth social enterprises and the delivery of significant revenue earning projects through our new Community Capacity Building programme. The programme will enable account managed communities to deliver community benefit, facilitate the realisation of community renewable electricity and support innovative, high capacity social enterprise growth plans.”

Social Enterprise – HIE states “In partnership with the Scottish Government, we will deliver a Business Support and Learning Programme for social enterprises for the next three years...”

In addition to these two specific areas of alignment with HIE's Operating Plan, there are many references to the account management of growth businesses, particularly within the key tourism sector, in which the proposed development can dovetail with HIE's activities and support.

7.8 Our Place in Time – The Historic Environment Strategy for Scotland

This key policy document is the first strategy in Scotland that recognizes the contribution that the historic environment makes to the cultural, social, environmental and economic wellbeing of the country and population. Across the country, thousands of people actively seek to understand, care for and celebrate the historic environment in many different ways:

- The historic environment provides the backdrop to people's daily lives. It is all around us, it is where we live and work, and it is an asset.
- A wide range of professionals and specialists work to protect and promote the historic environment. These include surveyors, architects, archaeologists, archivists, museum curators, planners, engineers and craftspeople across many different skills and trades.
- The historic environment also attracts support from volunteers, from local communities to individuals. Thousands of people actively participate in initiatives such as monitoring coastal archaeology, cataloguing objects in museums or conserving individual sites or even whole townscapes.

The strategy proposes a vision in which “Scotland's historic environment is understood and valued, cared for and protected, enjoyed and enhanced. It is at the heart of a flourishing and sustainable Scotland and will be passed on with pride to benefit future generations. “

To deliver this vision, the following key aims have been identified:

- **Understanding** – By investigating and recording our historic environment to continually develop our knowledge, understanding and interpretation of our past and how best to conserve, sustain and present it.

- **Protecting** – By caring for and protecting the historic environment, ensuring that we can both enjoy and benefit from it and conserve and enhance it for the enjoyment and benefit of future generations.
- **Valuing** – By sharing and celebrating the richness and significance of our historic environment, enabling us to enjoy the fascinating and inspirational diversity of our heritage.

It is clear that the project to restore the Lochmaddy Primary School building for community use aligns with this strategy, by ensuring the local building is maintained and restored to use, with potential for engaging in the local history, culture, language and education for local residents and visitors.

7.9 Tourism Outer Hebrides 2020 (TOH2020)

Tourism generates £65m in economic value for the islands, sustains around 1000 FTE jobs, and is one of the key growth sectors in the economy of the Islands. There are 219,000 visitors per year, 930 accommodation providers directly supported by tourism, and 100's of other businesses whose livelihoods depends on the visitor economy.

TOH 2020 sets out the strategic framework for growth on the Outer Hebrides and is the local industry response to the national strategy Tourism Scotland 2020. The TOH 2020 framework sets out the Vision, Mission and Aim for growing tourism on the islands and the means whereby this will be achieved. The TOH2020 leadership group comprises Outer Hebrides Tourism, Highlands and Islands Enterprise, Comhairle nan Eilean Siar and VisitScotland,

The strategy document states a clear vision that “The Outer Hebrides will be a destination of first choice for a world class experience on a unique and diverse chain of inter-connected islands on the edge of the Atlantic Ocean offering a vibrant activity, food, music, art, craft and Gaelic culture in an outstanding environmental setting and appealing to those who are seeking peace and tranquillity and those looking for active adventure with a taste for a different way of life.

7.10 The North Uist Development Plan 2018-2023

The purpose of this Development Plan is to lay NUDC’s vision for the next five years on how the North Uist community will best promote its sustainable development in the five years to come. NUDC will support a range of projects and partnerships designed to act as catalysts for growth.

The North Uist community faces a number of critical challenges, including depopulation and demographic imbalance. Revitalisation requires a variety of development solutions if it is to address these issues successfully, many of which will be outlined in this plan. The success of this plan will depend on continued wide-ranging community engagement and support, and upon multi-partner and agency collaboration.

A number of key projects have been identified that are considered critical to make progress in achieving the aims and the aspirations of the community, these will be led by NUDC directly, with support from local partners. In particular, the development of the Lochmaddy Primary School has been identified as a key project within the short to medium term goals. It is also noted that the Development Plan identifies the need for an environmental centre and increased tourist accommodation – both key proposed elements for the project at this stage.

8 Options Appraisal

Taking into consideration the consultation process, the delivery practicalities and the viability of each option, the following table appraises the potential uses and elements proposed for the re-development of the Lochmaddy Primary School Building. Each aspect is subsequently scored, and the proposed project elements are ranked accordingly.

8.1 Rationale and Considerations

<p>Art Therapy Services</p>	<p>Community Support – The community survey indicated a moderate level of support of the provision of art therapy classes in regard to both ranking and qualitative feedback.</p> <p>Stakeholder Support – This aspect of the project is proposed for delivery by TC, a major potential stakeholder. In consultation, they have indicated their intent to commit to a space rental to deliver art therapy in line with their development plan.</p> <p>Cost and Practicality of Delivery – This aspect of the project will be delivered by a third party and therefore the overall resources required of NUDC will be low, and the practicality of including this as a feasible option of the project is high.</p> <p>Financial / Operational Sustainability – As above, due to the delivery by a third party, there is little risk to NUDC, thus creating a financially sustainable option through a rental / tenancy agreement.</p> <p>Benefit to the Community – In consultation, TC has outlined in the associated benefits of art therapy for a number of key groups within the community.</p> <p>Benefit to the Local Economy – It is not proposed that this activity will have a directly positive impact on the local economy, however it’s indirect impacts may include health considerations and employability improvements for a certain user group.</p>
<p>Children’s Indoor Activities</p>	<p>Community Support – Through the community consultation the provision of children’s activities was rated highly, with a number of comments indicating a gap in the community for young people.</p> <p>Stakeholder Support – This aspect of the project was not relevant to the stakeholder engaged in this study, however there may be opportunities for connections with heritage, nature and art therapy.</p> <p>Cost and Practicality of Delivery – Whilst the costs of providing adequate indoor children’s facilities are not significant. Allocating exclusive space for these activities in the limited capacity of the building would be impractical, reducing the range of potential user groups.</p> <p>Financial / Operational Sustainability – The cost to NUDC of delivering children specific activities would be high, with a significant level of management and resources required. NUDC may be able to find a delivery partner for such activities, however it is unlikely that this would deliver the usage levels within the main hall required to a sustainable business.</p>

	<p>Benefit to the Community – Delivering children specific indoor activities would have a moderate benefit to a small group within the community, however would limit other potential use and benefit to the wider community as a whole.</p> <p>Benefit to the Local Economy – It is not thought that providing children’s activities as an exclusive use of a room or space within the facility will generate a notable positive impact on the local economy.</p>
<p>Children’s Outdoor Activities</p>	<p>Community Support – As above, there was a relatively high level of community support and desire for improved children’s facilities in Lochmaddy. There was no significant preference noted between indoor activities and outdoor activities (play provision etc.)</p> <p>Stakeholder Support – As with indoor children’s activities, there is no significant relevance to the stakeholders engaged within this study.</p> <p>Cost and Practicality of Delivery – The cost of delivering outdoor play provision on the site is substantial, with a likely budget requirement between £50,000-£100,000. Additionally, it is noted that the site is limited for space at present.</p> <p>Financial / Operational Sustainability – The provision of outdoor children’s activities will not generate any revenue for the facility. Where there needs to be a balance of income generating, and community activities, the balance of space required to deliver the outdoor play is thought not to be proportionate.</p> <p>Benefit to the Community – The provision of quality outdoor children’s activities / play provision would be a significant improvement for young people and for the aesthetic of the village, however would have little positive impact for young and working adults, and the elderly.</p> <p>Benefit to the Local Economy – As with indoor play, there is little economic benefit recognised for the provision of outdoor children’s activities as a specific part of this project.</p>
<p>Teaching Spaces</p>	<p>Community Support – The provision of teaching spaces was highly rated within the community survey. Additionally, many respondents indicated a desire for skills classes, evening classes and workshops.</p> <p>Stakeholder Support – As noted within this report, there has been interest from further education establishments, and from TC in the delivery of classes and extensions to courses from a facility such as the Primary school in Lochmaddy. It is however noted, that at this point there is no indication of a potential partnership specifically for this aspect of the project.</p> <p>Cost and Practicality of Delivery – Depending on the scale and specialism of the teaching spaces, there is no significant barrier through cost or practicality. However, it may be appropriate to consider this aspect as part of a multi-use space where floor space allows within the redevelopment.</p> <p>Financial / Operational Sustainability – Teaching spaces allow for ad hoc, or timetables rentals of the space by class providers, colleges, or local people running workshops. It would be appropriate to undertake a further detailed</p>

	<p>business analysis of the potential demand, to ensure that a more permanent tenancy would not be a more financially beneficial use of the any proposed space.</p> <p>Benefit to the Community – A considerable element of teaching provision is likely to involve the consulted colleges etc, and as a result may cater more for visitors than the local community. This is however an opportunity to provide a teaching space that can be used for local classes and workshops should the facility be managed accordingly.</p> <p>Benefit to the Local Economy – Educational tourism is key to the Western Isles with colleges such as Sabhal Mòr Ostaig attracting international students to study. Any expansion of an existing organisation’s courses may increase the visitor numbers to the area, having a positive overall effect on the economy.</p>
<p>Natural Environment Engagement Space</p>	<p>Community Support – The community consultation concluded the provision of environmental interpretation spaces as one of the leading options. There were a number of comments relating to the synergy with local wildlife, geology and habitat, as well as the groups and initiatives that are currently already in place.</p> <p>Stakeholder Support – Stakeholder engagement demonstrated a strong desire for the inclusion of environmental heritage to be part of the school project. A few key groups (RSPB, SNH, etc.) outlined their support and their capacity to provide information, panels, leaflets etc. However, it is noted that the groups consulted did not have the budget or resource capacity to support in any detail.</p> <p>Cost and Practicality of Delivery – There are several options for delivering a small-scale focused interpretation within the re-developed primary school. This could be incorporated within the entrance way or common space, with no requirement for staffing. Several groups have indicated their ability to help provide this. The cost of including this within the project is relatively low, additionally, it can be provided without compromising spaces that may be used for better financial gain or social impact.</p> <p>Financial / Operational Sustainability – The cost of incorporating interpretation in this project is relatively low, however there may be concerns around the sources of funds to update and renew the exhibits or information regularly. This should be explored by NUDC either as part of the overall business plan, or through partnership working and capital grant applications.</p> <p>Benefit to the Community – By managing the content and presentation of this project aspect effectively, it can have a number of direct and indirect benefits to the local community. It is noted that a primary concern of tourism on the Uists is the increase in campers and campervanners who may destroy the local environment such as the machair. Visitors currently have little understanding of the delicate ecosystem and how this has been maintained through a low population. Campervans are currently driving onto the machair, potentially destroying the ecosystem, and people are using the dunes as a toilet. Local people are expressing concerns around this issue.</p> <p>An Environment Centre can work as an initial engagement space, close to the ferry to educate visitors in protecting these unique Islands.</p>

	<p>Additionally, the exhibition area can be used as an engagement/education space for local school groups, community organisations, especially if underwater cameras are included.</p> <p>These spaces can also provide a direct point of contact for the local community with local environment groups, acting as a consultation space to ensure the community are fully engaged with all environmental projects on the Islands. It can also advertise beach cleaning events, whale strandings, details on any wildlife spotted etc.</p> <p>The local community frequently feel isolated from continuous projects by outsiders. This centre could reduce this issue through positive engagement sessions.</p> <p>Benefit to the Local Economy – The provision of an environmental interpretation space will improve the offering of activities for visitors to the area. Additionally, it will create the opportunity for wayfinding – directing tourists to other facilities and attractions, whilst educating them on the local environment.</p>
<p>Bunkhouse Accommodation</p>	<p>Community Support – Throughout the community survey, there was notable support for the provision of bunkhouse accommodation. Many respondents alluded to the recent closure of a facility and the issues for visitors as a result. It is however noted that there were a number of comments opposing the provision of any tourist accommodation.</p> <p>Stakeholder Support – The stakeholders consulted within this study had no relevance to bunkhouse accommodations. However, the provision of additional visitor accommodation would be aligned with the TOH2020 plan. With the closure of the Lochmaddy Outdoor Centre and Bunkhouse, there has been a reduction in the overall capacity for overnight stays in Lochmaddy. The provision of bunkhouse accommodation by NUDC as part of this project, seeks to replace these beds, and therefore displacement for other accommodation providers should be less of a concern. It should, however, be noted that access to the levels of occupancy currently in other bunkhouse is potentially commercially sensitive information and therefore does not form part of this report.</p> <p>Cost and Practicality of Delivery – It is noted that the cost of developing a bunkhouse as an addition, extension or newbuilt on the site would be high, however in delivering a capital funded project, this would be the best opportunity for inclusion. Building the bunkhouse will require both a detailed business plan and effective project management.</p> <p>Financial / Operational Sustainability – The refurbishment and redevelopment of the Lochmaddy Primary school provides the opportunity to deliver a number of key outcomes. It is noted that of all aspects considered, the bunkhouse is the element with the capacity to generate significant revenue, both to ensure viability of the facility as a whole, and to generate reserves to support depreciation or future developments for NUDC. Additionally, the increasing trend in visitor numbers noted in the Calmac statistics suggest that with year on year increases, there will be the capacity for an increase in tourism related businesses on the Uists.</p>

	<p>The bunkhouse will also provide the opportunity to accommodate users of courses and services with other organisation such as Taigh Chearsabhagh, Artists in Residence courses.</p> <p>Benefit to the Community – By providing such accommodation, the overall profile of Lochmaddy as a place to visit and stay will be enhanced. By linking this accommodation to afore mentioned environmental space and associated education, it will provide an ideal opportunity to inform visitors to the area of the sensitivities associated with the natural landscape. The provision of additional accommodation will also contribute to the positive perception of the Hebridean Way as an attractive tourism offering in the Western Isles.</p> <p>Benefit to the Local Economy – The provision of increased accommodation in Lochmaddy could significantly increase the number of overnight stays, thereby increasing the economic impact across a range of facilities throughout the village. It is also indicated within this report, that the bunkhouse element of the project will likely create both permanent and seasonal employment opportunities.</p>
<p>Rental of Office Space</p>	<p>Community Support – The proposal for renting office space was not indicated explicitly within the community survey, however there were comments that indicated the perceived importance of supporting business and generating sufficient revenue for the project to remain viable.</p> <p>Stakeholder Support – Currently the NUDC has indicated a desire to relocate within the facility in order to reduce their overheads. There has been interest previously in renting the second office, however this has not come to fruition.</p> <p>Cost and Practicality of Delivery - Both office spaces currently exist as part of the building, and it is unlikely that the refurbishment will change their position or layout significantly. Basing NUDC within the facility will have a significant number of benefits with regards to the management and operational aspects.</p> <p>Financial / Operational Sustainability – The rental of the office space provides a regular and committed revenue stream to support the overall business viability of the Lochmaddy Primary School.</p> <p>Benefit to the Community – Neither the relocation of NUDC to the office within the school, or the addition of another tenant would have a significant benefit to the local community. However, it is noted that the office space provided little opportunity to be used for anything other than an office.</p> <p>Benefit to the Local Economy - By providing a rentable office space for a local commercial venture, the trust will be supporting the potential growth and development of that business, by ensuring the required resources are available, and reducing the potential for the business to relocate away from North Uist as it grows.</p>
<p>Rental of Kitchen Space</p>	<p>Community Support – As with above there were comments that indicated the perceived importance of supporting business and generating sufficient revenue for the project to remain viable, despite the prospect of the kitchen not being explicitly mentioned within the survey.</p>

	<p>Stakeholder Support – Although currently confidential, this study has identified the potential to rent the kitchen space to an interested part as part of a commercial venture.</p> <p>Cost and Practicality of Delivery – There may be a requirement to update and upgrade aspects of the existing kitchen, however this may be something that can be passed onto a potential client as part of a tenancy agreement. This should be further investigated as part of a detailed business plan. With a tenant taking responsibility for the maintenance and upkeep of the space, there will be little ongoing requirements for NUDC with regards to resources and delivery.</p> <p>Financial / Operational Sustainability – As with other aspects of the facility, identifying and agreeing a medium to long term tenant for the space will ensure a constant income stream, as well as reducing the overall area that NUDC will require to maintain on a regular basis. This would support the overall financial sustainability of the project, allowing the delivery of community-based outcomes.</p> <p>Benefit to the Community – The provision of a commercial kitchen, used exclusively by a tenant for their own business purposes has little direct positive impact for the local community. However, this does support the development of local community business.</p> <p>Benefit to the Local Economy – By providing a rentable kitchen space for a local commercial venture, the trust will be supporting the potential growth and development of that business, by ensuring the required resources are available, and reducing the potential for the business to relocate away from North Uist as it grows. The growth of this business may also create the potential for new jobs in the village.</p>
<p>Digital Skills Academy</p>	<p>Community Support – The community survey, ranking and comments showed significant support for the inclusion of digital skills academy and/or the provision of community support for the IT and digital learning.</p> <p>Stakeholder Support – TC has outlined the provision of a digital skills workshops and dedicated space are part of their development plan. Moreover, they have indicated an interest in entering a tenancy agreement for space in which this could be delivered from the former Lochmaddy Primary School.</p> <p>Cost and Practicality of Delivery – In providing the space for a third party such as TC to deliver the digital skills workshops, there will be little cost or resource requirements for NUDC with regards to ongoing delivery. As a result, this potential aspect of the project is relatively low cost and highly practical.</p> <p>Financial / Operational Sustainability - As above, due to the delivery by a third party, there is little risk to NUDC, thus creating a financially sustainable option through a rental / tenancy agreement.</p> <p>Benefit to the Community – In consultation, TC has outlined in great detail the associated benefits of digital skills workshops for a number of key groups within the community.</p>

	<p>Benefit to the Local Economy – It is not proposed that this activity will have a directly positive impact on the local economy, however it’s indirect impacts may include employability improvements for certain user groups.</p>
<p>Multi Use Community Space</p>	<p>Community Support – The key theme from all comments and ranking questions within the community survey was that the redevelopment of the Lochmaddy Primary School should ensure that it provides benefits and access for the local community as a priority. By providing a community space, most likely through the use of the main hall, the facility will be able to cater for a wider and varied range of community activities and groups. This may also allow the provision of other aspects such as indoor children’s activities as part of a wider range of multi-uses.</p> <p>Stakeholder Support – The stakeholders consulted within this study had no relevance to the potential provision of multi-use community space, however in further developing a business plan, there may be groups or activity providers who would make regular use of the facility.</p> <p>Cost and Practicality of Delivery – The hall within the primary school is in fairly good condition, and therefore will be suitable for a variety of uses with very little investment. With NUDC based in the facility, and the proposed inclusion of a staff member on site, the management of bookings will be relatively simple and incur very little costs over and above the general management of the building.</p> <p>Financial / Operational Sustainability – By keeping the hall available for flexible use, NUDC can charge a small fee for hourly hire. This has been demonstrated in this report as key to the financial sustainability of the project as a whole.</p> <p>Benefit to the Community – this proposed use provides the greatest benefit to the local community. By providing a flexible space, NUDC can allow the local community to identify how it is used, and when. As the community’s needs change, and new groups or activities are identified, the Lochmaddy Primary School building will be able to provide a space for these.</p> <p>Benefit to the Local Economy – Providing a community hall space will allow local groups, sports clubs and classes to operate within the village. Some of these activities may generate modest revenue for instructors or bring people into the village for elsewhere in the Uists.</p>
<p>Artist in Residence / Teaching Spaces</p>	<p>Community Support – Community consultation has indicated both positive and negative views towards the inclusion of art studios, art provision and art courses, with some comments suggesting a disproportionate skewing of local facilities towards arts. A number of people did indicate art-based services, courses and studios as one of their first three choices.</p> <p>Stakeholder Support – Taigh Chearsabhagh has indicated a strong willingness to work with NUDC in the development of an Artist in Residence programme, noting that it is an existing part of the development strategy. Additionally, this element of provision does not cut across the provision of other public and community facilities consulted.</p>

	<p>Cost and Practicality of Delivery – The space within the building lends itself towards the inclusion of a studio, with adequate room for a broad range of art mediums. Additionally, the inclusion of a bunkhouse and ancillary facilities would provide a suitable space to provide the residence aspect of such a programme. Overall set up costs to deliver this within the building would not be restrictive, and the programme itself should be able to operate profitably to the benefit of NUDC (and Taigh Chearsabhagh should a partnership option be developed).</p> <p>Financial / Operational Sustainability – Many examples of Artist Residencies are available within Scotland, demonstrating a viable and positive addition to a community or cultural facility. By providing the accommodation and the studio space, NUDC with TC should be able to develop a financially sustainable model of delivery, with the potential for a small net revenue generation through the promotion of short term courses at the School Facility.</p> <p>Benefit to the Community – The delivery of courses will be open to the community, as they are to the wider visiting population and tourists. Although it is likely that the majority of participants will travel to Lochmaddy, there may be local residents who would engage with the classes. Additionally, the programme would contribute to bringing the facility back to a functioning local facility, rather than a disused building.</p> <p>Benefit to the Local Economy – By effectively promoting classes and workshops with an artist in residence, the NUDC and TC can attract visitors to Lochmaddy, with the associated additional spend on accommodation, food, drink and activities benefiting surrounding businesses. Additionally, an effective programme will promote the area to potential visitors through a wide number of sector specific channels, social media and word of mouth.</p>
<p>Visitor Information and Orientation</p>	<p>Many visitors arriving at Lochmaddy off the ferry are looking for local information. With the closure of the Tourist Information Centre, there may be an opportunity to provide an information distribution point within the old school.</p> <p>This appears a common-sense arrangement given the location the facility, and the accessibility for visitors. It was noted that recent discussions had been held with a number of service providers in relation to providing visitor information. Once these discussions are finalised, a decision on whether this could be located in the school, and the nature of the content and information should be agreed between various local service providers.</p>

8.2 Consideration of Business Displacement and Competition

Bunkhouse Accommodation

In consulting the four local bunkhouse and accommodation providers above, only one demonstrated significant concerns that the creation of a new facility in Lochmaddy would cause displacement from his business. The other three welcomed the provision of additional facilities noting the increase in visitors and the recent closure of the Lochmaddy Outdoor Centre.

Lochmaddy Community Hall

The Hall secretary reported that the Hall is currently available for hire, with the currently activities include kickboxing, badminton, discos and occasional fun days. He indicated that the youth club which previously operated is now discontinued as a result of disclosure and child protection regulations. The following comments was received by the chair of the Community Hall:

Lochmaddy Hall Committee met tonight (14th August) to discuss the redevelopment of Lochmaddy school.

As you mentioned in your email, the Hall is used by local groups for a wide range of events from kick boxing, Church services, Specsavers and also special celebrations, Halloween parties and wedding receptions. The monies raised for the hire of these events keeps the Hall ticking over and covers the costs of repairs etc.

The grants the hall receives are based on activities and usage of events that I have mentioned and are important to keeping the Hall open.

We spoke of the school development and what could be a benefit to the village and it was suggested that a fitness suit and a soft play area would be well used in the village and surrounding area.

Cothrom

Kirsty McCormack, Manager at Cothrom expressed concerns over any plans to create digital skills workshops in the redeveloped school, indicating that Cothrom were the key digital skills and adult learning provider serving a wide catchment area and any duplication of this provision could displace their business. She did however indicate that there is potential for partnership working. The following quote was received:

I was concerned to hear that the proposal for Lochmaddy school would include provision of digital skills academy training within the community with particular target groups of employability and additional support needs. Cothrom is a long-established training provider who works with everyone within the community. We are the only locally based SVQ accredited training provider and deliver contracts to Skills Development Scotland for Modern Apprenticeships and Employability fund, we also deliver the Access to Employment programme which is ESF funded and Cothrom delivers as partner agency to the Comhairle. I do consider that any programme that was set up to deliver digital skills programmes to these markets, and indeed across the wider community could have a detrimental impact on our service delivery in what is a limited local market.

Having discussed in more detail with Jane Morrison-Ross (Taigh Chearsabhagh) it would seem that the proposal being mooted is a much more positive partnership-based approach which aims to develop a new market for enhanced digital skills in coding. Cothrom would be supportive of this aspect and would envisage working closely with Taigh Chearsabhagh to deliver on this and other adult learning-based provision at Lochmaddy school.

We are currently developing our online learning platform and see the development of a hub at Lochmaddy may provide enhanced opportunities to utilise this service.

Claddach Kirkibost Centre

In a telephone call with Rhoda Trustwell, it was indicated that there were potential displacement issues around the provision of nursery, after school and café provisions, as well as any production of food and drink for retail. As with Cothrom, Rhoda suggested a need for greater joined up and partnership working in a wider range of future opportunities for the area. Rhoda provided the following email:

Having attended the school, I would personally welcome the use of it as a community facility.

As manager of CKC I feel that there is a definite need for there to be information and signposting for visitors as since the local tourist information office closure this has left a big gap and I know that businesses such as Taigh Chearsabhagh and ourselves have organically become the place to ask these questions – whilst we are happy to provide as much information as we can – it would be good to have a specific point to send people (particularly for booking things like boat trips etc)

My main concern would be around provision of childcare and the impact that this may have on our nursery which we currently run from the new school at Bayhead. We also offer afterschool clubs when requested. We are also currently undergoing a community consultation around the provision of a soft play area here at the centre in order to meet demand as well as help with the revenue for our trading arm.

Being relatively new to role, my main concern within a relatively small community is that organisations such as ours, NUDC, TC etc work together to provide more facilities for people rather than dilute what others may already be doing.

I am in support of the bunkhouse as often hear from our customers their struggle for affordable accommodation whilst visiting our island – particularly cyclists – the number of which have increased since the introduction of the Hebridean Way.

I hope this is of some use to you – I am happy to provide further detail where required.

Kind regards

Rhoda

Given the concerns over displacement and impact on existing users of the above it is recommended that the space initially considered for Community Meeting and Children’s Activities now becomes the Natural Environment and Engagement Space and that a new function space of Artist in Residence Studio/workshop be created in partnership with Taigh Chearsabhagh.

8.3 Options Appraisal Summary and Ranking

	Community Support	Stakeholder Support	Cost and Practicality of Delivery	Financial / Operational Sustainability	Benefit to the Community	Benefit to the Local Economy	Average Score	Options Appraisal Rank
Art Therapy Services	3	4	5	5	4	2	3.8	1
Digital Skills Academy	3	4	4	5	3	3	3.7	2
Environmental Engagement Space	4	4	4	3	2	3	3.3	3
Multi Use Community Space	5	0	4	4	5	2	3.3	3
Bunkhouse Accommodation	4	1	2	5	2	5	3.2	4
Artist in Residence / Studio Teaching Space	4	3	3	3	2	3	3	5
Rental of Office Space	1	3	4	4	2	3	2.8	6
Rental of Kitchen Space	1	3	3	4	1	3	2.5	7
Children’s Indoor Activities	4	0	2	2	3	2	2.2	8

Children's Outdoor Activities	4	0	1	1	3	1	1.7	9
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Table 14: Options Appraisal Summary

The scores above conclude that the provision of both the art therapy and digital skills provide the greatest overall benefit and feasibility, suggesting that the required space to deliver these in partnership with TC should be allocated accordingly.

The provision of natural environment engagement space has the third highest score equal with the provision of flexible community use space. Both of these elements can be accommodated in the ground floor of the project, should NUDC agree to lease the upper floor for the activities outlined for TC above.


The provision of bunkhouse accommodation is ranked 4th and can be delivered alongside the above-mentioned activities as a new build on site. It is noted that this revenue for this bunkhouse may be vital to ensure the overall project is viable.

Although the rental of the office space and kitchen space are ranked 6th and 7th in the table above, they are both feasible options, with positive revenue implications, and can be delivered without the negative impact on the preferred elements already listed. These should also be considered by NUDC as part of the overall project.

9 Comparable Examples and Best Practices

9.1 Bunkhouse Accommodation in North Uist

In providing potential bunkhouse accommodation as part of the project, the following table of local examples have been identified. This should provide an idea of operational and pricing considerations for any additional provision in the area.

<p>The Tractor Shed Bunkhouse and Camping Huts Paible, Isle of North Uist, Western Isles, HS6 5DZ</p> 	<p>Suitable for up to 20 guests. Variety of accommodation types with fully equipped self-catering kitchen and dining area. Other facilities include laundry, stoves, decked area, BBQ, and honesty store. Open from April to October.</p>	<p>Camping Hut (2) £36 Group Hut (4) £65 Group Room (4) £65 Bunkroom from £20pp Exclusive Use (20) £350 Camper Van Pitch £20</p>
<p>Berneray Crofters' Hostel (Gatliff Hebridean Hostel) Berneray, North Uist, HS6 5BQ</p>	<p>Fully equipped hostel with kitchen, toilets showers etc. Comprises 1 x 6 bed, 1 x 7 bed and 1 x 8 bed dormitory. No advanced bookings possible. Part of the Gatliff trust and a member of Hostelling Scotland.</p>	<p>£16 – Adult £8 – Under 18 £10 – Camping Fee £2 – Sleeping Bag</p>



		
<p>John's Bunkhouse (Berneray Bunkhouse) Ferry Croft, 23 Borve, Berneray, North Uist, HS6 5BJ</p> 	<p>The bunkhouse has two single bunkrooms, each accommodating two people, and a double bunkroom for four. It also has two shower rooms, bicycle shed, car parking and good disability access. The kitchen is well equipped and colourful and has a lovely view over the Cockle Beach. The sitting room area has comfortable sofas and a peat stove. Outside, the sheltered yard in front of the house, is a great place to relax.</p>	<p>Adult £25 Child £15</p>
<p>Moorcroft Holidays – Camping, Bunkhouse and Hobbit Homes. 17 Carinish, North Uist, Hebrides, HS6 5HN</p>	<p>Comprises a small Bunkhouse that consists of 3 twin bedrooms, lounge and fully equipped kitchen, all finished to a high standard.</p>	<p>£20 pp per night inclusive of bedding. Caravan / Campervan from £11 pm (size and capacity dependant) Camping £8 pp</p>

Table 15: Table of Comparative Bunkhouse Accommodation

Occupancy Rates

Through direct consultation with the four businesses above, it is noted that levels of occupancy across the sector in North Uist is difficult to determine, with one business newly opened, and others reluctant to share figures in detail. It was however suggested by one provider that an occupancy rate of 50% across a 6-month season may be realistic.

The proposed bunkhouse will be available to accommodate local visitors to the area, as well as those attending residential courses within the vicinity.

9.2 Digital Skills Provision and Associated Benefits

The most useful recognition for learners is a tangible record that can be used to showcase their achievements to potential employers. Some providers have created their own awards schemes and certificates to formally credit achievement over and above learners' main qualifications to assist in increasing employability. The case studies below demonstrate the importance of digital learning in the apprenticeship sector.

Nova Training - <http://www.novatrainng.co.uk/contact-us>

Nova Training formed a working group to inform the implementation of an e-portfolio system. Learners were consulted to identify problem areas and to get feedback as the initiative progressed. Learners reported that they did not always understand the standards they were working towards, were unsure of

how they were progressing, wanted more responsive feedback than traditional approaches allowed and felt that technology was generally under-used throughout their learning journeys. The e-portfolio system has addressed these issues and also created opportunities for enhanced communication between apprentices, assessors and Nova Training.

Network Training Services Ltd - <https://www.facebook.com/NetworkTrainingServices/>

Network Training Services Ltd worked closely with learners and delivery teams when creating interactive learning resources that are made available to learners via their online learning platform. Piloting the resources with learners prior to full release has been an important aspect of the quality assurance process.

Key Training - <http://www.keytraining.co.uk/>

Key Training is a national training organisation, providing apprenticeships in business admin, customer service, sales, recruitment, IT, team leading, management and employment-related services for approximately 1,200 apprentices. A virtual learning environment/e-portfolio system is used to support learners wherever they study, and the provider is keen to increase the online elements of its courses.

Key Training used a student digital experience tracker to gather evidence about learners' digital experiences and to inform the development of their digital environment and new blended learning provision. The new apprenticeship standards and changes in the way that training providers work have added impetus to these developments.

Therapeutic interventions to support employability

When looking at therapies and health and the positive impact on employability, it is worth referring to the current study by Nuala Whelan, Sinéad McGilloway, Mary P. Murphy and Colm McGuinness: "EPIPIC - Enhancing Employability through Positive Interventions for Improving Career Potential: the impact of a high support career guidance intervention on the wellbeing, hopefulness, self-efficacy and employability of the long-term unemployed"

The following is an abstract from the background and rationale to the Whelan, McGilloway, Murphy and McGuinness study:

Current evidence suggests that there is no 'one-size-fits-all' Active Labour Market Policies (ALMP) which can improve employability, but rather that a shift towards a more tailor-made or individualised approach in practice may be more effective. Interventions targeted at an individual's needs, such as training and counselling, have been shown to have positive effects on wellbeing. Similarly, evaluations of Cognitive Behavioural Therapy (CBT)-based employment programmes such as the 'CHOICES for Well-being' project showed improvements in the mental health, self-esteem and job-search self-efficacy of participants, as well as a reduction in the occurrence of negative automatic thoughts and employment progression for some participants. Improvements also persisted at three-month follow-up. In a recent systematic review of interventions aimed at reducing the impact of unemployment on mental health, Moore et al. reported that short one- to two-week job club-type interventions can reduce the risk of depression for up to two years, with the largest impacts seen in those who re-accessed the labour market. However, they found mixed evidence for CBT interventions, with only short-term effects on depression symptoms and re-employment in a trial with a longer (seven-week) CBT intervention and no effects in a shorter (two-day) intervention. The question of whether such interventions could be implemented to support the unemployed in overcoming the negative psychological impacts of unemployment remains unanswered. Moore et al. conclude that more high-quality RCTs which follow established guidelines (e.g. CONSORT, SPIRIT) are needed to provide evidence of the effects on mental health, of interventions which could potentially be implemented to support the unemployed."

9.3 Art Therapy and Art Spaces

The “Systematic review and economic modelling of the clinical effectiveness and cost-effectiveness of art therapy among people with non-psychotic mental health disorders” noted within the Health Technology Assessment Journal (2019) summarises the following:

“The majority of mental health problems are non-psychotic (e.g. depression, anxiety and phobias). For some people, art therapy may be a more acceptable alternative form of psychological therapy than more standard forms of treatment, such as talking therapies.

The evidence is current to May 2013. Fifteen clinical trials (777 patients) assessed the effectiveness of art therapy. Art therapy was associated with positive changes to mental health symptoms compared with a control group in 10 out of the 15 studies. The control groups varied between trials. Four trials found some improvement but no difference between art therapy and the control group. One trial reported that outcomes were more favourable in the control group.

Twelve studies (188 service users and 16 service providers) assessed the acceptability and the potential benefits or harms of art therapy. Reported benefits of art therapy from service users included increased understanding of self and expression of feelings. Some areas of potential harm were also identified. The quality of all included studies was low to moderate.

A review to identify publications assessing the cost-effectiveness of art therapy was undertaken. One relevant case study, of a single patient, was identified. A new analysis was, therefore, conducted using data from three trials identified in the clinical review which found that art therapy is plausibly cost-effective compared with wait-list control. There were limitations with the evidence used to conduct this analysis so further investigation is needed before any final conclusions can be made.”

9.4 Artists in Residence

An artist residency is an opportunity provided by a host organisation that enables a guest artist to work in a new environment, often away from the restrictions and pressures of their everyday lives. Artist residencies are about providing the time and space for a guest artist to develop work and creatively explore new ideas.

Artists are often selected through a competitive application process. The length of a residency can vary from weeks through months or even a year. Artist residencies can include a working space and accommodation or may only offer a workspace. Some support a single artist or art form, others can support groups to collaborate across art forms.

The following examples demonstrate a variety of locations and operational set ups where Artists in Residence have demonstrated successful outcomes and benefits for organisations and communities.

Cove Park – Argyll and Bute - <http://covepark.org>

Cove Park creates year-round residencies in all the art forms for national and international artists, collaborative groups and organisations. It is located on 50 acres of unspoilt hillside overlooking Loch Long on Scotland’s west coast. Some residencies are self-funded, but most offer a fee and accommodation and for which selection is either by application or invitation.

Founded in 1999 by Peter and Eileen Jacobs, Cove Park is funded by Creative Scotland, by trusts and foundations and by the generosity of individuals. Their contributions are made on the premise that the vitality of the arts today, and the contribution they make to society, is based on the ability of artists to make new work on an ongoing basis.

North Lands Creative - <http://northlandscreative.co.uk/vistingartistworkshops/>

North Lands Creative is one of the world's most prestigious centres for the study and development of glass as an artform, providing excellent facilities, opportunities and inspiration to artists working with glass from all over the world.

From the beginning North Lands Creative has been a meeting place not only for glass artists but has also actively encouraged the participation of visual artists, architects and designers wishing to explore the technical and artistic potential of glass either on its own or in combination with other materials. The organisation promotes Visiting Artist Workshops - challenging in depth classes led by leading artists in their field for artists and designers who want to develop their artistic practice and knowledge of materials and process. These classes are particularly focused on developing ideas and exchanging knowledge with other artists from all over the world.

House for An Art Lover - <https://www.houseforanartlover.co.uk/arts/airborne-residencies>

House for an Art Lover exists to stimulate public interest in art, design and architecture. Through its studios, exhibitions, scholarships and access to learning for all ages, it has widened Mackintosh's original vision.

House for an art lover supports artists through our airborne residency, art-incubators, open call for artworks, graduate led workshops and public art commissions. Sited within the courtyard of the Studio Pavilion are a number of shed spaces that provide varying opportunities to artists and creative practitioners throughout the Summer months (May – September).

The spaces lend themselves to being used for a variety of means be it as a workshop or fabrication space; as an artist's studio or to film; an exhibition space or space in which to host events, performances or screenings; or simply to experiment and try out new ideas. With our aim being to provide space to focus on creative output, engagement, diversity, research, or a combination of all of the above.

10 Design and Planning Considerations

10.1 Water Source Pump Heating

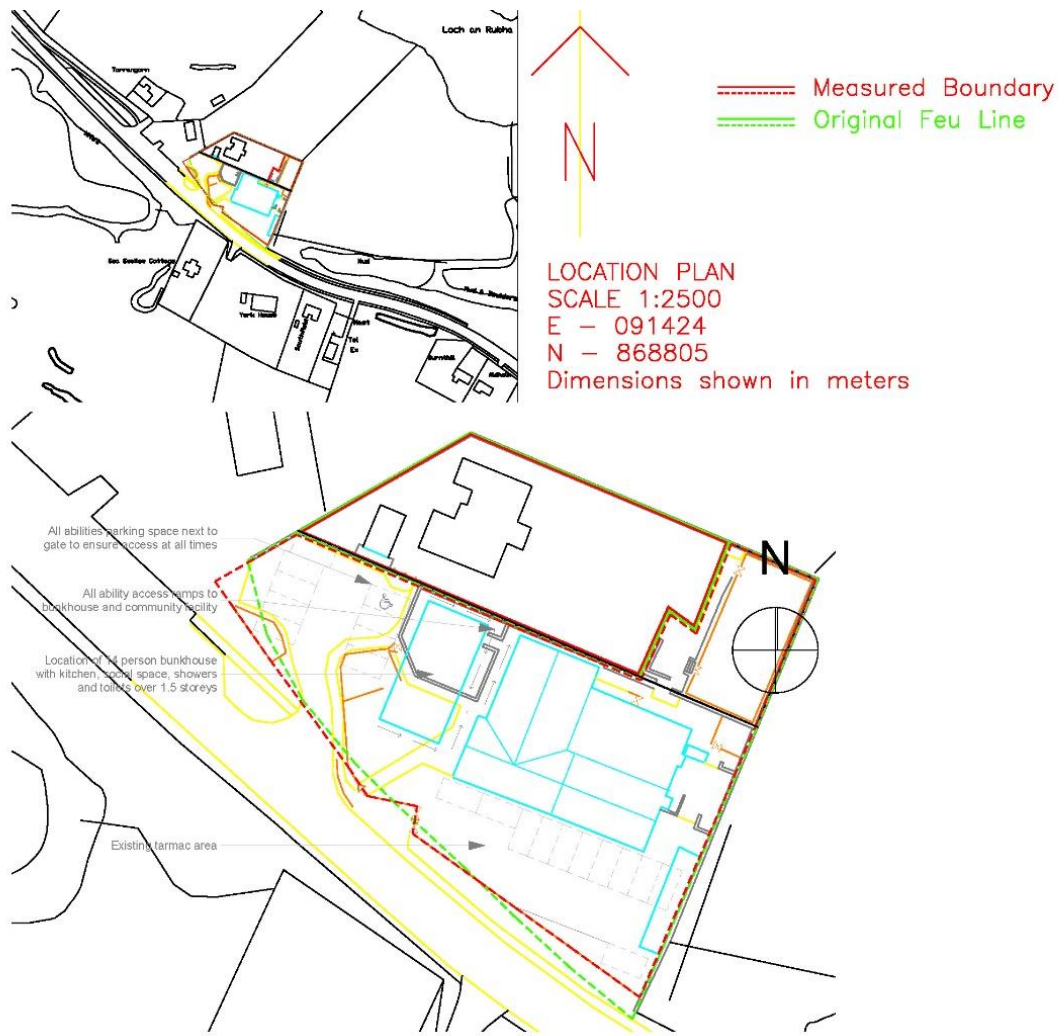
Following a report commissioned in 2017, the following considerations were concluded with regards to the suitability of Surface Water Source Heat Pump (“SWSHP”) technology to provide heat to buildings in Lochmaddy.

- Source side, closed loop fresh water systems are the preferred option;
- Installing a SWSHP at the old school in Lochmaddy is feasible but economically marginal if CAPEX is funded through loan finance or public grant funding. Further assessment of insulation will be required in order to determine suitability for heating using a SWSHP;
- For a district scheme, small “pilot” area should be tested first. Such a scheme would be economically marginal if CAPEX is funded through loan finance. Economic viability improves if CAPEX is financed through public funding – the innovative nature of such a scheme could support the case for funding. Economic analysis is based on very broad assumptions re local heat demand, which would benefit from further validation;
- There is potential to install small-scale wind and/or solar in conjunction with SWSHP’s for the school; however, further analysis of demand will be required to determine optimum sizing, with maximum size subject to restrictions by SSEPD;
- Implementation of a district scheme would benefit from partnership with a Local Authority, Housing Association or equivalent organisation.

With specific reference to the inclusion of the Lochmaddy Primary School building, the following points were noted:

- There is a 3-phase supply available at the school – 3-phase is necessary for heat pumps larger than 15-20kW (thermal).
- Use of Loch An Rubha Iar wouldn’t require any road crossing, although landowner permissions would be required to trench pipework.
- The school building is only likely to be suitable for a heat pump if it is suitably insulated. One method of testing this would be to operate the current wet heating system (if available) at a maximum flow temperature of circa 60 degrees C for a heating season to establish whether this keeps the building at sufficient temperature.
- The known surface footprint of the school is used to calculate that a 24kW (thermal) heat pump would be required to replace the current oil usage of circa 4,000 litres. This size of pump would need an (ideally indoor) space with dimensions approximately 1.5m(W) x 1m(D) x 1.5m(H)
- Capital cost of a SWSHP system is likely to be in the region of £43,000 (£1,800/kWp) with possible additional costs for internal heat distribution emitters within the building; meanwhile fuel cost savings in the region of 30% would be expected, representing savings between £482 and £723 per annum depending on usage (up to £14,460 over 20 years at current prices) along with almost £65,000 income from Renewable Heat Incentives (“RHI”).

11 Proposed Site Layout – Car Parking



Mark	Revision	Drawn	Date	Checked	Mark	Revision	Drawn	Date	Checked

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dated
signed
for Dallman Johnstone

Scale @ A3
1:500 metres

0 5 10 20 30

Drawn: cj
Checked: ll
Date: 06.18

Job No. 818
Dwg. No. FA01

Client's name: North Uist Development Company
30 job title: Feasibility Study
Redevelopment of Lochmaddy Primary School

Date: 06.18
Rev.

Drawing title: Site Plan

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Figure 15: Car Park Layout Within Site Boundaries

12 Existing and Proposed Floor Plans

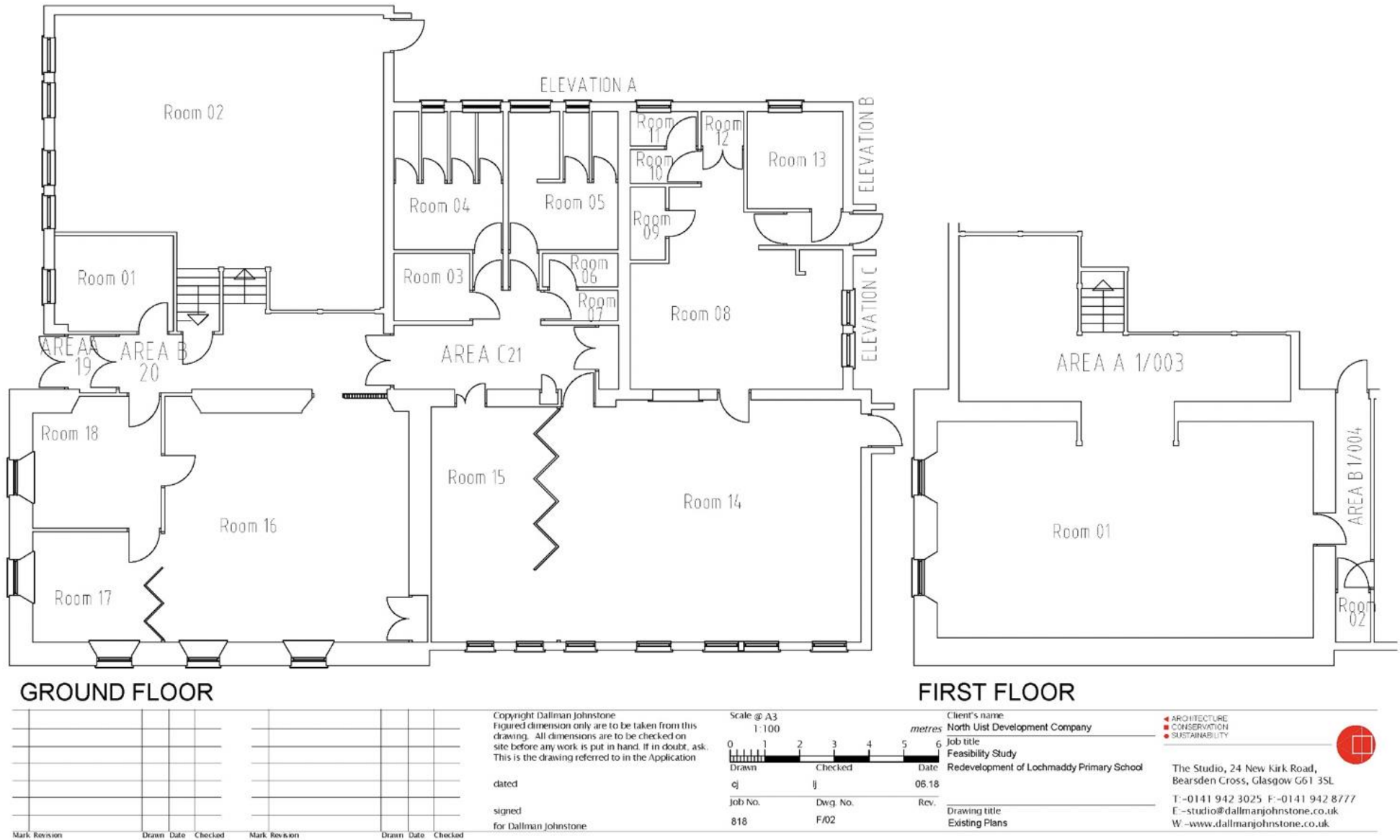
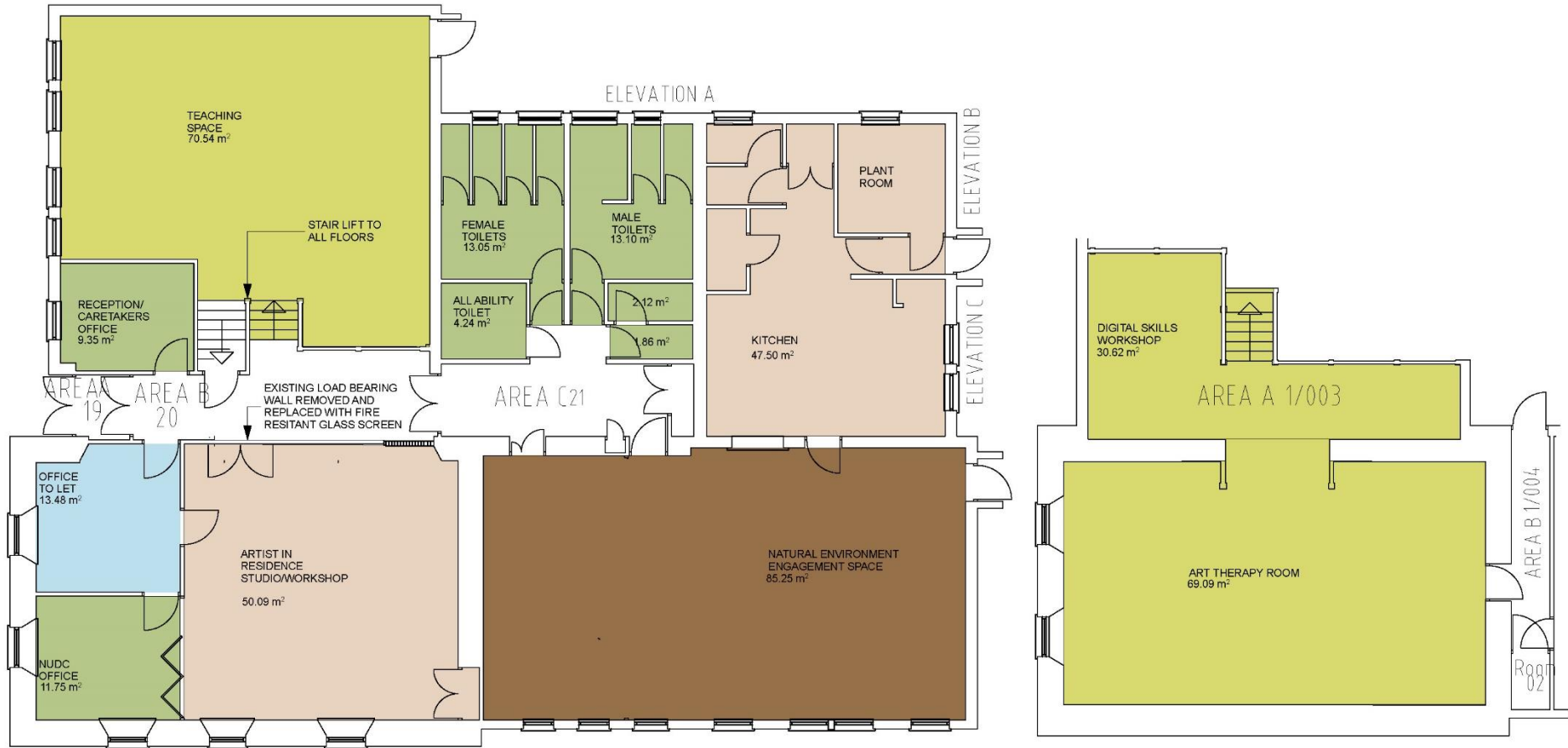


Figure 16: Current Building Floorplan



GROUND FLOOR

FIRST FLOOR

Mark	Revision	Drawn	Date	Checked	Mark	Revision	Drawn	Date	Checked
B	Room names	cj	08.18	lj					
A	Areas and colour	cj	07.18	lj					

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dated
 signed
 for Dallman Johnstone

Scale @ A3
1:100

metres

0 1 2 3 4 5 6

Drawn	Checked	Date
cj	lj	06.18
Job No.	Dwg. No.	Rev.
818	F/03	B

Client's name
 North Uist Development Company

Job title
 Feasibility Study

Redevelopment of Lochmaddy Primary School

Drawing title
 Proposed Plans

- ARCHITECTURE
- CONSERVATION
- SUSTAINABILITY



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Figure 17: Proposed Building Floorplan with Zoned Usage

13 Indicative Designs – Bunkhouse Provision

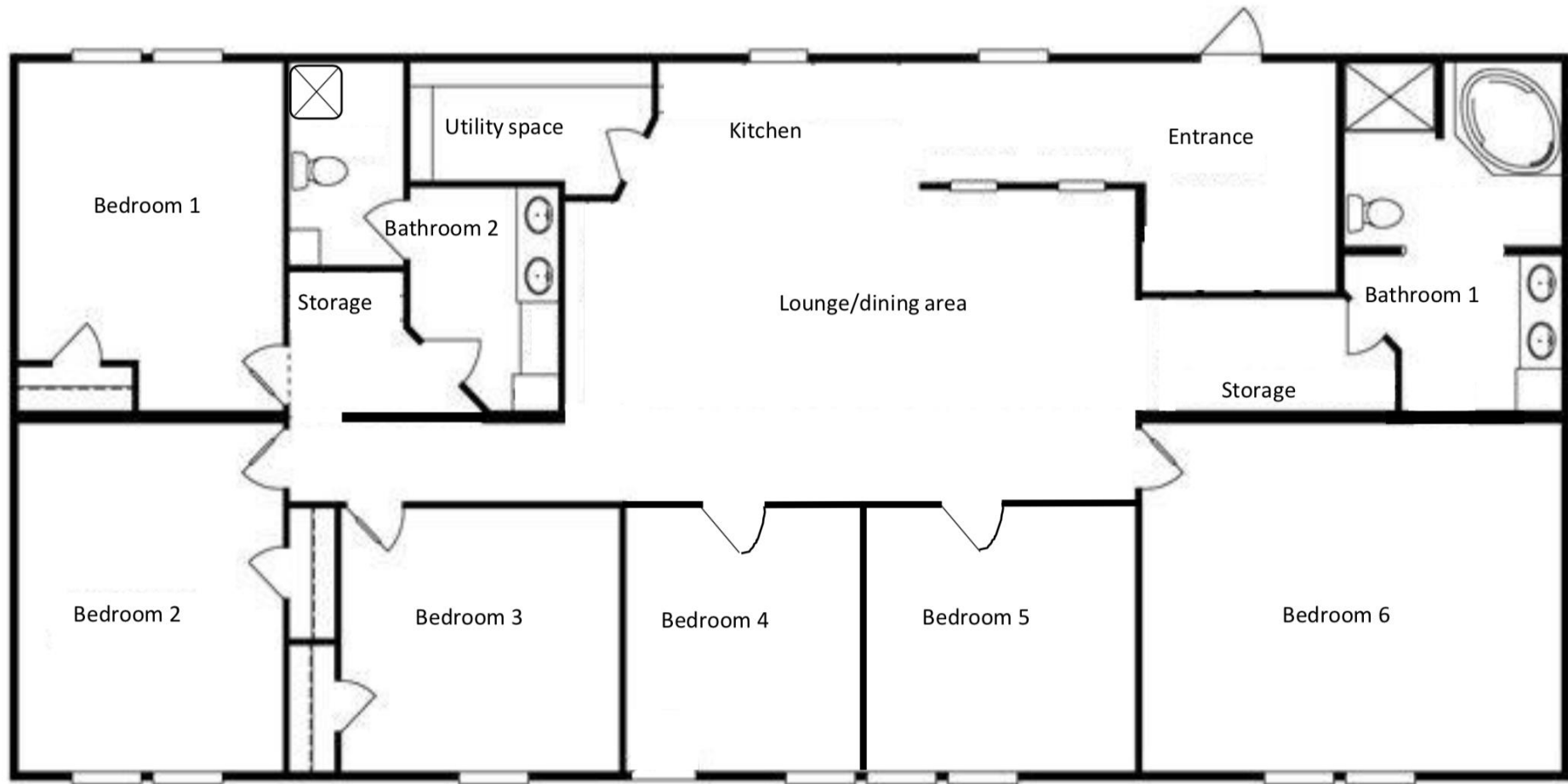


Figure 18: Indicative Bunkhouse Layout

14 Concept Ideas – Interpretation and Public Spaces



Figure 19: Concept: Environmental Interpretation Space and Public Areas

15 Bunkhouse Concept Ideas



Figure 20: Bunkhouse Concept Images

16 Capital Costs

In consultation with an Architect, the following considerations have been noted:

The proposed heat pump requires a very energy efficient building for it to work correctly. This means:

- fabric first improvements to the insulation, I would recommend external insulation;
- high level of airtightness with attention to non-permeable materials and their joints between them,
- triple glazed windows;
- avoidance of cold bridging details;
- a heat recovery ventilation system
- entrance lobbies to prevent heat loss

Heat pumps require a low surface temperature radiator and the usual source for a project like this would be a new concrete floor

Other cost would include:

- The slate roof looks as though it is at the end of its useful life and needs replacement.
- Asbestos removal
- External works costs
- Design and project management fees for the next stages

The following table outlines indicative capital costs for delivering this project. These costs are notional and should be fully costed by a qualified Quantity Surveyor in order to move the project forward to deliver. It is imperative that a structural and asbestos survey be carried out to further inform more detailed accurate costs.

All internal and external construction works including the above recommended elements.	£406,000.00
Provision of 1.5 Storey Bunkhouse (14 beds) including all interior and furnishings	£150,000.00
Professional Fees - Architect QS Etc. (10%)	£55,600.00
Contingency (5%)	£27,800.00
Project Management	£25,000.00
VAT	£132,880.00
Total Project Cost	£797,280.00

Table 16: Indicative Capital Costs

It is noted at this point that the NUDC are not VAT registered and as such will need to meet all VAT costs associated with the delivery of this project.

17 Potential Sources of Funding

17.1 Capital Funding Summary

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

The Robertson Trust	£50,000.00
The Garfield Weston Foundation	£50,000.00
Scottish Government Regeneration Capital Fund	£350,000.00
Scottish Government Rural Tourism Infrastructure Fund	£75,000.00
Scottish Community Landfill Fund (Object C)	£100,000.00
Climate Challenge Fund	£150,000.00
Trust House Charitable Foundation	£50,000.00
Total Proposed Funding	£825,000.00

Table 17: Summary of Proposed Capital Funders

17.2 The Robertson Trust – Strengthening Communities

The Trust's overall aim as an organisation is "to improve the quality of life and realise the potential of people and communities in Scotland". In order to deliver this, they have identified four high level outcomes. These are:

- Improved outcomes for individuals and communities
- Improved evidence base of what works and why in addressing challenges facing communities and individuals
- Increased awareness and use of evidence to inform policy and practice
- Improved capacity of third sector organisations to deliver impact to their beneficiaries

The Robertson Trust does this by recognising and responding to need and disadvantage, and by building the capacity and sustainability of charitable organisations. Every year, they fund and support charitable organisations of all sizes, committed to achieving positive change for individuals and communities across Scotland. They have a particular focus on addressing a range of inequalities which exist in Scotland, including health, social, cultural and educational inequalities.

The Strengthening Communities strand has been developed in response to the social inequalities in Scotland. Within Strengthening Communities, the Robertson Trust hopes to support work which benefits those who have been disproportionately affected either economically, or due to the marginalised nature of their peer group.

They also recognise the value of building on local assets and wish to support organisations and communities which come together to create meaningful, sustainable solutions to address local need.

17.3 The Garfield Weston Foundation

The Foundation supports a broad range of charities across the UK that make a positive difference. They fund a wide range of causes and charities and our grants vary according to the size of the charity and the work being undertaken.

The Foundation makes a large volume of grants every year to community projects, many of which rely on the time and goodwill of volunteers.

The majority of projects tend to be relatively small compared to other categories due to their local grass-roots nature, and correspondingly the grants made tend to be smaller in comparison. Typical projects

supported include revenue grants for volunteering schemes and Capital grants for the restoration of village halls and community centres and for facilities to support community life.

In 2018, The Foundation focused on the delivery of their 60th Anniversary funding, with an increased remit and adjusted application process. It is thought that following this, the funding and processes will revert to the focus noted above.

17.4 Scottish Government Regeneration Capital Fund

Eligible organisations

The fund is open to all 32 Scottish local authorities individually, or whether they exercise their functions through urban regeneration companies (URCs) or other special purpose vehicles (SPVs).

Eligible projects

Applications are not restricted in geography, size or type of project. It will be for applicant organisations to demonstrate that projects fit with the aims and objectives of the fund and can demonstrate clear regeneration outcomes in line with our strategy document [Achieving a Sustainable Future](#) and local area regeneration plans.

Project focus

- Projects that primarily focus on areas that suffer from high levels of deprivation and disadvantage
- Projects that demonstrate clear community involvement
- Projects that will deliver large scale transformational change with strong regeneration outcomes
- Projects and programmes that can encourage additional investment and address market failure

Application process

All applications will be subject to scrutiny by the Regeneration Capital Grant Fund Investment Panel which will make final recommendations on projects to be funded.

There will be a two-stage assessment. Applicants must submit a summary of their project on the form provided at Stage 1. Successful projects at this stage will be invited by the panel to then complete a full Stage 2 application.

17.5 Scottish Government Rural Tourism Infrastructure Fund

The Scottish Government has established a fund to provide investment in infrastructure to support sustainable growth in rural tourism across Scotland.

The Rural Tourism Infrastructure Fund – which will see £6 million invested over two years (2018/19 and 2019/20) – will help ensure the services and facilities tourists and communities need are provided.

The new fund will support a wide range of improvement projects – such as parking, camping facilities, recycling points and footpath access.

17.6 Scottish Communities Landfill Fund

The Scottish Landfill Communities Fund (SLCF) is a tax credit scheme, linked to Scottish Landfill Tax that encourages landfill site operators to provide contributions to Approved Bodies, who can then pass the funds onto community and environmental projects. The SLCF replaced the UK scheme in Scotland on 1st April 2015.

Subject to clarification from SEPA, there are a number of approved bodies that have been identified as suitable and relevant for the project in Lochmaddy. These are listed below.

It should be noted that as a general rule these funders look to fund a specific aspect of the project and not a proportion of the overall cost, additionally they will not be able to fund the same aspects of the project should applications to multiple bodies be considered.

Approved Body	Notes
WREN	<p>The FCC Scottish Action Fund offers funding of between £2,000 and £100,000 to projects from FCC Environment through the Scottish Landfill Communities Fund.</p> <p>Further information is available at http://www.wren.org.uk/apply/fcc-scottish-action-fund</p>
Viridor Landfill Credits	<p>Viridor Credits Environmental Company is an independent, not-for-profit organisation which provides funding for community, heritage and biodiversity projects around the UK through the Landfill Communities Fund and Scottish Landfill Communities Fund.</p> <p>Funding up to £50,000</p> <p>Further information is available at http://www.viridor-credits.co.uk/apply-for-funding/</p>

Third Party Contribution

When a Landfill Operator (LO) contributes to an Environmental Body (EB), it can only claim tax relief on 90% of the contribution it makes and is left with a 11% funding shortfall. Some LOs will absorb this cost, or a portion of it, themselves. Sometimes LOs will require you to find a separate third party - a Contributing Third Party (CTP) to make the 11% payment or a portion of it.

Who Can Be a Contributing Third Party?

Almost anyone can be a Contributing Third Party, providing they do not gain a unique benefit from the project put forward for funding. Below is a list of examples of organisations that may be Contributing Third Parties:

- Private Companies
- Public Sector organisations - Local Authorities, County Councils
- Charities
- Voluntary organisations
- Private donors
- Monies from fundraising

Who is Excluded from Being a Contributing Third Party?

- Any individual or organisation directly connected to the landfill operator, Viridor, or a contractor of the project
- Any individual or organisations who gains a unique benefit from the project

Scottish Communities landfill fund will require a third-party contribution equivalent to 11% of the grants offered. For £100,000 the group would require funding £10,750 as the required leverage funding.

This landfill site is approx. 11.2 miles from your project site. As this site is a waste transfer station and not a landfill site there is unlikely to be any expansion of boundary. A check of the site files confirms there has been no change to the site boundary.

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

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

Applications can therefore be made to various Scottish Communities Landfill Funders under Object A. Main Funders are Wren and Viridor Credits

17.7 The Climate Challenge Fund

The CCF provides grants and support for community-led organisations to tackle climate change by running projects that reduce local carbon emissions. Keep Scotland Beautiful manages the CCF on behalf of the Scottish Government and have staff that support applicants and those awarded grants.

To be eligible to apply for any funding from the Climate Challenge Fund (CCF) organisations need to be:

1. Scottish based
2. Led by the community
3. Operating on a not for profit basis, or a trading company wholly owned by a not for profit organisation (profit making organisations are eligible to apply to the CCF on the condition that they are wholly owned by a Scottish based not for profit organisation.)
4. Legally constituted (Your organisation will need to be legally constituted by the time you submit your Final Application.)

All Climate Challenge Fund projects must meet four criteria to be considered eligible for funding.

- Community - Community must be at the heart of the decision-making process of the project and projects must be designed and delivered by communities themselves.
- Carbon Reduction - The project should lead to a measurable reduction in local carbon emissions through the activities it delivers.
- Sustainable Legacy - The project should deliver a low carbon legacy in its community, with outcomes (and/or behaviours) that continue after the project is completed.
- Improved climate literacy- The project should deliver an increased understanding of climate change in its community and help the community move to low carbon living.

This grant scheme offers up to £150,000 and should be considered in 2019.

17.8 Trusthouse Charitable Foundation

www.trusthousecharitablefoundation.org.uk/

This foundation supports community centres and village halls which are at the heart of small, deprived communities with the expectation that groups will be providing a range of activities for all ages and abilities. They have a particular focus on the promotion of community cohesion and addressing local problems of isolation, poverty, lack of local facilities, transport and other issues of relevance to the area.

The trust will consider applications for new buildings; upgrading, renovating or extending buildings; improving or creating outside space (but not car parks).

Their interests include innovative schemes for bringing back disused buildings into full community use, such as community shops combined with space for community activities; community hubs which bring different groups together to share space and offer easy access to a range of services. At the same time, they are also interested in traditional village halls which provide the standard activities which keep a community together.

The postcode of the building must clearly show that, in urban areas, you are in the most deprived 20% of the latest government Indices of Multiple Deprivation or, in rural areas, you are in the most deprived 50% of the Indices. Because of the number of applications received for community projects, the funding is concentrated on projects which meet these criteria.

Up to £20,000 is available per annum for revenue funding across 1-3 years. Additionally, capital grants of up to £60,000 are available for projects of this type.

17.9 Coastal Communities Fund

Although currently open in Wales only, it is likely that this funding stream will re-open in Scotland in the near future.

The Coastal Communities Fund supports the economic development of coastal communities by promoting sustainable economic growth and jobs. Funding goes to projects over £50,000 that will ultimately lead to regeneration and economic growth whilst directly or indirectly safeguarding and creating sustainable jobs.

Stage one is the expression of interest, following which the Ministry will identify projects that strongly fit the programme aim, outcome and priorities. Applicants invited to Stage 2 will complete a fuller application form, and a business plan.

Since the start of the Fund in 2012, the Ministry has awarded grants to 295 projects across England, Scotland, Wales and Northern Ireland to a value of £174 million. According to the Ministry, these projects are forecast to deliver 18,000 direct and indirect jobs and help attract over £316 million of additional funds to coastal areas.

In 2015, it was announced that the Fund was to be extended to 2020/21, with at least £90 million of new funding available across the UK for the period 2017/18 to 2020/21. This is Round 5, which covers the period 2019-20 to 2020-21.

17.10 Scottish LEADER Funding

LEADER is part of the Scottish Rural Development Programme (SRDP), aimed at promoting economic and community development within rural areas. LEADER is a grassroots method of delivering support for rural development through implementing Local Development Strategies. It is aimed primarily at small and medium sized community driven projects.

Since the LEADER initiative's launch over 400 applications for funding have been approved with 350 more applications in the pipeline, and over £40 million has been committed for new project approvals and LAG running costs.

With uncertainty across the board as a result of Britain's departure from the EU, the Government has now indicated that a replacement or alternative programme is likely to be introduced, with wide consultation to be undertaken. The current consultation documents state:

"...the EU rules and processes governing LEADER can be perceived as prohibitive. Therefore, an approach during the transition period may be to continue with the current approach of vesting responsibility for relevant projects in the LAGs, guided by Local Development Strategies, but allow delegated authority for each area to manage the funding within local areas as they see fit, within some outline principles set by the Scottish Government. This would have the benefit of removing additional layers of bureaucracy, however, there would be a potential reduction in the benefits of central co-ordination which is likely to result in differences in approaches between LAG areas."

The UK Government have suggested that the future of support through LEADER may come under the new Shared Prosperity Fund (SPF), which proposes to replace EU economic aid after Brexit. There is a lot of uncertainty surrounding the proposed SPF, and it is understood that a further public consultation will be launched in Autumn 2018 to help shape its future.

18 Operational Considerations

18.1 Management and Staffing Consideration

The provision of any of the noted options within this report will require the inclusion of a base level staffing requirement. In determining the level of staffing, the following list of tasks should be considered.

- Opening and closing the building where required.
- Housekeeping and day to day maintenance of the public community spaces and interpretation area.
- Management of the health and safety requirements within the facility – fire alarm testing, drills, building checks etc.
- General administration – bookings, enquiries, etc.
- Managing bookings, check-ins and departures for the bunkhouse.
- Bunkhouse housekeeping, laundry, and general maintenance.
- Management of all booking systems, online accounts, social media and bunkhouse promotion.
- Updating and maintaining all interpretation elements within the facility.
- Liaising with tenants and building users.
- Day to day promotion of the facility.
- Managing and organisation of additional staff/volunteers/seasonal workers as required.

In determining the level of staffing, and in considering the overheads associated with employment, the following should be considered in order to best delivery the most sustainable operating model:

- By locating the NUDC office within the facility, members of NUDC staff may be able to undertake a number of the above tasks, particularly during the quieter winter months.
- Aspects of the facility, such as the bunkhouse, may be closed during quieter off season periods, reducing the staffing requirement.
- Long term tenants should have access to the building as keyholders, removing the need for a staff member to open the facility daily.
- NUDC should look to attract seasonal workers, who may be attracted to stay and work in the area as part of a wider gap year, working holiday, or travelling experience.
- NUDC should consider working with ScotGrad to identify potential additional support staff where required. In particular these staff may be relevant to business development and operations. Information of the ScotGrad scheme is available at www.scotgrad.co.uk

The following table outlines the proposed staffing requirements for the facility (This represents a total of 1.2 FTE jobs):

	January	February	March	April	May	June	July	August	September	October	November	December
Bunkhouse Occupancy	CLOSED		25%	25%	60%	71%	71%	71%	50%	25%		CLOSED
Base Staffing Hours	0.00		10:00 – 16:00									0.00
Base Hours Per Day	0.0	0.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	0.0	0.0
Days per week	0.0	0.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0
Base Hours Per Week	0.0	0.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	0.0	0.0

Table 18: Forecasted Staff Requirements

18.2 Rental Agreements

This study has identified a number of potential stakeholders who have demonstrated their interest in having a permanent base within the re-developed school facility. In consultation with Robert Keys – Keys and Company Real Estate Surveyors, Glasgow - an indicative rental value of £21.50 per square metre was identified initially. Consultation with Business Gateway identified the kitchen space should be rented for £40/week (£2080/annum), and based on the square meter, this would be £0.9375 per square meter per week.

For office space(s) a locally derived rental would be decided, with a figure of £1,200 per annum assumed for this report, based on NUDC rental.

Additionally, there is not current division of the energy distributions, and therefore the division of this overhead should be agreed as part of the tenancy arrangements. For this report, it has been considered that the following division of the overheads best represents each tenants proportion of usage taking into account the pro-rata of floor space, and the level to which each function may utilise the services. This has been detailed within the income assumptions within this report.

This report notes the potential for the North Uist Development Company to be considered as a potential tenant. The figures in this report show the income paid as a revenue stream, however in reality this may be reflected as a saving in the wider financial situation of the Company, including those associated with operating the facility.

18.3 Consideration of Artist in Residence

Consultation in this report has demonstrated the potential to provide an Artist in Residence at the facility. This would see an expert from the arts sector living within the facility's accommodation, with their own studio as detailed in the indicative floor plans, and an obligation to provide courses throughout the year.

Although this element should be further expanded through a detailed business plan, TC have agreed that they would wish this to be part of their partnership agreement, noting its relevance and alignment to their current strategy

Working with TC, NUDC would confirm the appropriate model for delivering the project, noting the costs and in-kind support attributed to providing the accommodation in the bunkhouse, the studio space, and the associated cost of energy use and resources. The concluding agreement should ensure a conservative income for the development company as part of the overall facility's operations.

For this report it has been assumed that NUDC could receive a revenue of £250 per month from the agreement.

18.4 Expenditure Assumptions

Centre Staffing

As outlined as an operational consideration, the facility will require a minimal level of staffing in order to manage the bunkhouse bookings and undertake day to day housekeeping and administrative tasks. From the staffing proposed in section 14.1, the following costs have been projected:

Staff Costs	1.2 FTE at £11.54 per hour	£27,046.12
On Costs	20%	£5,040.67
TOTAL STAFFING COST		£32,086.80

Table 19: Summary of Staffing Costs

Energy Costs

In delivering the activities and revenue streams proposed for the new facility, it is noted that the energy use will be a substantial part of the expenditure. In order to best quantify both the cost, and the associated recovery of this from rental partners, the energy cost has been indicated as two separate cost lines – the cost associated with the current building, and the cost associated the additional bunkhouse.

As the building is proposed to incorporate environmental sustainability as a core theme, it would be both operationally and financially relevant to ensure that the refurbishment promotes and includes energy efficient construction and initiatives.

Notwithstanding this, a cost of £8,000.00 per annum has been assumed for the existing building space, with a further cost of £7,000.00 per annum for any proposed bunkhouse structure / extension.

Insurances and Licenses

An annual expenditure of £1,500.00 has been assumed for the provision of all appropriate insurances and licenses. These are likely to include:

- Public liability insurance
- Employers liability insurance
- Buildings insurance
- Building contents insurance
- Public Entertainment Licences
- Relevant kitchen / catering provision licenses where appropriate

IT, Telephones, Internet Etc.

As a community facility providing for a wide range of local people and tourists, there will be an expectation that adequate internet provision is available. Additionally, the use of media space and the quality of interpretation may require appropriate connectivity. With this in mind an annual expenditure of £1,200.00 has been assumed.

Linens and Bunkhouse Expenditure

With the bunkhouse element of this project generating the majority of revenue, consideration should be made to the costs associated with replacing linens, and any other ancillary expenditure. For this report, an assumed expenditure of £1,800.00 per annum is shown.

Maintenance and Cleaning Materials

In operating the facility, a small amount of regular maintenance, along with cleaning and housekeeping will be required. This will be predominantly in relation to the bunkhouse space. This report assumes £100 per month, generating an annual expenditure of £1,200.00.

Upkeep and Provision of Environment Engagement Space

This report outlines the potential for space within this facility to be used to highlight local wildlife, geology and sustainability, in partnership with organisations such the RSPB. Although these groups have no budget or indication of ongoing financial support for the space, NUDC may be able to work with them, ensuring that each organisation meets the cost or providing and updating the interpretation boards and inclusions. As a result, no annual cost has been associated to the overall project.

Rates

As a registered charity, the group will be entitled to an automatic 80% rates reduction. With no plans to undertake in activities that relate to the sale of alcohol, or other key products, the group will also be entitled to a further discretionary 20% reduction. As a result, there will be no cost associated with rates.

18.5 Income Assumptions

Bunkhouse Revenue

As this study has indicated, the provision of a bunkhouse would be key to ensuring adequate operational revenue for a viable facility. In addition to generating revenue, the increase in available beds meets an additional objective of NUDC as set out in their development plan.

This study currently proposes 14 beds within the design of an external bunkhouse on site. In considering the seasonality, and the growing tourism numbers, the following occupancy rates have been assumed for the year.

Jan - Feb	March	April	May	June	July	Aug	Sept	Oct	Nov - Dec
Closed	25.00%	25.00%	60.00%	71.00%	71.00%	71.00%	50.00%	25.00%	Closed

Table 20: Forecasted Bunkhouse Occupancy

This represents an average occupancy of 33% across the year, which at a price of £25 per bunk will generate £42,042.00 across the year.

Rental of Space

This study has identified a number of partners who have potential to make use of space on a permanent contracted basis.

Space	Area	Potential Tennant	Rental Income
Art Therapy Space	60m ²	Taigh Chearsabghagh	£3,368.14 per annum
Digital Media Space	26.2m ²	Taigh Chearsabghagh	£1,492.73 per annum
Rental of Kitchen Space	37.5m ²	Local Interested Party	£2,080.00 per annum
Rental of Office Space 1	14 .0m ²	To Be Determined	£1,200.00 per annum
Rental of Office Space 2	14.0m ²	NUDC	£1,200.00 per annum
TOTAL LONG-TERM RENTAL INCOME			£9,340.87 per annum

Table 21: Rental of Space

Recovered Energy Costs from Rentals

At present, this report proposed a pro-rata charge of energy costs relating to the main building across the above noted rental tenants. This table demonstrates the income that would be generated as a result:

Potential Tennant		Income
Taigh Chearsabghagh	30% to in relation to square meterage	£2,400.00 per annum
Kitchen Tenant	25% (higher per sq. m to incorporate considerable energy use)	£2,000.00 per annum
Office Tenant (1)	3.5% in relation to square meterage	£280.00 per annum
Office Tenant (2)	3.5% in relation to square meterage	£280.00 per annum
TOTAL REVENUE FROM ELECTRICITY CONTRIBUTION		£4,960.00 per annum

Table 22: Recovery of Tenant Energy Costs

Hire of Teaching Space

This report assumes that the identified teach space will be used on an ad-hoc basis, available to small groups, individuals, or larger further education bodies. Assuming 5 hours of use per week, at £10 per hour, this report estimated a conservative revenue of £2,400.00 per annum.

Artist in Residence

As noted above, the details around partnership working with Taigh Chearsabghagh should be explored as part of a detailed business plan, however a revenue of £250 per month has been assumed as a result of this project. This will generate £3,000.00 per annum.

Donations – Interpretive Space

This report has indicated the potential for passive engagement space, highlighting local nature, geology, environmental considerations etc. Where it is unlikely that a feasible pay-for-entry model can be developed, appropriate design and layout can encourage visitors to make donations in order to maintain the upkeep of the exhibits. This report has assumed an income of £1,500.00 per annum from these donations.

18.6 Summary of Financial Position

Expenditure	
Staff Cost (wages)	£32,086.80
Energy Costs (Existing Building)	£8,000.00
Energy Costs (Bunkhouse)	£7,000.00
Insurances and Licenses	£1,500.00
IT Telephone Internet Etc.	£1,200.00
Linens and Bunkhouse Expenditure	£1,800.00
Maintenance / Cleaning Materials	£1,200.00
	£52,786.80
Income	
Bunkhouse	£42,042.00
TC Rental of Upstairs for Art Therapy	£3368.14
TC Rental of Old Library Media Room	£1492.73
TC Pro Rata Electricity Payments (30%)	£2,400.00
Commercial Rental of Kitchen	£2,080.00
Kitchen Rental Pro Rata (25%)	£2,000.00
Rental of Office Space (NUDC)	£1,200.00
Office Pro Rate Electricity (3.5%)	£280.00
Rental of Office Space	£1,200.00
Office Pro Rate Electricity (3.5%)	£280.00
Net Income from Artist in Residence Programme	£3,000.00
Teaching Space	£2,400.00
Donations - Interpretation Space	£1,500.00
	£63,242.87
Profit / Loss	£10,456.07
Operating Margin	17%

Table 23: Financial Position Summary

18.7 Five Year Overview

In determining the year 1-5 projections, the following growth assumptions have been made:

- All expenditure with the exception of maintenance will increase by 2% per annum allowing for inflation.
- The maintenance costs will increase by 10% per annum taking consideration of the longevity of furnishings and fittings within the facility.
- The income from the bunkhouse has been subjected to a growth of 2%.
- All rentals have been held the same in recognition that an annual increase would not likely be included within a rental agreement.
- The use of the community space has been subject to a 2% annual increase to represent increase in use, or if required, increase in prices associated with inflation.
- The donations have been subject to a 2% annual increase in recognition of the 2% increase in visitor numbers outlined above.

	Year One	Year Two	Year Three	Year Four	Year Five
Expenditure					
Staff Cost (wages)	£32,086.80	£32,729.54	£33,383.11	£34,050.77	£34,731.78
Energy Costs (Existing Building)	£8,000.00	£8,160.00	£8,323.20	£8,489.66	£8,659.46
Energy Costs (Bunkhouse)	£7,000.00	£7,140.00	£7,282.80	£7,428.46	£7,577.03
Insurances and Licenses	£1,500.00	£1,530.00	£1,560.60	£1,591.81	£1,623.65
IT Telephone Internet Etc.	£1,200.00	£1,224.00	£1,248.48	£1,273.45	£1,298.92
Linens and Bunkhouse Expenditure	£1,800.00	£1,836.00	£1,872.72	£1,910.17	£1,948.38
Maintenance / Cleaning Materials	£1,200.00	£1,320.00	£1,452.00	£1,597.20	£1,756.92
	£52,786.80	£53,939.54	£55,122.91	£56,341.52	£57,596.14
Income					
Bunkhouse	£42,042.00	£42,882.84	£43,740.50	£44,615.31	£45,507.61
TC Rental of Upstairs for Art Therapy	£3,368.14	£3,435.50	£3,504.21	£3,574.30	£3,645.78
TC Rental of Old Library Media Room	£1,492.73	£1,522.58	£1,553.04	£1,584.10	£1,615.78
TC Pro Rata Electricity Payments (30%)	£2,400.00	£2,448.00	£2,496.96	£2,546.90	£2,597.84
Commercial Rental of Kitchen	£2,080.00	£2,121.60	£2,164.03	£2,207.31	£2,251.46
Kitchen Rental Pro Rata (25%)	£2,000.00	£2,040.00	£2,080.80	£2,122.42	£2,164.86
Rental of Office Space (NUDC)	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00
Office Pro Rate Electricity (3.5%)	£280.00	£285.60	£291.31	£297.14	£303.08
Rental of Office Space	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00
Office Pro Rate Electricity (3.5%)	£280.00	£285.60	£291.31	£297.14	£303.08
Net Revenue from Artist in Residence Programme	£3,000.00	£3,060.00	£3,121.20	£3,183.62	£3,247.30
Teaching Space	£2,400.00	£2,448.00	£2,496.96	£2,546.90	£2,597.84
Donations - Interpretation Space	£1,500.00	£1,530.00	£1,560.60	£1,591.81	£1,623.65
	£63,242.87	£64,459.73	£65,700.92	£66,966.94	£68,258.28
Profit / Loss	£10,456.07	£10,520.19	£10,578.01	£10,625.42	£10,662.14
Operating Margin	17%	16%	16%	16%	16%

Table 24: Five Year Financial Projections

19 Project Delivery Plan

19.1 Project Delivery Overview

	2019												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
On receipt of authority decision notice NUDC will have to secure funding to meet purchase price (6 months)													
Finalising Proposed Design for the Project (3 months)													
NUDC Submits Full Planning Application (3 months)													
NUDC awaits conclusion of legal process for Community Asset Transfer (6 months)													
NUDC to apply for capital funding in order to undertake refurbishment / redevelopment works (9 months)													
	2020												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
NUDC to apply for capital funding in order to undertake refurbishment / redevelopment works (cont.)													
NUDC Progresses Memorandum of Understanding and contractual arrangements with "tenants" (3 months)													
NUDC must undertake an appropriate tendering and procurement exercise (3 months)													
Following successful funding and procurement, all associated works are undertaken (9 months)													

19.2 Project Delivery Tasks

The following table outlines the tasks shown above, further detailing the considerations and processes that are required.

Year One	
On receipt of authority decision notice NUDC will have to secure funding to meet purchase price (6 months)	Stage One to Scottish Land Fund. This should seek Development Funding to cover structural survey, detailed Architect's plans and drawings for planning application, Planning application Fee, Independent valuation fee, QS costings and up to date Business Plan
On securing Development Funding from SLF commission works needed to prepare full Stage 2 application	Structural Survey
Finalising Proposed Design and detailed capital costs for the Project (3 months)	Architect's plans and drawings Seek QS costings
NUDC Submits Full Planning Application (3 months)	Follows on from Architect's drawings
NUDC commissions Business Plan (3 months)	Provides proof of business sustainability
NUDC awaits conclusion of legal process for Community Asset Transfer (6 months)	
NUDC to apply for capital funding in order to undertake refurbishment / redevelopment works (9 months)	Prepare applications to Scottish Government Regeneration Capital Fund via CnES Application to Climate Challenge Fund Application to Scottish Communities Landfill Fund Other funding applications
Year Two	
NUDC Progresses Memorandum of Understanding and contractual arrangements with "tenants" (3 months)	Seek formal tenancies from anchor tenants
NUDC must undertake an appropriate tendering and procurement exercise (3 months)	Prepare specifications and Evaluation criteria Advertise via Public Contracts Scotland Appoint successful contractor
Following successful funding and procurement, all associated works are undertaken (9 months)	Begin renovation works and Project Management

Table 25: Project Delivery Tasks

20 Assessment and Mitigation Risk

20.1 Business Risk Register

North Uist Development Company (NUDC)			Business Risk Register			Date: August 2018	
Risk Categories:			0-8 Low Risk	9-17 Medium Risk	18-25 High Risk		
Risk Area	Risk Identified (describe the risk to be managed)	Probability Factor (1-5, with 5 being most probable)	Impact Factor (1-5, with 5 being most severe)	Risk Ranking (probability x impact = probability)	Risk Management (how the risk will be managed)	Risk Responsibility (describe who will be responsible for managing the identified risk)	Risk Monitoring
1.0 Strategic							
1.1	Lack of Vision and Robust Plan	1	5	5	This report demonstrates a clear and well throughout vision and justification for the project.	North Uist Development Company	Annually or when there are changes to the company.
1.2	No long-term Development Strategy	2	5	10	This study outlines the strategy of the group at present and where future activities might lie in future.	North Uist Development Company	Annually or when there are changes to the company.
1.3	Health and Safety and Regulatory issues	4	4	16	North Uist Development Company (NUDC) requires to be aware of their Health and Safety obligations throughout the planning and delivery of all aspects of this project.	North Uist Development Company	Throughout the planning and delivery of the project.
1.4	Convincing the Council and funding bodies that you have a robust business case for	5	4	20	This will be critical to the success of the project. This feasibility study initially demonstrates the viability of the project, which should be supported by a detailed business plan. Market testing, testimonials	North Uist Development Company	Annually or when there are changes to the company.

	securing their investment				and examples of best practice from other areas should help to inform this.		
2.0 Key People							
2.1	Loss of Key Members	4	4	16	NUDC should be aware of the need for succession planning in case they lose any key members of committee.	North Uist Development Company	Annually or when there are changes to the company.
2.2	Data Protection Policies	4	3	12	Strict adherence to Data Protection legislation and enforcement of relevant Data Protection Policies will be required.	North Uist Development Company	Annually or when there are changes to the company.
2.3	Company Member Development and Succession Planning	4	4	16	The Company should be aware of the need to continue to invest in member's training and continuing professional development. This should also include succession planning for when members retire or leave.	North Uist Development Company	On-going
3.0 Operational Risks							
3.1	Dealing with all Planning related and regulatory issues	4	4	16	NUDC will need to address all planning relating issues as these arise in line with delivering their vision. Where required they may require engaging the necessary professional advisors to assist as required.	North Uist Development Company	In advance of and throughout the development process.
3.2	Taking on the whole vision as a single project	4	5	20	NUDC should be cautious not to overstretch themselves and recognize that financial restrictions may dictate that the project is carried out on a priority led phased basis.	North Uist Development Company	Throughout the design and funding application process.
3.3	Building Maintenance Plans	4	4	16	NUDC will require to outline and agree the responsibility for maintenance and repairs of the building.		Annually or when there are changes to the company.
4.0 Financial Risks							

4.1	Not securing adequate capital funding for meeting the Community Asset Transfer cost	3	3	9	This should be a low risk as it has been informally suggested that the asking price may be as low as 10% of the current market valuation	North Uist Development Company	On-going throughout the refurbishment process.
4.2	Not securing adequate capital funding for redeveloping the building for the intended uses	5	5	25	With high demand on the proposed sources of capital funding, it is essential to monitor the success in application and adjust the project and its priorities accordingly.	North Uist Development Company	On-going throughout the refurbishment process.
4.3	Financial Control and Project Management	4	4	16	NUDC should maintain accurate and strict control of the funds and expenditure, appointing a project manager if required.	North Uist Development Company	On-going throughout the project.
4.4	Not securing adequate income/rental of space from possible users	4	4	16	Market testing of possible “anchor tenants” should be supported by formal contract leases for hired or rented space to ensure adequate revenue is generated to help cover operating costs	North Uist Development Company	On-going throughout the project.
5.0 Political/External Risks							
5.1	Relationships with potential user groups	3	3	9	NUDC should continue to build their relationship with all potential user groups and key stakeholders, encouraging their support throughout the project.	North Uist Development Company	Throughout the planning and development of the project.
5.2	Relationship with Comhairle nan Eilean Siar	4	4	16	This is a critical relationship in developing the Community Asset Transfer and most cost effective and outcome	North Uist Development Company	On-going
5.3	Relationships with local elected members	3	3	9	NUDC should continue to focus on a strong relationship with local elected members, ensuring their support for the project.	North Uist Development Company	On-going

5.4	Relationship with wider community and key stakeholders	3	3	9	NUDC should continue to develop their relationships with the wider community and key stakeholders possibly through a Memorandum of Understanding	North Uist Development Company	On-going
6.0 Reputation/Image							
6.1	Media Relations	3	3	9	NUDC should seek to engage local newspapers, community newsletters, radio stations etc. to promote the improved facilities and their benefits to the local community.	North Uist Development Company	Throughout all key stages of planning, funding, development and delivery of the project.
6.2	Branding and Public Profile	4	4	16	NUDC should actively work on creating a high visibility profile through the project, working in partnership with other key service providers such as Taigh Chearsabhair, Sabhal Mòr Ostaig, Lewes Castle College and Comhairle nan Eilean Siar.	North Uist Development Company	Throughout the project.

21 Recommendations

1. It is recommended that North Uist Development Company (NUDC) progresses the Community Asset Transfer process with the Comhairle.
2. It is recommended that, if successful in their submission for a Stage 1 Scottish Land Fund Application, NUDC should commission a building structural survey, asbestos survey, an independent valuation, detailed Architect's plans, title deeds report, Planning permission costs and a business plan.
3. It is recommended that NUDC decides which future uses for the old school building best represents "community needs" as expressed through the consultation process.
4. It is recommended that NUDC approves the construction of a bunkhouse within the footprint of the site, and this becomes the main source of revenue income cross subsidising other functions within the renovated school.
5. It is recommended that NUDC agrees the rental and utilities costs as contained in this feasibility study as a basis for agreeing formal contracts/tenancies with potential users.
6. It is recommended that the charges suggested in this study form the basis of a future NUDC Pricing Policy for casual hires/lets and for the bunkhouse rates.
7. It is recommended that NUDC creates its own office working space within the renovated building thereby saving costs on existing rent paid.
8. It is recommended that exhibition space for geology, marine life, RSPB and related Environmental Studies be provided free of charge as a local attraction, or with the option of making donations. This may also include an Information Point for visitors offering information on local services.
9. It is recommended that the future kitchen space be franchised out to a local company on the basis of a commercial rental space and a share of the utility costs.
10. It is recognised that if certain activities are offered within the redeveloped school building, this would cause a degree of business displacement. With particular reference to Cothrom, Kirkibost and Lochamddy Community Hall, consideration should be made to avoid duplication of activities. It is recommended that a teaching space be created, and further discussions should take place with Sabhal Mòr Ostaig and Lews Castle College to test their interests.
11. It is recommended that Taigh Chearsabhaigh becomes a tenant on a long-term lease to provide Art Therapy, Digital skills courses, and Artist in Residency services.

22 Appendices

22.1 Appendix One: Consultation Comments

Comments in relation to level of support for project elements.

- C is a good art centre in Lochmaddy but has quite small studio space however student numbers would need to justify expansion into another building away from TC. It would be good to have adult education classes and a useful meeting space which is more welcoming than Lochmaddy Hall
- North Uist will be part of the Hebridean Whale Trail; a fantastic network of whale watching and whale heritage sites to promote Scotland's west coast as one of the best places in Europe for whale watching. Basing an environmental centre in the old school creates a hub for the community as well as visitors. The Hebridean Whale Trail is run by the Hebridean Whale and Dolphin Trust and will develop community events and visitor interpretation to showcase not only the amazing diversity of species, but also the unique culture and heritage of the region, and its fantastic connection with the sea. If NUDC were to develop this as an environmental centre, we could provide interpretive content, deliver talks, run training workshops, which would support the local community, and this proposed centre.
- I would be slightly more supportive of student accommodation rather than tourist accommodation. Environmental centre would be fine if there was long-term plans to keep it going. Was there mention before of Gaelic learning provision?
- studio space isn't helping jobs for real people
- We need community use
- College is broke.
- Tourists need accommodation. Too much for artists already
- Lochmaddy school should be used by the people who live and work in the area and to provide facilities which are not available in Lochmaddy such as a children's soft play area, a fitness suite and a laundrette which could be supported by bunkhouse accommodation which was well marketed. An electric vehicle charging point would also be useful for the future.
- Lochmaddy Bay Area of Scientific Interest exhibition, including webcam cams displays could be housed in this building. The first move should be to dispose of the unsightly old shipping container that is lying in the playground.
- Although there is currently a lack of accommodation in Lochmaddy I think it would be better provided by the private sector. I am uncertain how compatible a bunkhouse would be with the other ideas proposed for the school.
- There needs to be a balance between the art aspects, which might add viability to the project, with community needs and aspirations. Should not be seen as remote from community requirements.
- There are too many artists
- I would be interested in an alternative, holistic health area concerned with aging aspects and mental health. Something more a tune to wellbeing, similar to a previous Health Promotion project called Sonas which used to be based in Balivanich a few years ago.
- A venue which could be in use all year round and used by all ages especially the local community would be excellent
- Proper interpretation of geology and the environment especially for children is needed here as well as simple accommodation (bunkhouse) for the many people walking the Western Isles Way
- I am very supportive of the focus on the natural environment as it is something Uist does not currently have.

- I am particularly interested in the environmental centre aspect, however the use of the school as a teaching environment should continue as that's the connection to the history of the building. Cheap accommodation on the Uists is in short supply.
- NUDC have failed quite significantly to deliver anything meaningful to North Uist. The development of employment that does help a local economy does not involve students or budget accommodation. How about NUDC actually meet with all the local business who actually employ people year-round to discuss real proposals that help current tax paying businesses. However as usual more pencil pushing execs with not a clue on how or what it takes to drive a local economy.
- An environment centre would be good for kids to learn and visitors
- "I feel that using the space for teaching degree or college courses would be too restrictive as it would only benefit a small number of people. Lochmaddy needs a true community hub. As such, community wide art/culture programmes would be preferable. This would also fit well with the idea of an environmental aspect to the centre- bridging the gap between local knowledge of history and landscape with new science and research.
- Making it an annex of UHI's art and music courses would be a terrible waste.
- I am pretty ambivalent towards the idea of a bunkhouse, but I would say that again this would not benefit the community as much. "
- Already spending too much on art and people not wishing to get real jobs
- Would be great to, learn digital skills and have new environmental area
- Bunk house style accommodation would seem to be viable and could provide employment
- Would be fantastic to see the old school back in use, be a massive benefit to the community!
- we need something that benefits the community and adds value and access to skills and support.
- Don't turn this chance into another Lochmaddy hospital farce.
- Bunkhouse accommodation would bring spending power to give the local Lochmaddy economy a boost
- I feel that the development of a comprehensive programme of short adult education courses would be beneficial to the whole community. The Arts are already very well catered for but there is a noticeable gap in courses outside the Arts curriculum.
- There is a change in the visitors to the island over the last two years. Firstly, cyclists and now walkers. These people urgently require one-night stop which is becoming increasingly difficult to find in Lochmaddy. This bunk house with good showers possible a sauna is what people require after a long walk or cycle. Looking to the future this tourism niche will only expand in the islands
- Bunk house needed in Lochmaddy as previous bunkhouse has closed.
- All suggested uses feasible -difficult to choose
- No need for bunkhouse or art space as we already have these, let's have something new.
- These ideas have been under consideration for some time and there is little sign of progress
- There is insufficient accommodation available and existing community centres could be better utilised.
- "The art related aspects are just a continuation of TC
- Better put to use on something that is not already available"
- I would prefer the geology / environment aspect to sit on west side at St Kilda hub
- Centre for Higher Education courses run by Sabhal Mòr Ostaig
- None
- Hard to prioritise!
- TC plays an important role in the community and with it expanding its BA course and other services, I think it would benefit from the extra space. The arts attract locals and tourists alike converting students into permanent residents when they fall in love with the island.
- The diploma and first two years of the fine arts degree have been successfully run from TC for several years, but the lack of space has hindered the growth and development with 3rd and 4th

years students having to travel back and forth to Elgin which is expensive. Additional space would allow these courses to expand and flourish with the potential for a masters' course in due course

Comments on further potential uses for the Lochmaddy Primary School Building.

- Meeting space
- Space for people who could get work online or on phone but can't afford internet. Career advice for these people.
- Space for older people. Dementia & carer meetings. Support networks. Alcoholic support groups. Old people and young people events to share across ages.
- Jobs
- Youth club
- as above
- Displaying part or all of the Udal Collection
- A space for local groups, societies & clubs to meet. A smaller alternative to the community hall.
- creche
- Youth centre
- As the tourist offices are now closed it would be a good idea to have some easily accessible well-designed information maybe in digital form for visitors as the School is so close to the ferry terminal - need not take up too much space.
- A gym or an old folks meeting centre
- A practical education centre providing essential manual skills, building, carpentry, joinery, plumbing etc.....
- A multipurpose space for young, old, parents & kids with different activities
- Bunkhouse
- Cycling classes. Spin classes or other fitness classes
- Social care. Nursing home.
- Child soft play/ cafe/ always space for another cafe
- Cafe?
- Performing Arts e.g. dance?
- Taigh Chearsabhair has ambitions to set up a film unit and has recently got some funding for a post. If this were to develop then TC would require additional space for the film business. There is also talk of developing new art courses; you would need to talk to Jane Morrison Ross, the CEO at TC.
- Accommodation
- Retail outlet, budget priced
- Centre for Higher or Further Education courses. In North Uist we need a development like Cothrom. There is no adult education facility in North Uist, apart from Art courses. There are no longer any Evening classes in the Uists. Lochmaddy could be a great base for a whole range of teaching and learning possibilities.
- Not sure
- Rest space with hot drinks machine for people with a long wait for ferry?
- I'd like to see an area for young people to meet, socialise with coffee, music, snooker or whatever they require in order to feel part of the community.
- Rental of other holistic therapy rooms – this is done successfully in Ullapool. Could act as a small "history of the island" museum. Also, a community space to host workshops. Community Gym?
- Meeting hub for older people, space for young people, are for multi-use by local groups.

- Summer schools in a range of arts and environmental subjects. Visiting universities could rent out the space for location-based studies. WASP type studios for artists and studio spaces.
- Campervan hook ups, visitor information since the tourist office has closed.

Further comments and view on the Lochmaddy Project as a whole.

- The Hebridean Whale and Dolphin Trust fully support the development of the Lochmaddy primary as a hub for the community and visitors and look forward to working with NUDC.
- Some of the ideas in the ranked list above do not fit with the ideas suggested in the previous questions. There is a community hall nearby (which is not used to its full potential) and Taigh Chearsabhagh. Need to make sure that there is no clash/competition with other venues.
- The arts folk are here making money but provide no local jobs. We need something to help young people stay here and jobs for local people.
- Ageing generation here and need some space to support this and stop loneliness.
- This is a nice school. We love it. Please make it for us.
- There's nowhere to go for kids. We need places.
- Project should ensure that the local community and former pupils are kept informed of any developments.
- Lochmaddy school occupies an important position passed by a very high portion of people visiting Uist. They are either just arriving or about to leave. There is a potential to create a statement through the imaginative use of the school about the Uists that sets the scene for the rest of their visit. If it can also help bridge the divide between visitor and resident (like Taigh Chearsabhagh already does) even better.
- The community want this space, not more artists
- It is vital to keep the school as a resource for the whole community and not to make it just an extension of the foundation and degree courses available at T C.
- Something is done ASAP
- NUDC NEED TO START ASKING AND MEETING CURRENT TAX PAYING EMPLOYERS ABOUT HOW BEST TO DEVELOP LOCAL BUSINESS PROJECTS.
- Don't want this just for arty outsiders. Must be for community.
- "Having a small performance space would be an excellent idea as this is lacking outside of the village halls, which are slightly too big for poetry/music performances.
- I would urge you not to take the easy route (bunkhouse and further education) this will make you a fair bit of money, sure. But it is not what the community needs.
- A space for therapeutic art, music and poetry, environmental education and discussion. Workshops on the arts- especially for children. This would be a beautiful thing, and a great boon to our sometimes quite isolating community."
- Don't waste any more public money
- It would be good to use the building more for young people's activities.
- just again, that it should be a community led space.
- It needs to feel an inviting space. Some form of catering like a cafe is always good for achieving this, even if it isn't the main intended use of the venue. It gets people through the door, bums on seats and a reason to stay.
- In terms of building regulations and practical design, there could be difficulties in combining several uses in the same building. The bunkhouse requirements are not obviously compatible with other suggested uses.
- close attention must be given to threat of displacement in relation to other community projects already existing

- Range of possible uses presented is too narrow. Channels responses in an unhelpful way.
- Get people onboard who have the enthusiasm to push the final project forward
- We are both keen to see NUDC take control of the project and build something for the community. It is a great space and it will be exciting to have it back in use again.
- I think it is very important to make use of this school. I would hate to see it going to waste like the lovely old hospital building. I think the locals would support as many uses as viably possible.
- Community need to feel welcome in the building so maybe there needs to be space for night classes, a community room for hire, kids' activities, as well as the proposed further education.

22.2 Appendix Two: Community Asset Transfer Process

Overview of the Act

The Community Empowerment Act helps to empower community bodies through the ownership of land and buildings, and by strengthening their voices in the decisions that matter to them.

It improves outcomes for communities by improving the process of community planning, ensuring that local service providers work together even more closely with communities to meet the needs of the people who use them.

It also provides new rights for communities, allowing them to take over delivery of services in some circumstances and to request the transfer of land and buildings owned by public bodies, where it can be demonstrated to be in the best interest of the community. The Act applies to both communities of place and communities of interest.

The Bill was passed by the Scottish Parliament on 17 June 2015 and received Royal Assent, becoming an Act, on 24 July 2015 and becoming law in January 2017. There are 11 topics covered by the Act. The summary document gives a brief description of each topic and how they are being implemented by the Scottish Government. Each part of the Act will come into effect at different times, depending on how much preparation is needed.

Part 3: Participation Requests

Participation requests will allow a community body to enter into dialogue with public authorities about local issues and local services on their terms.

Where a community body believes it could help to improve an outcome which is delivered by a public service, it will be able to request to a part in a process with the public service authority to improve that outcome. This could include suggesting how service providers could better meet the needs of users, offering volunteers to support a service or even proposing the community body could take over the delivery of the service themselves.

Asset Transfer and Participation Request - In some cases Participation Requests can lead to an Asset Transfer Request (see following page) because community groups may wish to take over the function of delivering a service locally, not just participate in influencing how it is delivered. In these situations, taking on delivery of a service will require a property to allow the delivery to take place and therefore what began as an intention to influence could become a fully developed proposal to run services locally in previously publicly owned assets.

The public body must agree to the participation request and set up a process unless there are reasonable grounds for refusal. At the end of the process the public body will be required to publish a report on whether the outcomes were improved and how the community body contributed to that improvement.

Guidance on participation requests has been published Part 3 came into force on 1st April 2017.

Part 5: Asset Transfer

This gives eligible community bodies a right to request to buy, lease, manage or use land and buildings belonging to local authorities, Scottish public bodies or Scottish Ministers.

Relevant authorities will be required to publish a register of the land they own or lease, to help communities identify suitable property.

The community body must set out what it plans to do with the land and what benefits it will bring. The authority must consider, amongst other things, whether the proposals will improve economic development, regeneration, health, or social or environmental wellbeing, or reduce inequalities. The benefits of the community body's proposals must be compared to the benefits of any other proposals, including continuing the current use or sale on the open market. The presumption is in favour of the community proposal unless there are reasonable grounds for refusal.

The Act does not say whether the community body should pay full market value for the property or should be allowed a discount. The guidance includes advice on the assessment of non-financial benefits.

Part 5 came into force on 23 January 2017 and applies to ALL assets owned by Relevant Authorities, listed in Schedule 3 of the Act, not only those assets deemed surplus.

The Scottish Government guidance notes have been prepared for both community bodies and relevant authorities to support implementation of the Act.

There are two parts to the Scottish Government Guidance:

- For Relevant Authorities (download below)
- For Community Groups (download below)

Both sides should read both sets of guidance notes to fully appreciate the intentions of the Act and the way it is expected to be implemented. There are also example forms and letters provided as part of the legislative process. Flow charts are used in the guidance notes to help understanding of the process and to assist relevant authorities in introducing Asset Transfer Policies.

Eligibility for Lease or Management

Community Organisation Eligibility

To become eligible for any form of asset transfer a group needs to be considered to be a "community transfer body". Distinction is made between which type of body can request an asset transfer on the basis of:

- ownership; and
- lease or management.

For lease, management and other rights, the group has to be:

- **Community-Controlled Body** under section 19 of the act which means a body (whether corporate or unincorporated) which has a written constitution that includes the following—
 - (a) a definition of the community to which the body relates;
 - (b) provision that the majority of the members of the body consists of members of that community;
 - (c) provision that the members of the body, who consist of members of that community, have control of the body;
 - (d) provision that membership of the body is open to any member of that community;
 - (e) a statement of the body's aims and purposes, including the promotion of a benefit for that community; and
 - (f) provision that any surplus funds or assets of the body are to be applied for the benefit of that community.

Eligibility for Ownership

For ownership, the community transfer body has to be a "community controlled body" as designated under section 19 of the act (see eligibility for lease) AND a "community transfer body" as designated under section 80 of the act which makes them "a community transfer body eligible to make an asset transfer request for ownership". Section 80 states they should be:

- A Scottish Charitable Incorporated Organisation (SCIO) the constitution of which includes provision that the organisation must have not fewer than 20 members; or
- A Community Benefit Society (BenCom) the registered rules of which include provision that the society must have not fewer than 20 members; or
- a company the articles of association of which include provision that:
 - (a) the company must have not fewer than 20 members; and
 - (b) on the winding up of the company and after satisfaction of its liabilities, its property (including any land, and any rights in relation to land, acquired by it as a result of an asset transfer request under this Part) passes—
 - (i) to another community transfer body,
 - (ii) to a charity
 - (iii) to such community body (within the meaning of section 34 of the Land Reform (Scotland) Act 2003) as may be approved by the Scottish Ministers
 - (iv) to such crofting community body (within the meaning of section 71 of that Act) as may be so approved, or

(v) if no such community body or crofting community body is so approved, to the Scottish Ministers or to such charity as the Scottish Ministers may direct.

Timescales contained within the act

The Community Empowerment Act lays out timescales for each part of the process. For example;

- 6 months for relevant authority to assess and issue a decision notice from the date of a Validation Notice (note; extension is possible by negotiation)
- 20 days for community transfer bodies to lodge a request for a review or appeal if they do not agree any part of the decision notice
- 6 months for transfer to take place following issue of an acceptable Decision Notice (note: extension is possible by negotiation)

When referring to the guidance notes and the detail of the Act, communities and relevant authorities should pay close attention to the time limits and the requirements for requesting extensions and reviews or appeals.

Content of an Asset Transfer Request

The legislation requires certain information to be specified in an asset transfer request. Below is the list of requirements as laid down in the act.

For points (k) to (o) below, covering information on areas such as the benefits of the request and how it is to be funded, only outline information is required to accept an asset transfer request as complete and valid. The relevant authority can seek further detail during the process, and the community transfer body may provide additional information, in particular in response to any representations made about the request. The relevant authority may decide to refuse the request if it does not feel it has sufficient information on the proposals. The level of detail required should be proportionate to the scale and nature of the request, but the community transfer body should always be given the opportunity to provide any missing information which is considered to be key to the decision.

This is set out in section 79(4) of the Act and regulation 3 of the Asset Transfer Requests (Procedure) (Scotland) Regulations 2016. In terms of regulation 5 of the Procedure Regulations, an asset transfer request is not treated as having been made until all the required information is received by the relevant authority.

A model form for an asset transfer request is provided on the Scottish Government website. This is intended to help community transfer bodies to make sure they provide all the information needed for a valid request, but is not statutory. A relevant authority could provide an alternative tailored form, which may ask for additional information specific to that organisation but cannot require a community transfer body to use any particular form. **The only requirement is that they provide all the information specified in the Act and Regulations.**

An asset transfer request must be made in writing and must:

A] state that it is an asset transfer request made under Part 5 of the Community Empowerment (Scotland) Act 2015

B] contain the name and contact address of the community transfer body

C] be accompanied by a copy of the constitution of the community transfer body

D] if the request is made by a body which is not a community-controlled body, explain the basis on which the body is a community transfer body

E] specify the land to which the request relates

F] specify whether the request falls within paragraph (a), (b)(i) or (b)(ii) of section 79(2), i.e. whether it is a request for ownership, lease or other rights in the land

G] if the request is for ownership, specify the price that the community transfer body would be prepared to pay for the transfer of ownership of the land

H] if the request is for lease, specify

- the amount of rent that the community transfer body would be prepared to pay,
- the duration of the lease, and
- any other terms and conditions that the community transfer body considers should be included in any lease

I] if the request is for other rights, specify the nature and extent of the rights sought

J] specify any other terms or conditions applicable to the request

K] specify the reasons for making the request

L] describe how the community transfer body proposes that the land is to be used

M] specify the benefits which the community transfer body considers will arise if the authority were to agree to the request

N] outline how it is proposed that—

- the transfer of ownership of the land, the lease of the land or the conferral of other rights in respect of the land on the community transfer body (as the case may be); and
- the proposed use of the land, are to be funded

O] describe the level and nature of support for the request from the community to which the community transfer body relates.

Validation Notice

Once a Relevant Authority agrees that all required information has been received as laid down in the Act a Validation Notice will be issued.

The Validation Notice date is the start date for the legal process. Any correspondence prior to this notice being issued will be during the 'negotiation' stage of the process and therefore out with the Act.

A Validation Notice must contain:

- the validation date – this is the date on which the last of the required information was received (the date the request was received if it was complete). This is the date from which other time limits will be calculated.
- an explanation of the timescale to issue the decision notice. As set out in regulation 10 and section 82(8), relevant authorities must issue a decision notice within 6 months after the validation date, unless a longer period is agreed between the relevant authority and the community transfer body.
- information about the right to appeal to the Scottish Ministers or request a review, as appropriate. This is required at the outset because of the option to appeal if no decision is made within the time limit. The acknowledgement should set out who the appeal or request for review can be made to, according to the relevant authority to which the request is made, and the circumstances in which it can be made. It would also be helpful to provide details of the address to which an appeal or request for review should be sent.
- whether another asset transfer request has already been made to the relevant authority in respect of the same land (or part of the same land).
- whether the relevant authority considers that it is now prohibited from disposing of the land to any other person.

Decision Notice

Having made its decision based on the information provided in the asset transfer request, the relevant authority must issue a decision notice to the community transfer body, under section 82(7) of the Act, setting out its decision and the reasons for it. This must be done within six months from the validation date, as prescribed in regulation 10 of the Procedure Regulations, or a longer period if agreed between the relevant authority and the community transfer body. If no decision notice is issued within this time, the community transfer body has the right to request a review or appeal to the Scottish Ministers, as appropriate.

The decision should not be unnecessarily delayed. It may be possible to decide in less than six months if the request is straightforward or there has been substantial discussion with the community transfer body before the request is submitted – as little as three months has been suggested. On the other hand, a longer period may be required for complex requests or where another process is required to remove a restriction on the relevant authority. Relevant authorities should advise the community transfer body of any potential delays at the earliest opportunity and seek their agreement to an extension to the time period. An extension should always be agreed before the prescribed (or previously extended) period expires.

The information to be provided in a decision notice is set out in sections 82(7) and 83(2) of the Act, and regulation 11 of the Procedure Regulations.

It must do the following:

- A. state the date on which the asset transfer request was made
 - B. identify the community transfer body which made the request
 - C. identify the land to which the request relates
 - D. set out the authority's decision to agree to or refuse the request
 - E. set out the authority's reasons for its decision
 - F. contain notification of the right of appeal or review, how an appeal or application for review may be made, and the date by which it must be made.
- and if the request is agreed:
- G. specify the terms and conditions on which the authority is prepared to transfer ownership, lease the land or confer the rights requested
 - H. state that, to proceed with the process, the community transfer body must submit an offer,
 - I. specify the period within which the offer must be submitted (this must be at least 6 months from the date of the decision notice)

Model Validation and Decision Notices can be found in the Resources Section of the Scottish Government website.

Appeals Process

A review and/or appeals process has been included in the Act to ensure fair and equitable consideration by an independent party should disputes arise.

A community transfer body can seek a review or appeal if:

- the request is refused,
- the request is agreed, but the terms and conditions in the decision notice are significantly different from those in the request, or
- no decision notice is issued within the required period.

The process depends on which relevant authority the request was made to.

- If the request was made to a local authority, the community transfer body can apply for an internal review by the authority, as set out in section 86 of the Act. This may also apply in future to requests made to other relevant authorities that are designated by the Scottish Ministers, for example if they are bodies closely related to local authorities. If the outcome of the review does not resolve the issue, or if no decision is made within the required period, the community transfer body can then appeal to the Scottish Ministers under section 88.
- If the request is made to the Scottish Ministers, the community transfer body can apply for a review by the Scottish Ministers under section 87.

The Asset Transfer Request (Review Procedure) (Scotland) Regulations 2016

- If the request is made to any other relevant authority, the community transfer body can appeal to the Scottish Ministers under section 85 of the Act.

The Asset Transfer Request (Appeals) (Scotland) Regulations 2016

Section 91 of the Act provides that a community transfer body cannot seek a review or appeal in relation to the terms and conditions in the decision notice if it has already made an offer, unless it first withdraws that offer. If the community transfer body makes an offer after submitting an appeal or application for review, the appeal or review is treated as having been withdrawn.

A community transfer body can also appeal to the Scottish Ministers if a request is agreed, but no contract is concluded within the required time limit.

The Asset Transfer Request (Appeal Where No Contract Concluded) (Scotland) Regulations 2016

In all cases the final decision lies with the Scottish Ministers. There is no further route of appeal beyond them (except by judicial review).

Relevant Authority Policies

The Community Empowerment (Scotland) Act 2015, associated regulations and guidance notes are the process that all relevant authorities should follow with regard to Asset Transfer. Many relevant authorities have developed their own internal processes for receiving and assessing Asset Transfer Requests under the legislation. These are usually published on the website of the authority alongside the required electronic availability of asset registers.

Community organisations should ensure that they read, and understand, the detail of the Act and the Scottish Government's guidance notes (see link below) to be clear about the rights they have in regard to asset transfer. They should also read the relevant authority's policy and follow their requests for information in certain format if they feel it fits with the requirements of the act appropriately. However, it is advisable to enter discussions with the owning authority at an early stage to gather appropriate information about the asset of interest.

Communities should be aware that they are able to submit an Asset Transfer Request for any asset owned by a public body whether it is deemed available for disposal or not. Relevant authorities must assess every eligible request and agree to the request unless there are suitable grounds for refusal.

Provided an eligible community transfer body follow the requirements as set out in the Act, it is not a requirement that they enter a request under the conditions of any authority's policy but if they do not refer to their asset transfer policy, it may be more difficult for a request to be assessed and a positive outcome reached.